



COVER STORY

Ombudsman Punjab hosts International Internship Programme 2026

The Office of the Ombudsman Punjab successfully hosted its 5-day International Internship Programme from April 27 to May 1, 2026 (Session-I) and May 11 to May 15, 2026 (Session-II), marking a significant step towards fostering international cooperation and knowledge exchange within the global ombudsman community.



Mr. Darren Carr (Office of the City Ombudsman, Cape Town), sharing a joyful moment with fellow interns



Ms. Sheila Carolina Sempa (Supervisor of the Complaint Management Desk, Uganda), receiving the participation certificate from Ms. Ayesha Hamid (Ombudsman Punjab)



Mr. Kaiser Saleem (Secretary, Office of the Ombudsman Punjab), sharing his views during the opening ceremony of the International Internship Programme 2026



In-frame (front sitting) Mr. Ahmad Yar Khan (Advisor Research), Ms. Dur-e-Shehwar (Director Admin & Finance), Ms. Ayesha Hamid (Ombudsman Punjab), Ms. Sheila Caroline Sempa (Supervisor of the Complaint Management Desk at the Inspectorate of Government (IG), Uganda) and Mr. Sami Ullah (Advisor F&P/ITID) (backside) Senior Officers and staff members from the office

The International Internship Programme brought together representatives from member institutions across four countries. Session-I welcomed Mr. Ismail Areff Bawamia (Office of the Ombudsperson for Children, Republic of Mauritius), Mr. Ahmet Kesgin (Ombudsman Institution of Türkiye), and Mr. Darren Carr (Office of the City Ombudsman, Cape Town, South Africa). Session-II featured Ms. Sheila Carolina Sempa (Supervisor of the Complaint Management Desk at the Inspectorate of Government (IG), Uganda).

The programme combined theoretical sessions with practical exposure. Participants gained insights into complaint handling, case management, and service delivery mechanisms. Mr. Sami Ullah (Advisor F&P/ITID) presented an overview of the certified ISO 9001:2015 Quality Management System (QMS) for complaint management. Ms. Noor-ul-Ain Zafar (Deputy Director I&C) briefed participants on the operations of the 1050 Helpline and grievance redressal process. Ahmad Yar Khan (Advisor Research) delivered a comparative analysis between the Office of Ombudsman Punjab and the interns' respective home country institutions, encouraging institutional learning and exchange of best practices.



In-frame (front sitting): Mr. Darren Carr (Office of the City Ombudsman, Cape Town, South Africa), Mr. Ahmet Kesgin (Ombudsman Institution of Türkiye), Ms. Ayesha Hamid (Ombudsman Punjab), Mr. Ismail Areff Bawamia (Office of the Ombudsperson for Children, Republic of Mauritius) and Mr. Kaiser Saleem (Secretary, Office of the Ombudsman Punjab) (backside) Mr. Yamin Bajwa (Coordination-I/PSO to Ombudsman), Mr. Sabir Kabir (Liaison Associate cum Coordinator), Ms. Noor-ul-Ain Zafar (Deputy Director Implementation & Coordination), Ms. Dur-e-Shehwar (Director Admin & Finance), Ms. Sidra Arshad (Deputy Director Procurement & Development), Mr. Sami Ullah (Advisor F&P/ITID), Mr. Ahmad Yar Khan (Advisor Research), Mr. Naseem Nawaz (Advisor Head Quarter), Mr. Umar Tahir (Assistant Director International Affairs), Mr. Nadeem Hassan Gohar (Registrar) and Mr. Muhammad Omer Saeed (Deputy Director Admin & Transport)



Participants of the International Internship Programme visiting Regional Office Sheikhupura



Ms. Sheila Carolina Sempa along with Muhammad Hassan Rizvi (Advisor Kasur) and staff, during her visit to Regional Office Kasur

Complementing the professional agenda, the programme featured cultural and site visits, allowing participants to experience the region's heritage and governance landscape. The participants visited Masjid Wazir Khan, Lahore Fort, Shahi Hammam and Hiran Minar. This integration of professional learning with cultural engagement enriched the overall experience and reinforced the importance of cross-cultural understanding within the ombudsman network.

Activities throughout the week included guided office tours of Kasur, Sheikhupura and Faisalabad Regional Offices with Mr. Muhammad Saleem (Deputy Director), Mr. Sabir Kabir (Liaison Associate cum Coordinator) and Mr. Umar Tahir (Assistant Director International Affairs). Moreover, the participants experienced the Awami Khidmat Programme Van Outreach in the remote areas of Faisalabad and attended live hearing sessions. Interactive sessions with senior officials facilitated meaningful dialogue on shared challenges, emerging trends, and best practices in ombudsman institutions worldwide.

