

**ASIAN OMBUDSMAN ASSOCIATION**  
**26<sup>th</sup> Annual Meeting of the Board of Directors**  
**09 September 2025, Nanjing, People's Republic of China**

**MINUTES**

The 26<sup>th</sup> Annual Meeting of the Board of Directors (BoD) 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.

2. The following members of the BoD participated in the meeting:

Sr. No.	Name	Position	Organization
1.	Mr. Ejaz Ahmad Qureshi	President	Federal Ombudsman, Pakistan.
2.	Ms. Sabina Aliyeva	Vice President	Commissioner for Human Rights, Republic of Azerbaijan.
3.	Mr. Chan Jick-chi, Jack	Secretary	The Ombudsman, Hong Kong, China.
4.	Mr. Justice Dr. Zabihullah Khodaeiyan,	Treasurer	President, General Inspection Organization, Islamic Republic of Iran.
5.	Mr. FU Kui,	Member	Vice Chairman, National Commission of Supervision (NCS), China.
6.	Mr. Daisuke OTSUKI	Member	Represented Administration Evaluation Bureau (AEB), Japan.
7.	Mr. Sun-Ho, CHOI	Member	Represented Anti-corruption and Civil Rights Commission (ACRC), Republic of Korea.
8.	Ms. Saburskaya Sariya Kharisovna	Member	Commissioner for Human Rights, Republic of Tatarstan.
9.	Mr. Mehmet AKARCA	Member	Chief Ombudsman, Republic of Türkiye.
10.	Ambassador (R) Abdul Moiz Bokhari	Executive Secretary	AOA Secretariat, Islamabad.

**Agenda Item No. 1**

**Remarks by the Chair and the Host**

3. The meeting began with the opening remarks by the President of AOA. He welcomed the Board members to this family reunion since its last meeting on 28 June 2024 at Istanbul (Republic of Türkiye). The President thanked Mr. FU Kui, Vice Chairman, National Commission of Supervision (NCS) of China for hosting the 26<sup>th</sup> Annual Meeting of the Board of Directors and the 18<sup>th</sup> meeting of the General Assembly followed by International Workshop on ‘Effective Ombudsmanship for People’s Livelihood’. He recognized the services of Mr. Seref MALKOC, host of the last Board meeting at Istanbul in June 2024 who, on completion of his term of office, has been replaced by Mr. Mehmet AKARCA as Chief Ombudsman of Türkiye. Likewise, Mr. Tae Kye KIM was replaced by Mr. PARK Jong-Min as Vice Chairperson of Anti-Corruption and Civil Rights Commission (ACRC) of the Republic of Korea. He welcomed the new members and expressed the confidence that the Board shall benefit from their experience and wise counsel. He wished the outgoing members good health, happiness and success in their future pursuits.

4. 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.

5. The President stated that the Asian Ombudsman Association (AOA), since its inception in 1996 has meticulously protected its fundamental character as “an independent, non-political, democratic and professional body”. Six out of nine objectives related to specific activities aimed at promoting professionalism in the discharge of the functions on an ombudsman. He added that the realization of these goals was an ongoing process and required concerted efforts by the AOA members, individually as well as collectively, to strengthen mutual cooperation and promote

the core values of ombudsmanship. The President appreciated the contribution of the National Commission of Supervision (NCS), China, being among the founding members, in the establishment of the Association and invited Mr. FU Kui to deliver his welcoming remarks.

6. Mr. FU Kui, Vice Chairman, NCS warmly welcomed the participants and reiterated his institution's commitment to the goals and objectives of the Association. He highlighted the role of NCS in promoting and safeguarding interests of the people and stated that the legal framework for the supervision work in China has been revised to standardize procedures and enhance respect for the protection of human rights. He offered that NCS remained ready to participate in regional and global multilateral frameworks such as the UN and the AOA and contribute Chinese wisdom and solutions to the advancement of global supervision work. He added that the AOA together can develop into an important platform for promoting high standards of supervision and greater people to people contacts, thereby contributing to Asia's clean development and building a community with a shared future for mankind.

7. Following the conclusion of the welcoming remarks by the Vice Chairman, National Commission of Supervision of China as host to the AOA meetings, the President of AOA asked the Executive Secretary AOA to proceed with the agenda.

### **Agenda Item No. 2**

#### **Approval of the Agenda of the 26<sup>th</sup> Annual Meeting of the Board of Directors**

8. The Executive Secretary AOA gave a brief overview of the items on the draft agenda before the Board.

9. No objection, observations or comments were received on the draft agenda from the Board members.

#### **Decision:**

*The Board unanimously approved the agenda.*

### **Agenda Item No. 3**

#### **Approval of the minutes of the last (25<sup>th</sup>) BoD Meeting (28 June 2024, Istanbul)**

10. The draft minutes of the 25<sup>th</sup> Meeting of the Board of Directors of the Asian Ombudsman Association, held on 28 June, 2024 at Istanbul (Republic of Türkiye) were circulated by the AOA Secretariat for comments/observations among the Board members on 22 July, 2024. In response, the observations received from the esteemed members were incorporated in the

minutes, and thus, the final minutes were circulated on 09 August 2024. The AOA Secretariat has thereby continued to follow up on various activities during 2024/2025. These minutes were submitted to the 26<sup>th</sup> meeting of the Board for formal confirmation.

