



# ANNUAL REPORT

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by the Asian Ombudsman Association

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## FOREWORD

I am privileged to present to you, the first ever annual report of the Asian Ombudsman Association (AOA). This is a requirement under the AOA's By-Law 9 (2). I can assure you that both in terms of fulfilling a quasi-legal requirement as well as in the interest of transparency and disclosure on activities and plans, this shall be a regular feature henceforth.

2. The year 2007 was an eventful one, brimming with new ideas and activities, mainly because of the invaluable contribution, support and consistently excellent inputs of the members. I am also extremely thankful to our Board members, whose advice and insights have helped sharpen our institutional focus and provided impetus to several initiatives. This is perhaps also the most appropriate place to acknowledge the contributions made by the Vice President, Secretary and Treasurer of the AOA, whose experience and expertise add great value to our decision making. In addition, the Executive Secretary and the Office Manager of the AOA Secretariat also deserve kudos for their efficient management of the affairs of the Association.

3. With several new plans and initiatives either underway or on the anvil of beginning implementation, 2008 will likely be even more purposeful. As ever, your cooperation and contribution will determine the outcomes and achievements. I am confident that our efforts to transform into a knowledge-driven, more active and relevant institution will build on the momentum generated during 2007 in the shape of knowledge products such as research studies, short studies, Fact Sheets and practice notes, a new AOA website and development of a strategic plan of action for knowledge management.. In relation to the latter, our discussions with the Asian Development Bank for providing Technical Assistance (TA) support have made good progress and we are confident of having the TA available to us in the second quarter of 2008.

4. In appreciating the interest quality of inputs of members, I can only add that it augurs well for the Association and strengthens my resolve to add more value for the members in terms of better services and benefits in the coming years.

**Javed Sadiq Malik**  
**President**

## CHAPTER I CHARTING OUT A NEW ROADMAP

**A**s our respective countries and the Asian region as a whole, continue to make important strides forward in economic development, we are constantly reminded of the inherent linkage between the pace and progress of development and the quality of governance. With Governments increasingly recognizing the value of stakeholder engagement and accepting the right of the citizen to not only be provided better services but also easier access to information on governmental plans and outcomes, efforts to improve governance in the public sector are now the subject of much broader scrutiny than in the past.

### a. Focus on Knowledge Management

2. The role of the Asian Ombudsman Association (AOA) must be seen in this broader context. As a regional forum, it not only serves as a valuable platform for interaction amongst members, but also has the potential for being a channel of knowledge creation and sharing. By facilitating interaction and providing access to best practices in the region, the Association can be of great assistance to members countries, in raising standards of governance, accountability, integrity and transparency in their respective countries and in doing so, raise the bar at the regional level itself.

3. In order to actualize this potential and with a view to add more value for members, there was a need to provide a strategic focus for the AOA. Consequently, the Board of Directors (BoD) of the AOA, deliberated possible directions and options that would help the Association deliver on its mandate. The outcome of this deliberation was the decision—taken in its meeting in December 2006—to move towards enhancing the knowledge management capabilities of the AOA Secretariat. In pursuance of this decision, improving knowledge management has remained the principal area of focus for the AOA during 2007.

## b. Strategic Plan for Knowledge Management

4. A strategic framework for action was developed for anchoring the knowledge management initiatives. The objective of developing this framework was to enhance the effectiveness of operations of AOA members through effective knowledge management, developing communities of practice (CoP) and capacity enhancement. The framework addresses the issues of improving service delivery and institutional responsiveness by supporting capacity enhancement in member institutions at different tiers of operation and focusing on those members with weaker capacities. By emphasizing transfer and sharing of national and regional best practices, and dissemination of information on these practices (see box below), the AOA Secretariat will play an important role in helping member institutions become more effective. Technical and financial support is proposed to be provided in various ways, including needs-based consulting inputs, small projects in relevant areas and financing of research and analysis by members.

### Knowledge Management Resource Centre Key Features

#### Objectives

Improve the quality and efficiency of service delivery of member institutions through effective knowledge management and capacity enhancement

#### Strategic approach

- Ensure equity of access, but target the needs of new institutions
- Use multiple instruments for cross-border learning, sharing
- Cascade institutional capacity development to second and third tiers
- Institutional, rather than piecemeal, arrangements

#### Key Activity Clusters

- a. Knowledge Management
  - i. Analytical studies, Impact Assessments
  - ii. Working Paper Series
  - iii. Electronic Library
- b. Institutional Arrangements for Capacity Building
  - i. Training
  - ii. Conferences and Seminars
  - iii. Meetings and retreats
  - iv. Study Tours
  - v. Secondments and Staff Exchange Program
- c. Advisory and Innovation Support

5. After the BoD approved the framework in its annual meeting in April 2007, the next step was to identify an appropriate funding source, since the AOA's own resources were limited. The AOA Secretariat decided to approach the Asian Development Bank (ADB) for two reasons: one, it had been supporting administrative justice reforms in Asia and had provided support to the office of the Ombudsman of the Philippines, as well as the Wafaqi Mohtasib (Ombudsman) of Pakistan; and two, 14 of the 23 AOA member countries are also members of the ADB. These two reasons provided a natural fit for identifying ADB as a partner of first choice.

