

ASIAN OMBUDSMAN ASSOCIATION
18th Meeting of the AOA General Assembly
09 September 2025, Nanjing, People's Republic of China

MINUTES

The 18th meeting of the General Assembly of the Asian Ombudsman Association (AOA) was held on 09 September 2025 at Nanjing, People's Republic of China. Mr. Ejaz Ahmad Qureshi, the President of AOA and the Federal Ombudsman of Pakistan, chaired the meeting. Ambassador (R) Abdul Moiz Bokhari, Executive Secretary of AOA coordinated the meeting. The list of participants is attached at **Annex-I**.

Agenda Item No. 1

Remarks by the Chair

2. The President welcomed the participants to the 18th meeting of the General Assembly which offered an important occasion for the AOA family, every two years, to interact in a larger setting with each other, strengthen bonds of friendship and comradery and explore new grounds for bilateral and regional cooperation. He recalled the contribution of China, Pakistan and other like-minded countries in the establishment of the Asian Ombudsman Association (AOA) in 1996 and hoped that the meetings at Nanjing would reinforce the abiding commitment of the member institutions to the Association and to the cause of ombudsmanship. The President conveyed his sincere appreciation to Mr. FU Kui, Vice Chairman, National Commission of Supervision of China and his able staff for extending generous hospitality and making excellent arrangements for the AOA meetings.

3. The President recognized that since the last meeting of the General Assembly (11 September 2023, Kazan), some members have successfully completed their terms of Office and been replaced by new members. He extended heartiest welcome to the new representatives of member institutions from Hong Kong-China, Japan, Korea, Macao, Malaysia and Türkiye and wished good health, happiness and best of luck to the outgoing colleagues. The President congratulated three AOA members who were elected to various posts in the International Ombudsman Institute (IOI) during 2024-2025. These included, (i) Mr. Mokhammad Najih, Chairman, the Ombudsman of Indonesia who was elected as Regional Director IOI in May 2024; (ii) Mr. Chan Jick-chi, Jack, the Ombudsman of Hong Kong, China has become Director of Australasia & Pacific Region of IOI in May 2025, Chairman of IOI Standing By-Laws

Committee and also Member of IOI-UN and International Cooperation Working Group and (iii) Ms. Ayesha Hamid, Provincial Ombudsman of Punjab, Pakistan was elected Regional Director in July 2025 followed by her election as Second Vice President of IOI in August 2025. He stated that those elections manifested a robust recognition of their distinguished services as members of AOA which would set a stage for continued cooperation in the pursuit of shared goals and objectives from the two platforms.

Agenda Item No. 2

Approval of the Agenda of the 18th Meeting of the General Assembly

4. The draft agenda of the 18th Meeting of the General Assembly was presented by the Executive Secretary for approval. He added that the last meeting of the General Assembly was held on 11 September 2023 at Kazan (Republic of Tatarstan). The agenda of the current meeting, therefore, covered activities during the intervening period.

5. No objection, observations or comments were received on the draft agenda from the participants.

Decision:

The General Assembly unanimously approved the Agenda.

Agenda Item No. 3

Submission of the Minutes of the last (25th) BoD Meeting (28 June 2024, Istanbul)

6. The draft minutes of the 25th Meeting of the Board of Directors of the Asian Ombudsman Association, (28 June, 2024, Istanbul) were forwarded to the esteemed members of the Board on 22 July 2024 for observations and feedback. The final minutes after incorporating observations received from some members were circulated on 09 August 2024. These minutes were submitted to the 26th meeting of the Board of Directors (09 September 2025, Nanjing) for formal confirmation who gave its consent to present the same to the General Assembly in terms of Article 6(4)(f) of the Bye Laws and Provision 4-1 of the Code of Conduct of Business of AOA.

Decision:

The General Assembly, on the recommendation of the Board, approved the minutes of the 25th meeting of the Board of Directors (28 June 2024, Istanbul) and commended the effective follow up by the AOA Secretariat on various mandated activities.

