



مركز بحوث الرقابيين الأفارقة

African Ombudsman Research Centre

Centre de Recherche des Ombudsman Africains

Centro de Investigação da Provedoria de Justiça Africana

THE AFRICAN OMBUDSMAN RESEARCH CENTRE

REPORT of ACTIVITIES and OPERATIONS

November 2016 to November 2018

Respectfully submitted
Arlene Brock, Director
19 November 2018

INTRODUCTION

This Report sets out the background to and activities of the African Ombudsman Research Centre (AORC) for the period November 2016 to November 2018 (from the last AOMA General Assembly to the current General Assembly).

STRUCTURE and MANDATE

The African Ombudsman and Mediators Association (AOMA; founded 2003) is a membership organization of 40 national Ombudsman throughout the Continent. The objectives of the AOMA are to: encourage the establishment of African Ombudsman institutions; provide information, training and development for Ombudsman offices and staff; promote good governance; promote the independence and autonomy of Ombudsman offices; and foster affiliation and maintain liaison among Ombudsman offices and other relevant institutions and organisations.

In 2011, AOMA established the AORC as its research and training arm by Article 12 of the AOMA Constitution. The Public Protector of South Africa (PPSA) undertook to source funding and host university and to launch AORC on behalf of AOMA. AORC was registered in 2011 as a not-for-profit company under s.21 of the South African Company Act (71 of 2008). The South African Department of International Relations and Cooperation (DIRCO) has funded AORC's programs since inception.

By a 2011 Memorandum of Understanding (MOU) between the PPSA and the University of KwaZulu-Natal (UKZN), AORC is hosted at the School of Law, Howard College Campus of UKZN. The choice of the UKZN was based on its transformation and African research agendas as well as its interest in forging a relationship with AOMA. Note: the UKZN earned a rank of #83 in the 2018 Times Higher Education World University Ranking of Young Universities. UKZN's LL.B. program was one of only three law schools to receive full accreditation in the 2017 review by the SA Council on Higher Education.

Further to an AORC Board meeting of February 2015 a revised MOU between the AOMA, through the PPSA and the UKZN, transferred day-to-day operations and management of AORC from the PPSA to the UKZN. This became fully operational in October 2015 when the remaining funding from DIRCO was transferred to AORC's Cost Centre of UKZN. This move was deemed necessary to enable the Centre greater operational autonomy and more effective delivery of programmes and activities. The MOU requires the UKZN to manage AORC in accordance with section 76(4) of the Public Finance Management Act 1999. The UKZN achieves this through its Cost Centre accounting system that operates like a single bank account but has the advantage of a rigorous procurement process.

The AOMA Constitution and MOU provide that the AORC Board comprises of the Public Protector of South Africa (who is the Chairperson); the CEO of the PPSA; the President and General Secretary of AOMA; the Deputy Vice Chancellor of UKZN and another representative (who is the Dean of School of Law). The AOMA Constitution provides that the AORC Board may co-opt other members of AOMA to the Board.

AORC's mandate under the AOMA Constitution and the MOU is set out as the **RICA** approach:

Research: producing and supporting research about the practice, obligations, problems and development of Ombudsman in Africa

Information: disseminating relevant information through various platforms

Capacity: developing professionalism through training and consulting on Ombudsmanship, human rights, good governance; and best practices

Advocacy: of the Ombudsman concept, rule of law and good governance generally.

As funded by DIRCO's African Renaissance and International Cooperation Fund, the main strategic goals of AORC activities are to: position the AORC as the pre-eminent centre of Ombudsman research; develop AORC into a professional and sustainable Ombudsman research, training and resource centre; improve the capacity of AOMA and Ombudsman offices; and support AOMA's coordination activities with members and global partners.

A. PROGRAMS

1. RESEARCH

a. Background

In January 2014 AORC published a 133-page study titled "A Comparative Analysis of Legal Systems Governing Ombudsman Offices in Africa". This research focused on the legal issues only of a sample of eight countries representing AOMA's six regions and four languages (Tunisia, Cote d'Ivoire, Ethiopia, Burundi, Namibia, Mauritius) plus the first Ombudsman in Africa (Tanzania) and the most recent (Mozambique).

Prior to selection of these countries, AORC had emailed a general questionnaire to the 40 national Ombudsman offices. Of the 14 responses, only 9 were returned by the requested deadline. It was clear that – as a methodology – electronic communication is not optimal. As a consequence, AORC conducted the research through in-person interviews: teams of two persons travelled to each of the eight countries to meet with the Ombudsman alone, and then with a focus group of senior staff.

At its September 2014 meeting the AORC Board resolved that the sample size was too small and that the legal analysis should be extended to a further eight countries. In addition, the Board resolved that a second comparative study of 16 countries should be conducted regarding enforcement of Ombudsman recommendations. Due to staff shortages, AORC was unable to tackle these projects. Therefore, it was only during the gathering of Ombudsman at the AOMA General Assembly in early November 2016 that AORC was able to commence the extended legal research by interviewing five countries.

b. Current IOI / AORC Research Collaboration

Just two weeks after the 2016 AOMA General Assembly at the Quadrennial Conference of the International Ombudsman Association (IOI), AORC broached the possibility of a collaboration for the IOI's next regional study – Africa. This would constitute the fourth in a series of six global regional studies produced by the IOI (completed: Europe 2011, Australia/Pacific 2013 and Asian 2016). The IOI has found that the Comprehensive Regional Studies to date are invaluable in assisting countries to: benchmark jurisdiction and capacity; convince Governments of appropriate standards especially for the purpose of amending legislation; and, improve practices and effectiveness.

By adjusting AORC's then Strategic Plan in order to share expenses with the IOI, it would be possible to: (a) extend both the legal and enforcement research to all 40 National Ombudsman (instead of a sample of only 16 countries); and, moreover (b) conduct a comprehensive study about a full range of issues (not just legal and enforcement). The respective responsibilities for this collaboration are:

AORC

- conduct desktop, questionnaire and interview research (at an expended cost to date of approximately €38,000); and statistical analysis (free through UKZN's Research Office)
- will source contributions to translate the final publication into Portuguese and Arabic.

IOI

- pays for writer and publication (of up to €47, 000), and
- translation into French (of up to an additional €20,000).

The AORC Board resolved at its meeting of September 2017 to request that at its next EXCO meeting, AOMA should amend its existing MOU with the IOI to specify research collaboration.

Even before amendment of its MOU with AOMA, the IOI allowed AORC to use the 11 page questionnaire that it had developed for its Asia study. AORC added questions to: (a) glean current training needs (thus avoiding having to conduct an expensive needs assessment exercise to update the 2011 GIZ Needs Assessment); and (b) learn about Ombudsman-like functions in African traditions (thus setting the ground work for a further project).

