

# THE OMBUDSMAN OBSERVER



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- Justice Moeenul Islam appointed as the Chairman of NHRC Bangladesh
- Naveed Kamran Baloch takes oath as the Federal Ombudsman of Pakistan
- Arif Khan Rathore appointed as the Ombudsman of Azad Jammu & Kashmir



### Hon'ble Naveed Kamran Baloch takes oath as the Federal Ombudsman of Pakistan for a four-year term

President of Pakistan, H.E. Asif Ali Zardari administered oath to Mr. Naveed Kamran Baloch as the 9<sup>th</sup> Federal Ombudsman of Pakistan. Mr. Baloch will also concurrently serve as the President of Asian Ombudsman Association.



### Mediator of Morocco Pays Tribute to Former Mediator and OICOA Board Member Hon'ble Mohamed Benalilou

A tribute ceremony in Rabat in honor of former Mediator and OICOA Board Member Hon'ble Mohamed BENALILOU, recognizing his tenure and contributions to the institution's development and the broader work of mediation in Morocco.



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# The President's Message

Dear Esteemed OICOA Members and Colleagues,

I am pleased to address you through the March 2026 edition of the OICOA Newsletter.

However, we begin this issue with deep sorrow. First, I would like to extend my sincere condolences to the friendly and brotherly people of Iran for the loss of lives resulting from the attacks carried out against Iran by Israel and the United States. Among those who lost their lives were Iran's Supreme Leader, Ali Khamenei, as well as military officials and civilians, including innocent children. In these difficult times, I would like to express our heartfelt solidarity with my esteemed colleague, Dr. Zabihullah Khodaeian, President of the General Inspection Organization of the Islamic Republic of Iran and Vice President of OICOA, and with the Iranian nation.



We are deeply concerned by these developments, which disregard international law and threaten the safety of civilians. The possibility that the already fragile balance in our region may be further undermined and that humanitarian suffering may further intensify is a matter of serious concern for all of us. We sincerely hope that the tension will de-escalate as soon as possible, that no further civilian casualties will occur, and that peace and stability will prevail once again.

These developments once again remind us of the important responsibility carried by Ombudsman Institutions across the Islamic world. Under the umbrella of the OICOA, we are bound not only by institutional cooperation but also by a shared moral commitment to the protection of justice, human dignity, and fundamental rights.

During this period, as the Ombudsman Institution of the Republic of Türkiye, we continue to carry out our constitutional mandate with diligence. By strengthening our engagement with citizens and public administrations, we strive to contribute to strengthening transparency, accountability, and good administration. Through our contacts and cooperation at national and international levels, we remain firmly committed to upholding the principles of fairness and the rule of law.

On this occasion, I would also like to extend my sincerest wishes to all our members for the upcoming Eid al-Fitr. I hope that the spirit of peace, tolerance and brotherhood will spread across throughout the world on this Eid, during which Muslims share their joy and happiness. May Eid al-Fitr bring peace, prosperity, blessings, and good health to you, your loved ones, and all the Muslims around the world. I would like to thank all our members for their continued cooperation and solidarity, and I wish that our Association will remain a strong and principled voice for justice, dialogue, and peace across the Islamic world and beyond.

**Mehmet Akarca**  
PRESIDENT (OICOA)  
CHIEF OMBUDSMAN OF TURKIYE

# The Secretary General's Message

Esteemed OICOA Members and Colleagues,

At a time when parts of our broader region are experiencing strain, it is appropriate to begin by expressing my earnest hope for calm, restraint, and the resolution of differences through dialogue. Institutions such as ours do not engage in political discourse; however, they are closely tied to the everyday realities of citizens, particularly in periods where stability and access to justice become even more essential.

This past month has brought several new appointments across our Member Institutions that deserve notice, not as isolated announcements, but as signs of institutional continuity and renewal. In Bangladesh, Hon'ble Justice Moinul Islam Chowdhury has assumed office as Chairperson of the National Human Rights Commission. In Pakistan, Mr. Naveed Kamran Baloch has taken oath as Federal Ombudsman. In Azad Jammu and Kashmir, the appointment of Mr. Muhammad Arif Khan Rathore as its Ombudsman has been especially notable as it has restored leadership to an office that had remained vacant for an extended period and reactivating an important channel of public redress. These appointments matter because institutions derive their moral force not from statute alone, but from their ability to remain functional and trusted by the citizens whom they serve.



I would also like to congratulate Hon'ble Ms. Ghada Hameed, Ombudsman of the Kingdom of Bahrain, on her election as Regional Director for Asia of the International Ombudsman Institute. Her appointment places a member of our Association in a position of wider institutional responsibility and reflects the growing confidence in the experience and contributions of ombudsman institutions from our region.

I am particularly impressed by the work being advanced in Kingdom of Jordan under the leadership of Chairman of Jordanian Integrity Commission, Hon'ble Major General Dr. Muhannad Hijazi. His emphasis on integrating digital technology and artificial intelligence into anti-corruption frameworks points to a more deliberate and structured approach to oversight. I find these developments to be of extreme significance, as they suggest a willingness to adapt institutional practices to contemporary challenges rather than rely solely on conventional methods.

I would also like to commend Pakistan's Provincial Ombudsperson of Khyber Pakhtunkhwa, Hon'ble Ms. Rubab Mehdi, who has demonstrated notable resolve through her outreach initiatives, particularly the organization of open courts, which has provided an accessible and free of cost platform for women from underprivileged and remote communities.

What emerges from these developments is not a series of isolated actions, but a gradual strengthening of institutional purpose which is anchored in continuity, informed by adaptation, and directed toward improving outcomes for citizens. I remain encouraged by the seriousness with which OICOA Members continue to carry their responsibilities, and confident that the exchange of experience across our Association will continue to enrich the work of all.

With warmest regards

**Zafar Hijazi**

SECRETARY GENERAL (OICOA)  
FEDERAL TAX OMBUDSMAN OF PAKISTAN

# From the Desk of Executive Secretary

Distinguished OICOA Members,

In light of recent developments in parts of the Gulf region and its wider neighborhood, I wish to express my sincere hope for restraint and the preservation of peace. My thoughts and prayers are with the people of the region, whose safety and well-being must remain paramount, and it is my earnest hope that dialogue and better sense will eventually prevail in the interest of stability and collective security.

I extend my sincere congratulations to Secretary General of the Ombudsman of the Kingdom of Bahrain, Hon'ble Ms. Ghada Hameed, on her election as Regional Director for Asia of the International Ombudsman Institute. This is a well-deserved recognition of her leadership and professional standing, and it reflects positively on the growing relevance of OICOA Board Members in a broader international context.



I also extend my congratulations to Hon'ble Justice Moinul Islam Chowdhury, Hon'ble Mr. Naveed Kamran Baloch, and Hon'ble Mr. Muhammad Arif Khan Rathore on their respective appointments as Chairman of NHRC Bangladesh, Federal Ombudsman of Pakistan, and Ombudsman of Azad Jammu & Kashmir. Each assumes office with a wealth of prior expertise, and I wish them sound judgment and steadiness in the discharge of their responsibilities.

I would like to place on record my appreciation for a number of recent engagements across our member institutions, each of which, in its own way, contributes to the steady strengthening of ombudsman practice. Firstly, I would like to appreciate the collaboration extended by the Mediator of the Togolese Republic, an OICOA Member Institution, in jointly convening an insightful training session on 'Creating Inclusive and Safe Workplace Environment'. The work of the Ombudsman of Gambia deserves particular recognition, especially its continued engagement with law enforcement agencies. Efforts such as sensitization of police personnel and inspections of detention facilities are neither simple nor routine, yet they remain central to ensuring that standards of accountability are upheld in practice.

I would also like to acknowledge the approach taken by the Secretary General of OICOA and Federal Tax Ombudsman of Pakistan, Hon'ble Mr. Zafar Hijazi, since assuming office. His engagement with stakeholders, including his recent interaction with the business community at the Islamabad Chamber of Commerce and Industry, reflects a clear effort to keep the institution connected to the concerns that arise in practice. This has been accompanied by continued attention to how taxpayer grievances are handled, with an emphasis on accessibility and responsiveness in day-to-day work.

I also had the privilege of welcoming the Tax Ombudsman of Tanzania, Hon'ble Mr. Erastus Mteule, along with Hon'ble Mr. Zafar Hijazi and my colleagues, at the Federal Tax Ombudsman Secretariat in Islamabad. The visit, which extended across multiple sessions and Ombudsman Offices in Islamabad, allowed for a detailed exchange on procedures, systems, and institutional experience. It was an engaging and useful interaction, offering practical insight into how similar mandates are carried forward in different jurisdictions.

The activities presented in this issue brings together a set of experiences that, while shaped by different national settings, speak to similar demands placed on our institutions. I hope it will be read with attention, not only for what has been done, but for what may be taken from it in practice. I look forward to the initiatives that will continue to take shape in the coming months, and to the continued exchange through which such efforts gain depth and direction.

With profound regards,

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



## OMBUDSMAN INSTITUTION OF TÜRKİYE

### President of OICOA and Chief Ombudsman of Türkiye Hon'ble Mr. Mehmet Akarca and His Accompanying Delegation Met with the Citizens in Çorum

President of OICOA and Chief Ombudsman of Türkiye, Hon'ble Mr. Mehmet Akarca together with Ombudsmen Mr. Ertuğ Erkan Balta, Mr. Abdullah Cengiz Makas, Mr. Özcan Yıldız and the Secretary General of the Ombudsman Institution Mr. Mehmet Doğan, met with the public in Çorum on 4 February 2026, in Sakarya on 11 February 2026, and in Düzce on 12 February 2026.

Within the scope of the “Ombudsman Meets the Public” program, Chief Ombudsman Mr. Mehmet Akarca emphasized that the Ombudsman Institution, as the voice of citizens, examines all acts and actions of public administrations with a justice-based and human rights-oriented approach. Stressing that fairness-based investigation is highly important because justice must uphold not only rules but also conscience, Mr. Akarca highlighted that applications are free of charge, require no formal procedures, can be submitted online, and are finalized within six months at the latest.



He shared that approximately 21,034 complaints were received in 2025, noting that many disputes were resolved through amicable settlements and recommendations. Mr. Akarca also underlined the Institution's broader role in identifying root causes of grievances, preparing special reports, and providing guidance to public administrations to prevent recurring issues. Additionally, he pointed to growing engagement with youth through Ombudsman clubs established at 156 universities and various awareness programs on justice and human rights.

During the meetings held in Çorum, Sakarya, and Düzce, Mr. Akarca reiterated that the Ombudsman Institution is an independent constitutional body affiliated with the Grand National Assembly of Türkiye (GNAT), serving as an effective complaint mechanism and a bridge of fairness between citizens and administrations. He highlighted recent efforts to make application processes faster and more transparent, while also referencing key reports published in 2025, including the Strategy Document on the Rights of the Child, the Child-Friendly Decision Writing Guide, the report on Strengthening Institutional Coordination in Combating Violence against Women: The Central Anatolia Example, and the report on Differences in Workers' Pension Amounts Based on Application Dates. Governors and local officials addressed participants at the events, and the Ombudsman delegation listened directly to citizens' complaints, requests, and suggestions. As part of the programs, the delegation conducted a series of institutional visits to municipalities, universities, bar associations, and professional organizations, reinforcing cooperation and dialogue at the local level.



## President of OICOA and Chief Ombudsman of Türkiye, Hon'ble Mehmet Akarca, Meets with the Families of Ukrainian Prisoners of War



President of OICOA and Chief Ombudsman of Türkiye, Mr. Mehmet Akarca met with the families of Ukrainian prisoners of war (POW), on 23 February 2026 in Ankara. The delegation was accompanied by Mr. Viacheslav Khomenko, First Secretary at the Embassy of Ukraine in Ankara. Secretary General Mr. Mehmet Doğan was also present at the meeting.

The families of the Ukrainian POWs submitted their petitions to Mr. Akarca, expressing their sincere appreciation for his efforts and for the support of the people of Türkiye. They also conveyed their particular gratitude to the President of the Republic of Türkiye, Mr. Recep Tayyip Erdoğan, for his continued support since the beginning of war.

Mr. Akarca provided information on the efforts of the Ombudsman Institution of Türkiye in its role as a mediator between the Ombudspersons of Ukraine and the Russian Federation. He also expressed his sincere hope that the war will come to a just and lasting end as soon as possible, and that the suffering endured by the people will cease.



## President of OICOA and Chief Ombudsman of Türkiye Mr. Mehmet Akarca Presented the "2025 Annual Report" of the Ombudsman Institution to the Joint Parliamentary Committee

President of OICOA and Chief Ombudsman of Türkiye, Mr. Mehmet Akarca, presented the "2025 Annual Report" of the Ombudsman Institution to the Joint Committee, composed of the members of the Petition Committee and the Human Rights Inquiry Committee of the Grand National Assembly of Türkiye (GNAT), on 10 February 2026.

During his presentation, Mr. Akarca shared information regarding the work of the Institution in 2025, including data on the number of complaints, files, decisions, and amicable settlements, and noted that the Ombudsman Institution continues to play a guiding role in ensuring that public administrations act in accordance with the principles of the rule of law, human rights, and good administration.



**Ambassador Extraordinary and Plenipotentiary of the Republic of Bulgaria to Türkiye, Mr. Anguel Tcholakov, paid a courtesy visit to the President of OICOA and Chief Ombudsman of Türkiye, Mr. Mehmet Akarca**



Ambassador Extraordinary and Plenipotentiary of the Republic of Bulgaria to the Republic of Türkiye, Mr. Anguel Tcholakov, paid a courtesy visit to the President of OICOA and Chief Ombudsman of Türkiye, Mr. Mehmet Akarca, on 19 February 2026.

Ambassador Tcholakov was accompanied by Embassy Counsellor Ms. Daniela Nikolava. The meeting was also attended by the Secretary General of the Ombudsman Institution, Mr. Mehmet Doğan. On this occasion, both sides expressed their mutual desire to further strengthen cooperation between the Ombudsman institutions of the two countries.

**President of OICOA and Chief Ombudsman of Türkiye, Mr. Mehmet Akarca, Attended the Commemoration Ceremony of the 34<sup>th</sup> Anniversary of the Khojaly Massacre**

President of OICOA and Chief Ombudsman of Türkiye, Hon’ble Mr. Mehmet Akarca, attended the Commemoration Ceremony of the 34<sup>th</sup> Anniversary of the Khojaly Massacre, organized by the Türkiye-Azerbaijan Friendship, Cooperation and Solidarity Foundation (TADIV) on 25 February 2026, in cooperation with the Embassy of Azerbaijan to Türkiye and under the auspices of the Grand National Assembly of Türkiye (GNAT). Expressing his condolences for those who lost their lives in the Khojaly Massacre, Mr. Akarca described the massacre as a crime against humanity and a dark stain on the conscience of humanity, emphasizing that justice must prevail to ensure lasting social peace. He underlined that the deliberate targeting of civilians constitutes a grave violation of international humanitarian law and warned that remaining silent in the face of injustice risks paving the way for future tragedies.



Highlighting the importance of accountability and international recognition, Mr. Akarca stressed that, even after 34 years, justice has yet to be fully realized. He also drew attention to the strong cooperation between the Ombudsman Institutions of Türkiye and Azerbaijan, guided by the understanding of “two states, one nation,” and noted that during the Second Karabakh War, the Ombudsman Institution conducted a working visit to Azerbaijan and compiled its findings on human rights violations experienced there into a report.

The ceremony, at which the Ombudsman of Azerbaijan and a Board Member of the OICOA, Ms. Sabina Aliyeva, also delivered a speech, was also attended by Ombudsmen Mr. Abdullah Cengiz Makas, Mr. Özcan Yıldız, Mr. Şerif Yılmaz, and Secretary General of the Ombudsman Institution Mr. Mehmet Doğan.



**HUMAN RIGHTS COMMISSIONER OF AZERBAIJAN**

**A Commemorative Event Dedicated to the 34<sup>th</sup> Anniversary of the Khojaly Genocide was held in Khankendi by Human Rights Commissioner of Azerbaijan**

The Commissioner for Human Rights (Ombudsman) of the Republic of Azerbaijan and OICOA Board Member, Hon'ble Ms. Sabina Aliyeva, participated in a commemorative event held in Ankara to mark the 34<sup>th</sup> anniversary of the Khojaly genocide. The event was organized by the Grand National Assembly of Türkiye, the Turkey-Azerbaijan Friendship, Cooperation and Solidarity Association, and the Embassy of Azerbaijan in Türkiye, with the participation of members of parliament, diplomats, and representatives of oversight institutions, including the Turkish Ombudsman.

In her address, Ms. Aliyeva described the events of 25–26 February 1992 as a grave violation of international humanitarian and human rights law. She noted that 613 civilians were killed and 1,275 were taken prisoner during the attack on Khojaly, emphasizing that the tragedy remains one of the most painful chapters in Azerbaijan's recent history. She further highlighted the humanitarian dimension of the conflict, noting that approximately 4,000 Azerbaijanis went missing during the First Karabakh War, including around 150 individuals linked to the Khojaly events.



The Ombudsman also referred to developments following the restoration of Azerbaijan's territorial integrity under the leadership of Ilham Aliyev, noting ongoing reconstruction efforts in the liberated territories. She underscored that the continued presence of landmines remains a major humanitarian concern affecting civilian safety, reconstruction activities, and the return of internally displaced persons. Ms. Aliyeva emphasized the importance of strengthening international human rights mechanisms and ensuring accountability for war crimes in order to prevent the recurrence of atrocities. During her visit, she also gave interviews to Turkish and international media outlets regarding the historical and humanitarian dimensions of the Khojaly tragedy.

