

## INTERNATIONAL OMBUDSMAN INSTITUTE

### Board of Directors Meeting

10 – 14 May 2026 (Willemstad, Curaçao)

### Summary of Decisions

#### **Present were:**

#### **Executive Committee**

<i>President:</i>	Ms. Nadine Mailloux (Canada)
<i>Second Vice-President:</i>	Ms. Kholeka Gcaleka (South Africa)
<i>Treasurer:</i>	Ms. Caroline Sokoni (Zambia)
<i>Secretary General:</i>	Mr. Bernhard Achitz (Austria)
<i>RP<sup>1</sup> Caribbean &amp; Latin America:</i>	Mr. Keursly Concincion (Curaçao)
<i>RP Europe:</i>	Mr. Reinier Van Zutphen (The Netherlands)

#### **RPs & Directors**

<i>RP Africa:</i>	Mr. George Robert (Seychelles)
<i>Africa:</i>	Ms. Grace Malera (Malawi)
<i>Asia:</i>	Mr. Sohail Rajput (Pakistan)
<i>Caribbean &amp; Latin America:</i>	Ms. Jurima Bryson (Aruba)
	Ms. Gwendolien Mossel (Sint Maarten)
<i>Europe:</i>	Mr. Joseph Zammit McKeon (Malta)
<i>North America:</i>	Ms. Sandy Hermiston (Canada)

#### **Non-attendance / Apologies:**

<i>First Vice-President:</i>	Ms. Ayesha Hamid (Pakistan)
<i>RP Asia:</i>	Mr. Songsak Saicheua (Thailand)
<i>RP Australasia &amp; Pacific:</i>	Ms. Niki Rattle (Cook Islands)
<i>Australasia &amp; Pacific:</i>	Mr. Iain Anderson (Australia)
	Mr. Jack Chan (Hong Kong)
<i>Europe:</i>	Mr. Marino Fardelli (Italy)
	Mr. Dmytro Lubinets (Ukraine)
	Ms. Maria Stylianou-Lottides (Cyprus)

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<sup>1</sup> RP = Regional President

## **IOI General Secretariat**

Ms. Ulrike Grieshofer, IOI Executive Director, Head of IOI General Secretariat

Ms. Karin Wagenbauer, Project Management, IOI General Secretariat

## **Accompanying Staff**

Ms. Rozeline Boekhoudt (Office of the Ombudsman, Aruba)

Mr. Paul Borg (Office of the Ombudsman, Malta)

Mr. Jurgen Cassar (Office of the Ombudsman, Malta)

Mr. Chishala Kawesha (Office of the Public Protector, Zambia)

Ms. Prince Charles (Office of the Public Protector, South Africa)

Mr. Alinafe Malunga (Office of the Ombudsman, Malawi)

Mr. Raymond Mathilda (Office of the Ombudsman, Curaçao)

Mr. Stephan Sjouke (Office of the National Ombudsman, The Netherlands)

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During the annual meeting of the IOI Board of Directors, held in Willemstad (Curaçao) from 10 – 14 May 2026, the Board took decisions as outlined in this document.

## **OPENING OF THE MEETING**

1. President Mailloux formally opened the meeting and welcomed all the Directors present. She extended a warm welcome to the newly elected members of the Board – namely Ms. Bryson, Ms. Hermiston, Mr. Rajput, and Mr. Robert – and expressed the Board's gratitude to the Office of the Ombudsman of Curaçao, for hosting this meeting in Willemstad and for organizing the event so successfully. The President invited all the Directors present to introduce themselves in a short round of introduction.
2. Out of 22 Directors, 12 were present at the Curaçao meeting. Pursuant to Article 14.6 of the IOI By-laws, the meeting was thus quorate.
3. The Board approved the agenda for the meeting, that the meeting will be recorded, and the list of participants. The Board further approved the Summary of Decisions of the previous meetings in Rabat (May 2025) as circulated prior to the Curaçao meeting and approved English as the working language of the meeting.