The research methodology entailed: (1) countries filling out the IOI's questionnaire followed by (2) in-person intensive interviews (1½ - 3 hours long depending on completeness of the questionnaires) with both the Ombudsman and at least one senior legal or investigation staff. AORC researchers methodically go through each questionnaire with a focus on filling gaps, and obtaining clarifications and specific illustrative examples. Desktop research was achieved in part by interviewees bringing with them to the interviews all relevant documentation including legislation, recent annual reports, adjudications and outreach materials. This has been more effective than trying to gather information electronically as many offices do not have active or complete websites.

The research team is comprised of all AORC staff (Director, part-time post-Doc Research Project Manager, Communications Officer and Finance Officer) and one external researcher

(who was completing her Ph.D. in Law). Note that the prior study interview process entailed pairs of researchers traveling to each country. That is not financially sustainable. Accordingly, AORC leveraged gatherings of Ombudsman at training and other meetings to conduct the research in the evenings, over lunch and even the mornings of homeward travel. Thus AORC conducted research in parallel with the regional trainings in Cote d'Ivoire (February 2017), Zambia (March 2017), Burundi (July 2017), Malawi (2018) and Djibouti (2018). Researchers also made in-depth site visits to the offices of the Ombudsman for Ethiopia (during the Board meeting in January 2018 where research was conducted with two host office teams) and the office of the Ombudsman for Malawi (during the training of February 2018).

In total, AORC completed 45 interviews (1 office declined and one questionnaire was so thoroughly completed that an interview was not required). Of these: 38 were AOMA member National Ombudsman; three were AOMA member Sector Ombudsman; three were non-AOMA member National Ombudsman (Egypt, Morocco, Somalia); and one was a non-AOMA Sector Ombudsman (Children's Ombudsman of Mauritius).

Thanks to the entire research team, especially Research Project Manager, Dr. Annie Devenish, for an Herculean task well done. As noted in the September 2018 Newsletter, Ombudsman across the Continent noted that the interview process proved to be insightful, illuminating, indeed, invaluable.

AORC and the IOI have identified Dr. Victor Ayeni as the best possible writer for this Study. (For its prior publications, the IOI chose known experts in the field rather than a recruitment process.) Dr. Ayeni is the foremost scholar on Ombudsman in Africa. In 2016 Dr. Ayeni was appointed as Honorary Research Fellow under the Democracy, Governance and Service Delivery Programme of the Human Sciences Research Council of South Africa. He has been instrumental in the development of AOMA.

In consultation with Dr. Ayeni and the IOI, AORC drafted the Terms of Reference (**Attachment A**) and forwarded to the IOI (responsible for remaining expenditures of the collaboration: engagement of the writer; publisher; and French translation). The IOI has sent him a contract based on the TOR. The book is expected to be ready for a soft launch in Africa late next year and a formal launch at the IOI's Quadrennial Conference in 2020.

Dr. Ayeni visited AORC in November 2018 and discussed the task with the Director and Dr. Devenish. He has requested that they not code the raw data into the UKZN's Statistical Program for Social Sciences (SPSS) until he directs the specific inputs and correlations that he requires during 2019 when writing the book.

c. Short-term Research

In addition to the comprehensive IOI collaboration, AORC has also conducted other research on:

- Women Ombudsman currently serving in Africa: short biographical interviews with photos. No publisher could be found for this collection of biographies. However, this research later informed an article written by Dr. Annie Devenish and Adv. Brock to be printed in 2019. (See Advocacy below)
- Protection of Children by Ombudsman in Africa (see Presentations below)

- Freedom of Information remits of Ombudsman in Africa (see Media below).

d. Ongoing Research

As noted in its Report to the 2016 AOMA GA, AORC is compiling:

- A Jurisprudence Database of Court decisions from the Continent and around the world that will be an ongoing website resource. This will entail collection and legal analysis of cases relevant to the Ombudsman (AORC relies on countries to submit.)
- A Digest of Selected Investigations from the Continent. (This will require culling from Country Annual Reports and submission of content by countries.)

2. INFORMATION-SHARING

a. Newsletters

April 2017 Newsletter: featured interviews with Adv. Busisiwe Mkhwebane, then new Public Protector of South Africa, Mrs. Martha Mwangonde, Ombudsman for Malawi, and, Mr. Sirfi Ali, Mediateur for Niger. The Newsletter reported on: AOMA’s 5th General Assembly (held in Durban, SA November 2016); the July 2016 AORC Board Meeting; September 2016 Conference hosted by the Ombudsman for Burundi on “the Role of the Ombudsman and Religious Leaders in Preventing Identity and Religious Conflict”; September 2016 week-long training of all Malawi staff; November 2016 Quadrennial World Conference of the International Ombudsman Institute; and, February 2017 OPCAT training in Cote d’Ivoire.

April 2018 Newsletter: featured a tribute to late Judge Edmond Cowan, former Ombudsman for Sierra Leone and AORC founding Board member. Interviews with and introductions to the Ombudsman of Burundi, Botswana and Rwanda. The Newsletter reported on: the February 2017 AORC Board meeting; March 2017 Strategic Planning training and Consultative Meeting for AOMA’s Strategic Plan in Zambia; Dr. Victor Ayeni’s appointment to the Human Sciences Research Council in South Africa; and, AOMA’s Peace Award from United Religion Initiative. For the first time, useful phrases are in Arabic and Portuguese in addition to English and French.

September 2018 Newsletter: featured a commemoration of Nelson Mandela Day by reproducing President Mandela’s 1996 address to the African Regional Workshop of the IOI and reports on the Executive Committee meeting of AOMA in Burundi. It introduces the new Ombudsman appointed in 2017-2018 for: Angola, Burkina Faso, Cote d’Ivoire, Guinea, Rwanda, Seychelles and Sierra Leone. The Newsletter also features a full interview of the Ombudsman for Djibouti (who was appointed to the AORC Board in January), a farewell to the President of AOMA / Ombudsman for Ethiopia, and, a tribute to the late Deputy South African Military Ombudsman, Adv. Rendani Marivate.

b. Best Practices Brief

In March 2016 AORC published English and French language versions of an interim Best Practices Brief that summarized best practices derived from the first tranche of the Comparative Analysis of Legal Systems Study (of eight Ombudsman Offices). Pursuant to a resolution of the AORC Board Meeting of September 2017, the Best Practices Brief was subsequently translated into Portuguese and disseminated.

c. Website (www.aoma.ukzn.ac.za):

The AOMA / AORC website is in the process of being updated as required by the UKZN's Website Migrating Project to the WordPress system, a leading free and open-source content management and blogging system. This entails manually moving each page of the existing website. Benefits of the new system include: ease of content and publishing management (without the need for HTML or FTP knowledge); cost savings; improved network security, optimized search and multilingual capacity. *Statistics at 21 November 2018: 82 visits, 118 page view, 140 hits.*

d. Social Media

AORC's Face Book and Twitter aim at delivering up-to-date information about AOMA members, good governance and human rights as well as driving visitors to the website. Activity increases steadily. Links on the website about items of interest are frequently emailed to AOMA members, FB Friends and other contacts in order to drive them to the website. For example, during the reporting year AORC sent summary information about the new mediator in Cote d'Ivoire, AOMA Member Annual Report, and the abolition of the office of the Ombudsman in Chad, indicating that full information was on the website. *Statistics at 21 November 2018: Facebook 698 friends, 178 new likes, 223 followers (substantial increase from 164 in March 2018); Twitter 795 tweets, 238 followers.*

e. Contacts

AORC updated the databases for general contacts, current Ombudsman offices and former Ombudsman. A Request for Expression of Interest for Trainers was circulated. To date there are 13 responses and referrals.