Agenda Item No. 4

Report of the President on the Activities of the Association 2024/25

7. Pursuant to Article 9(2) of the Bye Laws and Provision 5-5 (i) of the Code of Conduct of Business, the President of AOA presented to the 26th meeting of the Board, his Report on the Activities of the Association for 2024/25. In his Report, the AOA President highlighted activities and events organized by member institutions as well as the AOA Secretariat aimed at advancing the goals and objectives of the Association. He stated that the Association held an impressive record of eighteen international conferences/workshops/seminars on various themes of professional interest held alongside the General Assembly meetings or on other special occasions. The President's Report listed important international events hosted by member institution in Uzbekistan, Hong Kong-China, Thailand and Tatarstan during 2024-25. In addition, the AOA Secretariat organized five webinars in cooperation with the Federal Ombudsman Pakistan on various themes of professional interest including Protection against Harassment of Women at the Workplace, Building Public Awareness, Ombudsmanship and the International Standards and the contribution of Ombudsmanship in the Implementation of SDGs. One online meeting was organized in cooperation with the Commissioner for Human Rights in the Republic of Azerbaijan on Business and Human Rights (B&HR).

8. The second issue of the document titled "Promoting Ombudsmanship: A Catalogue of Activities at the National Level - 2024-25" was circulated separately as part of the President's Report. It was noted that as per information received from 19 member institutions, 327 activities at the national level were recorded in 2024-25 as compared to 148 in the previous year 2023-24. The upward trend in the number of activities/events manifested strong commitment of the members to the goals and objectives of the Association. The Catalogue of Activities shall be uploaded on the AOA website and serve as an authentic record of activities of the AOA member institutions at the national level as well as a valuable addition to the AOA Resource Centre. The President's Report further stated that the AOA Secretariat's activities in terms of upgrading the facilities of the AOA Resource Centre, issuance of monthly e-Newsletter and alike were well on track.

Decision:

- i. *The General Assembly, on the recommendation of the Board of Directors, approved the Report of the President for 2024/25 in terms of Article 6(4)(f) of the Bye Laws of AOA. It appreciated efforts of the President and the AOA*

Secretariat in carrying out the work of the Association in an effective and professional manner.

- ii. *The General Assembly took note of the Secretariat's initiative to prepare a useful document titled, "Promoting Ombudsmanship: A Catalogue of Activities at the National Level" and requested the member institutions to share information about their activities at the national level including special projects, capacity building events and performance highlights with the AOA Secretariat for circulation and placement in the Resource Centre.*

Agenda Item No. 5

Approval of the Audited Financial Statements of AOA Accounts for the years 2023 & 2024

9. The Audited Statement prepared in terms of Article 6-5 of the Code of Conduct of Business by M/s W.A. Associates, for the year 2023 was approved by the 25th Annual Meeting of the Board of Directors held on 28 June 2024, at Istanbul. Likewise, the Audited Statement of the AOA Accounts for the year 2024 was approved by the 26th Annual Meeting of the Board of Directors held on 09 September 2025 at Nanjing. Both Reports were recommended to the General Assembly for approval in terms of Article 6(4) (f) of the Bye Laws of the Association.

Decision:

*The General Assembly, on the recommendation of the 25th and the 26th Annual Meetings of the Board of Directors approved the Audited Statements for the years 2023 and 2024 under Article 6(4)(f) of the Bye Laws of the AOA. Accordingly, to give effect to its decision, **Resolution No.1** was adopted by the General Assembly (**Annex-II**).*

Agenda Item No.6

Status Report on:

i. AOA Resource Centre

10. The Resource Centre facility at the AOA Secretariat is an effective mechanism for promoting the objectives of the Asian Ombudsman Association. The facility is coming up gradually and will serve as a store house of information about the growth, evolution and progress of Ombudsmanship in the region. Efforts are continuing to upgrade this facility by putting together authentic record of the professional pursuits of AOA member institutions in the form of books, professional journals, reports, research papers and documentaries. The facilities at the Resource Centre would be available on gratis basis to the researchers, institutions and professionals from the AOA members.

11. During 2024-25, the AOA Resource Centre was visited by various delegations including the following:

- i. A group of six interns/law students from Indonesia (05 September 2024).
- ii. A five members delegation of the officers of the Ombudsman, Ministry of Interior, Kingdom of Bahrain (01 October, 2024).
- iii. Study visit by undertraining officers of the Associated Press of Pakistan (APP) (18 February, 2025).
- iv. Institutional visit by interns under Federal Tax Ombudsman's National Internship Programme (28 July 2025).

Additionally, professional equipment for video conferencing as approved by the Board of Directors in its 25th meeting (28 June 2024, Istanbul) has been duly installed. It is increasingly being used for hosting webinars, video conferences and online participation in international events.