6. In pursuance of this decision, a proposal was sent to the President of the ADB, requesting for financing under a technical assistance program for the AOA. As a follow up to this request, a high-powered delegation of the ADB, headed by the Director General for the Central and West Asia Regional Department, visited the AOA Secretariat for a meeting. Subsequently, meetings and interactions with the ADB have taken place in their Head Office in Manila and through the ADB Pakistan Resident Mission. The Ombudsman of the Philippines, in her capacity as the Vice President of the AOA, played an important and much appreciated role, as she actively canvassed for support within the ADB.

7. As a result of these efforts, ADB has agreed in principle to finance the proposed activities through a Knowledge Management Resource Centre, to be established at the AOA Secretariat. Internal processing of the proposed TA has already been initiated by the ADB and approval from the competent forum will likely be obtained during the month of April; soon afterwards, the implementation of the TA shall begin and the members will be duly informed about it.

8. This strategic approach towards knowledge management will enable learning and sharing of regional Best Practices; result in region-wise gains in terms of improved administrative justice services leading to poverty reduction; enhance institutional capacity for evidence-led analysis of systemic issues; and support innovation in procedures, complaint handling and outreach.

## c. Revamping of the AOA Website

9. In order to promote knowledge sharing and facilitate dissemination of reports, studies, guidelines developed by members as well as non-members, and to create awareness about the AOA and its members through online presentation of information and news, the AOA website was completely redesigned. The new website ([www.aoa.org.pk](http://www.aoa.org.pk)) is content-rich, with nearly 150 knowledge products such as reports, guides, Fact Sheets etc. and almost 250



links to related websites available online and the organization of content is a vast improvement over the earlier one; as a result, the website visitors' experience has been improved. At the time of writing, we had had nearly 2000 hits from more than a thousand visitors to our site, and nearly 5,500 pageviews; nearly 60% of these site visits were from new visitors; nearly 15% of the visitors have returned ten times or more, to the website. During 2008, we shall continue to monitor this performance and share the outcomes with members.

## d. Launch of the AOA Blog

10. In addition to the new website, an AOA Blog (<http://aoablog.wordpress.com>) was also created, as a means of promoting informal discussion on topics of relevance for the AOA members in particular and for people interested in governance, anticorruption and integrity issues in general. I started off the process of posting on the blog when I wrote on '**Innovations in Investigative Techniques**'; subsequently, the Vice President of the AOA and Ombudsman of the Philippines posted news about a very interesting project, '**Lifestyle Check Hotline**', which had been launched recently in the Philippines. Although the blog has been visited by nearly 800 visitors since being set up in July 2007, there have only been a few comments posted. Given that the blog was set up to facilitate informal exchange of views and information, I hope that the



members will use this tool more often in 2008. The AOA Secretariat has identified a few ways in which members' interest can be boosted on the blog and I shall discuss this in the chapter on work plan for 2008.

## e. Research Studies and Short Studies

11. The BoD of the AOA had decided to encourage members to undertake research on key issues and for subsequently sharing them with members. Seven members have initiated work on a range of topics that they identified themselves as being most relevant (Box 1). While a number of these research studies are in various stages of completion, Hong Kong and Pakistan have already completed their work. Similarly, members agreed to carry out short studies on operational aspects (Box 2). The office of the Wafaqi Mohtasib (Ombudsman) of Pakistan has developed practice notes on topics such as *Legal Instruments of the Ombudsman*; *Freedom of Information*; *Improving Advocacy & Outreach*; *Use of Information Technology to Improve the Ombudsman's Efficiency*; and *Measures for Improving Implementation..* All these practice notes are available at [www.aoa.org.pk](http://www.aoa.org.pk). Contributions of other members are awaited.

### Box 1

#### Research Studies

##### Ministry of Supervision, Peoples Republic of China

*"How the Administrative Supervisory Institution (Ombudsman) can Protect the Public Interest"*

##### Ombudsman of Hong Kong

*"Administrative and Financial Arrangements in Ombudsman Offices"*

##### General Inspection Organization, Islamic Republic of Iran

*"The Ombudsman and Citizen's Rights"*

##### Administrative Evaluation Bureau, Japan

*"The Ombudsman an Aid to Good Governance"*

##### Chief Ombudsman of Korea

*"Conflict Management through Alternative Dispute Resolution"*

##### Commission against Corruption, Macao

*"Research Awards on Comparative Studies of Ombudsman Systems in Asia"*

##### Wafaqi Mohtasib (Ombudsman) of Pakistan

*"The Role of Civil Society in the Promotion of Ombudsmanship"*

## f. Fact Sheets: Presenting a Snapshot of AOA Members

12. Another important initiative undertaken in 2007 in respect of adding to the reservoir of knowledge products of the AOA, was the development of members' Fact Sheets. The Fact Sheets provide a snapshot of the AOA member institutions, providing concise information on the organizational structure, legal powers, jurisdiction, and steps taken for research and implementation as well as identifying institutions with mandates regarding public accountability, transparency and integrity. A template was developed by the AOA Secretariat and the Fact Sheet for the Wafaqi Mohtasib (Ombudsman) was shared with members as an example. So far, 13 of the 23 members have finalized their Fact Sheets---available at [www.aoa.org.pk](http://www.aoa.org.pk)---while the rest will likely be completed within the coming months.