3. CAPACITY-BUILDING

a. Training approach

Themes: To date, AORC training offerings have defaulted to the themes identified in the 2011 Needs Assessment conducted by GIZ. The Strategic Plan aims at one regional training per year in each of the six AOMA regions across the Continent. In those instances where a region identifies or initiates training on other themes beyond those in the GIZ Needs Assessment, then AORC follows and supports the region's preferences.

AORC added three questions to the IOI Questionnaire noted above in order to get input from countries about their priority training needs (thus avoiding a costly separate Needs Assessment exercise). The needs identified in order of priority are Ombudsman Practice Skills, Investigation Techniques and Mediation Skills-Building (**Attachment B**). These will therefore be the default themes in the absence of alternative themes preferred or initiated by the regions.

Cost: From inception to date, AORC has paid for travel and accommodation for training participants to both general and regional training. The reason is that Ombudsman have insisted in the past that they barely have adequate budgets for investigations, much less for training. It is not atypical for governments (throughout the world) to reduce budgets as a way of clipping the wings of independent oversight. It is proven pedagogy that at least two persons from each office

should be trained. AORC encourages training of the Ombudsman (who will be motivated to direct that the training be applied) and senior staff (who will effect implementation and sharing within their office). AORC has alerted countries that their future contributions to costs will be needed to sustain training programming. At its EXCO meeting in July 2018 in Burundi, AOMA determined that countries should pay for their own transport to training.

Trainers: When training is requested for general Ombudsman introduction and introductory investigation skills, the Director delivers this (using the opportunity to train the Communications Officer and Research Project Manager to co-deliver basic training). For training in Arabic, Portuguese and French (e.g. for the Mediation training in Burundi), AORC sources trainers from the host or other Ombudsman or from its extended network. For the training in Djibouti, AORC was able to tap the free services of a specialist from the Commonwealth Secretariat.

Training cancellations / postponements: Regional training allows for lower travel costs and provides opportunities for hosts to raise the profile of their offices (through courtesy meetings with government officials, media and invitations to opinion-leaders for opening and other events). On occasion, hosts or AORC must cancel scheduled training:

- the Indian Ocean Region training that was to have been hosted by Madagascar in November 2017 was cancelled due to an outbreak of The Plague. It was rescheduled for The Comoros Union for mid-January 2018 (AORC had prepared presentations and documentation in French and English) but was cancelled inexplicably by the government one day before travel.
- the East African training scheduled for October 2017 in Uganda was cancelled due to unforeseen commitments by that government for the January 2018 African Union Summit.
- Lusophone training schedule for May 2017 in Cape Verde was postponed by AORC due to uncertainty about funding – which had to be stretched to cover AORC expenses through to December 2018.
- A leading edge trainer of mediators based on the technology and 20 years of work with the Harvard Negotiation Project was brought to South Africa in October 2018 by the US Embassy (on the Director’s recommendation) to speak at a ‘Mandela 100’ event and to conduct training in Johannesburg and with the UKZN. The original plan was for AORC to piggy-back on her presence in Durban to offer a Train-The-(Mediator) Trainer (TTT) workshop for both Ombudsman and other relevant participants who could pay commercial registration fees. However due to several other regional Ombudsman meetings, the AORC Board decided not to offer the TTT workshop.

b. Training offered

December 2016: The Director and Dr. Devenish conducted an workshop on “Introduction to the Ombudsman Concept and Basic Investigations Techniques” for 20 staff of the South African Military Ombudsman.

February 2017: The Ombudsman for the Ivory Coast initiated training on the Optional Protocol for the Convention Against Torture conducted by the Geneva-based Association for the

Prevention of Torture and sponsored by the International Ombudsman Institute. Two weeks before the training the AOMA Coordinator for West Africa approached AORC to assist because only five persons had registered. AORC deemed this to be its West African region training and was able to sponsor 15 participants from 15 countries. In total, 18 countries (of which 11 were represented by Ombudsman) participated.

At the end, the participants committed to four broad, escalating categories of actions including informing governments and others about the issue, convening meetings, advocating for ratification of the Convention Against Torture as well as the Optional Protocol, and, working directly with victims. These types of commitments inspired AORC to press for similar commitments in all subsequent training. Instead of merely recording how many people attended training as a measure of AORC's impact, it will be possible to record how countries actually applied the training as a more informative measure of AORC's work.

March 2017: Hosted and very well organized by the Public Protector of Zambia, AORC offered training in Strategic Planning in conjunction with an AOMA Consultative Meeting regarding its Strategic Plan, an IOI Africa meeting and a South Africa Region AOMA meeting. Dr. Victor Ayeni facilitated a full-day of training: "Creating the Strategy-Driven Ombudsman Process". He used vivid scenarios and penetrating questions to explore assumptions about strategy and how organizations operate. The 33 participants from 20 countries reflected on principles, methods and processes to develop and execute strategies.

May 2017: As noted in its Report to the 2016 AOMA GA, AORC planned to pilot onsite training for senior staff: *"In February 2017 AORC will pilot a series of month-long study visits to the AORC office for two persons (at the same time) from two different regions. This will foster mutual learning not only with AORC, but also amongst regions. AORC will support flights and accommodation; countries will continue to pay salaries to support the other expenses of the participants. Priority will be given to staff of paid-up members of AOMA."*

This was implemented in May 2017. Two Attachees (both lawyers / senior investigations officers from the Offices of the Ombudsman for Malawi and Kenya) attended. The purpose was manifold to: provide an intensive period of training; learn about the resources of AORC; examine and brainstorm specific cases and challenges; and build inter-regional relationships at the staff level.

The participant from Malawi was given the opportunity because it was the Ombudsman for Malawi who originally suggested the study attachment concept in order to enhance the capacity of her senior staff. For obvious reasons, AORC offered the second space to AOMA's administrator who is also a senior investigator with the Ombudsman for Kenya / Commission on Administrative Justice. Both Attachees contributed to AORC's desktop research, writing for the Newsletter and review of country files. This training was reported in the April 2018 Newsletter.