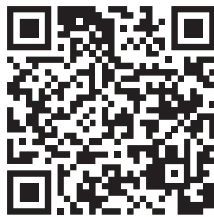


Mr. Muhammad Saleem (Deputy Director) briefing the internship participants on the operations, outreach model, and grievance redressal mechanisms of the Awami Khidmat Programme Mobile Outreach Initiative



DARREN CARR

OFFICE OF THE CITY OMBUDSMAN,
CAPE TOWN, SOUTH AFRICA



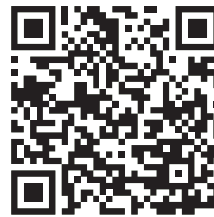
ISMAIL AREFF BAWAMIA

OFFICE OF THE OMBUDSPERSON FOR
CHILDREN, REPUBLIC OF MAURITIUS



AHMET KESGIN

OMBUDSMAN INSTITUTION OF
TÜRKİYE



SHEILA CAROLINA SEMPA

SUPERVISOR OF THE COMPLAINT
MANAGEMENT DESK AT THE
INSPECTORATE OF GOVERNMENT (IG),
UGANDA



Participants from the International Internship Programme 2026 Session-I visit Wagah Border accompanied by the commanding officer of Wagah Border, Lahore



Ms. Abeera Tanveer (Assistant Director Research), Ms. Sheila Carolina Sempa (Supervisor of the Complaint Management Desk, Uganda), Mr. Sabir Kabir (Liaison Associate cum Coordinator) and Mr. Muhammad Shahbaz (Research Associate) at Badshahi Masjid for the cultural visit

The programme concluded with closing remarks by Ombudsman Punjab Ms. Ayesha Hamid, who also awarded certificates to the participants, marking the successful completion of their internship.

Recognition and Leadership



Ms. Ayesha Hamid (Ombudsman Punjab), accompanied by Mr. Kaiser Saleem (Secretary, Office of the Ombudsman Punjab), presented the Annual Report 2025 to Mr. Sardar Saleem Haider Khan (Governor of Punjab), at the Governor House, Lahore



A meeting between Ms. Ayesha Hamid (Ombudsman Punjab) and Honourable Ms. Marriyum Aurangzeb (Senior Minister, Government of Punjab) to review the performance and achievements of the Office of the Ombudsman Punjab

Capacity Building Workshop on “Disposal of Irrigation Cases”

As directed by the Ombudsman Punjab, a Capacity-Building Workshop on “Disposal of Irrigation Cases” was conducted by the Research and Development Wing on 21 May 2026 at the Head Office, Lahore, and across Regional Offices.



Ms. Asifa Gul (Consultant, RO Mandi Bahauddin), Mr. Malik Muhammad Aslam (Advisor, RO Sheikhupura) and Mr. Ahmad Yar Khan (Advisor Research) in discussion during the workshop

The workshop focused on strengthening the disposal of irrigation complaints through a structured review of the Punjab Irrigation, Drainage and Rivers Act 2023, with emphasis on procedural compliance, legal interpretation, and the quality of decision-making.

Participants examined recurring shortcomings in complaint disposal through practical case studies from Regional Offices, highlighting the need for comprehensive fact-finding, proper application of the Ombudsman Act, 1997 and Regulations, 2005, and well-reasoned orders. During the Head Office session, the Honourable Ombudsman Punjab emphasized that factual accuracy and legally sound decisions are essential to ensuring fair and effective grievance redressal.



Mr. Ahmad Yar Khan (Advisor Research) leading the workshop along with Mr. Mehmood Javed Bhatti (Advisor RO Multan-I)

Office of the Ombudsman Punjab's

Training Visit to the Ombudsman Institution of Türkiye



Mr. Adil Asghar (Liaison Associate cum Coordinator), Dr. Khalid Hussain (Consultant RO Bhakkar), Ms. Asifa Gul (Consultant, RO Mandi Bahauddin), Mr. Anwar Rasheed (Advisor Implementation IV), Mr. Nasir Jamal Pasha (Advisor Health Service Monitoring) and Mr. Muhammad Saleem (Deputy Director) along with Mr. Mehmet Akarca (Chief Ombudsman of Türkiye and President of OICOA) and members of the Ombudsman of Türkiye

The Office of the Ombudsman Punjab deputed a six-member delegation comprising Dr. Muhammad Nasir Jamal Pasha (Advisor Health Service Monitoring), Mr. Anwar Rasheed (Advisor Implementation IV), Dr. Khalid Hussain (Consultant RO Bhakkar), Ms. Asifa Gul (Consultant, RO Mandi Bahauddin), Mr. Muhammad Saleem (Deputy Director), and Mr. Adil Asghar (Liaison Associate cum Coordinator) to participate in a specialized training programme hosted by the Ombudsman Institution of Türkiye in Ankara from 4–8 May 2026 under the Organization of Islamic Cooperation Ombudsman Association (OICOA).



