

THE AFRICAN OMBUDSMAN RESEARCH CENTRE (AORC)

ANNUAL REPORT

A YEAR IN REVIEW | 17 JUNE 2021

Nelson Mandela once put it: "The administrative conduct of government and authorities are subject to the scrutiny of independent organs. This is an essential element of good governance that we have sought to have built into our new constitutional order ... It was, to me, never reason for irritation but rather a source of comfort when these bodies were asked to adjudicate on the actions of my government and judged against."

One of the first judgments of our Constitutional Court, for example, found that I, as President, administratively acted in a manner they would not condone. From that judgment my government and I drew reassurance that the ordinary citizens of our country would be protected against abuse, no matter from which quarters it would emanate. Similarly, the Public Protector [Ombudsman] had on more than one occasion been required to adjudicate in such matters." (Mandela, 2000)

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1. FOREWORD BY THE AORC BOARD CHAIRPERSON

It gives me great pleasure to present the African Ombudsman Research Centre (AORC) Annual Report for 2019/20. The report comes at a momentous time as the centre is about to celebrate its 10th anniversary since relaunch on South African soil.

As you will recall, then President of South Africa, His Excellency, Jacob Zuma, unveiled the plaque to mark the official opening of the centre at the Dennis Shepstone Building, Howard College Campus, University of KwaZulu-Natal (UKZN) in Durban, from where it still operates, on 15 March 2011.

The relaunch, which was attended by my predecessor in title, Hon. Paulo Tjipilica, among others esteemed guests, took place some six years after a decision by the African Ombudsman and Mediators Association (AOMA) General Assembly to have the centre re-established in South Africa.

Erstwhile Public Protector of South Africa and former AOMA Executive Secretary (as the General-Secretary position was known back then), Adv. Lawrence Mushwana, had been mandated to source funding and to enter into negotiations with the UKZN for the purposes of setting up the facility at the institution. Up to that point, it had been based in Dar es Salaam in Tanzania since its founding in 1997.

The centre has never looked back since. This is evident in the accomplishments it continued to register during the year under review in fulfilment of its strategic outlook in areas of Research, Information-sharing, Capacity-building and Advocacy, which we simply refer to as RICA.

As can be gleaned from the report itself the centre completed the ground work on the International Ombudsman Institute (IOI) Africa Regional Study, paving the way for Prof. Victor Ayeni to start drafting the 'African Ombudsman Institutions – Designs, Operations and Performance' book, which is due to be launched at the IOI Quadrennial Conference scheduled for May 2021.

Two Best Practice Briefs touching on the critical subjects of the rights of refugees, asylum seekers and internally displaced people as well as the rights of children and young people were published as part of the information-sharing pillar of the centre's strategic focus. In the same vein, our use of the social media tool to make the centre's presence among stakeholders felt is growing in leaps and bounds.

Efforts to capacitate AOMA member institutions across the continent continued too on the side lines of the highly successful International Ombudsman Expo (IEO) in Abuja, Nigeria in October 2019. Focusing on complaints handling practices, the training received overwhelmingly positive feedback from Ombudsman and Mediators, who participated.

From the advocacy perspective, we also made serious inroads. This includes making use of the news media to shine a spotlight on issues that are of importance to the ombudsman community such as the centrality of administrative justice in governments.

While the centre has done well on all fronts, there is always room for improvement. Using the limited resources at our disposal and with the support of AOMA, we will carry on with the mission to breathe life into the RICA strategy to bring the best out of Ombudsman and Mediator institutions on the continent.

We remain indebted to South Africa's Department of International Relations and Cooperation, which has, through its African Renaissance and International Cooperation Fund, been the financial wind beneath our wings for the last 10 years. As we complete a decade since the centre's re-establishment in Durban, finding a permanent solution to the issue of its funding remains uppermost in our minds. We are hopeful that we will make headway on this front.

On behalf of the centre, I would like to thank all our stakeholders including AOMA, individual Ombudsman and Mediator institutions and the IOI for the unwavering support they have given us. The centre's future is dependent on your unfailing backing.

ADV. BUSISIWE MKHWEBANE
AORC BOARD CHAIRPERSON
DATE: _____

2. BACKGROUND AND ESTABLISHMENT OF AORC

The African Ombudsman and Mediators Association (AOMA) founded in 2003 is a membership organization of 40 National Ombudsman and 5 sector Ombudsman formed to encourage the establishment, development and promotion of African Ombudsman institutions, with the aim of promoting good governance, human rights and the rule of law. The official languages of AOMA are Arabic, English, French and Portuguese.

The objectives of the AOMA are to: encourage the establishment of African Ombudsman institutions; provide information, training and development for Ombudsman and staff; promote good governance; support the independence of Ombudsman offices; and foster affiliation among Ombudsman offices and other relevant institutions.

In 2011, by Article 12 of its Constitution, AOMA formally established the African Ombudsman Research Centre (AORC) as its research and training arm. AORC is the first and only institution of its kind in the world to provide research, information, capacity building and advocacy to support the work of the Ombudsman across the African continent. To date it:

- Has trained 821 Ombudsman and staff from 41 different African countries through 22 training offerings.
- Conceptualised, researched and written several key publications on the Ombudsman in Africa, which have provided new knowledge and analysis of the institution.
- Established an online presence through its website, Facebook, Twitter and LinkedIn profiles, which offer information and resources to Ombudsman, researchers and government officials globally.

AORC is based in the School of Law, University of KwaZulu-Natal, Durban. The Public Protector South Africa (PPSA) was mandated by AOMA to establish AORC, and to support the Centre with fundraising and achieving sustainability. The Centre is overseen by a Board comprising representatives of the PPSA (with the Public Protector as Chair), UKZN, AOMA Secretariat and members.

AORC was funded by the South African Department of International Relations (DIRCO) as of an October 2014 Agreement with the PPSA. DIRCO gives the funds to the PPSA who accounts to DIRCO for AORC's expenditure. By a February 2015 Memorandum of Understanding with AOMA and the PPSA, day-to-day operations were transferred from the PPSA to the UKZN. This was effected in October 2015 by transfer of DIRCO funds from the PPSA to the UKZN.