The event was also attended by Mehmet Akarca, Chief Ombudsman of Türkiye and President of the OIC Ombudsman Association, together with members of the Grand National Assembly of Türkiye and representatives of the diplomatic corps. The gathering served as an opportunity to reflect on the humanitarian consequences of the Khojaly tragedy and to emphasize the importance of preserving historical memory and strengthening international cooperation in the promotion of justice and accountability for grave violations of human rights.



## Hon'ble Sabina Aliyeva Attends the Closing Ceremony of "Shine with Your Rights" Child Rights Initiative

The Commissioner for Human Rights (Ombudsman) of the Republic of Azerbaijan and OICOA Board Member, Sabina Aliyeva, participated in the closing ceremony of the "Shine with Your Rights" project organized by the Regional Development Public Union, an initiative aimed at strengthening awareness and protection of children's rights.

Addressing the event, the Ombudsman underscored that safeguarding children's rights remains a central priority of Azerbaijan's state policy. She noted that this policy, originally established under the leadership of Heydar Aliyev, continues to be advanced today under President Ilham Aliyev, with sustained efforts to promote a safe environment and comprehensive development opportunities for children.



She also highlighted initiatives implemented with the support of First Vice-President Mehriban Aliyeva and the Heydar Aliyev Foundation, which have contributed to improving social protection and expanding access to modern educational and healthcare infrastructure across the country. Ms. Aliyeva further emphasized that the protection of children's rights constitutes a key component of the Ombudsman Institution's mandate, noting that complaints concerning violations are addressed promptly and that regular monitoring and awareness activities are conducted nationwide. She also pointed out that recommendations submitted by the Ombudsman's Office had been reflected in the draft Law "On the Rights of the Child" and the proposed Strategy for Children Action Plan for 2026–2030.

## Human Rights Commissioner (Ombudsman) of Azerbaijan Conducts Human Rights Training for Officials of Azerbaijan's Ministry of Science and Education



Experts from the Ombudsman Institution of Azerbaijan delivered a training session for employees of the Ministry of Science and Education of Azerbaijan and its subordinate institutions on the application of international, regional, and national legal instruments in the field of human rights.

Opening the session, Aynur Hamidova, Acting Head of the Department for Work with the Rights of Population Groups at the Ombudsman's Office, highlighted the importance of strengthening the human rights knowledge of civil servants and integrating international human rights standards into everyday administrative practice. She noted that a rights-based approach to governance contributes to greater transparency, accountability, and improved public trust in state institutions.

During the programme, Adil Eyvazov, Deputy Head of Department and Head of the Sector for the Protection of Economic, Social and Cultural Rights, addressed the legal mechanisms for safeguarding economic, social, and cultural rights, with particular attention to the right to education. Additional presentations were delivered by Muqalib Mahmudov, Head of the Legal Education Sector, and Aydan Talibova, Senior Advisor, who outlined the fundamental principles of human rights, the mandate of the Ombudsman Institution, and the obligations arising from key international human rights treaties to which Azerbaijan is a party. The interactive training concluded with an exchange of views and responses to participants' questions regarding the practical application of human rights standards in the civil service.

**OMBUDSMAN OF THE KINGDOM OF BAHRAIN**

**The Kingdom of Bahrain achieves an international milestone with the election of Hon’ble Ms. Ghada Hameed as Director for Asia at the International Ombudsman**



The Kingdom of Bahrain marked a significant international milestone with the election of Hon’ble Ghada Hameed Habib, (Secretar General of the Ombudsman of Bahrain and OICOA Board Member), as Asian Regional Director on the Board of the International Ombudsman Institute (IOI). She becomes the first woman from the region to hold this position within the Institute, which brings together more than 200 ombudsman institutions worldwide.

The appointment strengthens Bahrain’s presence within the IOI’s governance structure, where regional directors play a key role in promoting cooperation among member institutions, facilitating the exchange of expertise, and advancing professional standards in oversight and accountability across the region.

Commenting on the election, Ms. Habib described the appointment as recognition of Bahrain’s commitment to strengthening independent oversight and human rights protection. She noted that her mandate will focus on enhancing regional cooperation, expanding training and knowledge-sharing initiatives, and contributing to the development of effective and modern oversight practices among Asian ombudsman institutions.

**Ombudsman of Bahrain receives a delegation from the Turkish Human Rights and Equality Foundation (HREIT)**



OICOA Board Member, Hon’ble Ghada Hameed Habib (Secretary General of the Ombudsman of Bahrain), received at the Secretariat headquarters a high-level delegation from the Human Rights and Equality Foundation of the friendly Republic of Turkey (HREIT), headed by Professor Fahrettin Altin, on the occasion of their official visit to the Kingdom of Bahrain, which is the first of its kind to the Secretariat. This visit comes within the framework of the Secretariat’s continuous endeavor to enhance its institutional capacities and extend bridges of communication with similar international institutions.

As part of the visit program, the delegation from the Turkish Human Rights and Equality Foundation toured the various departments and sections of the General Secretariat, where the delegation closely examined the daily work mechanisms followed, and listened to a detailed explanation from the concerned employees about the competencies assigned to each department, starting from the procedures for receiving and examining grievances up to the mechanisms for monitoring reform and detention centers. This tour provided the visiting delegation with an opportunity to learn about the indicators followed to ensure the independence and integrity of investigations, and how to deal with different cases in accordance with the approved legal and human rights standards.



## MEDIATOR OF THE KINGDOM OF MOROCCO

### Institution of the Mediator of Morocco Pays Tribute to Former Mediator and OICOA Board Member Hon’ble Mohamed Benalilou, in Rabat

The Institution of the Mediator of the Kingdom hosted a tribute ceremony on 9 February 2026 in honor of Mohamed Benalilou, current President of the National Authority for Probity, Prevention and the Fight against Corruption and former Mediator of the Kingdom (2019–2025).

The event, organized at the initiative of staff and officials of the Institution, reflected a gesture of recognition and appreciation for Mr. Benalilou’s professional and personal contributions during his tenure. The ceremony was moderated by Huda Ait Zedan and featured remarks by the current Mediator of the Kingdom, Hassan Tariq, as well as testimonials from former colleagues within the international, Mediterranean, and Francophone ombudsman networks. Additional tributes were delivered by former Secretary-General of the Institution Mohamed Ledidi and representatives of the Institution’s staff.



In his address, Mr. Tariq described the gathering as an act of recognition rooted in institutional memory and collective gratitude. He noted that the meeting was not merely a formal administrative gesture but a sincere expression of appreciation from the Institution’s staff for the leadership, modernization efforts, and human qualities demonstrated by Mr. Benalilou during his stewardship. Concluding the ceremony, Mr. Benalilou reflected on key milestones of his tenure at the Institution, recalling the challenges and achievements that shaped its development. The event underscored the enduring importance of institutional continuity and the role of leadership in advancing the mission of mediation and good governance in Morocco.

### Mediator of Morocco and OICOA Board Member, Hon’ble Hassan Tariq, Opens First Panel Discussion on “Rights in the Digital Age” in Rabat

The Institution of the Mediator of the Kingdom launched the first in a series of intellectual panel discussions dedicated to the theme “Rights in the Digital Age,” held at its headquarters in Rabat in partnership with the Friedrich Naumann Foundation for Freedom. The event forms part of the activities marking 2026 as the Year of Facilitated Mediation and the 25th anniversary of the establishment of the Mediator Institution.

Opening the meeting, Hassan Tariq, Mediator of the Kingdom, emphasized the importance of engaging with academic and intellectual research to understand the evolving relationship between public administration, technology, and citizens’ rights. He cautioned against uncritical reliance on digital solutions and highlighted the risks posed by the widening digital divide, particularly for vulnerable groups such as the elderly and persons with disabilities.



The panel discussions brought together academics, researchers, and civil society representatives to examine the impact of digitalization on administrative decision-making and public service delivery. Participants stressed that while digital tools can improve efficiency, the expansion of technology-driven governance must be accompanied by ethical safeguards and meaningful human oversight to ensure fairness and protect emerging digital rights.



**GENERAL INSPECTION ORGANIZATION OF IRAN**

**Justice Dr. Zabiullah Khodaeiyan Administers Oath to Newly Appointed Inspectors of General Inspection Organization of Islamic Republic of Iran**

The swearing-in ceremony for newly appointed inspectors of the General Inspection Organization of Iran was held in the presence of OICOA Vice President and President GIO, Hon’ble Justice Dr. Zabiollah Khodaeiyan, alongside senior deputies and directors of the institution.

Addressing the ceremony, Dr. Khodaeiyan underscored the constitutional mandate of the Organization as the country’s principal supervisory authority tasked with ensuring the proper implementation of laws and safeguarding administrative integrity across public institutions. He emphasized that the steady increase in public reports submitted to the Organization reflects growing public confidence in its oversight functions and the effectiveness of its monitoring mechanisms.

Dr. Khodaeiyan emphasized the inspectors’ need for continuous preparedness in various dimensions, stating that piety, being mindful that God observes one’s actions, self-purification and the “greater jihad,” avoidance of arrogance and pride, and the maintenance of humility are essential prerequisites for inspection work. He also stressed the importance of confidentiality in the oversight and inspection process, describing responsibilities and professional secrets as trusts that must be guarded with the utmost care and sensitivity. He also pointed to the importance of protecting individuals’ reputations and noted that disclosing secrets constitutes a breach of others’ rights. Dr. Khodaeiyan also stressed the necessity of raising inspectors’ scientific and professional level, adding that inspectors must have complete mastery of laws, regulations, directives, and the fundamental laws in the field of oversight and inspection, because the Organization’s area of work encompasses both administrative and financial matters as well as the specialized subjects of various agencies.



**OMBUDSMAN OF REPUBLIC OF INDONESIA**

**The Indonesian Ombudsman Launches the 2025 Ombudsprudence Book, Compiling 29 Maladministration Handling Practices from 10,000 Public Reports**

The Indonesian Ombudsman has launched Ombudsprudence in 2025: Notes on Handling Maladministration, a new volume compiling 29 selected case-handling practices drawn from around 10,000 public reports received in 2025. The book was introduced during the Compensation for Detriment Caused by Defective Administration workshop held at Luwansa Hotel in South Jakarta.

The publication is the fifth edition in the series, following earlier volumes issued in 2009, 2012, 2016, and 2023. Speaking at the launch, Ombudsman Chairman and OICOA Board Member, Hon’ble Mr. Mokhammad Najih remarked that the book reflects a strategic effort to strengthen oversight of public services while contributing to the development of administrative law and good governance in Indonesia.

He described the volume as a practice-based reference for handling public complaints, intended to support both Ombudsman personnel and partner ministries and institutions. The 222-page publication was prepared by the Main Assistant for Resolution and Monitoring together with 20 regional Ombudsman offices. The selected cases span key sectors including transport and infrastructure, education, health, employment, energy and electricity, water services, and agrarian and spatial affairs. Structured around case chronology, legal reasoning, corrective measures, and the impact of resolutions, the volume is designed as both an internal learning tool and an external reference for improving public administration. Copies of the book were presented to representatives of ministries, institutions, and partner organisations, including Bappenas, the Ministry of Administrative and Bureaucratic Reform, the Commonwealth Ombudsman of Australia, YLKI, and the Public Service Concern Society.



## Indonesian Ombudsman Reports 23,596 Complaints in 2025 as it Marks 25 Years of Public Service Oversight



The Indonesian Ombudsman reported receiving 23,596 public complaints in 2025 and said its oversight work helped avert Rp130.26 billion in potential public losses, as the institution marked its 25<sup>th</sup> anniversary and highlighted a shift from resolving individual cases to pursuing systemic improvements in public services.

Speaking at the launch of the Ombudsman’s 2025 Annual Report, Chairman of the Ombudsman and OICOA Board Member, Hon’ble Mr. Mokhammad Najih said the institution’s work over the past quarter century has evolved into what he described as “impactful oversight,” aimed not only at settling complaints but also at improving policy, strengthening service quality, and reinforcing public trust.

The Annual Report, released under the theme “25 Years of the Indonesian Ombudsman Supervising Public Services: From Complaint Resolution to Impactful Supervision,” presents this transition as a central feature of the institution’s current approach.

According to the report, the 2025 caseload included rapid responses, self-initiated investigations, regular public reports, consultations, and copied submissions. Of these, 8,970 reports were resolved during the year. Local governments generated the highest number of complaints, followed by ministries and central government agencies, the National Land Agency, state educational institutions, and state-owned or region-owned enterprises. The most frequently reported issues concerned land affairs, personnel matters, civil and political rights, policing, and transport and infrastructure. The most common forms of alleged maladministration were failure to provide services, prolonged delays, procedural deviations, neglect of legal obligations, and improper conduct.

The Ombudsman also announced a change in its compliance assessment model. Rather than focusing solely on whether service providers meet the 14 public service standard components set out in Law No. 25 of 2009, the institution will move toward an “Indonesian Ombudsman Opinion” that assesses both the risk and practice of maladministration in public service delivery. Najih said the change reflects a broader effort to ensure that compliance translates into meaningful outcomes for the public.

The report also points to a wider institutional legacy at the close of Mr. Najih’s 2021–2026 term, including corrective interventions in areas such as student admissions, land services, social protection, immigration, and business licensing, as well as continued cooperation with international ombudsman networks. In remarks delivered at the event, Coordinating Minister for Law, Human Rights, Immigration, and Corrections Yusril Ihza Mahendra said the annual report serves not only as an administrative record but also as an account of the Ombudsman’s growing relevance in ensuring fair, professional, and responsive public service oversight.

**The Ombudsman of Indonesia Celebrates 26 Years of Excellence in Delivering Justice**



The Indonesian Ombudsman (Ombudsman RI) marked its 26<sup>th</sup> anniversary with a ceremony at its headquarters in Jakarta, led by Chairman and OICOA Board Member Hon’ble Mokhammad Najih and attended by senior officials, including Deputy Chairman Bobby Hamzar Rafinus and Secretary General Suganda P. Pasaribu, along with staff.

In his address, Mr. Najih said the occasion was not just ceremonial but a moment to reinforce the institution’s commitment to integrity, professionalism, and independence in overseeing public services. He urged staff across the country to maintain public trust and continue improving the quality of their work.

He also noted that growing challenges in public service demand a more adaptive and responsive approach, expressing confidence that the Ombudsman will continue to strengthen its role as an effective and trusted oversight body.



**FEDERAL TAX OMBUDSMAN OF PAKISTAN**

**Secretary General OICOA Hon’ble Zafar Hijazi Holds a Meeting with the Newly Appointed Federal Ombudsman of Pakistan, Hon’ble Naveed Kamran Baloch**



The Honorable Federal Tax Ombudsman, Mr. Zafar Hijazi, called on the newly appointed Wafaqi Mohtasib, Mr. Naveed Kamran Baloch, to felicitate him on assuming office.

The meeting also focused on the need for closer cooperation among ombudsman institutions in Pakistan and the wider region, with both sides discussing ways to improve their role in delivering public justice and handling citizens’ complaints more effectively.

Mr. Hijazi, who also serves as Secretary General of the OIC Ombudsman Association (OICOA) and President

of the Forum of Pakistan Ombudsman, briefed Mr. Baloch on the scope and working of both bodies. He shared how OICOA brings together ombudsman institutions from OIC member states to promote cooperation, exchange experience, and support institutional development, while the Forum of Pakistan Ombudsman serves as a national platform for coordination among Pakistan’s ombudsman institutions. As the Federal Ombudsman of Pakistan is a member institution of both OICOA and the Forum of Pakistan Ombudsman, the discussion also covered its role within these platforms and the value of stronger institutional linkages.

Mr. Baloch welcomed the briefing and expressed his intent to build on these linkages to further strengthen the office’s outreach and effectiveness. Hon’be Mr. Kamran Baloch has also concurrently assumed office as President of the Asian Ombudsman Association, a regional platform that connects ombudsman institutions across Asia to share experience and improve standards of complaint resolution, which is headquartered at the Federal Ombudsman of Pakistan Secretariat in Islamabad.



**FEDERAL TAX OMBUDSMAN OF PAKISTAN**

**Delegation from Tax Ombudsman Service of Tanzania (TOST) led by Hon’ble Erastus Mtui Visits Federal Tax Ombudsman of Pakistan for a Week Long Intensive Study Visit**

A high-level delegation from the Tax Ombudsman Service of Tanzania (TOST), led by Tax Ombudsman Hon’ble Mr. Erastus Vincent Mtui and comprising 16 members, undertook an official study visit to Pakistan for one week, to examine the institutional architecture, operational procedures, and legal mandate of the Federal Tax Ombudsman of Pakistan. Organised in cooperation with the German Federal Ministry for Economic Cooperation and Development (BMZ) and supported by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, the visit formed part of a structured knowledge-sharing initiative aimed at strengthening tax grievance redress, administrative accountability, and institutional effectiveness through international cooperation.

The visit opened with a formal welcome by the OICOA Secretary General and Federal Tax Ombudsman of Pakistan, Hon’ble Mr. Zafar Hijazi, who received the Tanzanian delegation and described the engagement as an important opportunity for meaningful exchange between two institutions working in the service of fairness, transparency, and taxpayer protection. He noted that such visits go beyond ceremonial diplomacy, while offering a practical platform for the sharing of institutional experience, operational insight, and tested approaches to grievance resolution.