Office of the Ombudsman Punjab delegates on a training-focused study visit to the Ombudsman Institution of Türkiye – May 2026



Senior Officers from the Office of the Ombudsman Punjab with Mr. Özcan YILDIZ (Public Ombudsman, Türkiye)

The delegation was received by Mr. Mehmet Akarca (Chief Ombudsman of Türkiye and President of OICOA) and attended technical sessions on complaint management, investigative practices, administrative justice, human rights, and institutional governance. The Office of the Ombudsman Punjab also presented its legal framework under the Punjab Office of the Ombudsman Act, 1997, highlighting its complaint handling mechanisms and the Awami Khidmat Programme as an innovative model for extending grievance redressal services to remote communities.



Senior Officers from the Office of the Ombudsman Punjab visiting the Presidential Nation's Library

The programme further included a study visit to the Human Rights and Equality Institution of Türkiye (HREIT), technical exchanges with Turkish officials, and visits to key national institutions and cultural landmarks. The training concluded with an evaluation session and the award of certificates, reinforcing institutional collaboration and the exchange of international best practices in administrative justice and public grievance redressal.

Ombudsman Punjab Represents Pakistan at

International
Ombudsman
Conference, Italy



Ms. Ayesha Hamid (Ombudsman Punjab and First Vice President of the International Ombudsman Institute (IOI) / Asian Regional Director), headed a delegation from the Office of the Ombudsman Punjab to attend the International Conference of Ombudsman in Rome, Italy, from 27 to 29 May 2026

Ms. Ayesha Hamid (Ombudsman Punjab and First Vice President of the International Ombudsman Institute (IOI) / Asian Regional Director) headed a delegation from the Office of the Ombudsman Punjab to attend the International Conference of Ombudsman in Rome, Italy, from 27 to 29 May 2026. The International Conference of Ombudsman, convened by the Ombudsman of the Lazio Region, brought together Ombudsman institutions from across the world to discuss civic protection, good governance, fundamental rights, and administrative justice. During the conference, Ms. Ayesha Hamid (Ombudsman Punjab), delivered a presentation titled "Law Meets Technology: Transforming Governance, Accountability and Justice through Innovation," highlighting the Office of the Ombudsman Punjab's digital initiatives, including the OPMIS Complaint Management System, Helpline 1050, Mobile Outreach Complaint Vans, and its ISO 9001:2015 Quality Management System (QMS) Certification, the first achieved by an Ombudsman institution in Pakistan.

The conference also included sessions at the Italian Parliament's Chamber of Deputies and a general audience with Pope Leo XIV at the Vatican, promoting international dialogue on justice, human dignity, and democratic governance. The participation strengthened the office's global partnerships while showcasing Punjab's achievements in digital governance, quality management, and citizen-centric grievance redressal.

Ombudsman Punjab Showcases

Digital Governance at SEAOF Meeting



Atty. Mariflor P. Castillo (Special Prosecutor, Office of the Ombudsman, Philippines), Mr. Dennis Russell D. Baldago (Director, Project Management Bureau, Office of the Ombudsman, Philippines), Atty. Jose M. Balmeo, Jr. (Deputy Ombudsman for the Military and other Law Enforcement Officer (MOLEO), and Acting Chair, SEAOF Full Members' Meeting), Ms. Ayesha Hamid (Ombudsman Punjab), Mr. Rigoberto Montero (Deputy Ombudsman for Good Governance, Timor Leste) and Mr. Adil Aziz (Deputy Director IT Infrastructure, Network and Security, Office of the Ombudsman Punjab)

Ms. Ayesha Hamid (Ombudsman Punjab, First Vice President of the International Ombudsman Institute (IOI) and Asian Regional Director), led the office's delegation to the 2026 SEAOF Full Members Meeting in Manila, Philippines, from 16–18 June 2026. She delivered a presentation on standardized digital complaint tracking and quality control following ISO 9001:2015 QMS certification, showcasing the office's journey towards achieving ISO certification for the Head Office, Research & Development Wing, and 38 Regional Offices.

She highlighted the Ombudsman Punjab Management Information System (OPMIS), which digitizes the entire complaint lifecycle and ensures accountability, transparency, and quality assurance through standardized workflows, KPI-based monitoring, audit trails, and real-time dashboards.



