

OFFICE OF THE OMBUDSMAN

Outcome	Output	Specific Activity	Indicator	Baseline (1.6.2025)	Annual Target (31.5.2026)	Current Budget (EURO)	Planned Quarter(s)	Means of Verification for the achievement of the target values
Outcome 1. Enhance effectiveness and legal coordination frameworks of the key justice institutions.	Output 1.1: Improved knowledge, gender-balance skills and capacities of the key justice institutions. (Improved institutional Capacity to facilitate investigation/grievance redress)	Investigation/grievance redress mechanism/Alternative complaints resolution trainings for 80 members of staff	% of trained staff who score ≥70% on post-training evaluation on grievance redress mechanisms by November 2025	Staff not capacitated in grievance redress mechanisms in the first year	90% of staff demonstrate ≥70% proficiency in grievance redress mechanisms	11,734.71	Q1	Pre/post evaluation tests, training reports
		Procurement of 1 motor vehicle to facilitate implementation	% of investigated complaints resolved within a 60 day period of their receipt due to improved operational capacity	67% of investigated complaints resolved by May 2025	70% of investigated complaints resolved within a 60 day period of their receipt by May	14,300.00	Q1	Case Management system/complaints database
	Output 1.4: Improved mechanisms and frameworks for enhanced accountability in justice institutions (Enhanced resolution of maladministration complaints).	Conduct 3 On-spot Investigations, Tripartite meetings and complaints follow ups	Backlog clearance rate for maladministration complaints in targeted regions/districts each quarter	5% of backlogged complaints investigated by May 2025	32% of backlogged complaints investigated by May 2026	22,500.00	Q1, Q2, Q4	Case Management system/complaints database (where a dashboard can be integrated including opening and closure rate per quarter)
			% of maladministration complaints resolved within a 60 day period of their receipt by May 2026	67% of maladministration complaints resolved by May 2025, however timeliness of complaint handling not tracked	70% maladministration complaints resolved within a 60 day period of their receipt by May 2026			
			% of follow-up actions from tripartite meetings implemented within 30 days each quarter	86% of follow-up actions from tripartite meetings implemented by March 2025, however, timeliness of action not tracked	90% of follow-up actions from tripartite meetings implemented by MDAs within 30 days each quarter			Quarterly updates and annual reports (using tripartite meeting action tracking/followup systems if any)
			# of systemic issues identified and addressed through complaint follow-up with MDAs	TDB - Systemic issues with compliance not actively document	2 of systemic issues identified and addressed through complaint follow-up with MDAs			Issue Log
			% of complainants satisfied with the resolution process following on-spot or tripartite interventions by May 2026	TDB - Complainant Feedback on resolution of maladministration complaints not integrated in operational planning	70% of complainants satisfied with the resolution process following on-spot or tripartite interventions by May 2026			satisfaction surveys, Post-resolution feedback forms
		Conduct 1 annual project performance review workshops to improve performance tracking and data-driven decision making on maladministration case handling	% of performance review recommendations implemented within 3 months of each annual performance review workshop by May 2026	limited data-driven decision making and performance tracking in the first year of implementation	70% of performance review recommendations implemented within 3 months of each annual performance review workshop by May 2026	15,000.00	Q4	Quarterly updates, Issue Log, and annual reports
			Conduct 1 Public Inquiry and 50 Determination Writing sessions	% of determinations from public inquiries implemented by concerned MDAs within 90 days of issuance by November 2025	TBD - 86% of determinations implemented however case tracking remained weak	10,000.00	Q2	Case Tracking Systems, Case Status Reports (utilising correspondences with MDAs and implementation trackers),