The University of KwaZulu-Natal (UKZN) is also known as the ‘Premier University of African Scholarship’ and for 2019 secured the number one spot in Africa on the prestigious *Times Higher Education (THE)* Young University Rankings which lists the world’s best universities that are 50 years old or younger.¹

The 2019 ranking - which includes 351 universities, up from 250 in 2018 - sees UKZN as the only African university to feature on the top 100 list. Sitting pretty at number 85, UKZN ties with the University of Rome III, Italy.²

THE is the leading provider of higher education data for the world’s research-led institutions. A company behind the world’s most influential university rankings with almost five decades of experience as a source of analysis and insight on higher education, *THE* boasts unparalleled expertise on the trends underpinning university performance globally.³

AORC supports AOMA’s national and sectoral Ombudsman members through its **RICA** mandate expressed as follows:

- **Research:** into the history; processes; best practices; trends; ethics; and effectiveness of the Ombudsman institution. Research aims not only to enhance understanding of the philosophical underpinnings and innovations of African Ombudsman institutions but also to glean and share practical best practices.
- **Information:** comprises a communication strategy to assist and inform AOMA members, and to increase awareness amongst regional, continental and international bodies as well as the public, civil society and media about the value of the Ombudsman institution. This includes Best Practice Briefs developed from research, periodic newsletters, a robust website and social media presence. The AOMA/AORC website is updated on an ongoing basis to reflect latest developments in the Ombudsman world. AORC’s online presence and outreach continues to grow steadily. AORC’s Facebook, Twitter and LinkedIn aim at delivering up-to-date information about AOMA members, good governance and human rights as well as driving visitors to the website. 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

¹ <https://www.iol.co.za/news/south-africa/kwazulu-natal/ukzn-takes-first-place-in-africa-on-prestigious-university-rankings-28370588> Accessed 21 November 2019.

² Ibid note 1 above.

³ Ibid Note 1 above.

- **Capacity Building:** offers training as the key component. This includes continuous professional development, guidelines for basic Ombudsman structural and operational standards, and, eventually courses of study accredited by the UKZN from the paralegal to masters' level. Capacity building also entails exchange study programs; facilitation of meetings and conferences if directly related to deliverables; membership and networking forums; consultancy services (for establishing Ombudsman offices and other challenges); and encouraging mutual understanding and assistance by and amongst Ombudsman.
- **Advocacy:** includes outreach to promote the Ombudsman concept and development; and, advocacy for the independence, effective structuring and adequate resourcing of Ombudsman offices. In particular, activities of both AOMA and AORC aim to entrench links between local Ombudsman institutions with regional, multi-lateral and global human rights institutions such as the UN, World Bank, African Development Bank, Commonwealth Secretariat, Commonwealth Forum of National Human Rights Institutions and the International Ombudsman Institute.

In strengthening Ombudsman institutions on the continent to fulfil their essential mandate of holding governments to account, AORC's work aligns with the United Nation's Sustainable Development Goal (SDG) 16: to Ensure Peace, Justice and Strong institutions, and the African Union's Agenda 2063 vision of an *Integrated, Prosperous and Peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena*.

As the only Ombudsman regional research and training centre of its kind in the world, AORC has tremendous potential to execute its purpose in helping African Ombudsman to be effective voices for the voiceless and change agents for good governance, human rights and the rule of law.

3. VISION, MISSION AND VALUES

Vision

To be a Centre of excellence in Ombudsman studies and practice, and in providing support to the Ombudsman institution in Africa.

Mission

To support AOMA by promoting Ombudsmanship; developing capacity and professionalism within the Ombudsman institution and generating quality knowledge and information in furtherance of good governance, the rule of law, and human rights in Africa.

Values

The AORC seeks to offer:

- A responsive, efficient and professional service to all AOMA members; and
- Equality, impartiality, human dignity, accountability, integrity, transparency, justice and fairness.

4. SUPPORTERS AND DONORS

Thank you

- The Department of International Relations and Cooperation's (DIRCO) - African Renaissance and International Co-Operation Fund (ARF)
- The International Ombudsman Institute (IOI)

We are appreciative of your assistance and look forward to your continued support of our work in the future.

5. AORC BOARD MEMBERS



6. AORC STAFF



Mrs. Marion Adonis
Finance Operations Officer



Dr. Annie Devenish
Research Manager



Mr. Ngomu Franky Lwelela
Communication & Public Relations
Officer

7. A REFLECTION ON THE DYNAMIC ROLE OF THE OMBUDSMAN IN AFRICA TODAY

I do not intend to redefine the concept of Ombudsman but wish only to share with you my understanding of the Ombudsman; an understanding that I have formed from experience over the past 14 years.

I have learned that the Ombudsman is a reasonable person but not a perfect citizen. Rather they strive to be gentle in their dealings with others, taking into consideration their circumstances. His/her investigations are directed by moderation and prudent common sense. The Ombudsman is not a historic monument; it is a “living” institution.

Establishing an Ombudsman institution, continuously creating, and maintaining the requirements necessary for its effective functioning and “living”, are different matters. The former is the responsibility of government. The latter is the responsibility of the incumbent; they must ensure that they attain the highest possible standard of performance without bias and with complete integrity. Their integrity and credibility must be beyond reproach; these are the pillars of the Ombudsman authority. The Ombudsman’s influence and hence their effectiveness is largely determined by their authority. They must establish and sustain that authority by the way they perform their functions.

I have tried to make cooperation the theme of my presidency of the International Ombudsman Institution (IOI) by attending as many conferences, workshops, symposiums, etc. as I can and am always encouraged by the cooperation not only between Ombudsman, but also between Ombudsman and national human rights institutions (NHRIs) at domestic and regional levels. I signed memoranda of understanding on behalf of the I.O.I with the Global Alliance of National Human Rights Institutions (GANHRI), Iberoamerican Federation of Ombudsman (FIO) and Australian and New Zealand Ombudsman Association (ANZOA). I believe that conferences, workshops and meetings are excellent strategies for strengthening collaboration. I agree with Marten Oosting⁴ that contact with colleagues is a source of inspiration for one’s own work, whether it leads to the acquisition of useful insights that are worth following up, or whether it renews one’s confidence in an existing practice.

In my Presidential Address to the opening of the XIth World Conference of the International Ombudsman Institute in Bangkok during November 2016, I said inter alia the following:

⁴ President of IOI, 1998

The multiple functions of the Ombudsman require collaboration and cooperation with civil society and NHRIs. In line with the Wellington Declaration of 2012, I wish to encourage effective cooperation between Ombudsman, civil society and NHRIs at all levels, because the successful implementation of human rights depends on it. The sharing of innovative ideas in the Ombudsman world comes at an opportune time when Ombudsmen are faced with so many new and emerging challenges

In determining both the present and future challenges of Ombudsman, the following questions must be posed:

Are we powerful enough, resourceful enough, organised enough, accepted enough, funded enough, influential enough, effective enough, appreciated enough, efficient enough, and independent enough to respond to the cries of our citizens as they seek protection of their rights, good governance, peace, better life and a more equitable future? Is the current jurisdiction of the Ombudsman sufficiently focused or too broad for efficiency and effectiveness?