The Tanzanian delegation was offered a layered understanding of Pakistan’s tax ombudsman system. Mr. Almas Ali Jovindah, Advisor (Legal) to the Federal Tax Ombudsman (FTO) and Executive Secretary of OICOA and Forum of Pakistan Ombudsman, introduced the objectives and structure of the visit and later delivered an extensive legal presentation on the FTO Ordinance 2000, explaining the institution’s jurisdiction, powers, procedures, and complaint resolution framework in cases of maladministration by tax authorities. Dr. Arslan Subuctageen, Advisor (Customs and Federal Excise), gave a presentation on the historical evolution, conceptual foundations, and statutory mandate of the FTO, situating the institution within Pakistan’s wider accountability framework and highlighting its role in safeguarding taxpayer rights. He also gave another presentation on the mechanism for addressing customs complaints, broadening the delegation’s understanding of sector-specific grievance practices. The operational dimension was further developed by Mr. Khaldoon Haq, Director General, FTO Secretariat, who demonstrated the Centralized Complaint Management Information System (CMIS), illustrating how digital tools support complaint registration, case tracking, performance monitoring, and institutional transparency.

On the next day of the study visit, Mr. Khalid Javed, (Registrar - FTO), led a detailed session on the handling of income tax and sales tax complaints, with particular reference to procedural pathways, investigative practice, and the use of Alternative Dispute Resolution (ADR) mechanisms within the FTO framework. Mr. Nazim Saleem, Advisor (Sales Tax), shared Federal Tax Ombudsman's process in preparing its Annual Report and monthly newsletter, and its role in documenting the institutional performance, communicating systemic concerns, and strengthening public confidence in the process.



The Tanzanian delegation was introduced not only to the internal workings of the FTO, but also to the wider ecosystem of ombudsman cooperation and public outreach in which it operates. Ms. Neelam Fatima Shujahuddin, Assistant Advisor at the OIC Ombudsman Association, delivered a presentation on global ombudsman bodies and the importance of international engagement, underscoring how cross-border dialogue and professional networks contribute to institutional maturity. This presentation was complemented by a session from Ms. Munimah Riaz on youth initiatives at FTO Pakistan, which highlighted the role of awareness-building, civic engagement, and outreach in cultivating trust in public oversight institutions. Together, these sessions broadened the discussion from complaint handling alone to the wider social and institutional conditions that sustain and fortify the mandate of an Ombudsman institution.



A separate day was dedicated for showcasing how Pakistan's ombudsman model operates within the broader administrative justice framework. The delegation visited the Secretariat of Federal Ombudsman of Pakistan (an OICOA Member Institution), where they received a comprehensive briefing on complaint-handling procedures, investigative methods, and institutional safeguards designed to ensure the effective redressal of grievances against the federal government functionaries. The engagement was further enriched by the presence of the former Federal Ombudsman of Pakistan, Mr. Ejaz Ahmad Qureshi, who reflected on the evolution of the ombudsman institution in Pakistan and its role in promoting transparency, good governance, and citizen-centred service delivery. The delegation also visited the Asian Ombudsman Association (AOA) Secretariat, where members were briefed on its structure, documentation, and contribution to regional cooperation among ombudsman institutions across Asia.



The delegation also visited the Presidential Secretariat of Pakistan to meet Justice (R) Irfan Qadir (Chief Legal Consultant to the President of Pakistan). The delegation observed live hearings and gained direct exposure to the constitutional review and appellate mechanisms applicable to ombudsman recommendations. The proceedings offered an important perspective on the legal safeguards surrounding ombudsman decisions and demonstrated how accountability institutions are situated within the broader constitutional order. In the interactive discussion that followed, Justice Qadir elaborated on the legal standards governing review in ombudsman matters and the constitutional architecture that sustains administrative justice in Pakistan. This component of the visit added a valuable judicial and constitutional dimension to the delegation’s institutional learning.



On fourth day of their visit, the delegation from Tax Ombudsman Service of Tanzania visited the Federal Ombudsman Secretariat for Protection Against Harassment at Workplace (FOSPAH), where they met with the Ombudsman and OICOA Member Hon’ble Ms. Fauzia Viqar and received a detailed briefing on the institution’s mandate and Pakistan’s anti-harassment legal framework, thereby gaining insight into specialised complaint-handling model to protect the inheritance rights and workplace safety of women. The delegation also visited a Regional Tax Office of the Federal Board of Revenue, where the Chief Commissioner of Regional Tax Office (Islamabad) briefed the delegation on operational procedures and revenue collection mechanisms.

The programme concluded on 20<sup>th</sup> February 2026 with a formal closing ceremony at the Federal Tax Ombudsman Secretariat, presided over by the Honourable Federal Tax Ombudsman of Pakistan and OICOA Secretary General, Mr. Zafar Hijazi. In his remarks, Mr. Hijazi underscored the significance of sustained institutional exchange among ombudsman bodies, noting that such engagements create practical opportunities to share tested approaches, deepen professional understanding, and strengthen systems of accountability across jurisdictions. He described the visit as an important expression of mutual trust and a constructive step towards closer cooperation between Pakistan and Tanzania in the field of tax grievance redress and public sector oversight.

Tax Ombudsman of Tanzania, Hon’ble Erastus Mtui conveyed his appreciation for the intellectual rigor and institutional openness that characterized the study programme. He reflected that the engagement had transcended routine diplomatic exchange, and offered a rare opportunity to have an insight into the structural, legal, and operational dimensions of Pakistan’s tax ombudsman framework in a holistic manner. He noted that the insights gained would inform ongoing efforts in Tanzania to refine grievance redress mechanisms in ways that are both contextually grounded and aligned with international best practices. He and his accompanying delegation expressed confidence that the relationships forged during the visit would endure as a basis for sustained collaboration, knowledge exchange, and the collective advancement of responsive and citizen-centric governance between Tanzania and Pakistan. The visit concluded with distribution of completion certificates by Secretary General OICOA Mr. Zafar Hijazi among the participants, alongwith exchange of souvenirs.

**Hon’ble Zafar Hijazi Engages Business Leaders at ICCI, Reaffirms Federal Tax Ombudsman’s Commitment to Taxpayer Protection and Administrative Fairness**

The Federal Tax Ombudsman of Pakistan and OICOA Secretary General, Hon’ble Mr. Zafar Hijazi, engaged with the business community at the Islamabad Chamber of Commerce and Industry (ICCI) in a focused outreach session aimed at reinforcing awareness of taxpayers’ rights and the institutional safeguards available against maladministration.

Addressing a gathering of business leaders and stakeholders, the Ombudsman articulated the role of his office as an independent and accessible forum for the redress of tax-related grievances. He remarked that the Office of the Federal Tax Ombudsman provides a mechanism that is both expeditious and cost-free, enabling taxpayers to seek relief without procedural or financial barriers.



Mr. Hijazi placed particular emphasis on the principle that a credible tax administration must rest on more than enforcement; it must be anchored in fairness, transparency, and accountability. He noted that instances of delay, procedural lapses, and arbitrary decision-making not only undermine taxpayer confidence but also impede the broader objective of fostering a stable and compliant economic environment. The session was marked by a candid exchange, with members of the business community raising practical concerns arising from their interactions with tax authorities. In response, Mr. Hijazi reaffirmed his commitment to addressing such issues with impartiality and diligence, while also highlighting the importance of continued stakeholder engagement as a means of strengthening institutional responsiveness. Advisor (Legal) and Executive Secretary OICOA, Mr. Almas Jovindah also accompanied Mr. Hijazi during this interactive session at Islamabad Chamber of Commerce and Industry.



**OIC OMBUDSMAN ASSOCIATION SECRETARIAT**

**OICOA Secretariat Holds an Online Training Session on ‘Creating Inclusive and Respectful Workplace Culture’ in Collaboration with Mediator of Togolese**

The OIC Ombudsman Association (OICOA), in collaboration with the Mediator of the Togolese Republic, convened a specialized online training session on “Creating a Respectful and Inclusive Workplace Culture,” bringing together representatives from its member institutions in a focused engagement on an issue of growing institutional relevance.



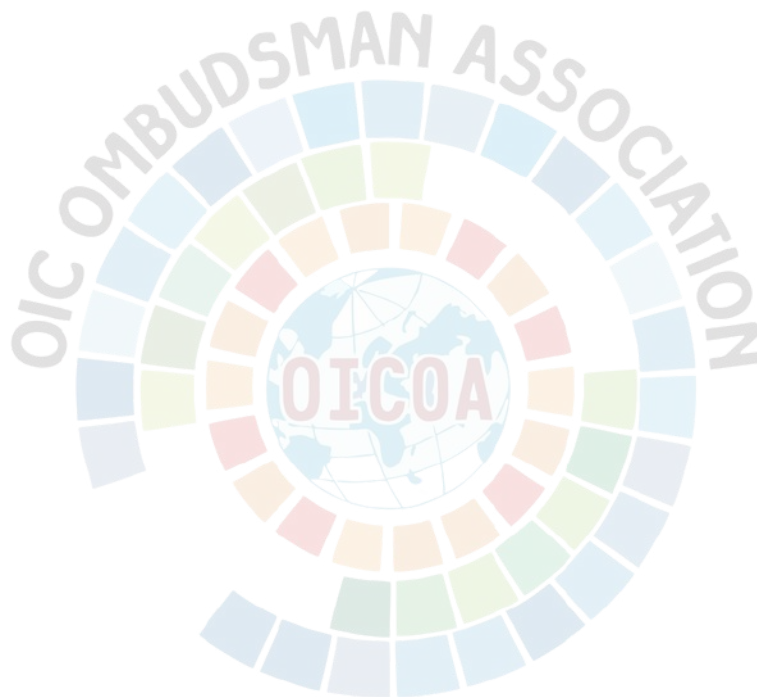
The session was led by Mrs. Animaou Dihèza N’Nâ, Chief of Staff at the Togolese Ombudsman Office, whose work at the intersection of governance, mediation, and human resource management informed a presentation marked by both conceptual clarity and administrative realism. Drawing on her experience in advancing inclusive governance and institutional mediation, she situated workplace culture within the broader framework of organizational legitimacy and effectiveness. At the center of the discussion was a clear and practical premise: that respect and inclusion are not aspirational constructs but operational imperatives. Mrs. N’Nâ underscored that institutions tasked with upholding justice and accountability must themselves reflect those values internally. A workplace environment that recognizes diversity, ensures equitable treatment, and enables individuals to contribute without fear of exclusion or bias, she noted, is foundational to both staff well-being and institutional performance.

The session moved beyond definitional framing to examine the structural and behavioral barriers that often impede inclusion. Issues such as workplace discrimination, implicit bias, and hierarchical silences were addressed with candor, alongside practical strategies for mitigation. Particular emphasis was placed on leadership responsibility, not merely in setting policy, but in shaping everyday institutional conduct through example, consistency, and accountability.

Participants engaged with concrete scenarios and shared institutional experiences, allowing for a grounded exchange on how inclusive practices can be embedded within diverse administrative contexts. The discussion highlighted that fostering such a culture requires sustained attention, deliberate policy choices, and continuous internal reflection, rather than isolated interventions.

The training forms part of OICOA's ongoing broader effort to strengthen the internal capacity and coherence of its member institutions. The primary objective of this training was centred on OICOA's growing recognition that the authority of ombudsman bodies is closely tied to the standards they uphold within their own organizational structures. Institutions that embody fairness, respect, and inclusivity internally are better positioned to advance those same principles in their external mandate.

The session was attended by 48 participants from across OICOA member institutions, including Ombudsman of Turkiye, Human Rights Commissioner (Ombudsman) of Azerbaijan, Mediator of Senegal, Mediator of Tunisia, General Inspection Organization of Iran, Mediator of Morocco, Ombudsman of Punjab, Ombudsman of Sindh, Ombuspersion of Khyber Pakhtunkhwa, and Federal Ombudsman of Pakistan. E-certificates were also awarded to the participants at the end of the training session. The session was also presided by OICOA Executive Secretary, Mr Almas Ali Jovindah and Director General (Trainings), Dr. Arslan Subuctageen.





## **INSPECTORATE GENERAL OF UGANDA**



### **IGG Orders Arrest of Kalungu District Human Resource Officers Over Alleged Non-Payment of Salaries**

The Inspector General of Government of Uganda, Hon'ble Lady Justice Naluzze Aisha Batala, has ordered the arrest of Ms. Nankya Margaret, Principal Human Resource Officer (PHRO), and Ms. Kasingirwa Scovia, Senior Human Resource Officer (SHRO) of Kalungu District Local Government (DLG), over alleged non-payment of salaries to district staff.

The action follows a complaint received by the Inspectorate of Government regarding prolonged non-payment of salaries to several staff members of Kalungu DLG, including some Heads of Department. Reports indicate that certain officers had not received their salaries since July 2025. The matter attracted significant concern due to its prolonged nature and the hardship and distress caused to the affected public officials.

Earlier, the Deputy Inspector General of Government, Mrs. Anne Twinomugisha Muhairwe, convened boardroom sessions and issued guidance aimed at resolving the issue. Additionally, the Chief Administrative Officer of Kalungu DLG, Mr. Ouma Charles, issued repeated directives, including a formal internal memo, instructing the PHRO to process and clear all outstanding salaries and arrears. Despite these interventions, the directives were reportedly disregarded. When summoned by the IGG, the PHRO failed to provide a satisfactory explanation for the continued non-payment of staff salaries. In light of the persistent default, the resulting public concern, and the apparent insubordination and possible abuse of office, the IGG has referred the matter and the implicated officers to the Director of Ombudsman Affairs, Mr. Kakooza Savio Ntensibe, for further appropriate action. Investigations are ongoing, with a view to possible prosecution where evidence supports such action.

### **Deputy Inspector General of Uganda Calls for Stronger Prosecutorial Collaboration at Uganda Association of Prosecutor's Annual General Meeting**

The Inspector General of Government (IGG), Lady Justice Naluzze Aisha Batala, held a courtesy meeting with the Auditor General of Uganda, Mr. Edward Akol, reinforcing cooperation between two central pillars of the country's accountability framework. Mr. Akol congratulated the IGG on her appointment and commended the longstanding working relationship between the Inspectorate of Government and the Office of the Auditor General. He observed that sustained collaboration has enabled more effective information sharing, reduced duplication of mandates, and improved the overall efficiency of public oversight functions.

Lady Justice Batala, in turn, expressed appreciation for the engagement and reaffirmed her commitment to further strengthening institutional coordination.

She emphasized that closer alignment between oversight bodies is essential to ensuring a coherent and effective response to corruption and maladministration. The meeting reflected a shared institutional understanding that accountability outcomes are strengthened when audit and investigative functions operate in complementarity, particularly in advancing transparency, safeguarding public resources, and reinforcing public confidence in government systems. Justice Aisha Batala was accompanied by Deputy Inspectors General Dr. Patricia Achan Okiria and Ms. Anne Twinomugisha, alongside senior officials from the Inspectorate.



**Mr. Kakooza Ntensibe Addresses the AOMA Seminar on Using Ombudsman Powers to Strengthen Governance and Advance the Sustainable Development Goals in Africa**



The Director of Ombudsman Affairs at the Inspectorate of Government of Uganda, Mr. Kakooza Savio Ntensibe, presented a paper at an African Ombudsman and Mediators Association (AOMA) seminar hosted at the University of KwaZulu-Natal (UKZN), addressing fellow ombudsmen from across the continent.

His presentation, titled “Using Ombudsman Powers to Strengthen Governance and Advance the Sustainable Development Goals (SDGs) in Africa,” examined how ombudsman institutions can move beyond traditional complaint handling to play a more active role in improving governance outcomes.

Mr. Ntensibe highlighted the practical use of investigative and enforcement powers to address maladministration, reduce corruption risks, and improve public sector accountability. He emphasized that ombudsman institutions are uniquely positioned to contribute to the SDGs by ensuring that public services are delivered fairly, transparently, and without delay. The presentation also explored the need for stronger institutional linkages across Africa, noting that many governance challenges, particularly those affecting service delivery, are shared across jurisdictions. He called for greater collaboration among ombudsman offices to exchange practices, strengthen capacity, and develop more coordinated responses to systemic issues. The session formed part of broader discussions under AOMA on the evolving role of ombudsman institutions in governance and development, with increasing focus on their contribution to accountability frameworks and citizen-centered public administration.



**MEDIATOR OF IVORY COAST**

**Mediator of Ivory Coast Advances Settlement Efforts in Land Dispute Involving Former Public Works Employees**



On 24 February 2026, the Mediator of Ivory Coast’s Delegate for the Haut-Sassandra and Marahoué regions received a delegation representing former employees of the Ministry of Equipment and Road Maintenance for a working session focused on an ongoing land dispute.

The discussions centered on a property-related conflict between the claimants and the State Property Management Company (SONAPIE). The meeting provided an opportunity for the parties to present their positions and for the Mediator’s Office to assess the contours of the dispute within its mandate of facilitating amicable resolution.

At the conclusion of the session, it was agreed that the mediation process would continue in the coming days, with the participation of the local SONAPIE representative, the claimants, and the Mediator’s Delegate, with a view to reaching a mutually acceptable settlement.

The engagement reflects the Mediator’s Office’s continued role in addressing complex disputes that sit at the intersection of administrative action and citizens’ rights. By providing a structured platform for dialogue, the institution seeks to ease tensions, clarify competing claims, and guide parties toward practical, negotiated outcomes that reduce the need for prolonged litigation while reinforcing confidence in public dispute resolution mechanisms.



### **Mediator of Ivory Coast Joins World Bank-Supported COSO Project to Strengthen Social Cohesion in Northern Regions**

On 19 February 2026, the Mediator's Delegate for the Poro Region participated in a training workshop for grievance management committees under the COSO Project, held in Korhogo and attended by administrative authorities and local stakeholders.

Funded by the World Bank, the Social Cohesion Project for the Northern Regions of the Gulf of Guinea (COSO) seeks to support the peaceful integration of refugees while preventing tensions in host communities across northern Côte d'Ivoire. In the Poro Region alone, the United Nations High Commissioner for Refugees (UNHCR) estimates the refugee population at 2,217, underscoring the need for structured and responsive mechanisms to manage potential disputes.