**Decision:**

*In the absence of any objection/observations, the minutes of the last (25<sup>th</sup>) Meeting of the Board of Directors were confirmed by the Board. It took note of the effective follow up on various activities by the AOA Secretariat during 2024/25 and concurred to place these minutes before the General Assembly for approval in terms of Article 6(4)(f) of the Bye Laws of the Association.*

**Agenda Item No. 4**

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

11. Pursuant to Article 9(2) of the Bye Laws and Clause 5-5 (i) of the Code of Conduct of Business, the President of AOA presented to the Board his Report on the Activities of the Association for 2024/25.

12. In his Report, the AOA President highlighted series of activities and events undertaken by the AOA members 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 on various themes of professional interest which were organized along with the General Assembly meetings every second year. The other important international events were hosted by member institutions in Uzbekistan, Hong Kong-China, Thailand and Tatarstan during 2024/25. The AOA Secretariat organized five webinars and one online meeting relating to various subject of professional significance.

13. The President referred to the document titled, "Promoting Ombudsmanship: A Catalogue of Activities at the National Level" which was circulated as part of the President's Report and stated that the AOA member institutions were keenly engaged in undertaking activities for realizing their national goals and targets. He further stated that as per the information received from the member institutions, 327 activities were recorded in 2024/25 as compared to 148 during 2023/24. He added that though complete information about activities at the national level was not available in respect of the entire membership, yet the given number reflected the strong commitment of the members to the goals and objectives of the Association.

The President informed the Board that the Secretariat's activities in terms of upgrading the AOA Resource Centre, the issuance of monthly e-Newsletter and alike, were well on track.

**Decision:**

- i. *The Board approved the Report of the President for the year 2024/25 and appreciated the efforts of the President AOA and the Secretariat in carrying out the activities of the Association in an effective and professional manner. It took note of the AOA Secretariat's initiative to prepare on annual basis a useful document titled, "A Catalogue of Activities at the National Level", and requested member institutions to share information with the Secretariat about the activities, special projects, initiatives and professional achievements carried out at the national level for circulation and placement in the AOA Resource Centre.*
- ii. *The Board concurred to place the Report before the General Assembly for approval under Article 6(4)(f) of the Bye Laws.*

**Agenda Item No. 5**

**Approval of the Audited Financial Statement of the AOA Accounts for the year 2024**

14. The Audited Financial Statement for the year 2024 was prepared by M/s W.A. Associates in term of Article 6-5 of the Code of Conduct of Business. The Hon'ble Treasurer Mr. Justice Dr. Zabihullah Khodaeiyan presented the Audited Statement before the Board in terms of Article 8(2) of Bye Laws of the AOA.

**Decision:**

*The Board approved the Audited Statement for the year 2024 and gave its consent to place the same before the General Assembly for approval under Article 6(4)(f) of the Bye Laws of the AOA.*

**Agenda Item No.6**

**Status Report on:**

**i. AOA Resource Centre**

15. The Board was apprised that the upgradation of the AOA Resource Centre was being seriously pursued as an ongoing activity by the AOA Secretariat. The facility is coming up gradually and will serve as a storehouse of information about the growth of ombudsmanship in the region. It shall contain authentic record and documents (online as well as hard copies),

professional journals, reports, research papers, documentaries and alike. The facilities at the Resource Centre would be available on gratis basis to the researchers, institutions and professionals from the AOA members.

16. 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 last 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:**

- i. *The Board took note of the role of the Resource Centre as an instrument for promoting the objectives of the Association and commended the efforts of the AOA Secretariat to pursue its up-gradation;*
- ii. *The Board encouraged the AOA members to actively contribute in the development of the Resource Centre;*
- iii. *Gave its consent to place the matter before the General Assembly in terms of Provision 4-1 of the Code of Conduct of Business of AOA.*

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

17. The Board was informed that the AOA e-Newsletter was being issued on monthly basis since June 2018. It served as an effective mechanism for exchange of information, sharing of experiences and knowledge within the AOA membership. The AOA Secretariat was receiving news items/press releases for inclusion in the e-Newsletter from a good number of institutions. However, greater participation by the member institutions in terms of sharing of news items shall enrich the contents of the e-Newsletter and enhance its impact.

**Decision:**

*The Board appreciated the role of the AOA Secretariat in successfully issuing the e-Newsletter on monthly basis and encouraged the member institutions to regularly provide the necessary material to the Secretariat. It gave its consent to place the progress report before the General Assembly for information and emphasis.*

**iii. Updating e-Profile Directory and the Alumni Directory**

18. The Board was apprised that the AOA Secretariat regularly updates the e-Profile Directory and incorporates changes, if any, regarding the head of institutions, focal persons, addresses and other essential contact details of the concerned organization. It was emphasized that active cooperation from the member institutions was necessary for maintaining an up-to-date record in the e-Profile Directory and Alumni Directory.