I am asking these questions because institutions, like people, can reach levels of exhaustion and therefore fail on their mandates. However, there is no exhaustion where there is much to be hoped for, much to work towards. Our task is not always easy, but it is absolutely necessary; therefore, where the right tools are not available, Ombudsmen should exert their maximum effort and demonstrate their creativity in dealing with public officials for effective delivery of human rights outcomes.

JOHN R WALTERS
OMBUDSMAN: NAMIBIA

8. RESEARCH

AORC undertakes ongoing research on Ombudsman functions, including the study of best practices and trends in order to develop best practice guidelines and relevant training for AOMA members.

IOI/African Research Collaboration: Study of the Ombudsman in Africa

At the end of 2016 AORC agreed to partner with the International Ombudsman Institute (IOI) on a pan-African Study of the Ombudsman institution. This enabled AORC to expand the 16 country study it was working on at the time, to a review of all Ombudsman institutions on the continent. The study encompassed desktop research, in-depth interviews with all Ombudsman and staff guided by a structured questionnaire, and site visits to selected Ombudsman offices. In the 2018/2019 financial year AORC conducted the final 16 country interviews, required to complete the Study bringing the total number of interviews conducted to 45. All data for the IOI Africa Study has been completed. Research materials and data have been handed over to Dr. Ayeni, who has been commissioned by the IOI to write the research up as the IOI's Africa Regional Study on the Ombudsman, entitled 'African Ombudsman Institutions – Designs, Operations and Performance'. Dr. Ayeni is working on a first draft at present.

The book, to be published in 2021, would constitute the fourth in a series of six global regional studies produced by the IOI (Europe 2011, Australia/Pacific 2013 and Asian 2016). The IOI has found that these comprehensive regional studies are invaluable in assisting Ombudsman to: benchmark jurisdiction and capacity; improve internal practices and effectiveness; educate civil society; and, convince Governments of appropriate standards especially in order to amend legislation governing the Ombudsman function.

It is intended that a formal launch of the book will be held at the IOI's Quadrennial Conference in Dublin, Ireland once Covid-19 restrictions are lifted.

Jurisprudence database and Investigations Digest

AORC collected 115 documents in order to create and update the Ombudsman Jurisprudence database and Investigations Digest.

9. INFORM

AORC collects and disseminates information, research and data about the evolution of the Ombudsman institution and facilitates the exchange of information and experiences among the Ombudsman in Africa through at least five means.

Best Practice Briefs

- In October 2019, a Best Practice Brief entitled “*Protecting the rights of Refugees, Asylum Seekers and Internally Displaced Persons*” was published.
- In November 2019, a Best Practice Brief entitled “*Protecting and Promoting the rights of Children and Young People*” was published.

Copies of the publications are available on the AORC website

<http://aoma.ukzn.ac.za/Aorc/AboutAORC.aspx>

Newsletters

All conference proceedings, meetings and training are published as part of the newsletters.

Two newsletters were published:

- The 12th newsletter was published in August 2019 timed to coincide with women's month in South Africa. This was a special edition celebrating women Ombudsman and leaders and featuring articles on; the Ombudsman and silencing the Guns in Africa, the role of the Ombudsman in achieving the AU's Agenda 2063, women's leadership in the AU and profiles of several female Ombudsman including the Hon. Fatou Njie Jallow of Gambia and the Hon. Judge Awa Nana-Daboya Amadou, Mediator of the Togolese Republic.
- The 13th newsletter showcasing the first International Ombudsman Expo was published in March 2020 in English.

Copies of the publications are available on the AORC website

<http://aoma.ukzn.ac.za/Aorc/AboutAORC.aspx>

Website

The AOMA / AORC website is being updated on an ongoing basis to reflect latest developments in the Ombudsman world.

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. Links on the website about items of interest are frequently emailed to AOMA members, FB friends and other contacts in order to encourage them to visit the website. AORC's online presence and outreach continues to grow steadily.

The percentage increase in the number of visits and hits for Website and social media was 66.23%.

SOCIAL MEDIA

	April '19	Mar '20	Percentage increase April '19 - March '20
Website visits	171	330	92,98%
Facebook friends	732	880	20,22%
Facebook likes	290	1 301	348,62%
Facebook followers	292	342	17,12%
Tweets	902	1 180	30,82%
Twitter followers	284	407	43,31%
Twitter Profile Visits		854	
Twitter impressions		552 012	
Linkedin Connections		183	
Linkedin Profile Views		101	
Linkedin Post Views		18 015	
Linkedin Search appearance		61	
Grand total/Overall	2671	575 666	
<u>Grand total & percentage increase: Website visits; Facebook friends; Facebook likes; Facebook followers; Tweets & Twitter followers</u>	2671	4 440	66,23%

10. CAPACITY BUILDING/TRAINING

Capacity Building offers training as the key component. This includes continuous professional development, guidelines for basic Ombudsman structural and operational standards, and, eventually courses of study accredited by the UKZN from the paralegal to masters' level. Capacity building also entails exchange study programs; facilitation of meetings and conferences if directly related to deliverables; membership and networking forums; consultancy services (for establishing Ombudsman offices and other challenges); and encouraging mutual understanding and assistance by and amongst Ombudsman.