July 2017: Hosted by the Ombudsman for Burundi, AORC offered training in French for the Central Africa Region in Mediation Theory and Practice. This was facilitated by Rev. Prof. Abi Abekyamwale Ebuela, PhD in Peace and Reconciliation, Director of Research at Hope University in Burundi (sourced through the host Ombudsman for Burundi). AORC supported two participants each from five countries.

See note above re cancellations of 4th quarter 2017 training prepared for by AORC.

February 2018: The Ombudsman for Malawi initiated, sourced funding and organized an Africa-wide training on “The Role of Ombudsman Institutions in Promoting and Enforcing Accountability, Ethics and Transparency in the Public Sector”. This excellent initiative in collaboration with the International Ombudsman Institute and AOMA, was facilitated by Dr. Victor Ayeni through small group and plenary discussions. Participants explored how to instil best practices within their own offices as well as how they could promote these themes through investigations, reports and networks. The IOI President, Peter Tyndall, who attended the training was so impressed by the participants’ commitment to grapple with the issues that he is promoting IOI support for follow-up training in Africa.

AORC supported the simultaneous French / English translation throughout the training. Of the total 62 participants from 22 countries, AORC paid for travel and accommodation for only the 18 participants from 11 countries that AORC needed to interview for the AORC / IOI Research Collaboration. Interviews were achieved during lunchtimes and evenings. The research team interviewed Malawi during a site visit to their office.

March 2018: North and East African Regional Training in Djibouti on “The Role of the Ombudsman in Promoting Human Rights and Peace – with Particular Reference to Refugees and Internally Displaced Persons”.

At the July 2017 meeting on Peace hosted by Burundi, Ambassador Mussie Hailu of United Religion Initiative-Africa (who presented a Peace Award to AOMA) informed participants that IGAD (Intergovernmental Authority on Development) would be meeting in Djibouti later in the year regarding the above-noted theme. He suggested that AORC’s North African regional training should also follow-on with this theme. Dr. Kassim Osman, the Ombudsman for Djibouti, and his team immediately began meticulous, highly successful organizing. Their overwhelming hospitality was much appreciated by the 28 participants from ten countries supported by AORC.

Several countries committed to taking specific actions to apply the training. The Moroccan participant has already conducted training within her office. She has shared her powerpoint which AORC has translated into English, circulated to AOMA members and posted to the website. A significant, impressive result of the training is that the Ombudsman for Sudan has since actually visited two refugee camps and reported to the government on conditions and problems observed. AORC awaits Sudan’s summary account for the next Newsletter.

Note: This training in Djibouti was conducted with simultaneous translation into Arabic, French and English. Simultaneous translation is prohibitively expensive. Therefore, to the extent that this cost can be avoided when participants are multi-lingual, AORC can support only the translation into the common languages that participants speak. However, as noted in AORC’s Report to the 2016 General Assembly, training in the Arabic language training furthers the goal of Annexure B of the 2014 MOU between DIRCO and the PPSA (“MOU”) to focus on strengthening institutions supporting democracy in the Arab region. Accordingly, to the extent that funding permits, it is AORC’s goal to offer training in Arabic at least every second year. This was achieved in 2016 and 2018.

April 2018: Pilot English language training. Two members of the AORC Board – the Ombudsman for Ethiopia and Angola – participated in a 10 day English language program (at their own travel expense) in Durban. AORC supported accommodation. The UKZN’s staff language trainer tailored a program that entailed full day instruction as well as practice opportunities with the Dean of the UKZN Law School, the International Peace Program at the Durban University of Technology, the Durban branch of the Public Protector of South Africa and two cultural excursions (one, English-reading intensive).

Based on the materials for and interactions during this training, and, in order to leverage the work done for this pilot, AORC is working with the UKZN teacher to produce a 15 minute to ½ hour practice audio conversation practice tailored to assist Ombudsman to speak with each other in English on basic matters such as remit, structure, legal regime and operations.

See note above re cancellations of 2nd and 3rd quarter 2018 training prepared for by AORC.

November 2018: According to the guidance provided by the DIRCO representative to AORC in September 2016, AORC may support the AOMA’s biennial General Assembly only if equal or more time is given to training as is allotted for the GA meeting time. Accordingly, at the 2016 AOMA GA, AORC scheduled a day of Complaint Management training for staff and a ½ day of “Facilitated Discussion” for Ombudsman. (The DIRCO representative attended in 2016 to observe the value of the training.)

At the EXCO meeting in Burundi in July 2018 the AORC Board committed to sponsor up to R300,000 of accommodation costs in Rwanda (approximately for 40 Ombudsman) for a full four nights during 28th November – 1st December 2018 to enable them to attend:

- 28th November: the Ombudsman for Rwanda will host a one-day conference on The Role of the Ombudsman in Promoting Transparency and Accountable Governance
- 29th November: AORC has secured a world leader in the field from the Commonwealth Secretariat, Dr. Roger Koranteng, to conduct Anti-Corruption training. The Ombudsman for Rwanda has also secured a trainer from Transparency International/Rwanda to conduct a training module
- 30th November: AOMA General Assembly.

c. AORC Staff attended the following training

August 2017: The AORC team attended a one-hour orientation on fraud prevention and discovery by the UKZN Head of Forensic Services.

September 2017: (Dr. A. Devenish): “The 'Principles and Practice of Academic Peer Review’ - how to prepare for Peer Review (as an author) and how write a Peer Review Report

October 2017: (F. Lwelela) Digital Training Skills about search engine optimization, including how to sell your company online and attract an audience to your website

April 2017: and December 2017 (A. Brock and M. Adonis): 12 hours of French language instruction to prepare for regional training in Burundi and Comoros (the latter was cancelled).

November 2017: (F. Lwelela and M. Adonis): Entrepreneurship Workshop on financing and planning, budgeting, cash control, forecasting, marketing and advertising and auditing.

4. ADVOCACY

a. Orientation visits to AORC

February 2017: visit of Ombudsman for Burundi

September 2017: visit of Ombudsman for Botswana

November 2017: visit of Advocate Mkhwebane, Public Protector of South Africa, Chairperson of the AORC Board

November 2017: visit of the new US General Consul (USGC) and four of her team to discuss the evolution and operation of the Ombudsman institution; AORC's work; and the USGC's program of sponsoring visiting speakers and specialists. (This was the preliminary discussions regarding possible co-sponsorship of above-noted Harvard Train-the-Mediator Trainer).