**Decision:**

*The Board took note of the status of e-Profile Directory and the Alumni Directory on the AOA website and encouraged the member institutions to regularly provide the requisite information to the AOA Secretariat. It gave its consent to place the matter before the General Assembly for information and emphasis.*

**Agenda Item No.7**

**AOA Calendar of Activities 2025- 2026**

19. The Board of Directors at its last meeting (28 June 2024, Istanbul) 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 during 2024-2025. Accordingly, a large number of activities were successfully undertaken by the member institutions during 2024 and part of 2025. Based on the information received from 19 institutions, as compiled in the “Catalogue of Activities at the National Level”, around 327 events were held in the region during 2024-25 whereas nearly 148 activities took place in 2023-24. This number projected a remarkable upward trend which offered a great promise for strengthening of ombudsmanship in the region.

20. The Board 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 Board 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 other 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 took the floor and 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.

21. The other highlights of 2024-2025 included (i) International Conference on Human Rights – An Important Factor of the Sustainable Development of States marking the 29<sup>th</sup> 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 35<sup>th</sup> 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 30<sup>th</sup> 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 25<sup>th</sup> 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 25<sup>th</sup> Anniversary of the establishment of the Institute of Commissioner for Human Rights in the Republic of Tatarstan (24-25 June, 2025).

22. It was pointed out that as per the decision of the 25<sup>th</sup> 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.

23. The Board 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 30<sup>th</sup> 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 considered the following options:

- i. Designating part of the 27<sup>th</sup> 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 Board 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 annual Calendar of Activities during the remaining months of 2025 and the year 2026;*
- ii. *The Board approved, in principle, the holding of appropriate commemorative activities, at the national level as well as collectively, marking the*

*30<sup>th</sup> anniversary of the establishment of the Asian Ombudsman Association (AOA) in 2026. It was also agreed that the member institution hosting the 27<sup>th</sup> Annual Meeting of the Board of Directors may develop a set of appropriate commemorative activities and share information with the AOA Secretariat for circulation.*

- iii. *The Board gave its consent to place the matter before the General Assembly for its notice in terms of Provision 4-1 of the Code of Conduct of Business of AOA.*

**Agenda Item No.8**

**Consideration of dates and venue of the 27<sup>th</sup> Annual Meeting of the Board of Directors in 2026 and the AOA Meetings in 2027**

24. The 27<sup>th</sup> Annual Meeting of the Board of Directors (BoD) shall be held in 2026 while the AOA meetings of the 28<sup>th</sup> BoD and the 19<sup>th</sup> 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, Office of the Ombudsman of Hong Kong, China vide its letter of 30 July 2025 conveyed its keen interest in hosting the 27<sup>th</sup> Annual Meeting of the BoD in 2026. Proposals for hosting the 28<sup>th</sup> BoD and the 19<sup>th</sup> General Assembly meetings along with international conference in 2027 were awaited.

25. In this regard, Mr. Chan Jick-chi, Jack, the Ombudsman of Hong Kong, China took the floor and reiterated his offer to host the 27<sup>th</sup> Annual Meeting of the Board of Directors in November or December 2026. He also stated that the 30<sup>th</sup> anniversary of the establishment of the Association shall be celebrated in a benefiting manner in 2026 and appropriate programme shall be chalked out for the purpose.

**Decision:**

*The Board welcomed the offer of the Ombudsman of Hong Kong, China to host the 27<sup>th</sup> Annual Meeting of the Board of Directors in 2026 and recommended by acclamation the same to the General Assembly for decision. The matter regarding the AOA meetings in 2027 was forwarded for consideration to the General Assembly.*

**Agenda Item No. 9**

**Any other item**

26. No matter was raised under this item.

**Agenda Item No. 10**

**Vote of thanks**

27. The President AOA thanked the Board of Directors for concluding its work with complete understanding trust and confidence amongst the membership. He invited Ms. Sabina Aliyeva, Commissioner of Human Rights, Republic of Azerbaijan to propose on behalf of the AOA Board, vote of thanks to Mr. FU Kui, Vice Chairman, National Commission of Supervision of China for hosting the 26<sup>th</sup> meeting of the Board meeting at Nanjing. She paid glowing tributes to the host institution, the leadership of the People's Republic of China and its people for extending generous hospitality and making excellent arrangements for the visiting delegations. The Commissioner for Human Rights in the Republic of Azerbaijan appreciated the efforts of the AOA Secretariat in preparing comprehensive documentation for the AOA meetings facilitating the smooth disposal of agenda items before the Board. She congratulated the National Commission of Supervision of China and its able staff for their hard work in successfully organizing the Board meeting.

28. The President of AOA closed the 26<sup>th</sup> Annual Meeting of the Board of Directors by reiterating commitment to Article 5 (6)(d) of AOA Bye Laws which called upon all members "to do everything in their power to promote the aims of the Association and to observe its statutes and resolutions".

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