Decision:

The General Assembly, on the recommendation of the Board of Directors, recognized the significance of the Resource Centre facility towards achieving the objectives of the Association and appreciated efforts of the AOA Secretariat to pursue its upgradation. The General Assembly encouraged the AOA members to actively contribute to the development of the Resource Centre by regularly providing the necessary material to the AOA Secretariat.

ii. Sharing of information/news items – Monthly e-Newsletter

12. The AOA Secretariat is regularly issuing monthly e-Newsletter since 2018. It is an effective mechanism for exchange of information, sharing of experiences and knowledge within the AOA membership. The AOA Secretariat compiles and processes information received from institutions till 25th of every month on subjects of professional interest and uploads the same in the format of a newsletter by the 5th of the given month. The Secretariat is receiving an overwhelming cooperation from a good number of member institutions who are providing news items on regular basis. However, greater participation by the membership in providing necessary material to the Secretariat shall further enrich the contents of the newsletter and enhance its impact.

Decision:

The General Assembly, on the recommendation of the Board of Directors, took note of the status report about the e-Newsletter and in view of its significance in promoting the objectives of the Association, encouraged greater participation and support to it by the AOA members.

iii. Updating e-Profile Directory and the Alumni Directory

13. The AOA Secretariat periodically updates the e-Profile Directory and incorporates changes, if any, about the head of member institutions, focal persons, addresses and other contact details of these institutions. Active cooperation by the member institutions is necessary for regularly updating the e-Profile Directory and the Alumni Directory.

Decision:

The General Assembly, on the recommendation of the Board of Directors, took note of the status of the e-Profile Directory and the Alumni Directory and encouraged the member institutions to regularly provide the requisite information to the AOA Secretariat.

Agenda Item No. 7
AOA Calendar of Activities 2025-2026

14. In order to carry out regular activities from the AOA platform, the Association has started since 2022, the practice being followed by most international bodies to develop annual calendar of activities on the basis of offers of the member institutions to organize activities in pursuance of the objectives of the Association. The Board and the General Assembly in various meetings have encouraged the member institutions to offer activities/events at the national level, aimed at promoting mutual cooperation, with an option for online participation by other members on annual basis. Accordingly, a large number of activities were successfully undertaken by the member institutions during 2024 and part of 2025. As recorded in the Catalogue of Activities at the National Level, around 327 activities/events were organized by the member institutions in 2024-25 whereas nearly 148 activities took place in 2023-24. This, by no means, was a comprehensive list as complete information was not available in respect of all member institutions. Yet, the number projected an upward trajectory which offered a great promise for strengthening of ombudsmanship in the region.

15. The meeting was informed that five AOA Webinars were organized by the AOA Secretariat in cooperation with the Federal Ombudsman - Pakistan during 2024-25. These included:

- AOA Webinar on Protection Against Harassment of Women at the Workplace (27 March 2024).
- AOA Webinar on Building Public Awareness: An Essential Feature of Ombudsmanship (15 May 2024).
- AOA Webinar on Addressing Maladministration in the Insurance Industry: An Ombudsman's Perspective (29 October 2024).
- AOA Webinar on Ombudsmanship: Complying with the International Standards (29 May 2025).
- AOA Webinar on Ombudsmanship and the SDGs: A Framework of Shared Principles and Commitments (14 July 2025).

The General Assembly was also informed that an online meeting on Business and Human Rights (B&HR) was organized in cooperation with the Commissioner of Human Rights, Republic of Azerbaijan on 16 December 2024. The meeting was widely attended by the AOA members and professionals from various regional bodies and contributed in generating awareness about the importance of promoting responsible business conduct and human rights across Asia. The Commissioner for Human Rights, Republic of Azerbaijan, Ms. Sabina Aliyeva offered to host another awareness meeting in cooperation with the AOA Secretariat on the subject of Business and Human Rights. She stated that her institution would also organize three events as part of the Calendar of Activities in 2025-26. These include a webinar on combating discrimination towards the end of 2025, an online event relating to the protection of the rights of persons with disabilities and the one on anti-corruption activities, shall be organized in 2026.