## REPORTS

4. In her report to the Board, **IOI President** Nadine Mailloux underlined that the IOI was more than a place for members to meet, but also a practical ally and a credible voice for Ombudsman around the world. She briefly referred to her upcoming attendance at the UN High-level Panel and her plans to highlight the role of independent Ombudsman institutions and the IOI's efforts to give greater practical meaning to the Venice Principles. She further declared that in her presidency she would like to see the IOI further evolve as a dynamic and forward-looking organization that speaks with international authority and stands behind its members when they need support. The Board acknowledged the President's report.
5. **IOI Secretary General** (SG) Bernhard Achitz briefly referred to his written report, which was circulated prior to the meeting and will form the basis of the IOI Annual Report 2025/2026, as usual. Considering that many newly elected Directors attended a meeting of the Board for the first time, he took the opportunity of his report to give a more general overview of the main work carried out by the General Secretariat in Vienna on a daily basis and confirmed that all costs related to the staff and infrastructure of the General Secretariat are covered by the Austrian budget and not membership fees. He also thanked Ms. Mailloux for taking on the responsible task as the President of the institution and ensured her the full support of the Secretariat. The Board acknowledged the Secretary General's report.

## MEMBERSHIP APPLICATIONS

6. The Board followed a recommendation from the Executive Committee and approved Voting membership for the office of the **Regional Ombudsman for the Autonomous Province of Trento (Italy)**, as the institution fulfils all the requirements laid down in Article 6(2) of the IOI By-laws (read in conjunction with Article 2).
7. The Board followed a recommendation from the Executive Committee and approved (non-voting) membership for the **Department of National Defence and Canadian Armed Forces Ombudsman (Canada)**, as the institution did not fulfil all the requirements laid down in Article 6(2) of the IOI By-laws.
8. The Board followed a recommendation from the Executive Committee and approved (non-voting) membership to the office of the **Federal Ombudsperson for Protection Against Harassment of Women at the Workplace (FOSPAH) of Pakistan**. Taking into account that the position of the Asian RP was vacant until recently, the Board agreed to

review the application when a recommendation could be sought from the RP, to see if the institution might be eligible for Voting membership.

9. The Board endorsed a recommendation from the IOI's Standing By-laws Committee and agreed to keep the category of **non-voting membership for individuals**.
10. The Board further adopted the criteria for this membership category as developed by the Standing By-laws Committee and revised by the ExCom. Based on these new criteria eligible are former incumbents (Chief Ombudsman and deputies alike) of IOI member institutions as well as Ombudsman institutions of partner organizations the IOI has cooperation agreements with, provided they confirm that they uphold the values and principles of the IOI and that their current position/line of work is compatible with these values and principles. Also eligible are scholars and academics who mainly work in the field of Ombudsman-related research and who are actively affiliated with a university or academic institution.
11. The Board granted non-voting individual membership to **Mr. Mader (Germany)** and **Mr. Janković (Serbia)**, as they both fulfil the newly adopted criteria.
12. The Board agreed to postpone a decision on the application of **Mr. Cupti de Medeiros Junior** to seek input from the RP as to whether he would fulfil the newly adopted criteria for non-voting individual membership.
13. The Board declined the application of **Ms. Shabnam Pari Bhutto** as she does not fulfil the newly adopted criteria for this membership category.
14. The Board awarded **IOI Honorary Life Membership** to Mr. Peter Boshier, former RP of the Australasian & Pacific Region and Vice-President of the IOI, in recognition of the exceptional contributions he has made to the IOI and its members.

## FINANCES

15. IOI Treasurer Caroline Sokoni presented the IOI's budget, assets, revenues and liabilities to the Board, confirming that the IOI's financial status remains sound and healthy. The Board acknowledged the report from the Treasurer.
16. The Treasurer gave a brief summary of the **audit report 2024/2025**, i.e. the previous membership year, underlining that the IOI recorded all significant transactions properly, used its fundings according to the by-laws and did not have any unusual income or expenditure. The Board approved the audit report 2024/2025.