Within this framework, the Mediator's Delegate has been co-opted as a member of the Regional Grievance Management Committee, a body tasked with addressing complaints and facilitating the resolution of disputes at the community level. The co-option of Mediator of Ivory Coast reflects a deliberate institutional effort to anchor mediation within local governance structures, to ensure that emerging tensions are addressed early through dialogue-based approaches. The workshop provided a practical platform for strengthening the capacity of committee members, with a focus on handling grievances in a manner that is both accessible and credible. It also reinforced the role of coordinated institutional action in sustaining social cohesion in regions facing complex demographic and social dynamics.

### **Mediator of Ivory Coast's Regional Office in Tchologo Convenes Social Cohesion Committees to Strengthen Community Engagement and Institutional Outreach**

On Friday, 20 February 2026, the Office of the Mediator's Delegate in the Tchologo Region convened a coordination meeting with the Regional Committees for Monitoring and Follow-up of Social Cohesion (CVSCS). The session, held at the delegation's mediation hall, brought together committee representatives for a focused discussion on reinforcing their role in promoting social harmony and institutional presence at the community level.

The meeting centered on mobilizing the CVSCS around the delegation's strategic priorities, with particular emphasis on strengthening proximity to communities, introducing greater innovation in working methods, and enhancing efforts to foster social cohesion both within the committees and across the wider society.

In his address, the Mediator's Delegate recalled the foundational principles that underpin the institution's work revolving around the principles of independence, impartiality, and humanity, while stressing that these values must guide the conduct and interventions of all committee members. He stressed that adherence to these principles is critical to ensuring credibility, trust, and effectiveness in their interactions with the public.



The Delegate further reaffirmed the core mandate of the CVSCS, highlighting the importance of commitment, discipline, and consistency in the execution of their responsibilities. He noted that the effectiveness of these committees directly contributes to the visibility and impact of the Office of the Mediator of Ivory Coast, particularly in advancing social cohesion and conflict prevention at the local level.

 **OMBUDSMAN OF GAMBIA**

**Ombudsman of the Republic of Gambia Conducts Human Rights Sensitization for Police Officers in North Bank Region**

The Office of the Ombudsman of the Gambia (an OICOA Member Institution), through its Regional Office in the North Bank Region (NBR), conducted a sensitization session for officers at the Kerewan Police Intervention Unit (PIU) Camp on 17 February 2026, aimed at strengthening awareness of accountability and human rights standards within the security sector.

The session brought together both senior and junior officers and focused on the mandate of the Ombudsman, including the types of complaints handled and the principle of confidentiality that underpins its work. Particular attention was given to the Prevention and Prohibition of Torture Act, 2023, with emphasis on the legal implications and penalties associated with acts of torture and related violations.

In his remarks, the Second-in-Command of the PIU Camp welcomed the initiative, encouraging officers to uphold professionalism and adhere strictly to the law in the execution of their duties. Participants were also urged to utilize the Ombudsman’s Office as a channel for reporting injustice, abuse of authority, or unfair treatment, reinforcing the message that accountability mechanisms are accessible and protective. The interactive session underscored the importance of ethical conduct, respect for human rights, and institutional accountability, highlighting the Ombudsman’s role in promoting a culture of responsibility within law enforcement agencies.



**Ombudsman of The Gambia Expands Nationwide Inspections Across Security and Immigration Facilities**

As part of its ongoing inspection programme, the Office of the Ombudsman of Gambia (an OICOA Member Institution) conducted a series of visits over the past several days across key police and immigration facilities in the Central River and Lower River Regions. The exercise reflects a sustained effort to assess compliance with administrative standards and reinforce accountability within public institutions.

The Ombudsman team inspected Jareng Police Station in the Central River Region, followed by visits to Bureng Police Station, Bureng Immigration Post, and Soma Police Station in the Lower River Region. In the subsequent phase, inspections were carried at Kwinella, Koliior, Mansakonko, and Sankandi Police Stations, as well as the Soma Immigration Station, covering a broad operational landscape within the Lower River Region

The Ombudsman of Gambia expressed appreciation to the Gambia Police Force, the Gambia Immigration Department, the Gambia Armed Forces, and the Drug Law Enforcement Agency of The Gambia for their cooperation throughout the exercise. The inspections form part of the Ombudsman’s broader mandate to promote administrative justice, strengthen institutional compliance, and ensure adherence to legal and governance standards across the country.





**MEDIATOR OF REPUBLIC OF DJIBOUTI**

**Ombudsman of Djibouti Partners with URI and Stewardship Foundation to Advance Peace and Social Cohesion**

The Ombudsman of the Republic of Djibouti convened a high-level working meeting with the Representative of the United Religions Initiative (URI) to the African Union and officials from the Stewardship Foundation, marking a step toward strengthening collaborative efforts in peacebuilding and social cohesion across the Horn of Africa.

Held at the Ombudsman’s Office, the meeting focused on aligning institutional priorities around mediation, community engagement, and the prevention of conflict. In his remarks, the Ombudsman outlined the mandate of his institution, emphasizing its role in promoting good

governance, safeguarding citizens’ rights, and facilitating dialogue between communities and public authorities as a means of sustaining social stability. A central point of discussion was the growing challenge of hate speech, particularly its rapid spread through digital platforms. The Ombudsman of Djibouti cautioned that such narratives not only erode social harmony but also contribute to the radicalization of youth and the escalation of community tensions. He called for coordinated responses built on awareness, education, and strengthened mediation frameworks, stressing that prevention must be proactive and locally grounded.

The URI representative reaffirmed the organization’s commitment to interfaith dialogue and community-based peace initiatives, noting the importance of working closely with national institutions to ensure long-term impact. Representatives of the Stewardship Foundation highlighted the link between sustainable development, environmental responsibility, and peacebuilding, advocating for integrated approaches that address both social and ecological dimensions of stability. The meeting concluded with a shared commitment to deepen cooperation through joint programmes, including training initiatives, community outreach, and pilot projects focused on mediation, countering hate speech, and promoting inclusive and sustainable development across the region.



**ADMINISTRATIVE CONTROL AUTHORITY OF LIBYA**



**ACA Libya to Monitor High-Stakes Oil Tender as Libya Attracts Global Energy Firms**

The Chairman of Libya’s Administrative Control Authority, and OICOA Member, Hon’ble Mr. Abdullah Qaderbouh, attended the public tender proceedings organized by the National Oil Corporation (NOC) at the Rixos Hotel, marking a significant step in the country’s efforts to revive its oil exploration sector. The event was held in the presence of Prime Minister Abdul Hamid Dbeibah, NOC Chairman Masoud Suleiman Musa, senior government officials, diplomats, and representatives of leading international energy companies.

The tender process represents Libya’s first major exploration bidding round in approximately seventeen years, underscoring a renewed push to attract foreign investment and reposition the country within the global energy landscape. Mr. Qaderbouh emphasized that the receipt of bid envelopes marks a critical procedural stage, enabling a structured evaluation process based on established technical and legal criteria. He stressed that adherence to transparency, fairness, and equal opportunity will guide the selection process, with the objective of maximizing national resource potential and supporting increased production capacity in the years ahead.

The initiative forms part of broader efforts to improve Libya’s investment climate through updated contractual frameworks and modernized exploration and production agreements. The Administrative Control Authority reaffirmed its commitment to closely monitoring the process, ensuring sound governance, safeguarding public funds, and reinforcing institutional credibility in a sector central to the national economy.

### **Libya's Administrative Control Authority Advances Anti-Corruption Agenda at High-Level Regional Programme in Cairo**

Libya's Administrative Control Authority (ACA) participated in a high-level regional programme dedicated to strengthening anti-corruption systems, hosted by Egypt's Administrative Control Authority in collaboration with Hong Kong's Independent Commission Against Corruption (ICAC) and the Hong Kong International Academy Against Corruption (HKIAAC). The programme, held from 10 to 12 February at the National Anti-Corruption Academy in Cairo, brought together oversight and anti-corruption bodies from across the region.

The programme convened representatives from Jordan, Algeria, Palestine, and Saudi Arabia, providing a structured forum for the exchange of experiences and the development of coordinated approaches to tackling corruption. Discussions focused on advancing investigative methodologies, strengthening preventive frameworks, and enhancing public awareness strategies, alongside the growing role of artificial intelligence and digital tools in detection, analysis, and performance measurement.

Particular attention was given to cross-border cooperation in corruption cases, asset recovery mechanisms, and the promotion of corporate accountability and compliance systems. These themes reflect a broader recognition that corruption increasingly operates across jurisdictions and requires integrated, technology-driven responses. Mr. Qaderbough reaffirmed the Authority's role in auditing and evaluating these measures, identifying gaps, and issuing recommendations within its legal mandate. Both the sides agreed to compile a comprehensive dossier on the Central Bank, covering policy decisions, financial data, official correspondence, and identified irregularities, to support parliamentary review and ensure informed oversight.



### **OMBUDSMAN OF MOZAMBIQUE**



### **Mozambique Ombudsman Hon'ble Isaque Chande, Briefs Newly Appointed Diplomats Ahead of Foreign Mission**

Six newly appointed Mozambican ambassadors received a briefing from the Ombudsman, Mr. Isaque Chande, as part of their preparation for diplomatic assignments abroad. The meeting brought together António Inácio Júnior (Turkey), Manuel José Gonçalves (China), António Rodrigues José (Indonesia), Alexandre Manjate (Brazil), Francisco Neto Novela (Sweden), and Armando Pedro, designated High Commissioner to India.

The engagement formed part of broader efforts to equip diplomats with a comprehensive understanding of Mozambique's institutional landscape and bilateral cooperation priorities. It also aimed to inform the strategic orientation of Mozambican diplomatic missions in their respective countries of accreditation. During the session, Mr. Chande outlined the mandate and functions of the Ombudsman, emphasizing its role in safeguarding citizens' rights, upholding legality, and ensuring fairness in public administration. He encouraged the diplomats to engage with counterpart ombudsman institutions in their host countries and to incorporate such interactions into their official programmes.

The diplomats welcomed the initiative, noting that the exchange deepened their understanding of the institution's relevance. They also committed to promoting awareness of the Ombudsman among Mozambican communities abroad, facilitating access to redress mechanisms and reinforcing the protection of citizens' rights beyond national borders.

## **Mozambique Ombudsman Delivers Food Aid to Flood-Affected Families in Boane**

The Office of the Ombudsman of Mozambique has extended humanitarian support to communities affected by recent flooding in the southern region of the country, delivering over two tonnes of food aid to displaced families in Boane District, Maputo Province.

In partnership with the Ilhas da Paz Association, the Ombudsman's Office donated approximately 2.2 tonnes of non-perishable food items to the Municipal Council of Boane on 6 February 2026. The contribution forms part of a broader national response to floods that have displaced hundreds of families and destroyed agricultural livelihoods across the region.

The donation was formally handed over by the Secretary-General of the Ombudsman's Office, Mr. Mário Seuane, who also visited the Filipe Samuel Magaia accommodation centre, currently sheltering around 1,200 affected individuals. During the visit, he toured the facilities, including temporary shelters, medical units, and communal services, and engaged directly with displaced families to better understand their conditions and immediate needs.



While acknowledging the efforts made by authorities and partners to provide basic support, Mr. Seuane emphasized the importance of long-term safety, urging families not to return to flood-prone areas. Local authorities, in turn, highlighted ongoing challenges in relocating affected households, noting that resettlement efforts are underway but constrained by limited resources and the need for sustained support. The initiative reflects the Ombudsman's broader commitment to social responsibility and citizen welfare, particularly in times of crisis, while also underscoring the importance of coordinated institutional and community action in responding to humanitarian emergencies.



## **Mozambique Ombudsman, Hon'ble Mr. Isaque Chande Consults Former Labour Minister on Labour Governance Challenges**

The Ombudsman of Mozambique and OICOA Member, Hon'ble Mr. Isaque Chande, received the former Minister of Labour, Ms. Helena Taipo, this week at his office for a formal engagement centered on institutional dialogue and governance-related matters.

The meeting provided an opportunity to exchange views on the mandate, operational framework, and evolving role of the Ombudsman's Office within Mozambique's public administration architecture. Discussions also extended to broader issues of shared interest, reflecting a mutual commitment to strengthening institutional effectiveness and promoting responsive governance.

Part of the discussion also turned to labour-related grievances and how such matters reach the Ombudsman, particularly in areas such as employment disputes, administrative delays, and workers' rights within public institutions. Given Ms. Taipo's experience as former Minister of Labour, the exchange provided practical insight into recurring challenges in the sector and the role the Ombudsman can play in addressing them through non-judicial redress mechanisms. Ms. Taipo is a seasoned public servant and has held several senior positions within the Mozambican government. She served as Minister of Labour during the two presidential terms of His Excellency Armando Emílio Guebuza, before being appointed Governor of Sofala Province from 2015 to 2018. She later represented Mozambique as Ambassador Extraordinary and Plenipotentiary to the Republic of Angola.



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



**Jordanian Integrity & Anti-Corruption Commission Holds Workshops for Public Officials on Digital Tools and Witness Protection**

The Jordan Integrity and Anti-Corruption Commission organized two specialized training workshops targeting public sector employees, as part of its ongoing efforts to strengthen institutional capacity in combating corruption.

The first workshop focused on the role of digital transformation, cybersecurity, and artificial intelligence in preventing and detecting corruption. Delivered by the Commission’s Head of Cybersecurity Unit, the session explored how digital integrity frameworks contribute to transparent governance and support a secure investment environment. Particular attention was given to the practical application of technology in enhancing oversight mechanisms and reducing opportunities for misconduct.

A second workshop focused on the legal and procedural framework for protecting witnesses, whistleblowers, and experts. The session outlined the Commission’s role in providing protection, the conditions required to qualify for it, and the responsibilities of those covered under these measures. The discussion aimed to clarify how protection mechanisms function in practice and why they remain central to effective anti-corruption enforcement.

The first workshop brought together 14 participants from five ministries. Across both sessions, attendees also included staff from a range of public institutions, including the ministries of Culture, Education, Health, Industry and Trade, and Social Development, as well as representatives from national media, municipal authorities, and specialized agencies.



**Jordan Anti-Corruption Commission Signs MoU with Princess Sumaya University of Technology to Advance AI-Driven Integrity Systems**

The Jordanian Integrity and Anti-Corruption Commission has signed a memorandum of understanding with Princess Sumaya University for Technology to expand cooperation in capacity building, technical exchange, and the use of advanced technologies in strengthening integrity and governance systems.

The agreement, signed between JIAAC Chairman and OICOA Member, Hon’ble Dr. Muhannad Hijazi and University President Dr. Wejdan Abu Elhajja, sets out a joint programme of training and research in areas including artificial intelligence, big data analysis, and digital evidence. It also covers support for academic research, student projects, and applied studies linked to transparency, accountability, and corruption prevention, alongside joint conferences and awareness initiatives.



Both sides placed particular emphasis on the role of data analysis and digital tools in improving oversight and early detection of irregularities. The partnership also extends to strengthening cybersecurity practices and protecting digital infrastructure, areas increasingly tied to governance and public sector risk.

**Joint Delegation from Jordanian Anti-Corruption Commission and Syria’s Central Commission for Control Visit Al-Hussein Technical University to Explore Skills-Based Education Model**

A joint delegation from Jordan’s Integrity and Anti-Corruption Commission and Syria’s Central Commission for Control and Inspection visited Al Hussein Technical University to examine its approach to technical education and its alignment with labor market needs.



Dr. Muhannad Hijazi, Chairman of Jordan’s Anti-Corruption Commission and OICOA Member led the delegation of JIAAC and highlighted the importance of closer engagement between oversight bodies and educational institutions. He pointed to universities as key spaces for shaping professional standards and reinforcing values of integrity and transparency through training and capacity building.

The delegation was received by the University’s President, Prof. Ismail Hinti, who outlined the institution’s focus on applied learning, technical skill development, and industry-linked academic programmes developed in partnership with both public and private sectors. He emphasized the role of technical education in addressing skills gaps and supporting economic development in a rapidly evolving technological environment.

The Syrian delegation, led by Mr. Amer Al-Ali, noted the relevance of the university’s model, particularly in areas such as digital transformation, artificial intelligence, and cybersecurity. Discussions included on how such expertise could inform institutional development and strengthen technical capacity within oversight frameworks. The visit formed part of broader efforts to deepen regional cooperation and exchange practical experience in areas linking education, governance, and institutional performance.

 **NATIONAL HUMAN RIGHTS COMMISSION OF BANGLADESH**

**Justice Moinul Islam Chowdhury Appointed Chairperson of Bangladesh National Human Rights Commission**

Hon’ble Justice Moinul Islam Chowdhury, a former judge of the High Court Division of the Supreme Court of Bangladesh, has taken charge as Chairperson of the National Human Rights Commission of Bangladesh (an OICOA Member Institution) on 8<sup>th</sup> February 2026.

He brings prior experience in public accountability roles, including serving as Chairman of the Investigation Commission on enforced disappearances. His appointment places a senior judicial figure at the helm of the NHRC at a time when issues of rights protection and institutional credibility remain central to public discourse.

Upon assuming office, Justice Chowdhury held an introductory meeting with Commission officials and received briefings on its ongoing work and administrative structure as he begins his tenure.