16. The other highlights of 2024-2025 included (i) International Conference on Human Rights – An Important Factor of the Sustainable Development of States marking the 29th Anniversary of the Institute of the Authorized Person of the Oliy Majlis of the Republic of Uzbekistan for Human Rights (Ombudsman) (23 February, 2024); (ii) International Ombudsman Summit marking the 35th Anniversary of the establishment of the Office of the Ombudsman, Hong Kong, China (2-4 December, 2024); (iii) International Conference on Clean, Healthy and Sustainable Environment – Guarantee for Protection of Human Rights marking the 30th Anniversary of the Institute of the Authorized Person of the Oliy Majlis of the

Republic of Uzbekistan for Human Rights (Ombudsman) (27 February, 2025); (iv) Seminar on Fostering Fairness in Society, Ombudsman's Role in Achieving Sustainable Development Goal-16 marking the 25th Anniversary of the establishment of the Institution of Ombudsman of Thailand (25 April, 2025); (v) Conference on Modern Trends in the Protection of Human Rights marking the 25th Anniversary of the establishment of the Institute of Commissioner for Human Rights in the Republic of Tatarstan (24-25 June, 2025).

17. The meeting was apprised that as per the decision of the 25th meeting of the Board of Directors, the Federal Ombudsman-Pakistan in cooperation with AOA Secretariat had undertaken to organize International Symposium on Ombudsmanship and the Citizen's Rights in October - November 2024 at Islamabad. This event, however, could not be held due to some unavoidable circumstances and would be organized at a later date.

18. The General Assembly noted that the First Asian Ombudsman Conference was held on 15-16 April 1996 at Islamabad which led to the establishment of the Asian Ombudsman Association (AOA). The Association over the period has acquired wide regional outreach and international character. The year 2026 would mark the 30th anniversary year of the establishment of the Asian Ombudsman Association. This being an important milestone in the Association's long journey, called for holding of appropriate commemorative events. In this regard, the Board has outlined the following options:

- i. Designating part of the 27th Meeting of the Board of Directors due in 2026 as the commemorative session.
- ii. Publishing a special book on "Thirty years of AOA" comprising articles from its member institutions on the growth of ombudsmanship; or
- iii. Preparation of a documentary highlighting achievements of the Association and professional credentials of its member institutions.
- iv. Special messages on the occasion to be issued by the heads of member institutions to their respective national print and electronic media outlets.

Decision:

- i. *The General Assembly, on the recommendation of the Board of Directors, encouraged the AOA membership to offer activities/events aimed at promoting professionalism, mutual cooperation and upholding the cause of ombudsmanship, at the national level with an option for online participation by*

other members as part of the Calendar of Activities during the remaining months of 2025 and the year 2026.

- ii. *The General Assembly noted that the 30th anniversary of the establishment of the AOA in 2026 shall be an important milestone in the Association's long journey. The occasion, therefore, called for holding of appropriate commemorative events.*
- iii. *The General Assembly also agreed that the member institution hosting the 27th Annual Meeting of the Board of Directors may develop a set of appropriate commemorative activities marking the 30th anniversary year of the establishment of the Association and share information with the AOA Secretariat for circulation.*

Agenda Item No. 8

Consideration of dates and venue of the 27th Annual Meeting of the Board of Directors in 2026 and the AOA Meetings in 2027

19. The 27th Annual Meeting of the Board of Directors shall be held in 2026 while the AOA meetings of the 28th BoD and the 19th General Assembly along with an international conference shall be held in 2027. In response to the Secretariat's communication inviting member institutions to offer proposals for hosting the above meetings in 2026 and 2027, the Office of the Ombudsman of Hong Kong, China vide its letter of 30 July, 2025 has conveyed its keen interest in hosting the 27th Annual Meeting of the Board of Directors in 2026. In this regard, Mr. Chan Jick-chi, Jack, the Ombudsman of Hong Kong, China reiterated his offer to host the 27th Annual Meeting of the Board of Directors in November or December 2026. He also stated that the 30th anniversary of the establishment of the Association shall be celebrated in a benefiting manner in 2026 and appropriate programme shall be developed for the purpose.

20. In the absence of any proposals for hosting the 28th BoD and the 19th General Assembly meetings along with an International Conference in 2027, the General Assembly agreed that the AOA Secretariat shall communicate the offer(s) to the Board for decision through circulation.