## g. New Look NewsBulletin

13. A bi-annual News Bulletin is published by the AOA. However, on the initiative of the AOA Secretariat and the subsequent approval of the BoD, the layout and features of the News Bulletin have been completely revamped (see opposite for snapshot of the new layout).



To enhance the readability of the News Bulletin, several new content features were added, including Knowledge Briefs to highlight new research by member institutions; guides for Ombudsmen and their staff, developed by members or non-members; and a ‘Spotlight On’ section that focused on a new and innovate project initiated by members. The Bulletin can be downloaded from the AOA website ([www.aoa.org.pk](http://www.aoa.org.pk))

## h. Establishment of an AOA Library

14. An AOA Library has been established in the AOA Secretariat, to provide a physical environment for study, referencing and research on Ombudsmanship, by providing access to material relating to the member institutions as well as international Ombudsmen. The Library carries annual and thematic reports, articles, newsletters, studies and other documents and also provides internet facilities for research. At the moment, there are more than 250 documents available in the Library, organized in separate shelves, one dedicated for each member and indexed as per international practice. Material from Ombudsmen around the world and from various regional and international associations is also placed in the library.

15. The library also facilitates online research by providing access to CD-ROMS and electronic databases. Over time, we will be adding more online material to enable remote access to the library's resources. In order to facilitate remote access to the Library material for members, an online archive of all documents is under development, through which members can not only see what material is available through an index of materials, but also be able to access it in the form of PDF files. Documents which are only available in hard copy form will be scanned and placed on the web for ready access by members.

## CHAPTER 2 OVERVIEW OF AOA ACTIVITIES

**T**he year 2007 was a busy one for the AOA, with the organization of the Board and General Assembly meetings, the AOA conference and increased interaction between the Secretariat and the members, mainly in relation to the development and dissemination of various knowledge products. This chapter highlights the major activities.

### a. 9<sup>TH</sup> Annual Meeting of the Board

2. The 9th Annual Meeting of the Board of Directors of the AOA was held in Hanoi, Socialist Republic of Vietnam on 25th April, 2007. The meeting was chaired by the Wafaqi Mohtasib (Federal Ombudsman)/ President of the AOA. Members of the Board of Directors belonging to the Peoples Republic of China, Hong Kong, Islamic Republic of Iran, Japan, Republic of Korea, Macao, Malaysia and Republic of the Philippines, attended the meeting.

3. Several important decisions were taken, including on the conduct of research on topics identified by the members and development of a number of other knowledge products such as short studies and Fact Sheets. The Board also approved the establishment of a Knowledge Management Resource Centre in the AOA Secretariat and authorized the AOA Secretariat to source an appropriate donor partner for financing the strategic plan for knowledge management. In addition, approval was also given for the establishment of a print library at the AOA Secretariat and for creating the position of an Auditor for the Association, with Dr. Cheong U, Commissioner of the Commission against Corruption, Macao SAR China, appointed as the first Auditor of the Association.

4. The Board also considered and approved the application for full membership of the Federal Insurance Ombudsman from Pakistan. Moreover, the kind offer of the General Inspectorate Organization of the Islamic Republic of Iran, to host the 2008 meeting of the AOA Board, was also accepted and the meeting shall be convened in Tehran in April 2008.

## b. 10<sup>th</sup> General Assembly Meeting

5. In conjunction with the BoD meeting, the 10th session of the General Assembly of the AOA was also held on 28<sup>th</sup> April, 2007, Hanoi, Socialist Republic of Vietnam. Elections of the new members of the Board of Directors were held during this session, and besides the election of the Wafaqi Mohtasib (Ombudsman) as the President, the Ombudsmen of Hong Kong, Philippines and Korea were elected as the Secretary, Vice President and Treasurer of the AOA, respectively. Key resolutions passed are highlighted in the box below.

### Highlights of the AOA General Assembly Meeting held on 28th April, 2007, in Hanoi, Socialist Republic of Vietnam

The 10th General Assembly Meeting of the AOA was presided by Mr. Javed Sadiq Malik, President of the AOA. In his opening remarks, the President welcomed the participants and thanked the Inspector General of Government Inspectorate of Vietnam for hosting the meeting. The President highlighted the importance of this meeting in view of the fact that the members were to elect a new Board of Directors and also discuss issues for promotion of the cause of the Association.

The General Assembly ratified the recommendations of the 9th Board of Directors meeting and adopted the following Resolutions:

- Approval of membership of the Federal Insurance Ombudsman of Pakistan as a full member.
- Acceptance of the offers of Iran to host 10th annual meeting of the Board of Directors, in 2008 and Thailand and Japan, to host 11th General Assembly meeting and AOA Conference in 2009 and 12th General Assembly meeting and AOA Conference in 2011, respectively.
- Approval of the audit report of the AOA accounts.
- Expression of gratitude to Mr. Tran Van Truyen, Inspector General, Government Inspectorate of Vietnam, for hosting the 10th AOA Conference.
- Elections to the Board of Directors of the Association were also held during the session of the General Assembly and following officers and members of the Board of Directors, were elected for a term of four years: -