 **FEDERAL OMBUDSMAN (WAFAQI MOHTASIB) OF PAKISTAN**

**President of Pakistan H.E. Asif Ali Zardari Administers Oath to Hon'ble Naveed Kamran Baloch as 9<sup>th</sup> Federal Ombudsman of Pakistan**

President of Pakistan H.E. Asif Ali Zardari administered the oath of office to Hon'ble Mr. Naveed Kamran Baloch as the 9<sup>th</sup> Federal Ombudsman of Pakistan at a formal ceremony held at Aiwan-e-Sadr. Mr. Baloch assumes the position for a four-year term, taking charge of one of the country's key institutions for administrative accountability and public grievance redressal.



A seasoned civil servant, Mr. Baloch brings extensive experience in public administration, having served in senior positions including Chief Secretary of Khyber Pakhtunkhwa, Federal Secretary, and Principal Secretary to the Chief Minister of Sindh. His career spans critical areas of governance, policy implementation, and institutional management at both provincial and federal levels.

Following the oath-taking, Mr. Baloch called on the President, who outlined key expectations for the office. President Zardari emphasized the need to improve citizens' access to justice, accelerate the disposal of complaints, and strengthen systems for timely and effective grievance redressal across federal institutions. The appointment comes at a time when the role of the Federal Ombudsman remains central to addressing maladministration and ensuring responsive public service delivery. Mr. Baloch is expected to build on existing mechanisms while improving efficiency and outreach to better serve citizens across the country.



**Federal Ombudsman Facilitates Payment of Fines to Enable Release of Deserving Prisoners**

Five prisoners were released from custody following the humanitarian intervention of the Federal Ombudsman of Pakistan, after it was established that they were unable to pay minor fines imposed on them. According to a press release issued on Thursday, the released prisoners and the jail administration expressed their gratitude to the Federal Ombudsman for facilitating their release through compassionate and lawful means. The development traces back to 29<sup>th</sup> December 2025, when a philanthropist from Islamabad, Chaudhry Muhammad Din Shauq, met the Federal Ombudsman and voluntarily donated a cheque worth Rs. 100,000 to assist in securing the release of deserving prisoners who were incarcerated solely due to non-payment of fines.

Acting on the directions of the Federal Ombudsman, the Registrar of the Ombudsman forwarded the donated amount to the Central Jail Rawalpindi, with instructions to utilize the funds for the payment of fines of eligible prisoners and to take necessary steps for their release. In a letter dated 14 January 2026, the Jail Superintendent conveyed appreciation to the Federal Ombudsman and confirmed that five prisoners were released after payment of fines ranging from Rs. 15,000 to Rs. 30,000. The initiative reflects the Federal Ombudsman's commitment to humanitarian principles, social justice, and the protection of fundamental rights, particularly for vulnerable individuals affected by financial hardship.

 **FEDERAL INSURANCE OMBUDSMAN OF PAKISTAN**

**Federal Constitutional Court of Pakistan Endorses Federal Insurance Ombudsman Ruling on Insurance Claim Settlement**

In a significant ruling reinforcing the authority of the Federal Insurance Ombudsman, the Federal Constitutional Court of Pakistan has dismissed an appeal filed by Pak-Qatar Family Takaful Limited, thereby upholding earlier decisions directing payment of Rs. 3.85 million to the nominee of a deceased policyholder.

The verdict was delivered by a two-member bench comprising Justices Ali Baqar Najafi and Muhammad Karim Khan Agha in FCPLA No. 275 of 2025. The Court found no legal or constitutional defect in the judgment under challenge, concluding that the case did not warrant further interference.

The matter arose from a takaful policy obtained by the late Muhammad Waqas Anjum on 5 March 2019, providing death coverage of Rs. 3.85 million. Following his death on 8 May 2019, his nominated beneficiary, Ms. Arisha Kanwal, filed a claim which was subsequently rejected by the company on multiple grounds, including questions regarding documentation and the health status of the deceased.

Upon review, the Federal Insurance Ombudsman, in its order dated 6 June 2022, allowed the claim, noting the absence of credible evidence to justify its denial. The Ombudsman further directed compensation for delay and referred the matter to the Securities and Exchange Commission of Pakistan for regulatory consideration. The company's subsequent challenges, including a presidential representation and a petition before the Islamabad High Court, were dismissed, with both forums affirming the Ombudsman's findings.

In its final observations, the Constitutional Court emphasized that the issuance of the policy, the occurrence of death, and the nomination of the beneficiary were not in dispute. It held that a claim cannot be denied on the basis of delayed intimation or unsubstantiated allegations, particularly in the absence of proven misrepresentation. With the dismissal of the appeal, the Court has effectively affirmed the Ombudsman's role in ensuring fair treatment in insurance matters and maintaining the integrity of the grievance redressal system.



 **FEDERAL OMBUDSPERSON FOR PROTECTION AGAINST HARASSMENT**



**Hon'ble Fauzia Viqar Leads Dialogue on Safe and Dignified Workplaces at National Defence University**

The Federal Ombudsperson Secretariat for Protection Against Harassment (an OICOA Member Institution), conducted an awareness and sensitization session at the National Defence University, Islamabad, emphasizing that harassment is not an individual burden but a collective institutional challenge that requires safe, inclusive, and rights-based workplaces.

Addressing the session, the Federal Ombudsperson, Hon'ble Ms. Fauzia Viqar, highlighted that the law against harassment is not merely a procedural framework but a promise of dignity and protection. She underscored the evolving legal landscape aimed at safeguarding individuals against harassment and gender-based discrimination, and stressed the responsibility of institutions to ensure effective implementation of these protections.

The session further featured a detailed presentation by FOSPAH's Law Officer, Mohsin Sheikh, who explained the complaint mechanisms under the relevant legal framework. He elaborated on inquiry procedures, institutional responsibilities, and the critical importance of reporting harassment as the first and most essential step toward accountability and justice.

## **Hon'ble Fauzia Viqar Calls Upon the Chief Justice of Federal Constitutional Court of Pakistan to Discuss FOSPAH's Mandate and Avenues of Mutual Cooperation**

Federal Ombudsperson Hon'ble Ms. Fauzia Viqar called on the Chief Justice of the Federal Constitutional Court of Pakistan, Justice Aminuddin Khan, to discuss the role and evolving mandate of the Federal Ombudsperson Secretariat for Protection Against Harassment of Women at the Workplace (FOSPAH).

During the meeting, Ms. Viqar briefed the Chief Justice on the Secretariat's recent work and emphasized that cases of harassment and gender discrimination go beyond administrative concerns, touching directly on constitutional guarantees of dignity, equality, and economic participation. She highlighted the need for continued judicial engagement and greater sensitization within the legal system on issues of gender equality and human rights.



She also outlined ongoing initiatives aimed at improving workplace safety, addressing gender-based discrimination, and protecting women's property rights in the Islamabad Capital Territory. In this context, she offered institutional support to the Court in advancing protections that strengthen women's access to justice and their standing as equal citizens under the law.

The Chief Justice acknowledged the importance of FOSPAH's work and expressed support for its mandate, noting the value of closer coordination between the judiciary and specialized oversight bodies. The engagement signals a continued effort to align institutional responses to harassment and discrimination with constitutional principles and enforcement mechanisms.

## **Vice Chancellor of Health Services Academy Dismissed After Pakistan's Federal Ombudsperson Upholds Sexual Harassment Complaint**

The Federal Ombudsperson for Protection Against Harassment of Women (FOSPAH) has ordered the removal of the Vice Chancellor of the Health Services Academy after finding him guilty of sexual harassment and abuse of authority.

The decision follows a detailed inquiry into complaints brought by a female complainant, whose allegations were substantiated during the proceedings. The respondent had also filed a counter-claim alleging "honey trapping"; however, the evidence examined by the Ombudsperson did not support this claim.

The order marks one of the most consequential enforcement actions taken by FOSPAH against a senior academic official, reinforcing the principle that positions of authority do not shield individuals from accountability. It also signals a stricter approach to addressing harassment within educational institutions, where power imbalances often complicate reporting and redress.





**PROVINCIAL OMBUDSMAN OF PUNJAB**



**Hon'ble Ms. Ayesha Hamid Inaugurates the Renovated Sheikhupura Regional Office of Provincial Ombudsman of Punjab**

The Office of the Ombudsman Punjab conducted an inauguration ceremony of the renovated Regional Office Sheikhupura. The inauguration was carried out by Ombudsman Punjab and OICOA Member, Hon'ble Ms. Ayesha Hamid, accompanied by Mr. Kaiser Saleem, Secretary, and Advisor Sheikhupura Regional Office, Malik Muhammad Aslam.

The upgraded facility has been designed to provide a more accessible, efficient, and transparent platform for the redressal of public complaints against government departments, ensuring a more conducive environment for citizens seeking administrative justice. Speaking on the occasion, Ms. Hamid emphasized the importance of strengthening regional offices as the first point of contact for citizens. She noted that improved facilities are essential not only for better service delivery but also for building public confidence in grievance redress mechanisms, particularly at the local level where most complaints originate. The renovation is part of a broader effort to enhance service standards across regional offices, ensuring that citizens are able to access timely and effective redress closer to their communities.

**Punjab Ombudsman Addresses International Conference on Administrative Justice and Grievance Redressal Hosted by Office of the Liberian Ombudsman**

Hon'ble Ms. Ayesha Hamid, Pakistan's Provincial Ombudsman Punjab and First Vice President of the International Ombudsman Institute (IOI), participated as a key speaker in the Ombudsman Stakeholder Conference and Technical Workshop hosted virtually by the Office of the Ombudsman, Liberia.

In her address, Ms. Hamid focused on the evolving landscape of administrative justice and grievance redressal in Punjab, placing it within a broader international context. She drew parallels between ombudsman institutions in South Asia and Africa, noting that shared administrative legacies continue to shape both public expectations and institutional challenges. Her remarks emphasized the principle that access to justice must remain free, fair, and within reach of all citizens.

She also highlighted practical measures undertaken by her office to expand outreach, particularly through grassroots initiatives aimed at improving access for underserved communities. The address pointed to the need for stronger institutional coordination across borders, with a focus on improving complaint handling systems and ensuring that redress mechanisms remain efficient, transparent, and responsive. Her participation at the conference added to ongoing exchanges between ombudsman institutions, where the emphasis has increasingly shifted from formal cooperation to sharing workable approaches on access, case management, and public trust.



 **PROVINCIAL OMBUDSMAN OF SINDH**



**Pakistan’s Provincial Ombudsman of Sindh and IOI Asian Regional Director Hon’ble Sohail Rajput Leads Anti-Corruption Workshop in Karachi held in Association with Transparency International Pakistan**

Provincial Ombudsman Sindh, OICOA Member, and Asian Regional Director of International Ombudsman Institute (IOI), Hon’ble Mr. Mohammad Sohail Rajput, led a high-level capacity-building workshop on anti-corruption, governance, and complaint redressal, mechanism organized by the Sindh Ombudsman’s Office in collaboration with Transparency International Pakistan.

Addressing senior officials and stakeholders, Mr. Rajput highlighted the expansion of the Ombudsman Office’s outreach and complaint handling systems. He noted a marked increase in public complaints driven by sustained awareness efforts, including open courts, media campaigns, and community engagement initiatives. He pointed out that 2,660 complaints were resolved on the spot during rural outreach forums, indicating a shift toward more immediate and accessible redress. He also outlined institutional measures taken to strengthen credibility and coordination, including partnerships with organizations such as Transparency International Pakistan and the Legal Aid Society. The introduction of a digital Complaint Management System and mobile application, he said, has improved transparency by allowing complainants to track cases in real time.

The workshop brought together a wide cross-section of senior officials, including provincial secretaries, heads of departments, regulators, and law enforcement representatives. Contributions from notable speakers such as Federal Banking Ombudsman of Pakistan, Hon’ble Mr. Sirajuddin Aziz, Federal Banking Ombudsman, who added a comparative dimension to the discussion, particularly on financial sector accountability and the role of specialized ombudsman institutions.

The discussion also brought into focus a persistent gap between complaint resolution and its actual enforcement. Participants noted that while disposal rates have improved, delays in implementation by departments continue to weaken the overall impact of redress mechanisms, pointing to the need for stricter follow-up and clearer accountability at the departmental level. The session concluded with a consensus on tightening coordination between oversight bodies and implementing agencies, particularly in ensuring that decisions are carried through in practice. The emphasis remained on making redress not just timely, but also effective, so that outcomes are visible to citizens and confidence in institutional processes is sustained.



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

**Sindh Ombudsman (PHWWP) Convenes Seminar on Harassment and Discrimination Faced by Female Lawyers in Legal Profession**

The Provincial Ombudsman Sindh for Protection Against Harassment of Women at the Workplace, Hon'ble Justice (R) Shahnawaz Tariq, convened a seminar on "Harassment and Discrimination Faced by Female Lawyers at the Workplace" on 17<sup>th</sup> February 2026 at the Pearl-Continental Hotel, Karachi.

Opening the session, Justice (R) Shahnawaz Tariq set the tone by highlighting the structural challenges faced by women in the legal profession, particularly in environments where professional hierarchies and informal practices often limit reporting and redress.



He emphasized the need for institutional mechanisms that are not only available but trusted by women professionals. The seminar brought together senior members of the legal community and policymakers. Hon'ble Mr. Zia Ul Hassan Lanjar, Minister for Home & Law, Parliamentary Affairs and Criminal Prosecution Department Sindh, addressed the gathering and spoke on the importance of legal safeguards and enforcement in addressing workplace harassment. He stressed that the legal profession must lead by example in upholding standards of conduct and accountability.

A panel of female legal practitioners shared direct perspectives from within the profession. Ms. Fouzia Mushtaq, Ms. Musarrat Khan, Ms. Shazia Kasi, and Ms. Masooda Siraj spoke candidly about the forms of discrimination and harassment encountered in legal practice, ranging from exclusion in professional spaces to challenges in pursuing complaints. Their interventions brought practical clarity to issues that are often underreported.

The discussion moved beyond general advocacy to specific concerns within the legal community, including workplace culture in bar associations, access to equal opportunities, and the need for more structured complaint mechanisms within legal institutions. The seminar concluded with a shared understanding that addressing harassment in the legal profession requires both institutional reform and sustained engagement from within the profession itself, particularly from senior members who shape its norms and practices.





## **PROVINCIAL OMBUDSPERSON OF KHYBER PAKHTUNKHWA**



### **Pakistan's Provincial Ombudsperson of KPK, Ms. Rubab Mehdi Hears Inheritance and Harassment Complaints of Women in 'Open Court' held in Peshawar**

Khyber Pakhtunkhwa Ombudsperson for Protection Against Harassment and OICOA Member, Hon'ble Ms. Rubab Mehdi, led a women-focused open court (khuli kachehri) in Peshawar, where complaints relating to inheritance rights and harassment were brought forward.

The session, held in coordination with Deputy Commissioner Captain (R) Sanaullah Khan, brought together women from across the district who openly shared a range of complaints and challenges. Officials from the district administration, police, and relevant departments were present to respond to the issues raised.

Addressing the participants, Ms. Mehdi highlighted the mandate of the Ombudsperson's office and its role in addressing harassment and workplace-related grievances. She listened to individual cases and issued directions for their resolution, ensuring that concerns raised during the session were taken up for immediate action.

What set the session apart was the immediacy of response. Complaints were not just recorded but taken up in the presence of relevant officials, cutting through the usual delays that discourage reporting. For many participants, it was the first time their concerns were heard directly by both the Ombudsperson and the district administration in the same forum, turning the exercise from a routine outreach into an active forum for resolution.



### **Abbottabad 'Open Court' Sees a Historic Turnout of Over 1,000 Participants Under KPK Ombudsperson Rubab Mehdi's Leadership**

In a first for the region, the Ombudsperson Secretariat of Khyber Pakhtunkhwa organized a large-scale Khuli Kachehri and women's awareness session in Abbottabad under the leadership of Ombudsperson Ms. Rubab Mehdi, in collaboration with the Hazara Division administration.

Chaired by Commissioner Hazara Mr. Fayyaz Ali Shah, the event brought together Deputy Commissioners, Assistant Commissioners, and senior officials from across the division. The turnout was substantial, with over 1,000 participants attending the Khuli Kachehri and around 600 women taking part in the awareness session, alongside representatives from universities, civil society, government departments, and the media.

The forum provided women with direct access to administrative and oversight authorities, with a significant number of complaints relating to land and property disputes, alongside issues linked to harassment and access to rights. Several cases were addressed on the spot, with authorities issuing immediate directions and coordinating across departments to ensure follow-up. What distinguished the initiative was the scale of participation and the speed of response. With officials from multiple tiers of administration present, complaints that typically move slowly through separate channels were taken up in a single forum, resulting in a reported resolution rate of nearly 98 percent. The session combined grievance redress with legal awareness, giving participants not only decisions but a clearer understanding of the mechanisms available to them.



## OMBUDSMAN OF AZAD JAMMU & KASHMIR



### Hon'ble Muhammad Arif Khan Rathore Sworn in as Pakistan's Ombudsman of Azad Jammu & Kashmir

The Government of Azad Jammu & Kashmir has appointed Hon'ble Muhammad Arif Khan, as the Mohtasib (Ombudsman) of Azad Jammu & Kashmir, Pakistan.

The appointment, made by the President of AJ&K under the Establishment of the Office of Mohtasib (Ombudsman) Act, 1992, comes at a time when concerns had been growing over delays in grievance redressal and the absence of an active oversight mechanism, due to long vacancy of this position since two years.

The prolonged vacancy had drawn attention from oversight forums, with sustained advocacy by the Forum of Pakistan Ombudsman, along with the OIC Ombudsman Association (OICOA), calling for the timely appointment of a head to restore the institution's functioning. Their engagement is widely seen as having contributed to renewed momentum on the issue.