17. Regarding the situation of **prolonged non-payment of membership fees**, the Board was informed about the discussion of the working group on this matter, which consisted of the Treasurer, the SG and the RPs.
18. African Region: RP George Robert reported on the outreach he did in his region, which has resulted in more awareness among members and intentions to look into missing payments. He therefore requested that the period for members to pay their outstanding fees be further extended and the Board agreed to extend the period until June 2027.
19. Asian Region: In absence of an RP, Mr. Rajput also requested an extended period (i.e. until June 2027) for the new RP to have a closer look at Asian members with long arrears and see if they might be able to settle their outstanding payments within that time.
20. Australasia & Pacific Region: The region does not have any members with longer arrears in their fee payments.
21. Caribbean & Latin America: RP Keursly Concincion confirmed that all institutions with outstanding payments of the past five years can be removed from IOI membership. This includes the Ombudsman institutions of the Province of Chaco, the Province of Córdoba, the Province of Jujuy, the City of Posadas, the City of Río Cuarto, the City of Villa Maria (all Argentina), as well as the Procuradoria Federal dos Direitos do Cidadão (Brazil) and the Human Rights Commission of Quintana Roo (Mexico).
22. European Region: RP van Zutphen confirmed that the memberships of the City of Athens Ombudsman (Greece), the Regional Ombudsman of Lombardia (Italy), and the Protector of Citizens – Ombudsman – of the Autonomous Province of Vojvodina (Serbia) can be cancelled as they all missed the fee payments of the past five membership years. He requested the extended deadline (i.e. June 2027) to give the office of the Sindicatura de Greuges de l'Hospitalet de Llobregat (Spain) a chance to settle the outstanding payments of the last three years.
23. North American Region: The region does not have any members with longer arrears in their fee payments.
24. The Board noted an explanation from the SG that the **fixed term deposit account** – which the Board approved at its 2025 meeting – could not yet be opened due to the change in the IOI presidency. Once the necessary administrative steps have been concluded with *UniCredit Bank Austria AG*, the Secretariat will open up a fixed term deposit account with a commitment period without withdrawal option of one year and transfer 200,000.00 EUR into this account with a view to earn interests.

25. The Board approved that the budget item on travel funds for members' participation in the 2024 World Conference, which still holds an amount of 19,031.00 EUR, is dissolved and that the amount returns to the IOI's general budget.

## REGIONAL SUBSIDIES

26. The Board agreed to continue the **Regional Subsidy in 2026/2027** and approved a total amount of 60,000.00 EUR for this purpose, to be distributed equally among the six IOI Regions (i.e. 10,000.00 EUR per region). The General Secretariat will issue a call as usual, inviting members to submit project proposals. The Board further endorsed a suggestion to allow applications for regional subsidies at a later stage in the membership year and after the given deadline, in case the respective region has not used all of the money allotted to it. Furthermore, the Board agreed that the regional subsidies programme should be advertised in a manner that makes it easier for members to understand the regional subsidies process and requirements (e.g. by way of an online webinar).

## HOST OF 14<sup>TH</sup> IOI WORLD CONFERENCE

27. Following a second call for proposals to host the 14<sup>th</sup> IOI World Conference and General Assembly in 2028 – the year which also coincides with the 50<sup>th</sup> anniversary of the IOI – the IOI received a project proposal from the following three member institutions: the Commission on Administrative Justice (Ombudsman) of Kenya; the Commissioner for Administration and Protection of Human Rights (Ombudsman) of Cyprus; and the Ombudsman of the Canary Islands (Spain).

28. All three applications were brought to the Board's attention prior to the Curaçao meeting with a chance to direct questions at the candidate institutions if more information was required. None of the Board members posed any further questions on the three proposals and they were put to a vote at the Curaçao meeting of the Board.

29. Following a brief discussion, a secret ballot was carried out at the Curaçao meeting of the Board with the SG acting as the returning officer with the support of IOI Executive Director Uli Grieshofer and Stephan Sjouke as witnesses. The candidate from Cyprus received one (1) vote, the candidate from Kenya received two (2) votes, and the candidate from Spain received nine (9) votes. As a consequence, the office of the Ombudsman of the Canary Islands (Spain) was elected as the host of the 14<sup>th</sup> IOI World Conference and General Assembly in 2028.