Decision:

The General Assembly, on the recommendation of the Board of Directors, approved by acclamation offer of the Ombudsman of Hong Kong, China to host the 27th Annual Meeting of the Board of Directors in 2026. As regards, dates and venue of the AOA

*meetings in 2027, the AOA Secretariat shall communicate the offer(s) to the Board of Directors for decision through circulation. Accordingly, to give effect to the decision taken by the General Assembly in the matter, **Resolution No.2** was adopted (**Annex-III**).*

Agenda Item No. 9

Any other item

21. No matter was raised under this item.

Agenda Item No. 10

Vote of thanks

22. The President thanked the distinguished members of the General Assembly for concluding its work in a smooth manner. He stated that the spirit of understanding, friendship and comradery witnessed in the deliberations during the BoD and the General Assembly meetings was the hallmark of the Asian Ombudsman Association (AOA). The President hoped that the AOA family shall continue to build upon those valuable assets for enhancing mutual cooperation at bilateral and regional levels. He thanked Mr. FU Kui, Vice Chairman, National Commission of Supervision of China, his able staff and the functionaries of the Jiangsu Province for successfully hosting the 26th meeting of the Board of Directors, the 18th meeting of the General Assembly and the International Workshop on Effective Ombudsmanship for People's Livelihood. Accordingly, the General Assembly with a view to place on record its sentiments of gratitude and appreciation adopted **Resolution No.3** by acclamation (**Annex-IV**).

List of Participants
18th Meeting of the General Assembly
09 September 2025, Nanjing, People's Republic of China

S. No.	Name	Position	Organization
1.	Ms. Sabina Aliyeva	Commissioner	Commissioner for Human Rights (Ombudsman) of the Republic of Azerbaijan
2.	Mr. CAI Wei	Director General	Represented National Commission of Supervision, People's Republic of China
3.	Mr. Zapir Alkhasov	Ombudsman	Republic of Dagestan, Russian Federation
4.	Mr. Levan Ioseliani	Public Defender	Public Defender (Ombudsman) of Georgia (Online)
5	Mr. Chan Jick-chi, Jack	The Ombudsman of Hong Kong	Office of the Ombudsman, Hong Kong (China)
6.	Mr. Justice Dr. Zabihullah Khodaeian	President	General Inspection Organization, Islamic Republic of Iran
7.	Mr. Daisuke OTSUKI	Deputy Director General	Represented Administrative Evaluation Bureau, Japan.
8.	Mr. Sun-Ho, CHOI	Director General	Represented Anti-Corruption & Civil Rights Commission (ACRC), Republic of Korea
9.	Mr. Duk-Hyun, CHO	Chairperson	Seoul Metropolitan Citizens' Ombudsman Commission, Republic of Korea.
10.	Mr. Zhorobaev Zhanibek	Deputy Ombudsman	Represented Institution of the Kyrgyz Republic
11.	Ms. Ao Ieong Seong	Commissioner	Commission Against Corruption, Macau SAR (China)
12.	Mr. Ejaz Ahmad Qureshi	Federal Ombudsman	Wafaqi Mohtasib (Ombudsman), Pakistan
13.	Ms. Ayesha Hamid	Ombudsman Punjab	Office of the Provincial Ombudsman Punjab, Pakistan

14.	Dr. Asif Mahmood Jah,	Federal Tax Ombudsman	Federal Tax Ombudsman, Pakistan (Online)
15.	Amb (R) Rafiuzzaman Siddiqui	Advisor	Represented Provincial Ombudsman Sindh, Pakistan (Online)
16.	Ms. Fauzia Viqar	Federal Ombudsperson	Federal Ombudsman Secretariat for Protection Against Harassment at Workplace, Pakistan (Online)
17.	Mr. Anwar Chaudhry	Senior Advisor	Represented Banking Mohtasib Pakistan (Online)
18.	Mr. Abdus Subhan Memon	Advisor	Represented Federal Insurance Ombudsman, Pakistan (Online)
19.	Mr. Saeed Ahmed Khan	Secretary	Represented Provincial Ombudsperson for Protection Against Harassment of Women at Workplace Punjab, Pakistan
20.	Mr. Justice (R) K.B.K. Hirimburegama	Commissioner (Ombudsman)	Parliamentary Commissioner for Administration (Ombudsman), Sri Lanka
21.	Mr. Somsak Suwansujarit	Chief Ombudsman	Office of the Ombudsman, Thailand
22.	Ms. Saburskaya Sariya Kharisovna	Commissioner	Commissioner for Human Rights, Republic of Tatarstan
23.	Mr. Virgilio da Silva Guterres	Ombudsman	Ombudsman of the Human Rights and Justice, Timor Leste
24.	Mr. Mehmet AKARCA,	Chief Ombudsman	The Ombudsman Institution of Turkiye
25.	Ms. Le Thi Huong Tra	Deputy Director	Represented Government Inspectorate of Vietnam