#### New Board of Directors

<b>President:</b>	<b>Mr. Javed Sadiq Malik</b> Wafaqi Mohtasib (Ombudsman), Pakistan.
<b>Vice President:</b>	<b>Madam Merceditas N. Gutierrez</b> National Ombudsman, Philippines.
<b>Secretary:</b>	<b>Ms. Alice Yuen-Ying Tai</b> Ombudsman, Hong Kong.
<b>Treasurer:</b>	<b>Mr. Song Chul-ho</b> Chief Ombudsman, Republic of Korea
<b>Members:</b>	<b>Mr. Li Zhilun (the late)</b> Minister, Ministry of Supervision, People's Republic of China. <b>Mr. Justice Mohammad Niazi</b> Head, General Inspection Organization, Islamic Republic of Iran. <b>Mr. Satoshi Kumagai</b> Director General, Administrative Evaluation Bureau, Japan. <b>Dr. Chua Hong Teck</b> Director General, Public Complaints Bureau, Malaysia. <b>Mr. Poonsup Piya-Anant</b> Ombudsman, Thailand.
<b>Auditor:</b>	<b>Dr. Cheong U,</b> Commissioner, Commission Against Corruption, Macao SAR, China.

## c. 10<sup>th</sup> AOA Conference

6. The 10th Conference on Ombudsmanship, was also convened from 26<sup>th</sup> to 27<sup>th</sup> April, 2007, at Hanoi, Socialist Republic of Vietnam. Mr. Truong Vinh Trong, Deputy Prime Minister, Socialist Republic of Vietnam, was the chief guest of the inaugural session of the conference. Representatives of over 20 Asian Ombudsman offices, supervisory organs, audit bodies, anti-corruption bureaus and inspectorates attended the Conference. The conference, organized around the theme, '*Role and Functions of the Ombudsman's Office*' was a success in terms of raising several important issues related to Ombudsmanship, as well as in terms of its organization, with Mr. Tran Van Truyen, Inspector General, Government Inspectorate of Vietnam, proving a most gracious host. Some of the highlights of the conference are featured below.

### Stakeholders discuss the "Role and Functions of Ombudsman Offices"

The 10th Conference of the Asian Ombudsman Association, was held at Hanoi, on 26th & 27th April 2007. The conference, whose main theme was the "Role and Functions of the Ombudsman's Office", was hosted by the Government Inspectorate of Vietnam, with H.E. Mr. Truong Vinh Trong, Deputy Prime Minister Vietnam as the Chief Guest in the opening ceremony. In his address, H.E the Deputy Prime Minister highlighted the steps taken by the Government of the Socialist Republic of Vietnam, in improving governance at different tiers and the stress it laid on improving accountability processes and systems. He expressed his confidence that the conference would prove useful in identifying good practices and promote learning amongst members. H.E. Mr. Tran Van Truyen, Vietnam Government Inspector General, and Mr. Javed Sadiq Malik, President AOA, delivered welcome addresses.

The conference was widely attended and generated an enthusiastic and purposeful dialogue on issues related to the practice of Ombudsmanship in Asia. With the conference

proceedings organised in five Plenary Sessions, the main themes "Role and Functions of Ombudsman Offices" was explored through papers on various aspects of the Ombudsman's work, including the Ombudsman's role in combating corruption; his role as a protector of citizen's rights and the part he can play in systemic reforms. In addition, the conference identified issues related to the processes and procedures followed while conducting investigations and the way in which these can be improved to enhance operational efficiency. The full conference report will soon be made available on the AOA website.



Chief Ombudsman of Korea Song gave a keynote presentation on remedial procedures at the AOA Conference in Hanoi



## d. New Faces, Same Resolve

7. During the year, there was a change of guard in a number of member institutions. In this respect, I would first like to offer my sincere condolences on the sad demise of Mr. Li Zhilun, Minister of Supervision, People's Republic of China. The AOA will miss the wealth of experience and insights that Mr. Zhilun brought to the Board in particular in particular and the AOA in general. However, I am certain that we will greatly benefit from the inputs and support of the new Minister for Supervision, Ms. Ma Wen, who we welcome to our fold.

8. Similarly, greetings go out to the new Ombudsmen in Korea, Sindh and Japan. I have no doubt that the AOA will be enriched by their presence and inputs. On my part, I can assure them of my full support and look forward to the same kind of purposeful engagement that I had with their predecessors.

### NEW OMBUDSMEN



Ms. Ma Wen  
Minister of Supervision, PRC



Mr. Shin Chul-young  
Chief Ombudsman of Korea



Mr. Yuichi Seki  
Director General AEB



Mr. Asad Ashraf Malik  
Ombudsman of Sindh

### CONDOLENCES

#### Minister of Supervision Passes



The General Assembly and Board of Directors of the AOA express their condolences on the said demise on 28<sup>th</sup> April 2007 of Mr. Li Zhilun, the Minister of Supervision, People's Republic of China. Mr. Li was an invaluable member of the AOA and his contribution to the cause of the AOA and the promotion of Ombudsmanship in Asia has been widely acknowledged.

Mr. Li was a member of the 16<sup>th</sup> CPC Central Committee as well as the Deputy Secretary of the Central Commission for Discipline Inspection of the Communist Party of China (CPC). He had worked with the CPS committee of Baoting country in Hainan Province and the central committee of the communist Youth League of China. He had also been the President of the China Youth Daily.

He graduated from the Beijing Institute of Political Science and Law. Mr. Li also held leading posts at the CYLC Central School and the CPC Central Committee for Discipline Inspection, where he was deputy secretary until 2002. He was elected Minister of the Ministry of Supervision in 2003.