- In October 2019, “**Ombudsman Complaints Handling and Practice**” training was conducted at the first ever International Ombudsman Expo (IOE) in Abuja, Nigeria. Prof. Victor Ayeni of Governance of Management Services International (GMSI) conducted the training, which was identified as the next most requested set of skills training on the Centre’s ongoing needs assessment. 251 delegates from 20 African countries (AOMA members) as well as some non-AOMA Members from Bermuda, Cameroon, Curacao-Netherlands, Jamaica, Nigerian Agencies, Pakistan, Senegal ICRC, Swaziland, USA, Commonwealth Secretariat, London, participated in the training. The training was conducted in Arabic, English, French and Portuguese. Participants commented on the IOE as follows:

“The concept of the Expo is an exciting and valuable innovation. We were very interested when we learned about a first of its kind event and was unlike any other conference we have previously participated in... I came with high expectations and was not disappointed.... It was an opportunity to see first-hand what others are doing across a wide array of not just countries but different types of Ombudsman, new specialised areas and other kinds of complaint handling bodies.” **Hon. Victoria Pearman, Ombudsman of Bermuda**

“The event was highly educative to our institution as it enabled the exchange of ideas and experience with other participating institutions. Our institution benefited a lot in terms of learning the best practices from other participants, and some of these ideas are being implemented already to enhance our effectiveness and visibility.” **Hon Caroline Z. Sokoni, Public Protector of Zambia**

“I would support the holding of Ombud Expo every year which should be organized on rotation basis amongst the member countries/Ombudsman Institutions with the International Ombudsman Institute playing an active role” **Hon. Aqal Badshah Khattak, Ombudsman of Khyber Pakhtunkhwa, Pakistan**

“Our participation in the Expo offered an opportunity to interact and network with our counterparts from other Ombudsman Offices across the world.... I have been able to reach out to most of my counterparts in Africa and made a number of contacts which I believe will be beneficial for my operations back at home.” **Hon. Augustine Makgonatsotlhe, Ombudsman of Botswana**

“One of the positives of the Expo for my region is that it advanced our understanding of the manner in which the role of the Ombudsman has grown and developed in other countries and continents.” **Ms Alba M. T. Martijn, Director, Caribbean Region of the Institute of Latin-American Ombudsman**

“True to our expectation, the Expo was enriching. We interacted with sister organisations in and outside Africa. The main exhibition was unique in the opportunity it afforded us to see first-hand and appreciate how others execute the Ombudsman and mediation function. We were able to benchmark with sister institutions and also exposed to take steps to improving our own operations.” **Hon. Edouard Nduwimana, Ombudsman of the Republic of Burundi**

“The special women event was highly informative on the immense contribution of women Ombudsman from across the globe. It was enlightening to learn that there have been not less than 300 women who have led Ombudsman and other similar governance institutions across the globe over the last 200 years... By any assessment, the IOE was an amazing experience. Our organisation came out highly impressed.” **Hon. Martha Chizuma, Ombudsman of Malawi**

“...our participation was positive as it allowed for the exchange of experience with Ombudsmen from other countries and their representatives. Personally, the experience enriched my knowledge of the role of the Ombudsman institutions and their interconnection with government bodies for rapid resolution of citizens' problems.” **Hon. Antónia Florbela de Jesus Rocha Araújo, Deputy Ombudsman of Angola**

“I believe that the IOE was a resounding success... It has the potential to really strengthen and grow the Ombud institutions. My key highlight therefrom was the exhibition hall which showcased a number of Ombud bodies around the world... and the Special Event on Women Leaders was indeed a special moment...” **Advocate Dinkie Dube, Chief Director (Operations), Military Ombud of the Republic of South Africa**

“By participating in the IOE 2019, the Commission sought to strengthen its existing partnerships and establish new links with other players in the administration of justice for enhanced implementation of its mandate... which we achieved through the catalogue of resource materials collected, face-to-face interactions and thematic discussions on Ombudsman operations. Further, we benefitted from peer feedback and information sharing...” **Mr. Leonard Ngaluma, Commission Secretary and Chief Executive Officer, Commission on Administrative Justice of Kenya**

“The invitation as a special guest provided the opportunity and occasion to review in person how far the Ombudsman movement has gone and the international platform provided by the Expo could not have been any less appropriate.... it was an honour indeed for my services in this sector to be recognized by the Expo organisers”
Justice Florence N. M. Mumba, International Judge in the Supreme Court Chamber of the ECCC, Former Investigator-General, Zambia

Details of the IOE may be accessed at <https://www.internationalombudexpo.com/>.



11. ADVOCACY

Advocacy includes outreach to promote the Ombudsman concept and development; and, advocacy for the independence, effective structuring and adequate resourcing of Ombudsman offices. In particular, activities of both AOMA and AORC aim to entrench links between local Ombudsman institutions with regional, multi-lateral and global human rights institutions such as the UN, World Bank, African Development Bank, Commonwealth Secretariat, Commonwealth Forum of National Human Rights Institutions and the International Ombudsman Institute.

- In April 2019, the Research Manager, Dr. A. Devenish wrote an opinion piece to commemorate Human Rights Day in the KwaZulu-Natal daily, the Natal Mercury (5 April 2019) under the title “Administrative injustice violating rights”.
- In April 2019, AORC was featured in the UKZN Ndaba magazine in an article entitled ‘AORC Hosts Ombudsman Mediation Training’ - Volume 7 | Issue 25.
- AORC attended the International Ombud Expo (IOE) held in Abuja, Nigeria, from the 28-31 October 2019. The theme of the Expo was Extending the Ombud Frontiers: Better Governance, Enhanced Performance. The Expo and training was delivered as one event.

The Expo included an exhibition of the work of different ombuds offices in existence around the world, as well as workshops and expert discussions on topical issues. AORC took full advantage of this opportunity with an exhibition stand to promote its work, and also participated in the various forums, discussions and networking opportunities offered by the event. AORC was awarded a prize for being one of the top exhibitors.

Details of the IOE may be accessed at <https://www.internationalombudexpo.com/>.

- In December 2019, at the School of Law Colloquium on Children at the heart of Social Justice, the Research Manager presented the Best Practice Brief on Protecting and Promoting the Rights of Children and Young people.

12. MANAGEMENT & ADMINISTRATION

Part of the function of the AORC is to coordinate/attend four AORC Board/AOMA EXCO and two local meetings in order to ensure effective corporate governance.

The Southern Africa Region Meeting was held in Botswana in August 2019.



The 17th AOMA EXCO was held in Abuja, Nigeria in October 2019.



13. AORC BY NUMBERS

Research

Jurisprudence Database & Investigations
Digest

115 documents **collected**

Information

2 Newsletters

Meetings & training proceedings

6 articles published in newsletters

Website & Social Media

66.23% increase in Visits and hits

Best practice briefs

2 best practice briefs

Capacity Building

Ombudsman Complaints Handling and Practice

20 African Countries

251 participants

French, Portuguese & Arabic simultaneous translation provided (**4** languages)

Advocacy

4 Publications/Promotional Material

1. Opinion piece in the Natal Mercury (5 April 2019): *Administrative injustice violating rights*
2. (UKZN) Ndaba magazine article entitled 'AORC Hosts Ombudsman Mediation Training'
3. AORC Calendar produced.

1 Reciprocal visits/exchanges

School of Law Colloquium on Children at the heart of Social Justice.