December 2017: visit of the Chief Officer of the KwaZulu-Natal Provincial Ombudsman to renew the relationship that was established five years ago. At that time, the Provincial Ombudsman was included in local training offered by AORC.

b. Media and Advertising

March 2017: AORC published an article in the Sunday Tribune for Human Rights Day: "Africa Could Lead the Way on Human Rights: the Role of the Ombudsman" (by Dr. A. Devenish and Adv. A. Brock). Thanks to the UKZN Public Relations group for sourcing publication.

December 2017: the Public Protector of South Africa initiated and negotiated a favourable rate for AORC to advertise in the February 2018 edition of the magazine of South Africa Airways: Sawubona. AORC worked with UKZN graphic designers from the Corporate Relations Department to design and with PPSA Communications Staff to proofread and manage relations with Sawubona advertising department.

January 2018: AORC produced a 2018 desktop calendar; excess copies of a pre-2013 brochure (in English, French and Arabic) with outdated contact information were repurposed and distributed at the training in Djibouti.

March 2018: article published in the SA Sunday Tribune for Human Rights Day: "Freedom of Information – Path to Justice" (by Dr. A. Devenish and Adv. A. Brock).

September 2018: ***Agenda***, a leading feminist magazine in Africa has accepted an article by Dr. Devenish and the Director: "African Women Ombudsman Wielding Justice" for publication early in 2019. Thank-you to serving Ombudsman for Kenya, Malawi, Namibia, Seychelles, Zambia, former Ombudsman for Burkina Faso and Bermuda (Director) and former aide to the late Wangari Mathaai for volunteering to be interviewed about leadership styles and challenges.

c. Presentations (by Director)

November 2016: two presentations at quadrennial Conference of the IOI on “AORC’s Legal Study of African Ombudsman” and “The Confluence of Ombudsmanship and Human Rights”

June 2017: “The Value of Networking for Ombudsman” presentation plus panel, Caribbean Ombudsman Association (CAROA) biennial conference. (Director was inducted as an Honorary Life Member of CAROA.)

August 2017: the “Role of the Ombudsman in Protecting Children”, UKZN Masters Child Care and Protection Program, School of Law, UKZN

September 2017: the “Role of the Ombudsman in Administrative Justice”, South African Military Ombudsman.

April 2018: one day Capacity-Building Workshop for KwaZulu-Natal Provincial Ombudsman with complaints-handling participants spanning the Office of the Premier, the Durban PPSA Office, Human Settlements, Democracy and Human Rights Support, and, Compliance and Risk Management.

d. UKZN

July 2017: at the request of the Dean of the Law School, AORC drafted recommended new Terms of Reference for the UKZN Ombudsman. This included: notes about the distinction between the “classical” and “organizational” Ombudsman; principles, criteria and best practices of a university Ombudsman; and recommendations regarding mandate, structure, jurisdiction, investigation process, reports and appointment. In December 2017 the Chief Legal Officer /Administrator of the UKZN Ombudsman Office visited AORC to update that the Draft TOR had been heavily relied upon in crafting the new TOR. Potentially, the Draft TOR can be anonymized and shared or marketed (e.g. to DUT which is considering establishing a university Ombudsman function). Available to all AOMA members.

November 2017: AORC Board Chairperson and AORC staff attended the Induction of the new Chancellor of UKZN, Chief Justice Mogoeng Mogoeng. PPSA/AORC Chairperson Adv. Mkhwebane joined the Academic Procession.

December 2017: Adv. Brock and Dr. Annie Devenish met with the University Dean of Research to discuss AORC compliance with the UKZN’s Ethical Research Policy and to explore opportunities for support from the Research Office for the current comprehensive study, accrediting courses and grant-writing. The Dean of Research is enthusiastic about working with AORC whose goals align with two of the four “flagships” of the UKZN’s Strategic Plan - Social Cohesion and Social Justice. The Research Dean has since instructed AORC on the use and value of the department’s analytic software program for social sciences.

October 2018: AORC team met with representative of the UKZN Foundation to provide background information and request that AORC be kept in mind whenever the Foundation is sourcing program funding.

OPERATIONS

1. BOARD MEETINGS

- a. 15 February 2017, Durban, South Africa* Detailed in the April 2018 Newsletter
- b. September 6, 2017 Pretoria, South Africa* Detailed in the September 2018 Newsletter
- c. January 25, 2018 Addis Ababa, Ethiopia* Detailed in the September 2018 Newsletter.

2. DIRCO FUNDING PROPOSAL

During 2017 and 2018 AORC assisted the PPSA team with four iterations of the proposal (May, June/July, November 2017 and February 2018) which necessitated consequent re-alignment of Strategic Plan. PPSA to report on success of negotiations.

On 20th July the PPSA informed the AORC Board that DIRCO had not approved their 5 year funding proposal. She undertook to discuss with the Minister. However, a “shortfall” funding designated by the previous PPSA CEO was approved by DIRCO in June. This, along with the IOI’s contribution of €17,000 for February 2019 training, will allow AORC to keep the doors open during until mid-2020 whilst alternative funding is pursued.

3. AUDITS

a. Audits for the years ended 31 March 2014, 2015 and 2016

Audits for three years up to 31 March 2016 were finalized only in July 2017. As the accounts and funds were not transferred to the UKZN until October 2015, the PPSA was responsible for the audit preparation and responses for the two and ½ years up until that month. AORC was responsible from November 2015 until March 2016.

However AORC’s several requests that the auditors discuss their recommendations before finalizing with the Director and Finance Manager for the School of Law was declined. Accordingly the 2015-16 Audit Management Letter included a number of material misstatements and undertakings erroneously attributed to the Director (and that she was never informed about). The AORC Board rejected the Director’s request for a letter absolving her of legal responsibility for these misstatements.

Moreover, the 2015-16 Audit recommendations of a separate bank account, software and accountants for AORC reflected a misunderstanding of the strict financial systems and controls at the UKZN. The UKZN Cost Centre accounting system essentially operates like a separate bank account but has the additional advantage of a robust procurement process (up to four signatures to approve expense applications and a further two signatures before release of funds to vendors). Realistically, the UKZN cannot use a separate bank account to effect necessary payments for salary, health insurance and utilities or other payments on behalf of AORC. AORC did implement the audit recommendations to: restate the useful life of furniture; reconcile interest accruals; and, update CIPC registrations.

b. Audits for the years ended 31 March 2017 and 2018

Audits for these two years were completed in October 2018. In accordance with the Board decision of September 2017, AORC sought audit quotes from a total of nine firms (five familiar with UKZN's financial structures and processes). Only one responded with a quote which the AORC Board rejected as too high at its January 2018 meeting. The PPSA undertook to source an audit firm. Thanks to the work of the PPSA team, an excellent audit firm, Abacwaningi Business Solutions, was identified who had first audited a similar externally funded centre at UKZN late in 2017.