Mr. Li Zhilun was well regarded and respected. His loss is not only a loss for China but for the Asian Ombudsman Association as well.

## e. Nomination of Focal Persons in Member Institutions

9. In order to improve coordination between members and the AOA Secretariat, each member was requested to nominate a focal person in their office with whom the AOA Secretariat could coordinate. I'm thankful to all members for their support in this regard as focal persons are now in place for every member (list at Appendix D). This arrangement has proved very useful as there is frequent and useful communication between the Secretariat and these focal persons and a lot of issues related to information or tasks to be performed by the members are resolved through this mechanism. I would like to record my appreciation for the input provided by the focal persons, who are normally prompt in their response and perform their role enthusiastically.

## f. Interaction with Ombudsmen Worldwide

10. The AOA Secretariat has also been interacting with individual Ombudsman institutions as well as with various associations at the regional and international levels, such as the International Ombudsman Institute (IOI) and the British and Irish Ombudsman Association (BIOA), mainly in relation to establishing reciprocal links on respective websites. We also expanded the distribution list for the News Bulletin and now send it to more than 150 institutions around the world.

11. In addition, some of the members of the AOA—including myself—who are also

### Members from Asia Participate in the IOI Meeting

The International Ombudsman Institute (IOI) held its Board meeting in Sydney, Australia from 7-9 November 2007. Several members of the AOA, including the Wafaqi Mohtasib (Ombudsman) of Pakistan, the Ombudsman of Hong Kong, the Ombudsman of Macao and the Ombudsman of Korea participated in the meeting in their capacity as Directors of the IOI Board.

The IOI meeting focused on several outstanding issues and debated important subjects, including the role of the regions in promotion of the IOI's charter. The Wafaqi Mohtasib (Ombudsman) of Pakistan presented several suggestions on the strengthening of the

region's role, arguing that the implementation of any initiatives to promote Ombudsman under the IOI banner takes place in the regions; he also called for closer cooperation and coordination with regional Ombudsman associations such as the AOA. The Ombudsman of Hong Kong, who is the Secretary of the IOI Board supported the suggestion, as did the Ombudsman of Korea, who serves as the Vice President of the Asian region on the IOI Board.

Amongst several decisions taken at the meeting, it was decided to examine the impact of an expanded membership base on the issue of voting rights. A three member committee was formed for this

purpose, comprising the Wafaqi Mohtasib (Ombudsman) of Pakistan, the Ombudsman of Catalunya (Spain) and the Ombudsman of Quebec. The committee will report to the Board in its next meeting, after having examined the issue and sent its recommendations.



Mr. Javed Sadiq Malik, Ombudsman of Pakistan and Mr. Cheong U, Ombudsman of Macao

members of the IOI, attended the latter's annual Board meeting in November 2007 (see box).

One of the decisions taken at this meeting was to provide CA\$10,000 to each of the six regions, including Asia. The Regional Vice Presidents



(RVP)—in the case of Asia it is the Chief Ombudsman of Korea—are to invite proposals from their members, and identify projects for endorsement to the IOI's Executive Committee, who shall grant the financial approval. Since the AOA is the only regional forum for Ombudsmen, it will interact closely with the IOI's RVP for Asia, to help ensure optimal utilization of the funds.

## CHAPTER 3 FINANCES AND UTILIZATION

**T**he financial position of the AOA is secure, with annual expenditures over the years hovering around US\$2000 only. This low expenditure is mainly due to the fact that substantial operational costs of the AOA Secretariat are borne by the office of the Wafaqi Mohtasib (Ombudsman) of Pakistan.

2. However, with the recruitment of the Manager Coordination as the first employee of the AOA Secretariat, the widening of the scope of AOA activities during 2007 and the ensuing need for frequent coordination, especially with focal persons, the expenditures have risen and stood at just over US\$ 15,000 for 2007 (See Appendix B for budget statement).

3. Our main source of revenue is the membership fee. Members are usually very prompt in depositing annual fees and I am thankful to everyone for that. However, as we look to expand our activities in the future, we may want to explore options for identifying other sources of revenue, since the current level of funds are reasonable for the current scope of activities but are unlikely to provide much room for any expansion. By engaging with the ADB we hope to be able to cover most of our immediately identified needs in terms of knowledge management, but we do need to embark on a membership drive to boost resources and also to identify ways in which current financial resources can be put to better use.

## CHAPTER 4 LOOKING AHEAD

**D**ue in main to the cooperation and support of the members, the AOA has, over the years, been performing its mandated functions quite efficiently. As we have entered a new phase, where a number of activities are underway or planned, I would like to share a vision for the AOA in the coming years.

### a. Issues and Challenges

2. A number of issues and challenges emerge as we aim to be able to consistently meet members' expectations in the face of the demands that small budgets and reliance on remote communication place on the Secretariat.

3. At an operational level, we are constantly striving to elicit timely responses from a fairly large client base and to meet their individual requirements while meeting collective deadlines. The fact that there is substantial variance in the capacities of the member institutions adds to this challenge. Although most members are usually prompt in their responses, there are instances where the AOA Secretariat fails to obtain responses, despite considerable follow up, even in the case of simple requests, such as provision of photographs of the Ombudsman for display in the AOA Library, or placement of links to the AOA website on the members' websites.