1 Continental visits/exchanges

International Ombud Expo, Abuja,

Management and Administration

2 AORC/AOMA Meetings

1. Southern Africa Region Meeting - Botswana
2. 17th AOMA EXCO – Nigeria

Social Media

Twitter

1 180 Tweets
407 Twitter followers
854 Twitter Profile Visits
552 012 Twitter impressions

Website

330 visits

Facebook

880 Friends
1 301 Likes
342 Followers

Linkedin

183 Linkedin Connections
101 Linkedin Profile Views
18 015 Linkedin Post Views
61 Linkedin Search appearance

14. THE FUTURE OF AORC

Research

As ongoing Research AORC is compiling:

- A Jurisprudence Database of Court decisions relating to the work and mandate of the Ombudsman, from the Continent and around the world, which will provide an ongoing website resource.
- A Digest of Selected Investigations from the Continent
- A Study on the Antecedents of the Ombudsman in Africa.

Going forward, AORC will continue to leverage as much as feasible all gatherings of Ombudsman for research. This is less costly than the previous research approach (for the Comparative Analysis of Legal Systems of eight countries) when two researchers travelled to each country to conduct each interviews. Each interview consumes approximately two hours. Interviews are held with both the Ombudsman (especially for overall vision and strategy) and a senior staff person (especially for detailed operations and as point of contact for follow-up electronic questions).

Information

a) Website

The website is being updated continually and regularly with information received from AOMA Members. AORC has also added links to the websites of AOMA Members. AORC continues to depend on AOMA members to give feedback on the website and also to forward information and update on their activities and successful stories that they will like to see posted. The goal is to make the website a primary source of information for anyone who wants to learn more about African Ombudsman institutions.

The UKZN which hosts the website is currently working on a user-friendly platform that will allow AORC to report on the statistics of the visits to the website (the current design does not allow for easy culling of this statistic). <http://aoma.ukzn.ac.za>

b) Social Media (Facebook and Twitter)

AORC's Facebook and twitter pages are updated daily with information such as:

- Brief descriptions of an AOMA member including a short biography of its Ombudsman.
- Update on a new Ombudsman in Africa and in the world, a brief biography, a brief description of the institution.

- Quotes from famous leaders or Ombudsman on Good governance, Democracy, and the rule of law.
- Successful stories and breaking news from Ombudsman institutions in Africa and in the world.

All pictures of conferences, meetings, trainings, or events that involve the participation of AOMA and AORC can be retrieved from our Facebook page.

Facebook link: <https://www.facebook.com/aoma.aorc>

Twitter link: <https://twitter.com/AOMAOMBUDSMAN>

c) Newsletter

The plan is to produce at least three newsletters per year.

d) AOMA/AORC Contact database update

In order to effectively manage and organize information, and in the process of identifying whom to go to when needing information from AOMA members and AORC collaborators, AORC is in the process of creating a single source for contact information. While a contact database itself improves reliability and organizes a wealth of information, it is important to verify that the contact information is both accurate and up to date. AORC has requested all AOMA Members to nominate a contact person to ease exchange information and updates. This process is still underway because we have received very few responses from members.

e) Online Resources

AORC has managed to integrate a basic online resource library with AOMA member countries and their official documents (many of which were submitted for the research interviews). We have also created a basic online library that will be used as a Jurisprudence database for African Ombudsman. This will rely on healthy input from AOMA members of older and recent Court judgments about or that refer to the Ombudsman.

Capacity Building/Training

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. The goal is to ensure that the regions receive basically the same subject matter. However, it is even more important to support the initiatives of AOMA members.

AORC hopes to eventually offer courses of study accredited by the UKZN from the paralegal to masters level as well as the translation and re-design of the Peru E-Learning Platform to suit the African context.

African Ombudsman Research Centre NPC
(Registration number 2014/112069/08)
Financial Statements for the year ended 31 March 2020

The financial statements were prepared by:
Ms Delzeen Stone - Manager : Finance (UKZN)
Mrs Marion Adonis - Finance Operations Officer (AORC)
University of KwaZulu-Natal.

African Ombudsman Research Centre NPC
 (Registration number 2014/112069/08)
 Financial Statements for the year ended 31 March 2020

GENERAL INFORMATION

Country of incorporation and domicile	South Africa
Nature of business and principal activities	The core business of the African Ombudsman Research Centre (AORC) is to serve as a focal point for Ombudsman offices in Africa by conducting research and supporting them with the provision of information and training, and acting as a point of liaison with all participants involved in enhancing corporate governance in Africa. The role of AORC is to provide the following services to AOMA members and Ombudsman institutions:- Research; Information; Capacity Building; Advocacy.
Directors	<p>Advocate Busisiwe Mkhwebane (Chairperson) - Non-Executive Director</p> <p>Professor Managay Reddi - Non-Executive Director</p> <p>Prof Brian McArthur - Deputy Vice Chancellor and Head(Acting) of School of Law & Management Studies (UKZN) (non-Executive Director) and not yet reflected on the CIPC website(see comments in the Director's report)</p> <p>Ms Yalekile Lusibane - Acting CEO: PPSA (non-Executive Director) and not yet reflected on the CIPC website(see comments in the Director's report)</p> <p>Ms Florence Kajuju - General Secretary AOMA - CAJ Kenya (non-Executive Director) and not yet reflected on the CIPC website(see comments in the Director's report)</p> <p>Adv. John Walters - Ombudsman of Namibia (non-Executive Director) and not reflected on the CIPC website(see comments in the Director's report)</p> <p>Hon Dr Kassim Issak Ousman - Ombudsman of Djibouti (non-Executive Director) and not reflected on the CIPC website(see comments in the Director's report)</p>
Business address	E526 Denis Shepstone Building, Howard College Campus University of Kwazulu-Natal, Durban South Africa 4001
Auditors	ABS Chartered Accountants Chartered Accountants (S.A.) Registered Auditors
Company registration number	2014/112069/08
Level of assurance	These financial statements have been audited in compliance with the applicable requirements of the Companies Act 71 of 2008.
Preparer	The financial statements were independently compiled by: Ms Delzeen Stone - Manager : Finance and Mrs Marion Adonis - Finance Operations Officer (AORC) University of KwaZulu-Natal.

African Ombudsman Research Centre NPC

(Registration number 2014/112069/08)

Financial Statements for the year ended 31 March 2020

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The reports and statements set out below comprise the financial statements presented to the board:

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The following supplementary information does not form part of the financial statements and is unaudited:

Detailed Income Statement

DIRECTOR'S RESPONSIBILITIES AND APPROVAL

The directors are required by the Companies Act 71 of 2008, to maintain adequate accounting records and are responsible for the content and integrity of the financial statements and related financial information included in this report. It is their responsibility to ensure that the financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities. The external auditors are engaged to express an independent opinion on the financial statements.

The financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the directors set standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavors to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behavior are applied and managed within predetermined procedures and constraints

The directors are of the opinion, based on the information and explanations given by management that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The directors have reviewed the company's cash flow forecast for the year to 31 March 2021 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

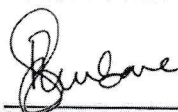
The external auditors are responsible for independently auditing and reporting on the company's financial statements. The financial statements have been examined by the company's external auditors and their report is presented on page 4-6.

The financial statements set out on pages 7 to 19, which have been prepared on the going concern basis, were approved by the directors on 2020.12.15 and were signed on its behalf by:

Approval of financial statements



Professor Managay Reddi- Dean: School of Law University of Advocate Busisiwe Mkhwebane - Public Protector South KwaZulu-Natal, SouthAfrica Africa Chairperson (AORC Board)



Independent Auditor's Report

To the directors of African Ombudsman Research Centre NPC

Report on the Audit of the Financial Statements

Opinion

I have audited the financial statements of African Ombudsman Research Centre NPC (the company) set out on 10-18, which comprise the statement of financial position as at 31 March 2020, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the financial statements present fairly, in all material respects, the financial position of African Ombudsman Research Centre NPC as at 31 March 2020, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008.

Basis for opinion

I conducted my audit in accordance with International Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the financial statements section of my report. I am independent of the company in accordance with the sections 290 and 291 of the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (Revised January 2018), parts 1 and 3 of the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (Revised November 2018) (together the IRBA Codes) and other independence requirements applicable to performing audits of financial statements in South Africa. I have fulfilled my other ethical responsibilities, as applicable, in accordance with the IRBA Codes and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Codes are consistent with the corresponding sections of the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) respectively. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The directors are responsible for the other information. The other information comprises the information included in the document titled "African Ombudsman Research Centre NPC financial statements for the year ended 31 March 2020", which includes the as required by the Companies Act 71 of 2008 and the Detailed Income Statement, which we obtained prior to the date of this report. The other information does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work I have performed on the other information obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Independent Auditor's Report

Responsibilities of the directors for the Financial Statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with International Standards on Auditing, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on other legal and regulatory requirements

In terms of the IRBA Rule published in Government Gazette Number 39475 dated 4 December 2015, I report that ABS Chartered Accountants has been the auditor of African Ombudsman Research Centre NPC for 4 years.

Independent Auditor's Report



ABS Chartered Accountants
Partner: Zazi Timothy Ngubane
Registered Auditor
Chartered Accountant (SA)

10 December 2020
Durban

Partner : Zazi T. Ngubane

31 Timeball Boulevard, Unit 18
Point Waterfront, Durban, 4001

African Ombudsman Research Centre NPC

(Registration number 2014/112069/08)

Financial Statements for the year ended 31 March 2020

DIRECTORS' REPORT

The directors have pleasure in submitting their report on the financial statements of African Ombudsman Research Centre NPC for the year ended 31 March 2020.

1. Nature of business

African Ombudsman Research Centre NPC was incorporated in South Africa with interests in the Non-profit industry. The company operates in South Africa.

The core business of the African Ombudsman Research Centre (AORC) is to serve as a focal point for Ombudsman offices in Africa by conducting research and supporting them with the provision of information and training, and acting as a point of liaison with all participants involved in enhancing corporate governance in Africa. The role of AORC is to provide the following services to the African Ombudsman and Mediators' Association (AOMA) members and Ombudsman institutions:

- Research;
- Information;
- Capacity Building;
- Advocacy.

There have been no material changes to the nature of the company's business from the prior year .

2. Review of financial results and activities

The financial statements have been prepared in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008. The accounting policies have been applied consistently compared to the prior year .

The financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out in the Accounting Policies.

Full details of the financial position, results of operations and cash flows of the company are set out in these financial statements.

3. Directors

The AOMA Constitution and MOU's with UKZN provide that the AORC Board comprises of the Public Protector of South Africa (Chairperson); the Chief Executive Officer of the PPSA; the President and General Secretary of AOMA; the Deputy Vice Chancellor of UKZN and another representative (who is the Dean and Head of the School of Law). The AOMA Constitution provides that the AORC Board may co-opt such other members as it may deem necessary but such members shall have no right to vote. The directors in office at the date of this report are as follows:

Directors

Advocate Busisiwe Mkhwebane

Designation/Nationality

Public Protector South Africa (PPSA: Chairperson (Non-Executive Director of **AORC**) and President of the African Ombudsman & Mediator's Association (**AOMA**))

Professor Managay Reddi	Dean: School of Law University South African of KwaZulu-Natal (non-Executive Director)
Prof Brian Mc Arthur	Deputy Vice Chancellor and Head (Acting) of School of Law & Management Studies (UKZN) (non-Executive Director) and not yet reflected on the CIPC website(see note below)
Ms Yalekile Lusibane	Acting CEO: PPSA (non-Executive Director) and not yet reflected on the CIPC website(see note below)
Ms Florence Kajuju	General Secretary AOMA - CAJ Kenya (non-Executive Director) and not yet reflected on the CIPC website(see note below)
Adv. John Walters	Ombudsman of Namibia (non-Executive Director) and not reflected on the CIPC website(see note below)
Hon Dr Kassim Issak Ousman	Ombudsman of Djibouti (non-Executive Director) and not reflected on the CIPC website(see note below)

“Resolution 7: of the AORC 17th Board meeting of the 25th Jan 2018 in Addis Ababa, Ethiopia states as follows:

7.a. Only serving Ombudsman should be board members.

7.b. Co-opted members serve in their personal capacity, not as representatives of their countries. Therefore, the new Ombudsman of a country does not automatically succeed a Board Member who demits Office.

7.c. The preference is for only serving Ombudsman to be co-opted members of the Board.

7.d. The Board will determine how many co-opted Board members are needed. Considerations include region, language and gender balance, experience.

7.e. Six members serve on Board by virtue of their positions: AOMA President and AOMA General Secretary; PPSA (Chairperson) and PPSA CEO; UKZN Deputy Vice-Chancellor and UKZN Dean of Law School. **These members will be registered with the SA CIPC.**”

Note: The Board resolution specifically stipulates that members serve on Board by virtue of their positions in the office of the Ombudsman of their Countries. They are therefore aware that if they demit their offices, they are automatically removed as Directors of AORC.