	% of public inquiries resulting in legal, policy or administrative reforms by May 2026	TBD - contribution of public inquiries to legal, policy, or administration reforms not tracked	100% of determinations inform legal, policy or administrative reforms by May 2026			Legislative Amendments, Public Policies (that reference equities), Report and Draft Bills on Ombudsman Act
Hold 1 Interface meetings with 30 Ministries/Departments/Agencies (MDAs) on the Ombudsman's determinations, resolutions and functions.	% of Ombudsman determinations acted upon by MDAs within 90 days of issuance by May 2026	TBD - 86% of determinations implemented however case tracking remained weak	60% of determinations implemented within 90 days of issuance by May 2026	1,069.83	Q2	Case tracking system, Formal MDA reports/Correspondence, Onsite verification reports
% of MDAs demonstrating compliance with corrective actions following interface sessions by May 2026	TBD - Weak follow-up and case tracking	90% of MDAs demonstrating compliance with corrective actions following interface sessions by May 2026				Case Management system/complaints database (where a compliance dashboard can be integrated)
Conduct 1 Parliamentary and Ombudsman Determination and resolutions enforcement session	% of Ombudsman resolutions enforced through formal Parliamentary mechanisms by May 2026.	Parliamentary action in enforcement of determinations not tracked	75% of Ombudsman resolutions reviewed, documented, and enforced through formal Parliamentary mechanisms by May 2026.	5,000.00	Q1	Legal Affairs/ Public Appointments Committee Meetings, Hansard reports, and Official Correspondence with Parliament
Conduct 1 Systemic investigations	# of research reports on systemic maladministration issues completed, peer-reviewed, and disseminated by November 2025	No systematic documentation of systemic maladministration issues	1 research report on systemic maladministration issues completed, peer-reviewed, and disseminated by November 2025	13,750.00	Q2	Final research report; Dissemination event report
Conduct 1 Administrative justice, ethics, integrity and maladministration active research	# of research reports on Administrative justice, ethics, integrity and maladministration completed, peer-reviewed, and disseminated by November 2025	No research agenda on administrative justice, ethics, integrity and maladministration issues	1 reports highlighting Administrative justice, ethics, integrity and maladministration issues disseminated	6,250.00	Q1-Q2	Final research report; Dissemination event report
Conduct 2 training sessions for 150 staff members from 30 MDAs in internal complaints redress mechanisms, and integrity	# of MDAs have ≥80% of trained staff demonstrating ≥70% proficiency in internal grievance redress mechanisms by November 2025	MDAs rely on public service regulation act however do not have defined CHM mechanisms	≥27 MDAs have ≥80% of trained staff demonstrating ≥70% proficiency in internal grievance redress mechanisms by November 2025	10,500.00	Q1	pre/post evaluation tests
	% of MDAs develop internal complaint handling mechanisms by May 2026		50% of MDAs develop own internal CHM mechanisms			MDA Policy Documents
	% of employees in targeted MDA satisfied with internal complaint handling mechanisms by May 2026		60% of MDA staff express satisfaction with internal CHM			CHM reports, Feedback surveys
Conduct 1 litigation of Determinations and Directives review	% of litigated determinations upheld by courts by May 2026	100% of challenged ombudsman decisions and determinations upheld by the court	100% of challenged ombudsman decisions and determinations upheld by the court	6,250.00	Q2	Court Rulings, Legal Reform Briefs (preferably each quarter)

Outcome 2: Improve access to justice for all, especially for the population living in the most vulnerable situations and women	Output 2.3: Improved legal awareness and education among those living in the most vulnerable situations. (Increased public awareness of OoO services)	Develop and disseminate 4101 IEC materials to communities	# of legal precedents (or policies) set from determinations defended in court by May 2026	No formal advocacy or tracking of legal precedents from determinations	1 of legal precedents (or policies) set from determinations defended in court by May 2026	Legal Reform Briefs (preferably each quarter), Annual Law revision Order
			% of jointly resolved issues successfully implemented without being challenged by May 2026	TBD	80% of jointly resolved issues successfully implemented without being challenged by May 2026	
			# of people exposed to messages on rights of victims through community sensitization sessions, media, or IEC materials by november 2025	520 people exposed to messages on rights of victims through community sensitization sessions, media, or IEC materials by november 2025	8531 people exposed to messages on rights of the victims through community sensitization sessions, media, or IEC materials by november 2025	
			% of people recall ≥ 3 key messages on redress mechanisms post-IEC dissemination by November 2026	Community feedback not integrated in activity planning	50% of people recall ≥ 3 key messages on redress mechanisms post-IEC dissemination by November 2026	
			% of grievances resolved at community level through mobile Ombudsman clinics within a 90 day period of intake	78% of grievances received through ombudsman clinics resolved within a 90 day period of intake	80% of grievances received through ombudsman clinics resolved within a 90 day period of intake	
	Conduct 3 Mobile Ombudsman Accountability Clinics among 42 local governance structures and 2,500,000 community members		% of ombudsman clinic participants who recall ≥ 3 key messages on administrative justice rights and ombudsman functions by May 2026	TBD - 40% reached with testing of knowledge transfer not integrated in accountability clinic planning	60% % of ombudsman clinic participants who recall ≥ 3 key messages on administrative justice rights and ombudsman functions by May 2026	Mobile clinic registers/field reports
			% of citizen express satisfaction with grievance redress mechanisms in targeted districts by May 2026	No feedback mechanisms integrated in accountability clinics planning	60% of citizens in targeted districts express satisfaction with grievance redress mechanisms by May 2026	
Total		216,604.54				
Partner Institution		Office of the Ombudsman				
Name and Signature		ALINWE MATUNGA				
Date		09/09/2025				
Supervisor		Ministry of Justice				
Name and Signature		A. M. S. S. S.				
Date						