30. Pursuant to Article 11.1(d) of the IOI By-laws, the Ombudsman of the Canary Islands will be a member of the IOI Board of Directors until the conference is held in 2028.
31. The Board endorsed a recommendation by the SG not to change the existing criteria and list of requirements for hosting an IOI World Conference and General Assembly at the moment and agreed that this should rather be discussed by the members of the Board in charge closer to the 2032 event.

## COMMITTEES AND WORKING GROUPS

32. Executive Director Grieshofer gave a brief report about the work and meetings of the IOI's **STANDING BY-LAWS COMMITTEE** on behalf of the Committee's Chair, Ombudsman Jack Chan, who was not present in Curaçao. She re-iterated the fact that this Committee so far only consists of members of the APOR, Asian and European Region and invited members from the other regions to join as well, underlining that this must not necessarily be Board members, but could also be Voting members in good standing interested in contributing to the matters discussed in this committee.
33. Ms. Grieshofer reminded the Board of the proposals for by-laws amendments developed by the previous committee and presented to the General Assembly (GA) in The Hague in 2024. While the indicative vote at the GA showed clear support for these amendments, they could – unfortunately – not be adopted since the GA in The Hague was not quorate. The respective amendments of **Articles 7, 9, 10 and 17** will thus be presented to the next GA in 2028 for adoption.
34. First proposed amendments from the Standing By-laws Committee concern **Article 14.3** and the fact that only Voting members in good standing should be counted to the quorum for GAs, as well as **Article 14.4** and the clarification that proxy voting by designated staff only applies to GA meetings (not meetings of the ExCom or Board). Furthermore, a minor addition to **Article 21.5** to provide that the audit of the IOI's finances could be done by hiring one auditing firm, rather than two auditors from the IOI's membership. This also to clarify and reflect the common practice.
35. The Board briefly discussed the issue of **proxy voting** and if this should be broadened to proxy at GAs by Ombudsman colleagues from another institution and proxy by designated staff at Board meetings. First concerns were voiced, especially regarding the quorum at GAs, which depends on the number of member institutions present. The Board agreed to entrust the Standing By-laws Committee with looking into possible ways to approach this in the future and to present its views and solutions to the Board for further deliberation.

36. Ms. Grieshofer reported that the Committee also discussed a proposal to disclose the minutes of Board meetings to the wider IOI membership. The common practice of the IOI is to have full transcripts of Board meetings for documentation purposes only and Summaries of Decisions that are shared with the Board and translated into French and Spanish after each meeting. The Board agreed that the **Summary of Decisions of Board meetings** can be shared with the IOI membership in the password protected member area of the IOI website.
37. Finally, Ms. Grieshofer informed that Board that the Standing By-laws Committee will also look into the **provisions of electing the IOI Officers** (i.e. the President, the two Vice-Presidents and the Treasurer) to further clarify and facilitate the process before elections need to be held again in 2028. The Committee will present a proposal to the Board at its next meeting in Vienna in 2027.
38. The Vice-Chair of the **UNIC WORKING GROUP**, Mr. Sohail Rajput, briefly informed the Board about the progress made by the group on the different priorities identified for the working period 2024-2028. He referred to the signed MoU with UNITAR and a first proposal for the UNITAR training, as well as the upcoming High-level Panel organized by the Office of the President of the UN General Assembly in New York on 18 May 2026, at which the IOI will be represented by its President. He also reported that good progress is being made regarding the cooperation with the Venice Commission and a possible relaunch of the Venice Principles. This specific project also provides for a meeting between the IOI President and the Venice Commission in December 2026. No progress could be made so far regarding the renewal of an MoU with GANHRI due to unforeseen internal issues at GANHRI. First contacts are to be made with the Secretary General of OECD soon, to look into possible ways of cooperation. Mr. Rajput concluded by referring to the UN Resolution on Ombudsman, which will be tabled at the UN General Assembly again this year (presumably in December) and invited the Board to send ideas for amendments to the Secretariat, so the UNIC Working Group can take them into consideration. The Board acknowledged the progress report and thanked the UNIC Working Group for its efforts.
39. Regarding a possible IOI side-event at the UN's annual **High-Level Political Forum (HLPF)**, the Board endorsed the working group's approach to focus on the IOI's attendance at the HLP 2026 and look into organizing a side-event at the HLPF next year. The responsible coordinator of the relevant UNIC sub-group will take the lead in organizing a Permanent Mission able to serve as host for the event.
40. RP van Zutphen briefly summarized the work of the **TRAVEL POLICY WORKING GROUP**, and presented the final draft of a revised travel policy. He pointed out the most important