On 5 March 2020, after numerous engagements with the CIPC, they(CIPC) confirmed that the old Directors were finally removed from their records. Since two of the directors are acting in their positions, a decision has to be taken by the Board as to whether to register them with the CIPC. This matter has been included as an item on the agenda for the next virtual board meeting. Thereafter, arrangements will be made to update the CIPC records. One of the Directors has to sign a COR39 form which must be scanned and sent back to the CIPC, together with all the new directors certified ID copies, mandate to lodge and meeting minutes. If accepted by the CIPC they will update their records accordingly.

Section 71 of the Companies Act (“the Act”) provides two options for removing a director. First, by an ordinary resolution adopted by the shareholders of the company; and second, by a resolution of board members, other than the director concerned.

4. Events after the reporting period

The directors are not aware of any material event, which occurred after the reporting date and up to the date of this report.

5. Going concern

The directors have reviewed the budgets and cash flow forecasts for the next 12 months, as well as the current liquidity and solvency position of the company and believe that the company has adequate financial resources to continue in operation for the foreseeable future. The financial statements have accordingly been prepared on the going concern basis. We believe that the 12 months forecast reflect that the entity will be a going concern. This is due to the fact that the entity's resources and cash flows as at 31 March 2020 are sufficient to cover its operations in the next 12 months and beyond. The Department of Internal Relations and Co-operation (DIRCO) through the PPSA transferred an amount of R1 744 328 in February 2020. A funding request/proposal for the period 2020-2023 has been submitted to DIRCO. In addition, the Board of AORC has implemented a sustainability plan to address AORC's future funding to allow AORC to become self sustained rather than being solely funded by the African Renaissance Fund (ARF) of DIRCO.

6. Auditors

ABS Chartered Accountants continued in office as auditors for the company for 2020.

African Ombudsman Research Centre NPC

(Registration number 2014/112069/08)

Financial Statements for the year ended 31 March 2020

Statement of Financial Position as at 31 March 2020

	Note(s)	2020 R	2019 R
Assets			
<u>Non-Current Assets</u>			
Property, plant and equipment	2	0	5,506
<u>Current Assets</u>			
Trade and other receivables	3	1,312,791	1,568,636
Cash and cash equivalents		0	500
		1,312,791	1,569,136
Total Assets		1,312,791	1,574,642
Reserves and Liabilities			
<u>Reserves</u>			
Retained income		1,284,024	1,230,044
<u>Liabilities</u>			
<u>Current Liabilities</u>			
Trade and other payables	4	5,448	344,598
Employee benefits	5	23,319	0
		28,767	344,598
Total Reserves and Liabilities		1,312,791	1,574,642

African Ombudsman Research Centre NPC

(Registration number 2014/112069/08)

Financial Statements for the year ended 31 March 2020

Statement of Comprehensive Income

	Note(s)	2020 R	2019 R
Revenue	6	1,744,329	1,981,960
Operating expenses		-1,766,512	-2,560,128
Operating surplus (deficit)		-22,184	-578,168
Interest revenue	7	76,165	90,584
Finance costs		0	0
Surplus (Deficit) for the year		53,981	-487,584
Other comprehensive income		0	0
Total comprehensive surplus (deficit) for the year		53,981	-487,584

African Ombudsman Research Centre NPC

(Registration number 2014/112069/08)

Financial Statements for the year ended 31 March 2020

Statement of Changes in Equity

	Retained income R	Total reserves R
Balance at 01 April 2018	1,717,627	1,717,627
Surplus (Deficit) for the year	-487,584	-487,584
Other comprehensive income	0	0
Total comprehensive surplus (deficit) for the year	-487,584	-487,584
Balance at 01 April 2019	1,230,043	1,230,043
Surplus (Deficit) for the year	53,981	53,981
Other comprehensive income	0	0
Total comprehensive surplus (deficit) for the year	53,981	53,981
Balance at 31 March 2020	1,284,024	1,284,024

African Ombudsman Research Centre NPC

(Registration number 2014/112069/08)

Financial Statements for the year ended 31 March 2020

Statement of Cash Flows

	Note(s)	2020 R	2019 R
Cash flows from operating activities			
Cash (used in) from operations	9	-76,665	8,110
Interest income		76,165	90,584
Finance costs		0	0
Net cash from operating activities		-500	98,694
Cash flows from investing activities			
Additions to property, plant and equipment		0	0
Net cash from investing activities		0	0
Total cash movement for the year		-500	98,694
Cash at the beginning of the year		500	-98,194
Total cash at end of the year		0	500

ACCOUNTING POLICIES

1. Presentation of financial statements

The financial statements have been prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and the Companies Act 71 of 2008. The financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out below. They are presented in South African Rands.

These accounting policies are consistent with the previous period.

1.1 Property, plant and equipment

Property, plant and equipment are tangible items that are held for use in the production or supply of goods or services, or for rental to others or for administrative purposes; and are expected to be used during more than one period .

Property , plant and equipment is carried at cost less accumulated depreciation and accumulated impairment losses.

Cost include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Depreciation is provided using the straight-line method to write down the cost, less estimated residual value over the useful life of the property, plant and equipment as follows:

Item	Depreciation Method	Average Useful life
Furniture and Fixtures	Straight line	6 years
Office Equipment	Straight line	5 years
IT Equipment	Straight line	3 years

If the major components of an item of property, plant and equipment have significantly different patterns of consumption of economic benefits, the cost of the asset is allocated to its major components and each such component is depreciated separately over its useful life.

The residual value, depreciation method and useful life of each asset are reviewed only where there is an indication that there has been a significant change from the previous estimate.

Property , plant & equipment in the 2020 statements have fully depreciated and have not been disposed of. No restatement is warranted to account for the remaining useful life.

Gains and losses on disposals are recognised in profit or loss.

1.2 Leases

Effectively from January 2018 , the UKZN has agreed to waive the rent for AORC 's use of space .

1.3 Impairment of assets

The company assesses at each reporting date whether there is any indication that property, plant and equipment may be impaired .

If there is any such indication, the recoverable amount of any affected asset (or group of related assets) is estimated and compared with its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

If an impairment loss subsequently reverses, the carrying amount of the asset (or group of related assets) is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset (or group of assets) in prior years . A reversal of impairment is recognised immediately in profit or loss.

1.4 Government grants

Grants that do not impose specified future performance conditions are recognised in income when the grant proceeds are receivable .