AORC is thrilled that the audits were completed in an unheard of record time of two weeks! The audit principal stated: *"It been a pleasure working with such an efficient team, the audit went out so smooth with no glitches. We always try and have something to report as a finding to show that we really did some audit, but this time there is really nothing to report the books are all clean, credit goes to you and Marion for making sure everything is perfect."* Supreme thanks are due to AORC Finance Officer, Marion Adonis, and the Finance Manager for the College of Law and Management Sciences, Delzeen Stone, for their superb preparation of the Financial Statements and supporting files.

4. UKZN MOU

The MOU, effective 23 February 2015 between AOMA, through the Public Protector of South Africa, and the UKZN was for a three year period. Section 15 provides for extension of this period, modification or amendment of terms in writing by the Parties. The AORC Board would need to make recommendations to AOMA EXCO for extension, modification or amendment.

5. UKZN RENT WAIVER

AORC discovered late in 2016 that it had overpaid approximately R130 000 between September 2012 and May 2016 for exclusive use of common areas (kitchen and bathrooms) despite use shared with the Department of Maritime Law during that period. Upon review of AORC's written request for a reimbursement, Campus Management Services acknowledged the overpayment and credited AORC's Cost Centre. Thereupon, the AORC Board formally objected to paying any rent at all on the grounds that rent should be waived given AORC's prestige. On 7th December 2017 Dr van Jaarsveld (Vice-Chancellor), Dr. E. Malaza (Head of Institutional Planning and Governance) acceded to Professor Reddi's (Dean of the Law School) advocacy that AORC's rent should be waived entirely, effective January 2018, given AORC's continued alignment with the UKZN's transformative and African-oriented research strategies.

6. CIPC REGISTRATION

Discussion at the February 2017 Board meeting noted that the issue of registration is not settled as there is an outstanding question about whether AORC can validly be registered as a separate company from its parent organization, AOMA. The latter is registered in Kenya where the AOMA Secretariat is located. However, AORC must be registered in SA as a S.21 Company in accordance with the AOMA Constitution and in order to enjoy tax-exempt status. Any final decision about de-registration must be made by AOMA (possibly with a change to its Constitution). The AORC Board agreed not to proceed with deregistration. Statutory registrations were not up-to-date at completion of the audits. Going forward, only the Board

positions stipulated in the AOMA Constitution and MOU with UKZN will be registered. Additional AOMA members co-opted to the Board from time to time need not be registered.

7. STAFFING

a. **The Director:** has resigned effective 30 November 2018 (Attachment E of the Board Package). As noted in that letter, AORC programming until end of March 2019 is well planned:

Research: The IOI will contract directly with writer, Dr. Victor Ayeni, the publishers and French translators to complete their part of this collaboration.

Information: The next Newsletter (February 2019) will focus on the AOMA General Assembly.

Capacity: the IOI and IOI-Africa's recent grant of €17,000 ensures that AORC can offer two excellent 3½ day workshops in mid-March in both French and English languages. The first day will be scheduled by IOI-Africa. A leading African-centric mediator from the UKZN School of Law, Emeritus Professor Dr. Mcquoid-Mason, will conduct the training. He has already produced an excellent mediation training manual. The Director will draft Ombudsman-relevant scenarios for him to use.

Advocacy: The Director is drafting a Best Practice Brief based on the training in Djibouti about refugees. Dr. Devenish will then write a newspaper friendly article on the same topic for South African media for AORC's third annual article for Human Rights Day, 25th March.

b. **Staff:** The AORC team is exceptional. Franky Lwelela, Annie Devenish and Marion Adonis are fully organized and very clear about responsibilities to achieve the next four months of programming. As noted in a recent discussion between the PPSA Acting Chief of Staff and the Director, it will be possible for the team to share the Director's responsibilities over the next six months, given (i) that planning is already in place and (ii) the Director has offered to be available electronically to assist.

However, the team is very concerned about the uncertainty of long-term funding. The UKZN permits contracts only for the foreseeable period that funds are certain to be available. As of this moment, that is until mid-2020. Each of the staff have other options. In order to not risk losing them, I recommend that the AOMA EXCO and AORC Board consider ways to retain them or to offer contracts that stipulate longer terms as soon as new funding is secured – without the requirement of fresh recruitment processes when their short term contracts end.

Respectfully submitted
Adv. Arlene Brock, Director

Attachments follow below

- A: Draft TOR and Contract for Dr. Ayeni as writer of AORC / IOI Comprehensive Research
- B: Training Needs identified through the research questionnaire

ATTACHMENT A

September 17, 2018

**Recommended Draft Terms of Reference for
IOI ENGAGEMENT of Dr. Victor Ayeni, Director of Governance and Management
Services International (GMSI) UK Ltd.
to write a book on Ombudsman in Africa, co-sponsored by AOMA & AORC**

Background

The International Ombudsman Institute (IOI) is producing a series of regional studies about Ombudsman in each of its six global regions. A book about Ombudsman in Africa is to be the fourth in this series. The IOI's previous publications are:

- “European Ombudsman Institutions: A Comparative Legal Analysis” (2008)
- “Australasia and Pacific Ombudsman Institutions: Mandates, Competences and Good Practice” (2013)
- “Asian Ombudsman Institutions: A Comparative Legal Analysis” (2016).

The African Ombudsman Research Centre (AORC) produced “A Comparative Study of Legal Systems Governing Ombudsman Offices in Africa” (2014) that focused on eight offices. AORC's strategic plan was to extend this study to an additional eight countries.

Early in 2017, the Boards of AORC and the IOI, with approval of AORC's parent, the African Ombudsman and Mediators Association (AOMA), agreed to collaborate on a comprehensive study of some 40 National Ombudsman and four AOMA-member Sector Ombudsman in Africa.

Generally:

- AORC to conduct desktop, questionnaire and interview research, and, statistical analysis
- IOI to engage Dr. Ayeni, publisher and French translator.

Against this background, the aim of the proposed publication, which will be co-ordinated by the IOI and AORC, is to produce no later than 31 March 2020 a book-length study of Ombudsman institution in Africa. The book will be comprehensive and aimed to cover the history, operation and performance of the Ombudsman over the last five decades. Further, it will be both intellectually rigorous as well as professionally accessible in order to illustrate how the Ombudsman institution does and can promote good governance, rule of law and human rights in Africa. It will serve a diversity of audiences in order to:

- provide an authoritative reference material for practitioners and students
- educate both government and civil society about good governance principles
- provide guidance for policy development and research
- inspire best practices exchange for Ombudsman and like institutions in Africa
- illuminate both the diversity and common features as well as opportunities and challenges for the Ombudsman institution in Africa
- generally inform institution-building and promotion of good governance in Africa.