4. As we move forward, we also need to focus on the 'Value for Membership' concept. As a membership based organization, the AOA's importance and relevance is directly linked to the value addition it creates for its members. Efforts being made to add value for their membership through various initiatives, a number of which were implemented during 2007, have been detailed in this report and even otherwise are in the knowledge of the members. However, we need to continue this value addition as a long term venture.

5. Allied to this is the fact that currently, membership fee is our sole source of revenue, hence it would appear logical to initiate a membership drive to expand our membership base and thus also our revenues. Since capital investment in common services offered to members, such as the AOA website, News Bulletin etc. has already been made, our cost efficiency will increase once we expand our membership base.

6. Another area where due focus has not been provided is the fact that there is no mechanism for targeted support for member institutions that have either been recently established or which are not as strong as other members in terms of their institutional arrangements. This aspect is important if the quality and standards of Ombudsmanship are to be raised across the Asian region.

7. Lastly, there is a need to devise ways in which the AOA's activities and its services benefit the second and third tiers of the member institutions. For the AOA to deliver on its mandate to build the capacities of its members, this is a crucial aspect of operation, but one that has not met with any focused attention. In 2007, we initiated the process of empowering the operational tiers with the launch of the revamped AOA website, the AOA News Bulletin and the AOA Blog—tools that provide staff in member institutions with a large number of knowledge products and platforms for learning and sharing. While this process will be further strengthened through the forthcoming TA support from the ADB for the Knowledge Management Resource Centre, I would urge members to encourage their staff to post on the blog and to provide us feedback on these tools.

## **b. Strategic Responses**

8. In view of the issues and challenges listed above and building on our strategic focus on knowledge management during 2007, I would like to share a few more strategic responses:

### **i. Deepen the Learning and Sharing Culture and Practices**

In keeping with our stated objective of strengthening the AOA as a knowledge and innovation platform, we need to deepen the culture of learning and sharing and

broaden the practices in this regard. We made a healthy start in 2007 by way of developing Fact Sheets, short studies, carrying out research, establishing an AOA Library and launching web-based tools such as the website, but more needs to be done in the coming years. The ADB TA and the establishment of the Knowledge Management Resource Centre will provide the framework for activities under this response area. I would like to add however, that we rely on members' support in our efforts to promote this culture of knowledge sharing; one way in which this can be achieved is by enhanced responsiveness by members to the various requests made by the AOA Secretariat.

**ii. Becoming More Client-centred**

Under the guidance of the Board, we took significant steps in 2007 to become more accessible, client-friendly and responsive. However, we need to constantly review our suite of services to offer benefits and services that enrich members and contribute to their institutional strengthening. During 2008, we will aim to identify member needs and assess our capacity to meet these needs on an ongoing basis. In this respect, we will carry out a needs-assessment survey in 2008 and based on the results, will seek the Board's decision on ways in which the identified needs can best be addressed.

**iii. Regional Vision, Local Action**

As a regional organization, the AOA has the privilege of being a global player with cross-border macro-perspectives emanating from the diversity of systems, institutional models and practices used by members. While celebrating that diversity, the AOA needs to encourage and support implementation of joint, collaborative initiatives or ones whose benefits can be shared with other members. While this may require additional financial and technical resources—a need which will partly be catered for through the ADB TA—we also need to use our current resources to ensure that our regional vision is implemented through local action. This issue will be discussed in the 10<sup>th</sup> Annual Meeting of the Board, scheduled to take place in Tehran from 21-22 April 2008.

**iv. Leveraging of the AOA Brand**

The AOA is a fairly well-established brand but remains underleveraged when seen in the perspective of partnerships and alliances with strategic partners. We have made a positive start with our forthcoming partnership with the ADB, but we should identify areas where our performance could benefit from stakeholder engagement, follow it up with identification of appropriate partners and subsequently to implement collaborative initiatives. Over the course of the year 2008, we will explore possibilities in this regard; in consultation with the members and after obtaining due guidance and decisions from the Board, we will then decide on next steps on this front.

## APPENDIX A

### ABOUT THE ASIAN OMBUDSMAN ASSOCIATION

The Asian Ombudsman Association (AOA) was established in 1996 to provide a platform for Ombudsmen and similar institutions of accountability and grievance redress, working in Asia. The AOA currently has 23 members from 15 countries and is governed by a nine-member Board of Directors. The Wafaqi Mohtasib of Pakistan is the elected President, while other elected officials are the Ombudsman of the Philippines as the Vice President, Ombudsman of Hong Kong as the Secretary, the Chief Ombudsman of Korea as the Treasurer and the

**Objectives** The AOA is an independent, non-political, democratic and professional body formed for the following objectives:

- (a) To promote the concepts of Ombudsmanship and to encourage its development in Asia.
- (b) To develop professionalism in discharge of the functions as Ombudsman.
- (c) To encourage and support study and research regarding the institution of Ombudsman.
- (d) To sponsor training and educational programmes for the institutions of Ombudsman in the region.
- (e) To provide scholarships, fellowships, grants and other types of financial support to individuals for study relating to the institution of the Ombudsman.
- (f) To collect, store, disseminate information and research data about the institution of Ombudsman.
- (g) To facilitate exchange of information and experiences among the Ombudsmen of the region.
- (h) To plan, arrange and supervise periodic conferences of the Ombudsmen of the Asian countries/regions.
- (i) To undertake such other matters necessary to further the above objectives of the Association.