Grants that impose specified future performance conditions are recognised in income only when the performance conditions are met.

Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

Grants are measured at the fair value of the asset received or receivable .

NOTES TO THE FINANCIAL STATEMENTS

2. Property, plant and equipment

	2020			2019		
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value
Furniture and fixtures	125,878	-125,878	0	125,878	-125,878	0
Office Equipment	4,994	-4,994	0	4,994	-4,994	0
IT Equipment	38,014	-38,014	0	38,014	-32,508	5,506
TOTAL	168,886	-168,886	0	168,886	-163,380	5,506

Reconciliation of property, plant and equipment- 2020

	Opening Balance	Depreciation	Total
IT Equipment	5,506	-5,506	0
	<u>5,506</u>	<u>-5,506</u>	<u>0</u>

Reconciliation of property, plant and equipment- 2019

	Opening Balance	Write off - Acc Depreciation	Depreciation	Total
IT Equipment	16,894	-1,949	-9,439	5,506
	<u>16,894</u>	<u>-1,949</u>	<u>-9,439</u>	<u>5,506</u>

A register containing the information required by Regulation 25(3) of the Companies Regulation, 2011 is available for inspection at the registered office of the company.

3. Trade and other receivables

	2020	2019
University of KwaZulu-Natal - interest bearing	1,291,718	1,561,966
Interest	21,073	6,670
TOTAL	1,312,791	1,568,636

Included in trade and other receivables is the balance of the amount of R1 744 329 that was transferred to the bank account of the University of KwaZulu-Natal from DIRCO through the PPSA. The funds in this account are kept in a separate cost Centre for AORC.

An interest accrual of R21 073 (January to March 2020) is included in the interest amount of R76 165 (April 2019 – March 2020). The University of KwaZulu-Natal (UKZN) allocates interest till the end of December each year, in line with UKZN's year end. An accrual is therefore raised for the period January to March, per AORC's year end of March.

4. Trade and other payables

	2020	2019
Public Protector South Africa	0	25,266
Trade payables (AORC)	5,448	319,333
TOTAL	5,448	344,599

5. Employee benefits

	2020	2019
Leave pay provision	23,319	0

The leave pay provision includes annual leave for two staff members. The obligation is expected to be settled in the next 12 months.

NOTES TO THE FINANCIAL STATEMENTS

6. Revenue

	2020	2019
DIRCO Government grants	1,744,329	1,744,329
IOI Training collaboration	0	237,632
TOTAL	1,744,329	1,981,961

The African Ombudsman Research Centre (AORC) receives funding from the Department of Internal Relations and Cooperation (DIRCO) as stipulated in the grant agreement.

The Department of Internal Relations and Co-operation (DIRCO) had committed to fund the entity with the sum of R21 200 000 over three tranches of (R7 1000 000: Year 1) (R7100 000: Year 2) and (R7 000 000: Year 3) upon meeting of certain conditions as stipulated in the agreement.

In addition, DIRCO further committed an amount of R3 488 657 which was to be released in two tranches of R1 744 329 each with the first tranche having being transferred in February 2019 and the second in February 2020.

The entity had received an amount of R24 688 658 from DIRCO by the end of the 2019/2020 financial year.

The International Ombudsman Institute (IOI) partnered with AORC to conduct Mediation Training in Durban in March 2019 and contributed an amount of R237 632 towards facilitation, translation and interpretation.

7. Interest revenue

	2020	2019
Interest revenue	76,165	90,584

8. Taxation

The African Ombudsman Research Centre (AORC) is registered as a non-profit company with the Companies Intellectual Property Commission and is registered for tax under ref. #9066644221. It must be noted that all financial transactions are processed through the University systems and all tax is paid over to SARS by UKZN. AORC is in the process of applying for tax exemption in terms of the Section 30 of the Income Tax Act. The South African Revenue Service (SARS) has advised that only the Public Officer appointed via a resolution of the Board can apply for tax exemption. The entity then has to provide a letter of appointment authorising the Public Officer to act on behalf of the entity. The Board has appointed a Public Officer via a round-robin process. SARS has advised that before Public Officer is captured onto the system, there are certain documents required. The process has been stalled due to Covid-19. Once SARS is fully operational, the Finance Operations Officer will approach SARS to be captured on the system as the Public Officer. Thereafter, the Public Officer may apply for tax exemption on behalf of the entity. This matter has been placed on the Agenda for the next AORC Board

9. Cash (used in) generated from operations

	2020	2019
(Loss) profit before taxation	53,981	-487,583
Adjustments for:		
Depreciation and amortisation	5,506	9,439
Write off - Acc Depreciation	0	1,949
Interest received	-76,165	-90,584
Finance costs	0	0
Changes in working capital:		
Trade and other receivables	255,844	2,367,027
Trade and other payables	-315,832	-1,792,139
	-76,665	8,110

10. Bank Account

AORC operates within the University's sound procurement and financial multi-layered management/accountability systems. It does not have its own bank account and does not have direct access to its funds. Funds are banked into the University bank account, kept in a separate cost centre (RU98) for AORC and controlled by the University. Payments for goods or services are made by the central University finance office on receipt of an official requisition from AORC. The University supplies financial information to AORC which is used to manage the AORC budget.

African Ombudsman Research Centre NPC

(Registration number 2014/112069/08)

Financial Statements for the year ended 31 March 2020

NOTES TO THE FINANCIAL STATEMENTS

11. Standards, amendments and interpretations

There were no material amendments to the IFRs Standards that have affected the preparation of the Financial Statements for the financial year.

African Ombudsman Research Centre NPC

(Registration number 2014/112069/08)

Financial Statements for the year ended 31 March 2020

Detailed Income Statement

	Note(s)	2020 R	2019 R
Revenue			
Government grants		1,744,329	1,981,960
Other income			
Interest received	7	76,165	90,584
Operating expenses			
Advertising		-5,504	-9,175
Auditors remuneration		-57,605	-142,905
Consulting and professional fees		-15,035	-213,741
Depreciation, amortisation and impairments		-5,506	-9,439
Employee costs		-911,902	-1,353,066
Events and catering		-493,787	-7,625
General expenses		-1,130	-7,367
Lease rentals		0	98,194
Printing and stationery		-67,737	-65,787
Telephone and fax		-13,177	-14,593
Travel and accommodation		-195,128	-834,624
		-1,766,512	-2,560,128
Operating Surplus (Deficit)		53,981	-487,584
Finance costs		0	0
Surplus (Deficit) for the year		53,981	-487,584