additions, such as a request to inform the Secretariat about attendance at international events to ensure better coordination of IOI representation in case the President is not able to do so. He also underlined that the new policy did not apply to IOI meetings, such as General Assemblies, or meetings of the Board or ExCom, but only to other international events and that they serve as a last back-up plan in case Directors, who are travelling to represent the IOI, are not able to pay for these travels themselves. He also clarified that this policy will apply to all Board members, including the SG. Regarding the provisions for funding airfares (i.e. lowest possible economy airfare), the Board agreed that upgrades paid by the person travelling with their own money (i.e. not by their offices) will be possible. The Board approved the revised IOI Travel Policy and agreed to publish it on the IOI Website and thanked the Working Group for its efforts work.

41. IOI Executive Director Grieshofer informed the Board about the progress of the **ETHICS CODE WORKING GROUP** and presented a draft, which was tabled at the Curaçao meeting. She briefly explained the approach taken by the group and that the overall wording was changed to 'shall'. Furthermore, the heading of the document now read 'guide' rather than 'code'. A consultation phase among the wider IOI membership has brought a lot of feedback and showed a high interest among the members. The group decided to add a preamble to the document, to make it more readable and give a clear commitment on the seven principles right at the beginning. The ongoing document elaborates in more details on each of these principles. The Board approved the Guide to the Ethical Principles of Ombudspersons and their Staff Members and thanked the Working Group for its efforts and work.

42. On behalf of the **EDITORIAL BOARD**, RP Concincion presented the final draft of Editorial Guidelines for IOI Public Communications, which were circulated prior to the meeting. He explained that these guidelines are to facilitate IOI communication to the broader membership and underlined that they do not replace existing procedures, but rather complement them. They apply to all channels of communication and call for the establishment of an Editorial Board. They foresee a fast-track procedure when immediate responses are necessary and give the Secretariat certain discretion for more general communications and when to involve the Editorial Board. They request disclaimers for member-contributed content to the IOI Website, to shield the IOI from any misinterpretation. He concluded explaining that the guidelines include an evaluation clause, i.e. two years after going into force, they will have to be assessed against any need for amendments or changes. The Board approved the Editorial Guidelines for IOI Public Communications and thanked the Editorial Board for its efforts and work.

43. The Board discussed a proposal from the Ombudsman and State Comptroller of Israel to establish an **AI WORKING GROUP**. The Board agreed that this was a very topical issue and that such a group should not only look into how Ombudsman use AI, but also consider the use of AI by public administration. The Secretariat will issue a call for members interested to join such a working group (incumbents and staff alike) and the group will be asked to elect its chair and to set its own agenda. The Board agreed to establish such an AI Working Group according to the IOI's principles and common practice.

## DECISION WITHOUT MEETINGS

44. The Secretary General explained that the process of making decisions without meeting according to Article 17 of the IOI By-laws can be very time consuming and that the Board is therefore requested again to give a general consent so that Article 17 decisions will only need a simple majority on the matter itself. Since the necessary two-thirds majority for such a general consent was not present in Curaçao, the Board agreed that a general consent will be obtained from the entire Board by electronic means (i.e. by way of the next Article 17 decision), similar to the approach used last year.

45. The President once again reminded all Directors to respond swiftly to the General Secretariat as this is essential for the Secretariat to move things forward.