Annex-II

ASIAN OMBUDSMAN ASSOCIATION

GENERAL ASSEMBLY

18th Meeting held on 09 September 2025

RESOLUTION NO. 1 OF 2025

**Approval of the Audit Reports of the Asian Ombudsman Association (AOA) Accounts
for the Years 2023 and 2024
(Agenda Item 5)**

Whereas, the Audit Reports for the years 2023 and 2024, prepared by W.A. Associates (Pvt.) Ltd. has been approved by the 25th Meeting of the Board of Directors (28 June 2024, Istanbul) while the Audit Report for the year 2024 was approved by the 26th Meeting of the Board of Directors held on 09 September 2025, Nanjing;

Now, therefore, the General Assembly of the Asian Ombudsman Association at its 18th Meeting RESOLVES to accord its approval to the Audit Reports for the years 2023 and 2024 in terms of Article 6(4)(f) of the Bye Laws of the AOA.

Adopted, this 09th day of September 2025, at Nanjing (People's Republic of China).

Attested:

SECRETARY

PRESIDENT



Annex-III

ASIAN OMBUDSMAN ASSOCIATION

GENERAL ASSEMBLY

18th Meeting held on 09 September 2025

RESOLUTION NO. 2 OF 2025

**Dates and Venue of the 27th Meeting of the Board of Directors in 2026 and the
19th Meeting of the General Assembly in 2027
(Agenda Item 8)**

Whereas, the member institutions were invited by the AOA Secretariat to give proposals for hosting the 27th Meeting of the Board of Directors in 2026 and the 19th Meeting of the General Assembly in 2027 vide its email dated 04 June 2025;

Whereas, under the provisions 6(2) and 6(4)(g) of the Bye Laws, The Ombudsman of Hong Kong, China has offered to host the 27th Annual Meeting of the Board of Directors in 2026 vide its letter of 30 July 2025. Proposals for hosting the 19th Meeting of the General Assembly and the 28th BoD Meeting preceding it in 2027 are awaited.

Now, therefore, the General Assembly RESOLVES to accept by acclamation the offer of The Ombudsman of Hong Kong, China to host the 27th Annual Meeting of the Board of Directors in 2026 and asks the AOA Secretariat to coordinate with the host institution precise date for the above mentioned meeting. As regards, dates and venue of the AOA meetings in 2027, the AOA Secretariat shall communicate the offer (s) to the Board of Directors for decision through circulation.

Adopted, this 09th day of September 2025, at Nanjing (People's Republic of China).

Attested:

SECRETARY

PRESIDENT

Annex-IV



ASIAN OMBUDSMAN ASSOCIATION

GENERAL ASSEMBLY

18th Meeting held on 09 September 2025

RESOLUTION NO. 3 OF 2025

**Vote of Thanks to the Government of the People's Republic of China and
H.E. Mr. FU Kui, Vice Chairman, National Commission of Supervision of China.**

(Agenda Item 10)

Whereas, the 26th Meeting of the Board of Directors, the 18th Meeting of the General Assembly of AOA and the International Workshop being held at Nanjing, People's Republic of China on 09-10 September 2025, owe their success to the wholehearted cooperation and support provided by the Government of the People's Republic of China through H.E. Mr. FU Kui, Vice Chairman, National Commission of Supervision of China and his staff;

Whereas, these international events shall go a long way in fostering cooperation, friendship and solidarity among the AOA membership;

Whereas, the excellent arrangements made for the meetings and the warm reception and generous hospitality extended to the participants have made the interaction extremely purposeful and memorable;

Now, therefore, the General Assembly hereby RESOLVES to express its sincere appreciation and gratitude to H.E. Mr. FU Kui, Vice Chairman, National Commission of Supervision of China, the functionaries of the Jiangsu Province and the able staff of the National Commission of Supervision, for the successful holding of the 26th Meeting of the AOA Board of Directors, the 18th Meeting of the General Assembly and the International Workshop on Effective Ombudsmanship for People's Livelihood.

Adopted, this 09th day of September 2025 at Nanjing (People's Republic of China)

Attested:

SECRETARY

PRESIDENT