Mr. Rathore brings with him extensive legal experience and a strong reputation within the legal fraternity of AJ&K being a senior lawyer of the Supreme Court. His appointment is expected to bring greater attention to how administrative complaints are handled for the citizens of AJ&K region, particularly in terms of timeliness, accessibility, and enforcement of decisions. The AJ&K Ombudsman's office remains one of the few avenues available to local citizens seeking redress against government functionaries without entering lengthy court processes.

The appointment is being viewed as a necessary step toward reactivating the oversight framework in AJK, with attention now shifting to how effectively the institution can address pending matters and strengthen confidence in administrative processes.

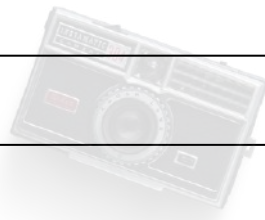


### Hon'ble Muhammad Arif Khan Rathore Calls On the President of Azad Jammu & Kashmir H.E. Chaudhry Latif Akbar

Following his recent appointment, Ombudsman of Azad Jammu & Kashmir, Hon'ble Mr. Muhammad Arif Khan Rathore, called on President of AJ&K H.E. Chaudhry Muhammad Latif Akbar at the President House in Muzaffarabad.

The meeting focused on enhancing institutional coordination and improving the effectiveness of public service delivery, with particular attention to the role of the Mohtasib in addressing citizens' grievances against government departments. The meeting went beyond a routine courtesy call, focusing on how the Mohtasib's office can operate as an effective bridge between citizens and the state. With the institution recently reactivated after a prolonged vacancy, both sides exchanged views on restoring momentum in complaint redress and ensuring that the office functions as a credible avenue for addressing maladministration.

H.E. Latif Akbar welcomed the engagement and conveyed his good wishes to Mr. Khan on assuming office, expressing confidence that his tenure would contribute to strengthening the institution and improving relief mechanisms for citizens across Azad Jammu & Kashmir.



**Chief Ombudsman of Türkiye and OICOA President Hon'ble Mehmet Akarca alongwith Ambassador Extraordinary and Plenipotentiary H.E. Anguel Tcholakov**



**Hon'ble Mr. Mehmet Akarca alongwith Families of Ukrainian Prisoners of Wars at the Headquarters of Ombudsman Institution of Türkiye**



**Hon'ble Mehmet Akarca addressing the Commemoration Ceremony of the 34<sup>th</sup> Anniversary of the Khojaly Massacre organized by the Türkiye-Azerbaijan Friendship, Cooperation and Solidarity Foundation (TADIV)**



**Hon'ble Mehmet Akarca alongwith Ambassador of the State of Palestine to the Republic of Türkiye, H.E. Dr. Nasri Abu Jaish**



**Chief Ombudsman of Türkiye and OICOA President Hon'ble Mehmet Akarca and Turkish Ombudsman Hon'ble Ms. Fatma Benli Yalçın during the meeting of Petition Committee and the Human Rights Inquiry Committee of the Turkish Grand National Assembly**



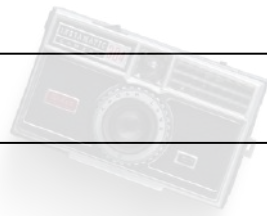
**OICOA Board Member and Human Rights Commissioner (Ombudsman) of Azerbaijan Hon'ble Sabina Aliyeva addresses the opening ceremony of the exhibition on the topic "Silent truths", which reflected historical facts about the genocide against Azerbaijanis**



**Hon'ble Sabina Aliyeva addresses the commemorative event organized by the Turkish Great National Assembly, Turkey-Azerbaijan Friendship, Cooperation and Solidarity Association and the Embassy of Azerbaijan in Ankara**



**Hon'ble Sabina Aliyeva at Qarabag University during the commemorative event dedicated to the 34<sup>th</sup> Anniversary of Khojaly Genocide**



**OICOA Board Member and Human Rights Commissioner of Azerbaijan Hon'ble Sabina Aliyeva held a Citizens Reception in Baku**



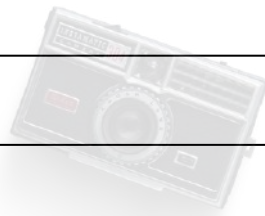
**Training Session by Office of the Human Rights Commissioner of Azerbaijan on 'Protection of Right to Information' held for officials of the Social Services Agency under the Ministry of Labor and Social Protection of the Republic of Azerbaijan**



**OICOA Board Member and Mediator of Morocco, Hon'ble Hassan Tariq, received the Dean and senior faculty members of Mohamaddiyah University, in an open meeting on the topic of "Institutional mediation from protection to governance"**



**Hon'ble Hassan Tariq giving address as a Keynote Speaker during the first panel discussion on the topic of "Convenient Rights in the Digital Age"**



**A Group Photo of Hon'ble Hassan Tariq from the reception of the Mediator of Morocco held for the Trainee Financial Inspectors (42<sup>nd</sup> Regiment)**



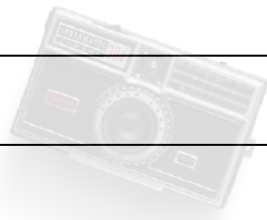
**Hon'ble Hassan Tariq presenting a shield of appreciation to former Mediator of Morocco and OICOA Board Member Hon'ble Mr. Mohamed BENALILOU to celebrate the completion of his exemplary tenure**



**OICOA Board Member and Secretary General of the Ombudsman of Bahrain Hon'ble Ms. Ghada Hameed receives the Ambassador of Serbia to Bahrain H.E. Tatjana Garcevic**



**Hon'ble Ms. Ghada Hameed receives the British Diplomat Mr. Edward Malik at the Headquarters of Ombudsman of Bahrain in Manama**



**OICOA Board Member and Chairman of the Indonesian Ombudsman, Hon'ble Mokhammad Najih, addressed an online press conference on the Implementation of the Ombudsman's Recommendations**



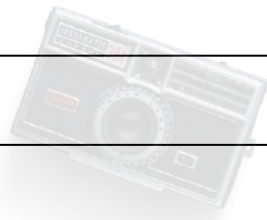
**Mr. Mokhammad Najih during the signing of MoU between Indonesian Ombudsman and Hamka Muhammadiyah University to Strengthen Public Service Oversight**



**Secretary General of OICOA and Federal Tax Ombudsman of Pakistan Hon'ble Zafar Hijazi alongwith Tax Ombudsman of Tanzania Hon'ble Erastus Mtui at the OICOA Secretariat**



**Executive Secretary OICOA and Advisor (Legal) Federal Tax Ombudsman of Pakistan, Mr. Almas Jovindah briefing the delegation from Tax Ombudsman of Tanzania on the mandate and functioning of FTO**



**Senior Advisor of Federal Tax Ombudsman of Pakistan, Mr. Nazim Saleem, briefs the Tanzanian Tax Ombudsman delegation on handling of Sales Tax Complaints**



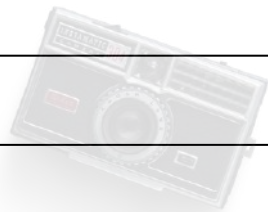
**Registrar of Federal Tax Ombudsman of Pakistan, Mr. Khalid Javaid, briefs the Tanzanian Tax Ombudsman delegation on Complaint Management at FTO Secretariat**



**Hon'ble Abdulla Qaderboh (Chairman Administrative Control Authority of Libya) at the Public Tender Round of the National Oil Corporation**



**Chairman ACA Libya, Hon'ble Abdulla Qaderboh during the meeting of the team monitoring the implementation of Security Council Resolutions at the House of Representatives**



**Hon'ble Abdulla Qaderboh (Chairman ACA Libya) chairs the meeting for to review the performance of the Curriculum Center and addressing the challenges of printing textbooks**



**Chairman of Jordanian Integrity and Anti-corruption Commission (JIAAC) Hon'ble Dr. Muhannad Hijazi alongwith Professor Wajdan Abu Alhaja during signing of MoU with Princess Sumaya University**



**JIAAC Chairman, Hon'ble Dr. Mohannad Hijazi received a delegation from the Central Board for Monitoring and Inspection of Syria, chaired by the Chairman of the Board, Mr. Amer al Ali**



**Ombudsman of Mozambique, Hon'ble Isaque Chande) alongwith the Ambassador Extraordinary and Plenipotentiary of the Republic of Mozambique to the Russian Federation, H.E. Mateus Katupha**



**Officers of the Ombudsman of Mozambique (an OICOA Member Institution) participate in the flood relief activities in the province of Maputo**



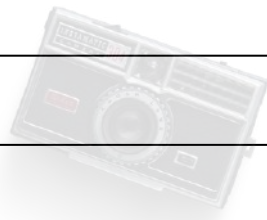
**The delegated Mediator of Ivory Coast (Poro Region) participated in the workshop on the formation of the COSO project complaints management committees, held in Korhogo**



**The delegated Mediator of Ivory Coast (Tchologo Region) organized a meeting with the regional Social Cohesion Monitoring and Follow-up Committees**



**The officers of Mediator of Ivory Coast (an OICOA Member Institution) took part in the Capacity Building Workshop on the Complaints Management Mechanism of Project COSO**



**The Regional Ombudsman Office of Gambia, North Bank Region (NBR), conducted a sensitization session for officers at the Kerewan PIU Camp**



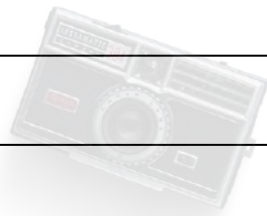
**The Regional Ombudsman Office of Gambia, Lower River Region (LRR), conducted a sensitization session for the Head Teachers during Pakaliba Cluster Meeting (2026)**



**The Mediator of the Republic of Djibouti held a working meeting with the Representative of the United Religions Initiative (URI) to the UAE and representatives of the Stewardship Foundation**



**Newly appointed Chairman of the National Human Rights Commission of Bangladesh Hon'ble Justice Moyeenul Islam Chowdhury received the Human Rights Analyst of the European Union Election Observation Mission, Ms. Anne Marlborough**



**A delegation from the French Embassy, led by Deputy Head of Mission Frédéric Inza, paid a courtesy call on Hon'ble Justice Moyeenul Islam Chowdhury (Chairman of the National Human Rights Commission and OICOA Member)**



**Secretary General OICOA and Federal Tax Ombudsman of Pakistan Hon'ble Mr. Zafra Hijazi receives the delegation from Tax Ombudsman Service of Tanzania headed by Hon'ble Erastus Mtui at OICOA Secretariat**



**Secretary General OICOA and Federal Tax Ombudsman of Pakistan, Hon'ble Mr. Zafar Hijazi awarding a certificate of appreciation to the Tax Ombudsman of Tanzania, Hon'ble Erastus Mtui**



**Tax Ombudsman of Tanzania Hon'ble Erastus Mtui giving a commemorative souvenir to Executive Secretary of OIC Ombudsman Association Mr. Almas Ali Jovindah**



**Hon'ble Zafar Hijazi alongwith the judges of the Supreme Court of Pakistan, Hon'ble Justice Muhammad Ali Mazhar and Hon'ble Justice Irfan Sadaat Khan at an International Law Moot Competition held by University of Great Manchester and Magister de Legum**



**A delegation from the Gujranwala Tax Bar Association paid a courtesy visit to the Federal Tax Ombudsman of Pakistan and Secretary General OICOA, Hon'ble Mr. Zafar Hijazi at the FTO Secretariat in Islamabad**

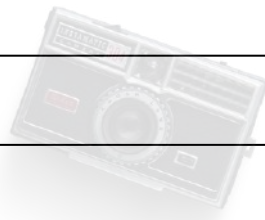
26



**Pakistan's Federal Ombudsperson for Protection Against Harassment and OICOA Member Hon'ble Ms. Fauzia Viqar at the National Youth Seminar on "Youth and the Future of Pakistan" held at Quaid-e-Azam University**



**Hon'ble Ms. Fauzia Viqar addresses the Pakistan Governance Forum 2026 Equity Hub Panel on 'Unlocking Women's Economic Potential through Education and Inclusion'**



**Federal Ombudsperson of Pakistan  
Hon'ble Ms. Fauzia Viqar receives the Interim  
Chairperson of National Commission on Status  
of Women Ms. Umelaila Azhar at the FOSPAH  
Secretariat in Islamabad**



**Hon'ble Ms. Fauzia Viqar briefed the delegation  
from Tax Ombudsman of Tanzania on the  
mandate and functioning of Federal  
Ombudsperson of Pakistan for Protection  
Against Harassment**



**A delegation from the French Embassy, led by  
Deputy Head of Mission Frédéric Inza, paid a  
courtesy call on Hon'ble Justice Moyeenul Islam  
Chowdhury (Chairman of the National Human  
Rights Commission and OICOA Member)**



**Outgoing Federal Ombudsman of Pakistan  
Hon'ble Mr. Ejaz Qureshi presenting a shield to  
Tax Ombudsman of Tanzania  
Hon'ble Mr. Erastus Vicnent Mtui**



**Pakistan’s Provincial Ombudsperson of Khyber Pakhtunkhwa, Hon’ble Ms. Rubab Mehdi, receives a commemorative shield from Captain (R) Usman Gul (Director General, NIPA, PARD & PPSA, Peshawar)**



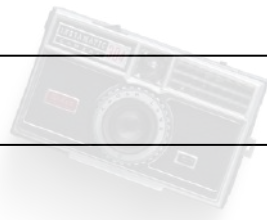
**Hon’ble Ombudsperson of Khyber Pakhtunkhwa and OICOA Member Ms. Rubab Mehdi along with Deputy Commissioner of Peshawar during Open Court held for women in Peshawar**



**Hon’ble Ms. Rubab Mehdi addresses an awareness session on the services of KPK Provincial Ombudsperson held for the citizens of Mardan in Khyber Pakhtunhwa Province**



**Hon’ble Ms. Rubab Mehdi called on the Chief Justice of Peshawar High Court, Hon’ble Justice Syed Muhammad Ateeq Shah to discuss matters of mutual interest and cooperation**



**Pakistan’s Provincial Ombudsman of Sindh for Protection Against Harassment of Women Hon’ble Justice (R) Shahnawaz Tariq addresses the Seminar on Harassment & Discrimination Faced by Female Lawyers at the Workplace**



**Pakistan’s Provincial Ombudsman of Sindh Hon’ble Muhammad Suhail Rajput along with Chairman of Transparency International Pakistan at a capacity-building workshop on anti-corruption and good governance**



**The Office of the Ombudsman Punjab held the first Teacher Training Programme session at the Multan Regional Office, with participation from 10 government schools**



**An awareness session was held by Pakistan’s Provincial Ombudsman of Punjab at Regional Office (Mianwali) to promote awareness regarding citizens’ rights and effective grievance redressal mechanisms**

PRESS COVERAGE FOR THE OMBUDSMAN INSTITUTION OF TURKIYE

interpress CORUM HABER TARİHİ: 8.2.2020 SAYFA: 1 BÖLÜM: 30 Ocak



'Tek bir dilekçe 1 milyon kişinin kaderini değiştirdi'

Kamu Başdenetçisi Mehmet Akarca, "Bir başvuruyu izlemek bazen 100 bin kişinin kaderini değiştirebilir" dedi. Akarca, Etiler Etiler Konferans Salonunda düzenlenen "Çorum'da Kurumlarımıza Başvuların Önemi" toplantısında yaptığı konuşmada, "Bir dilekçe 1 milyon kişinin kaderini değiştirebilir" dedi. Akarca, Etiler Etiler Konferans Salonunda düzenlenen "Çorum'da Kurumlarımıza Başvuların Önemi" toplantısında yaptığı konuşmada, "Bir dilekçe 1 milyon kişinin kaderini değiştirebilir" dedi. Akarca, Etiler Etiler Konferans Salonunda düzenlenen "Çorum'da Kurumlarımıza Başvuların Önemi" toplantısında yaptığı konuşmada, "Bir dilekçe 1 milyon kişinin kaderini değiştirebilir" dedi.



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interpress CORUM HABER TARİHİ: 8.2.2020 SAYFA: 1 BÖLÜM: 30 Ocak



'Bir başvuruyla yüz binlerin, hatta milyonların sorununu çözüyoruz'

Kamu Başdenetçisi Mehmet Akarca, "Bir başvuruyu izlemek bazen 100 bin kişinin kaderini değiştirebilir" dedi. Akarca, Etiler Etiler Konferans Salonunda düzenlenen "Çorum'da Kurumlarımıza Başvuların Önemi" toplantısında yaptığı konuşmada, "Bir dilekçe 1 milyon kişinin kaderini değiştirebilir" dedi. Akarca, Etiler Etiler Konferans Salonunda düzenlenen "Çorum'da Kurumlarımıza Başvuların Önemi" toplantısında yaptığı konuşmada, "Bir dilekçe 1 milyon kişinin kaderini değiştirebilir" dedi.