Terms of Reference for engagement of Dr Ayeni

Dr. Victor Ayeni of GMSI Ltd. is engaged by IOI, on the advice of AORC, as a leading expert on the Ombudsman institution especially in Africa, to:

- structure, organize and analyze evidence, and write a book tentatively titled: “*African Ombudsman Institutions – Designs, Operations and Performance*” in accordance with the attached proposed outline
- provide initial advice on the best way to conduct and complete the book project, including submitting an outline of chapters and core focus and aims of the publication
- draw on initial research and analysis provided by AORC, his own insights and resources as well as other relevant information and empirical evidence gathered by him and the GMSI Team. Wherever possible, AORC will provide additional research and data gathering assistance to the author
- write the book as sole author and be fully responsible for meeting any intellectual and copyright obligations. Accordingly, his full names as sole author will be visibly displayed on the cover page and relevant sections of the published book
- submit regular progress reports as well as the complete draft of the book in line with the schedule indicated below
- consider incorporating any agreed suggestions and observations of reviewers and editors in the draft before final submission to the publishers.
- no later than 6 months after the author’s submission of the final draft, IOI and AORC in collaboration with Dr Ayeni will facilitate the publication of the book by a reputed international publisher or collaboration of publishers
- in addition to ensuring high international standards, the publishers will make the book reasonably accessible to the target audience

Milestones and approximate deadlines

The following will constitute the key milestones and benchmark for progress monitoring and completion of the publication:

- Mid-October 2018: contract agreement between Dr. Ayeni and IOI
- Mid-October 2018: AORC to make available to author all raw data and desktop research
- Mid-November 2018: AORC to submit to author electronic analyses (SPSS and NVIVO)
- End of March 2019: Dr Ayeni to submit first progress report to AORC and IOI
- End of June 2019: Dr Ayeni to submit second progress report
- End of September 2019: Dr Ayeni to submit complete first draft of book
- No later than end of March 2020: Dr Ayeni to have incorporated agreed suggestions and observations and submit complete final draft ready for the publishers
- No later than end of June 2020: publication
- TBD: formal global launch at IOI Quadrennial; Africa launch before

Estimated Budget

- Author’s fee: US\$37,800
(calculated at: US\$210 per day X 20 days (monthly) X 9 months)
- Office and research support expenses: US\$5,600
(inclusive of staff cost, printing, telephone and incidental costs)

Payment Schedule

The following payment schedule will apply for the writing and production of the book ready for publication:

25% of Author's Fee:	Upon receipt of signed contract agreement
100% of Office/research expenses:	Upon submission of first progress report
50% of Author's Fee:	Upon submission of second progress report
25% of Author's Fee:	Upon submission of complete first draft of book

DRAFT CONTRACT – awaiting Dr. Ayeni's signature Agreement

The following agreement has been approved by and entered into between
International Ombudsman Institute, Singerstr. 17, 1015 Wien, Austria
(hereinafter called Editor/ IOI)
on the one part and

Dr. Victor Ayeni

Director of Governance and Management Services International (GMSI) UK Ltd. (hereinafter called Author)
on the other part.

concerning the project with the working title

„ African Ombudsman Institutions – Designs, Operations and Performance”.

PURPOSE:

This Cooperation Agreement is concluded between the IOI and Dr. Victor Ayeni for the purpose to produce a book-length study of Ombudsman institution in Africa (hereinafter called the Work) as outlined in the Request for Proposal (Annex I) and the Proposal (Annex II). Dr. Victor Ayeni shall exercise his best efforts to carry out the work according to the program described under Article 1 of this Agreement.

The Parties stress their willingness to cooperate in this matter on the terms set out below.

Article 1 Subject of this Agreement

1. The Author will carry out a work entitled “African Ombudsman Institutions – Designs, Operations and Performance”, as outlined in Annex I and II. He will write the book as sole author and be fully responsible for meeting any intellectual and copyright obligations. Accordingly, his full names as sole author will be visibly displayed on the cover page and relevant sections of the published book.

2. The aim of the publication is to be comprehensive and to cover the history, operation and performance of the Ombudsman over the last five decades. Further, it shall be both intellectually rigorous as well as professionally accessible in order to illustrate how the Ombudsman institution does and can promote good governance, rule of law and human rights in Africa.
3. The publication will serve a diversity of audiences in order to:
 - provide an authoritative reference material for practitioners and students
 - educate both government and civil society about good governance principles
 - provide guidance for policy development and research
 - inspire best practices exchange for Ombudsman and like institutions in Africa
 - illuminate both the diversity and common features as well as opportunities and challenges for the Ombudsman institution in Africa
 - generally inform institution-building and promotion of good governance in Africa.
4. The cover of the study will contain the name of the IOI as editor and the party commissioning the study followed by the name of the Author and the title of the work.
5. The project language is English.

Article 2

Delivery and Acceptance of the Work

1. The Author agrees to deliver the complete first draft of the book not later than **September 30th 2019** and within the agreed timetable (Annex III) to the Editor.
2. The manuscript meets the terms of this agreement only if it satisfies the agreed stipulations as to form, content and size. IOI reserves the right to provide reasonable updates thereof. The Author is responsible for correctness of the manuscript, including content, language, formal presentation, and completeness.
3. IOI is entitled to carry out editorial changes on the manuscript within the usual limits. This is intended especially to enhance the uniform overall organization and form of the Work. Any significant changes in content require the approval of the author.
4. The Author warrants that the Work is original except for such excerpts from copyrighted works (including illustrations, tables, animations and text quotations) as may be included with the permission of the copyright holder thereof, in which case(s) Editor is required to obtain written permission to the extent necessary and to indicate the precise source. The author further draws initial research and analysis provided by the African Ombudsman Research Centre (AORC), his own insights and resources as well as other relevant information and empirical evidence gathered by him and the GMSI Team. Wherever possible, AORC will provide additional research and data gathering assistance to the author.

5. The Author warrants that the Work does not infringe on any copyright, trademark, patent, statutory right or proprietary right of others, including rights obtained through licenses; and that the Author will indemnify the IOI against any costs, expenses or damages for which the IOI may become liable as a result of any breach of this warranty.

Article 3 IOI Contribution

1. The IOI will contribute by:
 - a. providing the Author with contact details and facilitating the communication with the IOI members;
 - b. defining the publication format and in collaboration with AORC and Dr. Ayeni facilitate the publication of the book by a reputed international publisher or collaboration of publishers, no later than 6 months after the author's submission of the final draft
 - c. financing the project according to Article 5.