## OMBUDSMAN UNDER THREAT

46. The SG informed the Board that the UNIC Working Group had asked ExCom if the current Guidelines to Support Ombudsman under Threat need updating. The ExCom discussed this in one of its online meetings and did not see immediate need to change these guidelines. The Board endorsed the ExCom's opinion and approach in this matter.

## TRAINING

47. SG Achitz informed the Board about the possibility to continue the webinar cooperation with the **African Ombudsman Research Centre (AORC)** in 2026/2027. This will involve proposing IOI speakers for the webinar topics circulated prior to the meeting and covering the costs for the Spanish interpretation during these webinars. The Board agreed to continue the webinar cooperation with AORC and approved the list of topics as circulated prior to the meeting. The Board also approved a maximum amount of 2,160.00 EUR to fund Spanish interpretation for up to eight webinars.

48. The Board discussed the proposal submitted by the Office of the Chancellor of Justice for an advanced level **AI Workshop in Estonia**. The workshop will be held in Tallinn in autumn 2027 for a maximum of 25 participants. It is a follow-up workshop that will give particular attention to high-impact AI systems in specifically sensitive areas that directly affect individuals' rights and entitlements. The Board approved to support the AI Workshop with a maximum amount of 30,000.00 EUR and to earmark an additional 5,000.00 EUR for scholarships to fund the travel and/or accommodation costs for members with limited financial resources.
49. SG Achitz explained that efforts have been made to offer an **Anti-Corruption Training** by **IACA** (International Anti-Corruption Academy) to members in the African Region. IACA is very interested in this cooperation and could offer training on various topics and draw on experts familiar with the African context. The training would be in-person for a maximum of 35 – 40 participants and a possible date around March 2027. AORC indicated interest in joining this initiative and may be able to fund the travel and accommodation costs for participants and IOI would cover the costs for the trainers. The Board agreed to pursue this Anti-corruption training and entrusted the Secretariat with further negotiating the details with IACA, AORC and the host institution (still to be identified). The Secretariat will report back to the Board as soon as more details are available to get the Board's final approval (especially on the overall costs).
50. At its meeting in Rabat (May 2025), the Board agreed to continue negotiations to offer a **UNITAR training on SDGs** to its members and approved a maximum amount of 30,000.00 EUR for this project. A first proposal from UNITAR looks into online formats for a max. of 30 participants to still ensure a practical approach and active exchange. A possible date could be around November 2026 and different time zones could be accommodated as well. The content was slightly adapted to include a look forward, taking into account that the 2030 agenda is approaching. UNITAR proposed two options spanning either over 3 or over 5 weeks with one half-day of training held each week. The Board agreed that the 5-half-days option is more feasible as it would allow discussing the topics more in-depth, while at the same time remaining within the amount earmarked for this training. The Board requested that members need to be informed well in advance, so they can make the necessary arrangements for staff to attend this training over such a considerable period of time. Furthermore, the Board asked the Secretariat to look into expanding the maximum number of participants.

51. SG Achitz informed the Board about a proposal from the Queen Margaret University to offer a classical **QMU training** on Complaints Handling Techniques to IOI members. This would include 2.5 days of in-person training for up to 30 participants to be facilitated by two experienced trainers from QMU. A host institution would still need to be found for such training and the IOI Secretariat could step in and host the training in Vienna, if need be. While this training should be accessible to participants from all regions, the training content is directed towards newly appointed Ombudsman or newly admitted staff with few experiences in Ombudsman investigations. The Board asked the Secretariat to reach out to the RPs to see if there is need for this specific training in the region and – in case there is – if a member institution would be available to host such training.
52. The Board discussed the possibility of offering an IOI 'in-house' training on Ombudsmanship and complaints handling and investigation techniques as a standing training offer, considering that it could tap into the vast pool of knowledge and expertise of its current members and former Ombudsman colleagues.