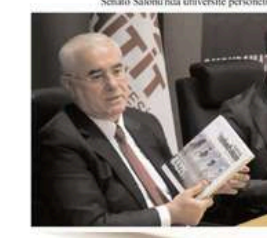
Kamu Başdenetçisi Mehmet Akarca, "Bir başvuruyu izlemek bazen 100 bin kişinin kaderini değiştirebilir" dedi. Akarca, Etiler Etiler Konferans Salonunda düzenlenen "Çorum'da Kurumlarımıza Başvuların Önemi" toplantısında yaptığı konuşmada, "Bir dilekçe 1 milyon kişinin kaderini değiştirebilir" dedi. Akarca, Etiler Etiler Konferans Salonunda düzenlenen "Çorum'da Kurumlarımıza Başvuların Önemi" toplantısında yaptığı konuşmada, "Bir dilekçe 1 milyon kişinin kaderini değiştirebilir" dedi.

interpress CORUM HABER TARİHİ: 8.2.2020 SAYFA: 1 BÖLÜM: 30 Ocak

Kamu Başdenetçisi Mehmet Akarca 'Amacımız devlet kurumlarına duyulan güveni artırmaktır'

Kamu Başdenetçisi Mehmet Akarca, "Amacımız kamu idaresinin işleyişini denetlemek, kamu hizmetlerinin etkinliği için güçlü bir sığınak mekanizması oluşturmak ve devlet kurumlarına duyulan güveni artırmaktır" dedi. Akarca, Hitit Üniversitesi Senato Salonunda düzenlenen "Ombudsman Hitit Üniversitesi'nde" toplantısında yaptığı konuşmada, "Amacımız kamu idaresinin işleyişini denetlemek, kamu hizmetlerinin etkinliği için güçlü bir sığınak mekanizması oluşturmak ve devlet kurumlarına duyulan güveni artırmaktır" diye konuştu.

Kamu Başdenetçisi Mehmet Akarca, "Amacımız kamu idaresinin işleyişini denetlemek, kamu hizmetlerinin etkinliği için güçlü bir sığınak mekanizması oluşturmak ve devlet kurumlarına duyulan güveni artırmaktır" dedi. Akarca, Hitit Üniversitesi Senato Salonunda düzenlenen "Ombudsman Hitit Üniversitesi'nde" toplantısında yaptığı konuşmada, "Amacımız kamu idaresinin işleyişini denetlemek, kamu hizmetlerinin etkinliği için güçlü bir sığınak mekanizması oluşturmak ve devlet kurumlarına duyulan güveni artırmaktır" diye konuştu.



interpress CORUM HABER TARİHİ: 8.2.2020 SAYFA: 1 BÖLÜM: 30 Ocak

Kamu Başdenetçisi Akarca'dan Gazeteciler Cemiyeti'ne ziyaret

"Ombudsman Çorumlularla Buluşma" programının kapsamında kente gelen Kamu Denetçiliği Kurumu Başkanı, Çorum Gazeteciler Cemiyeti'nin ziyaret etti. Türkiye Kamu Başdenetçisi Mehmet Akarca, Yargıtay Onursal Cumhuriyet Başsavcısı Bekir Şahin ve beraberlerinde heyet ile Çorum Gazeteciler Cemiyeti Başkan Bülent Özkalke'yi ziyaret etti. Türkiye Kamu Başdenetçisi Mehmet Akarca, ziyaret kurumu temsil eden heyetle birlikte bir araya geldi. Akarca, ziyaret kurumu temsil eden heyetle birlikte bir araya geldi. Akarca, ziyaret kurumu temsil eden heyetle birlikte bir araya geldi.

"Ombudsman Çorumlularla Buluşma" programının kapsamında kente gelen Kamu Denetçiliği Kurumu Başkanı, Çorum Gazeteciler Cemiyeti'nin ziyaret etti. Türkiye Kamu Başdenetçisi Mehmet Akarca, Yargıtay Onursal Cumhuriyet Başsavcısı Bekir Şahin ve beraberlerinde heyet ile Çorum Gazeteciler Cemiyeti Başkan Bülent Özkalke'yi ziyaret etti. Türkiye Kamu Başdenetçisi Mehmet Akarca, ziyaret kurumu temsil eden heyetle birlikte bir araya geldi. Akarca, ziyaret kurumu temsil eden heyetle birlikte bir araya geldi. Akarca, ziyaret kurumu temsil eden heyetle birlikte bir araya geldi.



PRESS COVERAGE FOR THE OMBUDSMAN INSTITUTION OF TURKIYE

interpress MÜLLİ GAZETE...  
Tarih: 12.2.2026  
Sayfa: 11E,18

KDK'DAN AÇIKLAMA...

## “Yüksek fiyatlı ders materyali öğrencinin notuna etki etmemeli”

Kamu Denetçiliği Kurumu, bir üniversitenin yüksek fiyatlı ders materyalinin satın alınmasını zorunlu tutarak bunu, dönem sonu notuna etki edecek şekilde şart kosmasını, hukuka ve hakkaniyete aykırı buldu.

**K**AMU Denetçiliği Kurumu (KDK), bir üniversitenin yüksek fiyatlı ders materyalinin satın alınmasını zorunlu tutarak, bunu dönem sonu notuna etki edecek şekilde şart kosmasını hukuka ve hakkaniyete aykırı buldu. KDK, söz konusu uygulamanın nota etki etmemesi yönünde üniversiyeye tavsiye kararı verdi. Kurumun kararına göre, bir yükseköğretim kurumunu, öğrencilere, 10 bin lira tutarındaki ders materyalinin alınmasını zorunlu tutarak, modüllerden çevrim içi yapılacak uygulamaları döner sonu notuna yüzde 10 eksi edeceğini bildirdi. Üniversitenin tutumunun meaddi düzenleme yönünde üniversiyeye tavsiye kararı verdi.

öğretildiğünü, materyali almayan öğrencilerin notalarını otomatik olarak 90 puan üzerinden değerlendirmeye tabii tutulduğuna belirlen bir öğrenci, uygulamanın fırsat eşitliğine uygun olmadığı gerekçesiyle KDK'ye başvurdu.



### “GEREKLİ KAYNAKLARA ERİŞİM SAĞLAYABİLMELİ”

**ÖĞRENCİ** başvurduğuna, materyali satın alma zorunluluğunun kaldırılması, kitapların yeniden satılmaya başlanması, kitapların yeniden satılmaya başlanması, ders materyalinin satın alınmasını zorunlu tutarak, modüllerden çevrim içi yapılacak uygulamaları döner sonu notuna yüzde 10 eksi edeceğini bildirdi. Üniversitenin tutumunun meaddi düzenleme yönünde üniversiyeye tavsiye kararı verdi.

bir poliklinikten belirlenen serbestinin bulunup, bu kapsamda eğitim sürecinde bazı kitaplar, materyalleri kullanılmaması ile ilgili olarak belirlenmiştir. Başvuruyu kamu görevi icra eden bir öğrenci tarafından ders materyalinin, öğrencilerin başarısında etkili olduğu belirtilen bir hususa belirlenmesi talebi kapsamında da notaların belirlenmesinde etkili tutulduğuna işaret edilmiştir. “Üniversite komisyon ders materyalinin fiyatlarını öğrenci için yüksek maliyete çıkardığı belirtilmiştir” tepkilerine yer verildi. Ders materyali fiyatları “i-

lâhları atılarak ve almayan öğrenciler arasında değerlendirilme/hot sence farkına varılmaması” kaydedilen kararda, bunun fırsat eşitliğine neden olduğuna da işaret edildi. Mevcut uygulamaların, “eğiten haklarını gerekli kaynaklara erişim sağlanabilmesi” yönünde etkili belirlenmesi kararla, “Kamu Denetçiliği Kurumu, söz konusu ders materyallerinde yer alan uygulamaların notalandırma belgelerinden biri olarak değerlendirilmesinin hukuka ve hakkaniyete aykırı bulunması” ifadeleri yer aldı.

interpress DÜZCE MANSET...  
Tarih: 14.2.2026  
Sayfa: 1  
Stk: 45,82

## Kamu Başdenetçisi Akarca: Adalet, hak ve vicdanın kökleşmesi gayretindeyiz



Kamu Başdenetçisi Mehmet Akarca, “Gençlerimizde, çocuklarımızda adalet, hak, merhamet ve vicdanın kökleşmesi için gayret sarf ediyoruz. Kurumumuzun bu çalışmalarını son derece önemli” dedi. Akarca, Düzce Belediyesi Prof. Dr. Erol Güngör Kültür Merkezi’nde düzenlenen “Ömbudsman Düzcelilerle Buluşuyor” programında yaptığı konuşmada, Kamu Denetçiliği Kurumu’na başvuruların son derece kolay ve tamamen ücretsiz olduğunu belirterek, kendilerinin başvurduğuna kadar itibarene ilgili idarelerin her türlü bilgi ve belgeyi yazılı olarak istediklerini ve 6 ay içinde de incelemelerini yapıp karar verdiklerini söyledi. Akarca, Kamu Denetçiliği

Kurumu’nun iş ve eylemleri ve idarelerin tutum ve davranışlarını denetlediğini anlatarak, “Aşırı cezai tedbir tutum ve davranışlar varsa bunlar da bizim inceleme konumuz olabilirler. 18 yaşın doldurmayan çocukların velinin onayı olmaksızın başvuru alıyoruz. Bunlar da inceleme konusu yapılmaktadır. Kurumumuzun tam dileme gerektirmediği bilirdiği incelemleri yaptırma ve gerektiğinde mahalli inceleme yaptırma yetkisi var.” diye konuştu. “262 bin başvurunun yüzde 95’inden fazlasını çözüme kavuşturduk” Kuruma yapılan başvuru ve çözüm verilerini paylaşan Akarca, “262 bin başvuru aldık ve bunların da yüzde 95’inden fazlasını çözüme

kavuşturduk. 2025 yılı verilerine göre de 21 bin 34 başvuru aldık. Bununla ilgili olarak 1086 dosyada dostane çözüm kararı verdik. Yani incelemezle başladığımız aşamada idareyle yapılan görüşmeler sonucunda vatantaşlarımızın sorununu o aşamada çözümlüydü.” ifadelerinde bulundu. Akarca, Kamu Denetçiliği Kurumu Kanunu’nun kadim ve çocuklara ayrı bir önem atfedildiğine dikkati çekerek, şöyle devam etti: “Kadim ve çocukların sorunları bir kamu denetçimiz var. Dezavantajlı grupları önemsiyoruz. Onlara yönelik yoğun faaliyetlerimiz ve hizmetlerimiz var. Hak arama kültürünün ve bilincinin yaygınlaştırılması için bu toplantıların gerçekleştireyoruz. Gençlerimizde, çocuklarımızda adalet, hak, merhamet ve vicdanın kökleşmesi için gayret sarf ediyoruz. Kurumumuzun bu çalışmalarını son derece önemli, 156 üniversitemizde ombudsmanlık öğrenci kulüplerimiz var; 9 tane uluslararası ombudsmanlık kuruluşunun üyesiyiz.” Kurumun yıllık raporuna her yıl TBMM Dilekçe ve İnsan Hakları İnceleme Komisyonu üyelerinden oluşan Karma Komisyonu sunduklarını belirten Akarca, 10 Şubat’ta da yıllık raporunu komisyonun talimatı çerçevesinde sunduğunu belirtti. Programda Düzce Valisi Mehmet Makas da konuşma yaptı. Haber:Canan Östüner

interpress BİRİM SAKARYA...  
Tarih: 13.2.2026  
Sayfa: 8  
Stk: 140,93

## Ombudsman halkı dinledi

Kamu Başdenetçisi Mehmet Akarca, “Vatandaşla idare arasında dostluk, hakkaniyet köprüsü oluşturuyoruz ve sorunların çözümüne gayret sarf ediyoruz” dedi

Adapazarı Orhangazi Kültür Merkezi’nde düzenlenen “Ömbudsman Sakaryalılarla Buluşuyor” programında konuşan Kamu Başdenetçisi Akarca, adaletin bütün emellerin üstünde olduğunu söyledi. Adaletin gereği olan mahkemelere, hakimlere, savcılara ait kavram olmadığını belirten Akarca, idarenin, her türlü iş ve eyleminde dikkate alınması gereken kavram olduğunu anıttı. Akarca, kurum yapısını çalışmalara değinerek, “Vatandaşla idare arasında dostluk, hak-



konuştu. **ŞEFFAF VE HIZLI ÇÖZÜM** Akarca, kurumun özelliğinin “şeffaf, hızlı ve süreçlerin akılcı” olması olduğunu kaydederek, “Yargı yetkisinin kullanılmasını ilişkin kararlar, yasama faaliyetlerine ilişkin işlemler ve Türk 5 Lahi Kurumlarının işleri işleri bizim görev ve yetki alanımızdır” dedi. Bunun dışında idarelerin her türlü iş ve eylemleri, tutum ve davranışlarının bizzat alanımıza giriyor. 18 yaşından küçük çocuklardan anne ve babanın onayına gerek kalmaksızın başvuru alıyoruz” ifadelerini kullandı. Akarca 2013’ten itibaren başvuru almaya başladıklarını ve Sakaryalıların başvuru sayısını 2 bin 716 olduğunu söyledi. **AA**

interpress SAKARYA YENİ HABER...  
Tarih: 13.2.2026  
Sayfa: 4  
Stk: 140,93

## Sakarya’da 2 bin 716 başvuru!

Kamu Başdenetçisi Mehmet Akarca, “Vatandaşla idare arasında dostluk, hakkaniyet köprüsü oluşturuyoruz ve sorunların çözümüne gayret sarf ediyoruz” dedi.



**KALİTELİ, HIZLI VE VERİMLİ** Akarca, Adapazarı Orhangazi Kültür Merkezi’nde düzenlenen “Ömbudsman Sakaryalılarla Buluşuyor” programında yaptığı konuşmada, adaletin bütün emellerin üstünde olduğunu söyledi. Adaletin gereği olan mahkemelere, hakimlere, savcılara ait kavram olmadığını belirten Akarca, idarenin, her türlü iş ve eyleminde dikkate alınması gereken kavram olduğunu anıttı. Akarca, kurum yapısını çalışmalara değinerek, “Vatandaşlarımızın idareyle olan sorunlarını çözen kurum. Vatandaşla idare arasında dostluk, hakkaniyet köprüsü oluşturuyoruz ve sorunların çözümüne gayret sarf ediyoruz. Halkımızın ücretsiz avukatlığını yaptığımız gibi kamu idarelerimizde de rehberlik yapıyoruz. İdarenin işi yönetimi ilkelere sergilemesi, hesap verilebilir, şeffaf, adil ve eşit davranması, kamu hizmetlerini kaliteli, hızlı ve sorumlu şekilde yerine getirebilmesi için kendilerini yol gösterici olarak önelerinde bulunuyoruz” diye

olduklarını belirten Akarca, vatandaşlar veya yabancı uyrukluların başvuru ücret talep edilmediğini anıttı. Akarca, başvuru üzerine idarenin iş ve eylemlerini hukuka, hakkaniyete, insan haklarına ve adalete uygunluk yönünde inceleyp ve araştırıp kamu idarelerine tavsiyelerde bulunduğunu kaydetti. Sadece mevzuat üzerinden inceleme yapmadıklarını dile getiren Akarca, “Mevzuat, idarenin yapmış olduğu işlem hukuka uygun olup olmadığına bakarak değerlendiriyoruz” şeklinde konuştu.

smo ilişkin kararlar, yasama faaliyetlerine ilişkin işlemler ve Türk Silahlı Kuvvetlerimizin asker işleri bizim görev ve yetki alanımızdır” dedi. Akarca, vatandaşların her türlü iş ve eylemleri, tutum ve davranışlarının bizzat alanımıza giriyor. 18 yaşından küçük çocuklardan anne ve babanın onayına gerek kalmaksızın başvuru alıyoruz. Yılda 1 kez Türkiye Büyük Millet Meclisi Başkanlığına Dilekçe ve İnsan Hakları İnceleme Komisyonlarından oluşan Karma Komisyonuna raporlarımızı sunuyoruz.” **2 BİN 716 BAŞVURU!** Akarca, kurumun özellikle toplumu ilgilendiren çok önemli konularda özel rapor düzenleme yetkisi bulunduğuna da değindi. Ziyaretlerde bulunanlar sorunları karşılıklı konuşacaklarını aktaran Akarca, 2013’ten itibaren başvuru almaya başladıklarını ve Sa-



## Akarca’dan SGC’ye Ziyaret

Kamu Başdenetçisi Mehmet Akarca, Sakarya Gazeteciler Cemiyeti’nde yaptığı açıklamada, “Vatandaşla devlet arasındaki sorunları çözüyoruz, 6 ay içinde karar verebiliyoruz” dedi.

**HAK ARAMA** Kamu Başdenetçisi Mehmet Akarca ve beraberindeki heyet, Sakarya Gazeteciler Cemiyeti’ni (SGC) ziyaret etti. SGC Başkanı Sezai Matur ve yönetimi tarafından karşılanan Akarca, kurumun TBMM’ye bağlı olarak görev yaptığını belirterek, anayasal bir hak arama merci olduklarını söyledi. Kamu kurumlarına tavsiye

**KOLAY BAŞVURU** Vatandaşların kurumuna ücretsiz ve kolay şekilde başvurabildiğini vurgulayan Akarca, bugüne kadar 262 bin başvuru aldıklarını açıkladı. Sakarya’daki halk buluşmasında da başvurular aldıklarını belirten Akarca, hukuk yolları tükettikten sonra yapılan başvuruların en geç 6 ay içinde karara bağladıklarını söyledi. SGC Başkanı Sezai Matur

STATEMENT BY OFFICE OF THE HUMAN RIGHTS COMMISSIONER (OMBUDSMAN) OF AZERBAIJAN



Commissioner for Human Rights of the Republic of Azerbaijan  
OMBUDSMAN

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### Ombudsman's statement on the need to improve the norms for the use of small electric vehicles

The Commissioner for Human Rights of the Republic of Azerbaijan (Ombudsman), Sabina Aliyeva, expressed her opinion on the situation regarding the risks that may affect people's lives and health when using electric scooters and other small electric vehicles, and the regulation of related relations, from the perspective of ensuring the right to equality, and addressed an appeal to the authorized state body.

The Ombudsman noted that although electric scooters have become widespread as an alternative means of transportation in urban traffic in recent years, this process has created new and serious risks related to road safety. The increase in road accidents, especially involving minors, is of concern and shows that the existing legal mechanisms are insufficient.