**Membership** The AOA comprises of Full Members, Associate Members, Honorary Life Members and individual Members. Besides the Founding Members of the Association each of whom have a right of vote, other Full Members have a right of vote subject to the condition that member(s) from a particular country shall only have one vote.

**General Assembly** The General Assembly consists of the Full Members, and is convened once every two years by the President. It has the right to:-

- (a) accept full membership;
- (b) elect the members of the Board of Directors and one auditor;
- (c) fix the membership dues;
- (d) pass amendment in statute and basic organizational issues;
- (e) confer special honours on deserving persons.
- (f) approve reports of the Board of Directors and the auditor; and
- (g) decide venue of the next meeting of the members.

**Legal Framework** The AOA Headquarters is located in Islamabad, Pakistan and the Association is registered under the *Voluntary Social Welfare Agencies (Registration and Control) Ordinance 1961*. The Board of Directors has also approved Bye-Laws and a Code of Conduct, which govern day to day operations.

**AOA Secretariat** The AOA Secretariat Headquarters is located in Islamabad, Pakistan. A small team looks after day to day operations. The Secretary of the Wafaqi Mohtasib Secretariat, Pakistan is the ex-officio Executive Secretary and the Director Coordination of the Wafaqi Mohtasib Secretariat, Pakistan is the ex-officio Office Manager. Recently, a Manager Coordination was hired for facilitating coordination with members.

## APPENDIX B

### BOARD OF DIRECTORS AND MEMBERS OF THE AOA

#### Board of Directors

<b>President:</b>	<b>Mr. Javed Sadiq Malik</b> Wafaqi Mohtasib (Ombudsman), Pakistan.
<b>Vice President:</b>	<b>Madam Merceditas N. Gutierrez</b> National Ombudsman, Philippines.
<b>Secretary:</b>	<b>Ms. Alice Yuen-Ying Tai</b> Ombudsman, Hong Kong.
<b>Treasurer:</b>	<b>Mr. Song Chul-ho</b> Chief Ombudsman, Republic of Korea
<b>Members:</b>	<b>Mr. Li Zhilun (the late)</b> Minister, Ministry of Supervision, People's Republic of China.  <b>Mr. Justice Mohammad Niazi</b> Head, General Inspection Organization, Islamic Republic of Iran.  <b>Mr. Satoshi Kumagai</b> Director General, Administrative Evaluation Bureau, Japan.  <b>Dr. Chua Hong Teck</b> Director General, Public Complaints Bureau, Malaysia.  <b>Mr. Poonsup Piya-Anant</b> Ombudsman, Thailand.
<b>Auditor:</b>	<b>Dr. Cheong U,</b> Commissioner, Commission Against Corruption, Macao SAR, China.

#### List of Other Members

<b>Dr. Abdullah Abdullah Al-Sanafi</b> Central Organization for Control and Auditing Yemen
<b>Mr. Asad Ashraf Malik</b> Provincial Ombudsman, Sindh
<b>Mr. Ranjit B Ranaraja</b> Parliamentary Commission for Administration, Sri Lanka
<b>Mr. Antonius Sujata, SH</b> National Ombudsman, Indonesia
<b>Mr. Justice Ripusudan Dayal</b> Lokayukta, Madhya Pradesh, India
<b>Mr. Abdur Rashid Khan</b> Provincial Ombudsman, Punjab
<b>Mr. Justice (R) Munir A. Sheikh</b> Federal Tax Ombudsman, Pakistan
<b>Mr. Justice (R) Fazal Ur Rahman</b> Provincial Ombudsman, Balochistan
<b>Mr. Tran Van Truyen</b> Inspector General, Government Inspectorate of Vietnam
<b>Mr. Justice (Retd.) S. Ali Aslam Jaffri</b> Federal Insurance Ombudsman, Pakistan
<b>Prof. Elmira Suleymanova</b> Commissioner for Human Rights, Republic of Azerbaijan
<b>Mr Bakir Uulu Tursunbay</b> Ombudsman Institution, Kyrgyz Republic
<b>Mr. Justice (Retd.) Raja Muhammad Ashraf Kayani</b> Ombudsman, Azad Jammu & Kashmir, (Pakistan)



**APPENDIX C****BUDGET STATEMENT 2007 (US\$)**

<b>No.</b>	<b>Items</b>	<b>Budget allocation 2007</b>	<b>Actual expenditure 2007</b>
1	Remuneration of Manager Coordination	12000	6678
2	Telephone, fax, internet & Web hosting & maintenance charges postal & courier service charges Stationery and Office equipments	1500	857
3	Fee for the Auditor	1800	1433
4	Web designing charges	1000	733
5	Establishment of Print Library	2500	2909
6	Expenditure incurred on public notice/ advertisement of the appointment of Manager Coordination.	2589	2604
7	Designing of AOA bulletin lay out and title		196
8	Entertainment		274
	<b>TOTAL</b>	<b>21389</b>	<b>15684</b>