## IOI PROJECTS

53. President Mailloux informed the Board about the work of the European Region to renew the relations with the Council of Europe's Venice Commission and its efforts to relaunch the **Venice Principles**. As the only global organization for Ombudsman worldwide, it is the IOI's goal to make the Venice Principles more universal and to occupy the space of expertise between Ombudsman and these principles. This will provide a benefit to IOI members, as it would help Ombudsman around the world apply and align with the Venice Principles, i.e. assess themselves against these principles and see where they stand and how they could improve. The Board endorsed the approach to request interpretative statements from the Venice Commission on the most important principles and to move forward with a project on the IOI's role in supportive alignment of Ombudsman with the Venice Principles and helping members to rise towards these recognized standards. As a first step, President Mailloux will address the matter at the upcoming HLP 2026 in New York, which has a specific focus on the Venice Principles.
54. The Ombudsman and State Comptroller of Israel submitted a proposal for a closer cooperation between **Ombudsman and Supreme Audit institutions (SAIs)**, taking into account the close and natural linkage between their respective functions and the topics, challenges and values they share, such as accountability, transparency and good governance. As current President of the European Organization of Supreme Audit Institutions (EUROSAI), the colleagues from Israel would be available to take the lead in

initiating lectures and peer exchange between Ombudsman and SAIs. The Board appreciated the initiative of the Ombudsman of Israel. However, the Board agreed that, given the fact that no other IOI member has this dual function, priority should be given to numerous cooperation projects currently running.

55. A survey carried out among the wider IOI membership showed that members perceive the establishment of an **International Ombuds Day** as a clear and unified message about the values of independent oversight and an opportunity to reinforce international standards, encourage collaboration, increase visibility, and enhance public knowledge and trust. The Board agreed that the UNIC Working Group should look into the possibility of establishing such an International Ombuds Day within the system of the UN and report back to the Board on any progress made at its next meeting.

## IOI PUBLICATIONS

56. In relation to the IOI's series of **Best Practice Paper**, the Board discussed a paper submitted by the Office of the **Indonesian Ombudsman**, which deals with the office's internal quality management procedure. The Board agreed that – while the paper itself is an interesting read – the topic as such is very specific to the Indonesian process and thus not a topic to be included in the BPP series. The IOI will, however, be happy to share the Indonesian paper with the wider IOI membership through the IOI Newsletter.

57. At its meeting in Rabat (May 2025), the Board approved the topic for a **Best Practice Paper** from the Office of the **Ombudsman of Barcelona** (Spain) on the implementation of a reparation commission. The final version of this paper was approved by the Board to be published on the IOI website.

58. The Board endorsed the new approach and layout for the **IOI Annual Report**, which intends to make the report shorter and more reader-friendly, as well as link the IOI's activities and projects more clearly to the IOI's strategic goals. The Board furthermore agree to implement a strict page limit for the reports from the regions and asked the Secretariat for guidance on how to write the regional reports (in terms of structure, layout and content).

59. The Board acknowledged a progress report from Second Vice-President Kholeka Gcaleka regarding the **African Comparative Study**, which is now carried out by the African Ombudsman Research Centre (AORC). The region is currently in the process of updating

the collected information from Ombudsman in the region and will utilize the next in-person event to finalize this phase of the process.

## REPORTS FROM THE REGIONS

60. The RPs of Africa, Asia, the Caribbean & Latin America, Europe and North America presented the most important developments, projects and achievements from their respective regions with written reports, which were circulated prior to the meeting.

## NEXT MEETING OF THE BOARD

61. In Rabat the Board had already agreed to hold its 2027 meeting in Vienna. SG Achitz informed the Board that the Austrian Ombudsman Board is looking forward to welcoming all Directors in Vienna. The Board agreed to hold its **next meeting** in **Vienna** from **9 to 13 May 2027**.

### ANNEX: Financial Summary

APPROVED PROJECTS	expenditures in EUR
Regional subsidies 2026/2027	60,000.00
Spanish interpretation for webinar cooperation with African Ombudsman Research Centre (AORC)	2,160.00
AI Workshop Estonia	35,000.00
<b>TOTAL (if max. amounts apply)</b>	<b>97,160.00</b>

RETURN TO GENERAL BUDGET	return in EUR
Funding not claimed to for 2024 World Conference	19,031.00
<b>TOTAL (if max. amounts apply)</b>	<b>19,031.00</b>