Sabina Aliyeva emphasized that although the legislation sets a minimum age for driving electric scooters, this requirement is not implemented in practice. As a result, the uncontrolled movement of children under the age of 14 on public roads poses a direct threat to their lives and that of other road users.

The Ombudsman's statement particularly highlighted the fact that the use of a safety helmet is not established as a mandatory norm. It was noted that due to their technical capabilities, the risk of head injuries and death in accidents involving high-speed electric scooters significantly increases. In this regard, equating electric scooters with bicycles in terms of safety cannot be considered justified.

The statement noted that the lack of state registration and identification mechanisms for small electric vehicles significantly complicates the application of administrative liability, while existing exceptions weaken the principle of equal liability among road users and create an environment of impunity.

Citing international experience, Sabina Aliyeva said that in many countries, the main approach to regulating electric scooters is not to ban them, but to ensure their safe use. Age restrictions, mandatory use of safety helmets, strengthening parental responsibility, and effective control mechanisms are key priorities in this area.

The Ombudsman, recalling the declaration of 2026 as the "Year of Urban Planning and Architecture" and Baku's hosting of the World Urban Planning Forum, noted that the regulation of the aforementioned relations is of particular importance. In this context, it was brought to attention that the uncontrolled use of electric scooters poses a direct threat to people's right to health.

At the end of the statement, the Ombudsman emphasized the importance of improving the legal regulation on electric scooters and other small electric vehicles in line with international practice, and stated that it is necessary to establish the use of safety helmets as a mandatory norm, strengthen parental responsibility aimed at protecting minors, establish state registration and identification mechanisms, and apply administrative responsibility based on the principle of equality.

It was noted that these measures will serve the safe and sustainable development of micromobility, protect the rights and safety of road users, as well as minimize risks in the modern urban environment.

STATEMENT BY OFFICE OF THE HUMAN RIGHTS COMMISSIONER (OMBUDSMAN) OF AZERBAIJAN



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**Ombudsman's statement regarding recent negative incidents involving children**

Recently, cases of aggressive behavior and violations of the law by children against their peers and other individuals have been a cause for serious concern. Assessing the psychological state of children and monitoring their behavior, including their use of digital platforms, is of particular importance in terms of protecting the health and safety of children and society in general.

The appeal of the Commissioner for Human Rights of the Republic of Azerbaijan (Ombudsman) on the safety of children in the digital environment provided information based on analytical analysis on the risks posed by online gaming and interactive platforms, especially the "Roblox" platform, which have become widespread among children in recent years. The relevant state bodies were invited to strengthen control mechanisms over online platforms, conduct legal risk assessments, and take necessary measures to implement preventive activities in order to ensure the digital safety of children.

The role of parents in eliminating the mentioned problems is undeniable. Parents are responsible for the upbringing, health, and mental, physical, and spiritual development of their children. The events that have taken place show that it is very important for parents to be more attentive to their children, to ensure reliable communication with them, and to strengthen security wherever children are.

It is necessary for representatives of media entities to comply with the requirements of the legislation when disseminating information about children, to prioritize the interests of children, and to approach issues from the perspective of protecting children's rights and to properly inform the public.

The Ombudsman's open appeal to media entities and journalists regarding violations of children's rights in the media reflected their duties and responsibilities in this area, and recommended that they prioritize the interests of children when carrying out their professional activities and demonstrate a sensitive approach in disseminating information about children.

The manner in which media representatives interviewed students and covered the information regarding the incident that occurred at Idrak High School on February 6, 2026 is regrettable.

Once again, I would like to remind media representatives of the requirements of the Law of the Republic of Azerbaijan "On Media", the Law of the Republic of Azerbaijan "On Children's Rights", the "Code of Ethical Conduct of Azerbaijani Journalists" and other legal acts, and invite them to demonstrate a responsible position in this area.

It should be noted that in such cases, we appeal to the relevant institutions and ensure that necessary measures are taken.

In order to protect the rights of children and ensure their safety in the digital environment, I once again invite relevant state bodies to further strengthen control in this area, parents to act more responsibly, and media entities to comply with the requirements of the legislation and prioritize the interests of children when preparing information related to children.

**PRESS COVERAGE FOR THE MEDIATOR OF KINGDOM OF MOROCCO**



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**The mediator of the kingdom highlights the role of the permanent interlocutor in promoting administrative justice**

In Politics - February 5, 2026 - By Express TV



The Ombudsman highlights the role of the permanent interlocutor in enhancing administrative justice

Hassan Tariq, the Ombudsman, emphasized during a seminar organized by the institution on Thursday regarding "Preparing Annual Reports for Permanent Interlocutors," the central role of the permanent interlocutor in the framework of administrative mediation. He stressed their function as a link between the administration and the Ombudsman's institution to ensure effective administrative responsiveness and achieve justice and fairness for citizens.

Tariq considered this seminar, organized as part of the year 2026 dedicated to administrative mediation and in celebration of the 25th anniversary of the establishment of the Ombudsman Office in 2001, an opportunity to exchange experiences and enhance coordination between the institution and the frameworks of the general inspectorates, while ensuring the unification of the methodology for preparing annual reports for interlocutors according to standard references and best practices.

The Ombudsman pointed out that the permanent interlocutor, appointed by the head of the administration from among officials with decision-making authority, has essential tasks, including monitoring mediation requests, ensuring administrative responsiveness, and informing the institution of the results of processing these requests.

Additionally, the interlocutor proposes measures to improve communication mechanisms and simplify procedures, thereby enhancing transparency and the effectiveness of public services.

Tariq confirmed that the permanent interlocutor is neither the administration's lawyer nor the representative of the Ombudsman; rather, they are an integral part of the administrative mediation system, combining functional belonging to the administration with an ethical commitment to the culture of mediation and the responsibility for proposals and transparency. This makes their role crucial in the success of indicators related to the institution's interaction and the administration's responsiveness to citizens' requests.

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

**BUSINESS RECORDER**  
Founded by M.A. Zafar

**BUSINESS & FINANCE**    PRINT 2026-02-09

### FTO disposes of taxpayer’s complaint

**ISLAMABAD:** The Federal Tax Ombudsman (FTO) has disposed of a complaint filed by the taxpayer regarding non-reflection of his sales tax deregistration status on the Federal Board of Revenue’s IRIS portal.

The complainant, represented by Miss. Riffat Naeem advocate High Court, had been deregistered under Section 21(1) of the Sales Tax Act, 1990 by the Commissioner-IR, Zone-I, RTO-II Karachi on August 18, 2015. However, the deregistration was not updated online, resulting in repeated notices for non-filing of returns.

On referral of the matter by the FTO, the Commissioner uploaded the deregistration application on January 14, 2026, thereby resolving the grievance. The Ombudsman, M. Zafar ul Haq Hijazi, subsequently closed the case, noting that the intervention had ensured redressal of the taxpayer’s complaint.

INTERNATIONAL  
**THE NEWS**  
PAKISTAN

### Tanzanian team visits FTO Sectt



*A delegation from the United Republic of Tanzania poses for a group photo during a visit to the Federal Tax Ombudsman Secretariat on February 14, 2026. — Facebook@ftopakistan*

Islamabad: A 16-member high-level delegation from United Republic of Tanzania, led by Tax Ombudsman Vincent Erastus Mtui, visited the Federal Tax Ombudsman Secretariat here on Monday on an official study tour. The delegation’s visit aimed to gain insights into Pakistan’s tax grievance redressal system, administrative accountability and alternative dispute resolution mechanisms.

### Dissolution of ADRC by FBR cannot be termed misrule: FTO

**ISLAMABAD:** Federal Tax Ombudsman (FTO) has declared that the dissolution of a Supreme Court–directed Alternate Dispute Resolution Committee (ADRC) by the Federal Board of Revenue (FBR) to resolve tax disputes cannot be termed as “maladministration”.

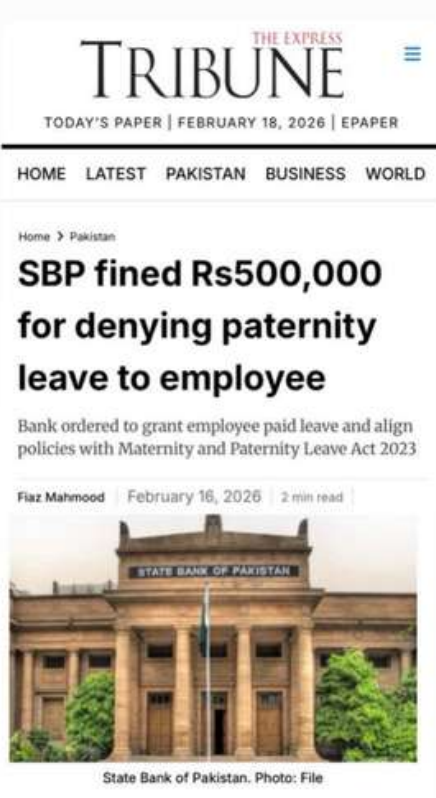
In a new order issued by the FTO, the FTO has directed the FBR, in order to strengthen the ADR regime and ensure compliance with the Supreme Court’s directions, FBR may constitute a fresh ADRC, with consent of Complainant, ensuring independence and absence of apparent conflict.

FTO order reads “After dissolution of the ADRC, a copy of its decision dated 23.12.2025 was received through WhatsApp to the Member (IR-Operations) from the Hon’ble Chairperson (i.e. Justice Shahid Jamil Khan), which was signed by two members.

The Complainant also informed the Board, vide letter dated 16.01 .2026, that the matter was decided by the Hon’ble Chairperson during meeting held on 23.12.2025 and the decision was typed in front of all members of the ADRC, the Commissioner concerned and the team. The Hon’ble Chairperson dictated the decision and announced the same”.

The tax department informed the FTO that under section 134A(11) of the Income Tax Ordinance, 2001, if the Committee fails to decide within the period of sixty days under section 134A(5) ibid, the Board shall dissolve the Committee by an order in writing and the matter shall be decided by the court of law or the appellate authority where the dispute is pending under litigation.

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



**ISLAMABAD:** The State Bank of Pakistan (SBP) has been fined Rs500,000 for unlawfully denying paternity leave to an employee after a decision by the Federal Ombudsperson for Protection Against Harassment Fouzia Waqar. The case was filed by Syed Basit Ali, an officer serving as OG-1 at the SBP Banking Services Corporation (BSC).

Pakistan

**FOSPAH rules fathers entitled to paternity leave under law**

Updated on:16 February 2026 17:04:23 PKT



FOSPAH ruled fathers are entitled to paternity leave under the 2023 law, ordering SBP BSC to grant leave, pay salary, and face fines.

ISLAMABAD (Web Desk) - The Federal Ombudsperson for Protection Against Harassment (FOSPAH) has ruled that fathers are legally entitled to paternity leave after the birth of a child, stressing that childcare responsibilities are shared and not limited to women.

The decision was issued after a complaint filed by Syed Basit Ali, an OG-1 officer at the Banking Services Corporation, a subsidiary of the State Bank of Pakistan (SBP). Ali said his request for 30 days of paternity leave under Section 4 of the Maternity and Paternity Leave Act, 2023, was rejected on the grounds that SBP policy did not recognise such leave.

**FOSPAH COLLABORATES WITH NATIONAL ASSEMBLY'S SPECIAL COMMITTEE TO ADVANCE GENDER MAINSTREAMING AGENDA**



FOSPAH and the National Assembly's Special Committee on Gender Mainstreaming held their 19th meeting in Islamabad today, chaired by Dr. Nafisa Shah.

Parliamentarians, senators, and key ministries joined forces to strengthen laws, digitize succession processes, and enhance workplace protections against harassment and discrimination.

Honourable Ombudsperson Ms. Fauzia Viqar highlighted FOSPAH's free justice services and proposed reforms to ensure dignity, safety, and equal opportunity for women nationwide. The Committee reaffirmed its commitment to coordinated action, legal amendments, and accountability for inclusive gender equality.



Federal Ombudsperson Secretariat for Protection Against Harassment (FOSPAH)  
Government of Pakistan

**FAUZIA VIQAR URGES YOUTH TO CHAMPION DIGNITY AND INCLUSION AT QAU NATIONAL SEMINAR**



In a country where the struggle for dignity, equality, and freedom from discrimination remains a pressing societal challenge, the National Youth Seminar on "Youth and the Future of Pakistan" at Quaid-i-Azam University, Islamabad, brought together leading voices to chart a path forward.

Honourable Ombudsperson Ms. Fauzia Viqar joined Prof. Dr. Niaz Ahmed Akhtar (Chairman HEC), Mr. Talat Hussain (Anchormperson), Dr. Umar Saif (CEO SurveyAuto), Nawabzada Muhammad Zarain Khan Magsi (Minister for Culture & Tourism, Government of Balochistan), and Ms. Wajiha Qamar (Minister of State for Education) in a dialogue that placed youth at the center of national transformation.

Ms. Viqar underscored that fundamental rights, dignity, equality, and protection from discrimination, are universal and inalienable. She highlighted FOSPAH's mandate on workplace protection and women's property rights, stressing its inclusive safeguards for all citizens, including transgender persons, minorities, persons with disabilities, women, men, and children. She called for functional inquiry systems, stronger institutional mechanisms, and greater awareness of rights to ensure justice is not only promised but practiced.

PRESS COVERAGE FOR OMBUDSMAN OF MOZAMBIQUE & OMBUDSMAN (MEDIATOR) OF TOGOLESE



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**Ombudsman considers government telecoms decree unconstitutional**

Maputo, 20 Feb (AIM) – The office of Mozambique’s Ombudsman, Isaque Chande, has submitted to the Constitutional Council (CC), the country’s highest body in matters of constitutional and electoral law, a request for a declaration that the government’s latest regulations restricting the use of telecommunications are unconstitutional.

These regulations have been strongly criticized by civil society bodies because they allow the authorities to shut down the Internet on spurious grounds of “national security”.

Various civil society bodies have warned of the risks of excessive restrictions on freedom of expression and access to information, advocating prudence in the approval of laws and regulations affecting the media and telecommunications.

In a statement, the Ombudsman’s Office explains that its request follows a petition submitted by the prominent NGO, the Centre for Democracy and Human Rights (CDD), which requested a review of whether the government decree violates the constitution.

“After a full analysis of the arguments presented by that civil society organization, as well as a systematic assessment of the applicable legal and constitutional framework, the Ombudsman’s Office has concluded that the decree in question establishes a regulatory regime for the mass monitoring of electronic communications, indiscriminate data collection, administrative suspension of services, and direct

**TogoBreakingNews** Policy ▾ Company ▾ Economy ▾ Cooperation ▾ Education ▾

**Togo: The Ombudsman of the Republic is mobilizing for justice, rights and equality**

The Ombudsman’s office began capacity building for its staff on Thursday in connection with the celebration of International Women’s Day. This initiative aims to promote gender equality within the institution. It brings together staff, experts, and gender focal points for practical training, discussions, and awareness-raising activities.

The capacity-building workshop, themed “Rights, Justice and Action for All Women and Girls,” is part of the institution’s mission to promote human rights, combat discrimination, and strengthen equality among citizens.

The overall objective of this meeting is to contribute to the promotion of gender equality and the empowerment of women within the institution, through the strengthening of staff capacities.

More specifically, the work aims to assess progress made in gender equality in the workplace, identify persistent challenges, and strengthen staff commitment to integrating a gender perspective into their daily tasks. “International Women’s Day is an important opportunity for reflection and mobilization around the promotion of women’s rights and gender equality,” noted Awa Nana Daboya, the **Ombudsman of the Republic**.

Ms. Nana Daboya also emphasizes that the institution must remain exemplary in promoting the values of fairness, justice and non-discrimination.

**PRESS COVERAGE FOR PAKISTAN'S PROVINCIAL OMBUDSPERSON OF KHYBER PAKHTUNKHWA**



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Website: <http://FrontierGuardian.com.pk>

	<p><b>Gilani meets UAE FNC Speaker in Abu Dhabi</b></p>		<p><b>Work on Sukkur Hyderabad Motorway to begin in May: Aleem Khan</b></p>		<p><b>Syedaal Khan inaugurates "Safe Secure Pakistan", "POGEE Pakistan 2026" exhibitions</b></p>
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**All out efforts being made for women property rights in KP: Rubab Mehdi**

**F.G REPORT**

PESHAWAR: A Kulhi Kachery was held on Tuesday at Jalal Baba Auditorium, Abbottabad, under the chairmanship of Provincial Ombudsman for Women, Khyber Pakhtunkhwa, Ms. Rubab Mehdi, and Commissioner Hazara Division, Fayaz Ali Shah, with the aim of providing awareness, guidance and immediate facilitation to women regarding their rightful share in inheritance and protection from workplace

harassment. A large number of men and women participated in the Kulhi Kachery and presented their issues. During the proceedings, the Provincial Ombudsman and the Commissioner Hazara Division carefully listened to citizens' complaints and problems and issued directives to the concerned departments for their prompt and effective resolution. On the occasion, Provincial Ombudsman Ms. Rubab Mehdi gave a detailed briefing on the performance of

her office, restoration of women's inheritance rights, and timely disposal of harassment cases. She stated that the Office of the Provincial Ombudsman is striving to provide free, swift and dignified justice to women, which has increased public confidence, especially among women. She reaffirmed her commitment to utilize all available resources in the future to safeguard women's property rights and their rights at workplaces.



**PESHAWAR:** Chairmanship of Provincial Ombudsman for Women, Khyber Pakhtunkhwa, Ms. Rubab Mehdi, and Commissioner Hazara Division, Fayaz Ali Shah addressing Kulhi Kachery Jalal Baba Auditorium, Abbottabad.




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