## APPENDIX D

### LIST OF FOCAL PERSONS OF THE AOA

Member	Focal Officers	Email Address	Contact Numbers
Mohtasib (Ombudsman), Azad Jammu & Kashmir	Ms. Shazia Ashraf	<a href="mailto:shaziaashraf_khan@yahoo.com">shaziaashraf_khan@yahoo.com</a>	058810-3211
Commissioner for Human Rights, Azerbaijan	Mr. Zaur Valimammadli	<a href="mailto:apparat@ombudsman.gov.az">apparat@ombudsman.gov.az</a>	994-12-982365
Ombudsman of Balochistan (Pakistan)	Mr. Haider Zaman	<a href="mailto:Haider_zaman_56@yahoo.com">Haider_zaman_56@yahoo.com</a>	081-9201302
Ministry of Supervision, China	Mr. Zhou Congyuan	<a href="mailto:zhoucongyuan@mos.gov.cn">zhoucongyuan@mos.gov.cn</a>	85-10-62114149
Federal Insurance Ombudsman, Pakistan	M.A.Nizami	<a href="mailto:azam.nizami@secp.gov.pk">azam.nizami@secp.gov.pk</a>	+92-21-9211698
Ombudsman of Hong Kong	Ms. Kathleen Chan	<a href="mailto:Kathleenchan@omb.gov.hk">Kathleenchan@omb.gov.hk</a>	+852-262-90555
Lokayukta, Madhyapradesh, India	Mr. Satish Chandra Mishra	<a href="mailto:ombudsman@ombudsman.or.id">ombudsman@ombudsman.or.id</a>	0755-2540939
National Ombudsman of Indonesia	Mr. Siska Widyawati	<a href="mailto:siska@ombudsman.go.id">siska@ombudsman.go.id</a>	6221-7258574
General Inspection Organization, Iran	Mr. Mustafa Mokhtari	<a href="mailto:ombudsiran@yahoo.com">ombudsiran@yahoo.com</a>	9821-88313133
Administrative Evaluation Bureau,	Mr. Hiroshi Arai	<a href="mailto:acd@soumu.go.jp">acd@soumu.go.jp</a>	81-3-52535422

Japan			
Chief Ombudsman of Korea	Mr. Yoo Jung Ha	<a href="mailto:ombuds@dreamwiz.com">ombuds@dreamwiz.com</a>	822-360-2646
Ombudsman (Akyikatchy), Kyrgyz Republic	Tatina Yurukina	<a href="mailto:Melek19tf@mail.ru">Melek19tf@mail.ru</a>	996 312 650 805
Commission Against Corruption, Macao SAR China	Ms. Chan Cheng, Sarah	<a href="mailto:CCChan@ccac.org.mo">CCChan@ccac.org.mo</a>	00853-28326300
Public Complaints Bureau , Malaysia	Mr. Siva Baland	<a href="mailto:siva_balan@bpa.jpm.my">siva_balan@bpa.jpm.my</a>	603-88887751
Ombudsman of the Philippines	Ms. Lorraine Castro	<a href="mailto:oyenfcastro@yahoo.com">oyenfcastro@yahoo.com</a>	632-5289091
Ombudsman of Punjab (Pakistan)	Mr. Imtiaz Ahmed	<a href="mailto:infolahore@mohtasibpunjab.gov.pk">infolahore@mohtasibpunjab.gov.pk</a>	042-92-11775
Ombudsman of Sindh (Pakistan)	Mr. Imdad Hussain Siddiqui	<a href="mailto:mohtasibhd@yahoo.com">mohtasibhd@yahoo.com</a>	9211026
Parliamentary Commissioner for Administration, Sri Lanka	Mrs. Fatima	<a href="mailto:omb@eureka.lk">omb@eureka.lk</a>	112588798
Federal Tax Ombudsman, Pakistan	Mr. Zia Mehboob	<a href="mailto:ftoisb@mail.com">ftoisb@mail.com</a>	+9251 9201750
Ombudsman of Thailand	Mr. Raksagecha Chaechai	<a href="mailto:gecha@ombudsman.go.th">gecha@ombudsman.go.th</a>	02-299-3595 02-357-1745
Government Inspectorate, Vietnam	Ms. Nguyen Huong Giang	<a href="mailto:giang.htqt@gmail.com">giang.htqt@gmail.com</a>	T: +84.8048070 F : +84.8048109
Wafaqi Mohtasib (Ombudsman) of Pakistan	Mr. Abdur Rauf	<a href="mailto:arauf@mohtasib.gov.pk">arauf@mohtasib.gov.pk</a>	+9251-9252123 +9251-9210487
Central Organization for Control and Auditing, Yemen	Mr. Ahmed Sheebani	<a href="mailto:coop2007@yahoo.com">coop2007@yahoo.com</a>	00967-1443143

## **APPENDIX E**

### **CONTACT DETAILS OF THE AOA SECRETARIAT**

#### **Asian Ombudsman Association**

AOA Secretariat, Benevolent Fund Building, Zero Point, Islamabad.

**Ph:** +9251 2202845

**Fax:** +9251 2202845

[info@aoa.org.pk](mailto:info@aoa.org.pk)

**For general enquiries** please write to the Manager Coordination at:

[coordinator@aoa.org.pk](mailto:coordinator@aoa.org.pk) or [info@aoa.org.pk](mailto:info@aoa.org.pk)

**For membership information** please write to [membership@aoa.org.pk](mailto:membership@aoa.org.pk)

**For more information about the AOA** please visit [www.aoa.org.pk](http://www.aoa.org.pk)