Article 4 Intellectual Property and Copyright

1. The author hereby grants and assigns to the IOI the exclusive, sole, permanent, world-wide, transferable, sublicensable and unlimited right to reproduce, publish, distribute, transmit, make available or otherwise communicate to the public, translate, publicly perform, archive, store, lease or lend and sell the Work or parts thereof individually or together with other works in any language, in all revisions and versions (including soft cover, book club and collected editions, anthologies, advance printing, reprints or print to order, microfilm editions, audiograms and videograms), in all forms and media of expression including in electronic form (including offline and online use, push or pull technologies, use in databases and networks for display, print and storing on any and all stationary or portable end-user devices, e.g. text readers, audio, video or interactive devices, and for use in multimedia or interactive versions as well as for the display or transmission of the works or parts thereof in data networks or search engines), in whole, in part or in abridged form, in each case as now known or developed in the future, including the right to grant further time-limited or permanent rights.
2. The copyright of the Work will be held in the name of the IOI. The IOI may take any necessary steps to protect these rights against infringement by third parties. It will have the copyright notice inserted into all editions of the Work according to the provisions of the Universal Copyright Convention (UCC) and dutifully take care of all formalities in this connection in the name of the copyright holder.
3. IOI is entitled to prepare and use summaries within the intended use of the Work and for the purposes of sales, distribution and advertising.

4. The Author of the work will be credited as sole author of the publication in any reproduction in whole or in part.

Article 5 Financial Arrangements

- 1.a. The Parties agree that the IOI shall pay the Author the amount of US\$ 37.800,00 which is considered to be a lump sum, including all related expenses, e.g. travel expenses. All income taxes and other taxes payable (e.g. a possible VAT) have to be covered out of the agreed remuneration.
- 1.b. The amount mentioned in 1.a. is paid by the IOI in three instalments. The first instalment of US\$ 9.450,00 will be paid upon signature of this agreement. The second instalment of US\$ 18.900,00 shall be due on 30 June 2019, after submission of the second progress report on the research conducted so far. The last instalment of US\$ 9.450,00 shall be due upon submission of a complete first draft of the book.
- 1.c. The IOI shall pay the amount within 30 days of receipt of an invoice provided by the Author to his bank account as indicated in the invoice.
2. If the IOI fails to pay the Author any amount payable by the IOI under this Agreement by the due date of payment, the Author reserves the right to claim interest and to suspend performance of any work under this Agreement until payment is made in full.

Article 6 Term

1. The Term of this Agreement shall be from November 2018 to June 2020. Preliminary results or progress updates have to be presented to the IOI by the Author upon its request.
2. Either Party may by written notice to the other Party immediately terminate this Agreement where the other Party has materially breached this Agreement and has failed to remedy that breach within thirty days of the date of service of a written notice from the other Party specifying the breach and requiring that it be remedied.
3. The expiry or termination of this Agreement does not affect any rights or obligations of either Party which have arisen or accrued up to and including the date of expiry or termination including, without limitation, the Author's right to payment for all costs reasonably incurred or committed by the Author prior to the date of termination which may be for payment after the date of termination.

Article 7
Governing Law and Jurisdiction

This Agreement and any documents to be entered into pursuant to it shall be governed by and construed in accordance with Austrian law without regard to its conflict of law principles and each Party irrevocably submits to the exclusive jurisdiction of the courts of Vienna over any claim or matter arising under or in connection with this Cooperation Agreement and the documents entered into pursuant to it.

Article 8
Amendments

No variation or amendment of this Agreement will be effective unless it is made in writing and signed by each Party's representative.

The Parties hereto have signed this Cooperation Agreement at the place and on the day written below.

Name: Dr. Günther Kräuter

Position: Secretary General of the IOI

Place: Vienna

Date & Signature:

Name: Dr. Victor Ayeni

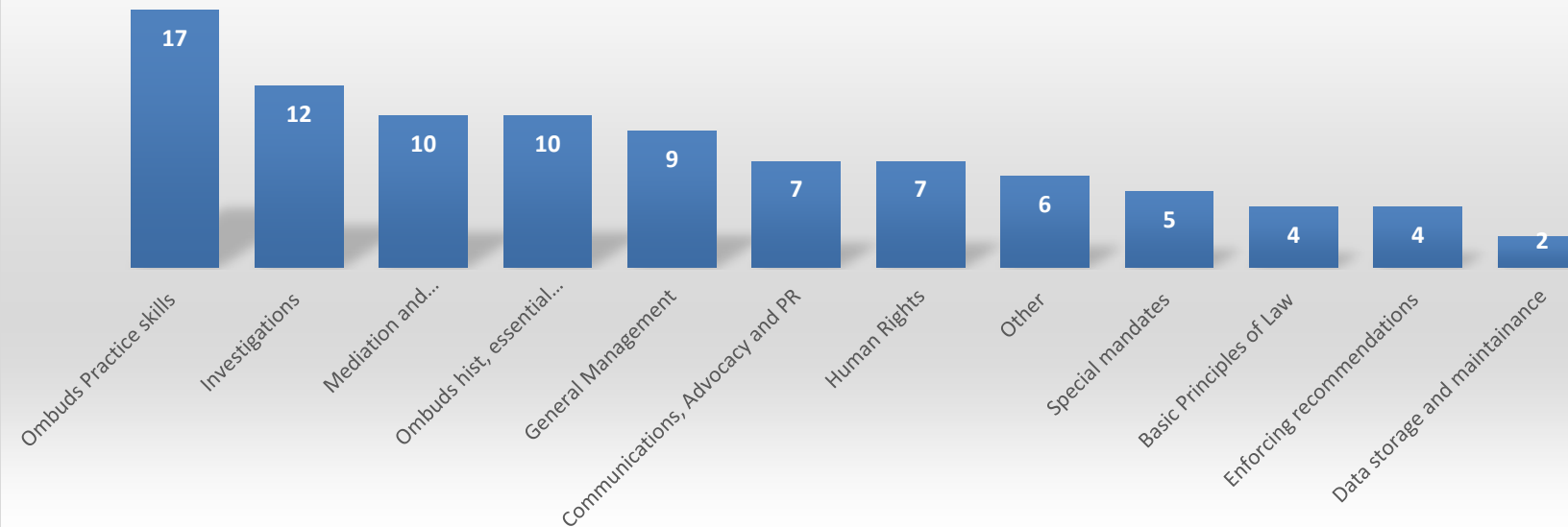
Position: Director of Governance and Management Services International (GMSI) UK Ltd.

Place:

Date & Signature:

ATTACHMENT B

Ongoing **Needs Assessment** for Ombudsman Training (as of Aug 2018; from Research questionnaire)



La catégorie «Compétences d’Ombudsman» comprend les demandes de formation aux meilleures pratiques d’Ombudsman.

La catégorie d’enquêtes comprend les enquêtes systémiques.

La catégorie «Autres» comprend les thèmes suivants: Formation sur la gestion du stress pour le personnel, l’utilisation de la technologie, la langue, le renforcement du statut institutionnel / constitutionnel et la formation de formateur.