Ms. Ayesha Hamid (Ombudsman Punjab), handing over a souvenir to Mr. Dennis Russell D. Baldago (Director, Project Management Bureau, Office of the Ombudsman, Philippines)



Ms. Ayesha Hamid (Ombudsman Punjab) along with Mr. Adil Aziz (Deputy Director IT Infrastructure, Network & Security) and Ms. Sidra Arshad (Deputy Director Procurement & Development)

In her capacity as First Vice President of the IOI and Asian Regional Director, Ms. Ayesha Hamid also delivered a presentation on the role of the International Ombudsman Institute (IOI) in promoting institutional capacity building, international cooperation, and good governance. The presentations strengthened collaboration between the Office of the Ombudsman Philippines and the Office of the Ombudsman Punjab, while highlighting Punjab's achievements in digital governance, quality management, and grievance redressal through internationally recognized standards.

The Office of the Ombudsman Punjab Participates

in Justice Pour Tous Capacity Building Session

On 23 April 2026, a capacity-building session for the Advisors and Consultants of the Office of the Ombudsman Punjab was conducted by Mr. Sharof Azizov. The session focused on institutional independence, digital modernization, and effective redressal of maladministration, covering the Paris Principles and reporting obligations under Section 28 of the Ombudsman Punjab Act, 1997. The webinar was attended by Ms. Ayesha Hamid (Ombudsman Punjab), Mr. Kaiser Saleem (Secretary, Office of the Ombudsman Punjab), Advisors and Consultants from the Head Office and Regional Offices.



Mr. Sami Ullah (Advisor F&P/ITID), Mr. Malik Khizer Hayat Khan (Advisor Legal) and Mr. Rana Shaukat Ali (Advisor Bahawalnagar), attending the Justice Pour Tous Capacity Building Session

Ombudsman Punjab Engages with Belgian Federal Ombudsman

on Whistleblower Protection Framework

The Office of the Ombudsman Punjab participated in an international webinar delivered by Mr. Klaas Vansteenkiste (Forensic Auditor, Centre Intégrité Centrum Integriteit (MedfedOmb), Federal Ombudsman Belgium), on Belgium's 2022 whistleblower protection framework. The session was attended by Ms. Ayesha Hamid (Ombudsman Punjab), Mr. Kaiser Saleem (Secretary, Office of the Ombudsman Punjab) and Advisors from the Head Office and Regional Offices. During the interactive discussion, Ms. Ayesha Hamid (Ombudsman Punjab) raised questions on anonymous complaints, false reporting, and institutional jurisdiction, noting that the office would review the Punjab Ombudsman Act in light of the Belgian model to identify opportunities for institutional improvement.



Ms. Ayesha Hamid (Ombudsman Punjab) along with Mr. Kaiser Saleem (Secretary, Office of the Ombudsman Punjab) and Mr. Ahmad Yar Khan (Advisor Research) attending the AOMA Capacity Building, virtually.

Office of the Ombudsman Punjab Hosts

Webinar on Capacity Building with AOMA & AORC

On 30 June 2026, the Office of the Ombudsman Punjab, in collaboration with the African Ombudsman Research Centre (AORC) and the African Ombudsman and Mediators Association (AOMA), hosted an international webinar titled "Evidence-Based Capacity Building: Strengthening African Ombudsman Practice Through Data, Learning and Institutional Innovation." The event brought together 165 participants from 35 countries and was conducted with simultaneous interpretation in French, Portuguese, and Arabic.

Ms. Ayesha Hamid (Ombudsman Punjab), inaugurated the webinar, highlighting the role of evidence-based capacity building, continuous institutional improvement, and the office's achievement of ISO 9001:2015 QMS Certification for the Ombudsman Punjab Management Information System (OPMIS). Mr. Ahmad Yar Khan (Advisor Research), presented the office's evidence-based complaint management model, showcasing OPMIS, quality assurance mechanisms, the Mobile Outreach Complaint Van Initiative, and key institutional achievements, including a 105% increase in fresh complaints received and a 99.7% increase in complaints processed during 2025.



Ms. Ayesha Hamid (Ombudsman Punjab) along with Mr. Kaiser Saleem (Secretary, Office of the Ombudsman Punjab) and Mr. Ahmad Yar Khan (Advisor Research) attending the AOMA Capacity Building, virtually.

The interactive discussion focused on quality assurance and compliance monitoring. The webinar concluded with closing remarks by Mr. Kaiser Saleem, (Secretary, Office of the Ombudsman Punjab), and a vote of thanks by Hon. Aimée Laurentine Kanyana, (First Vice-President of AOMA), further strengthening international cooperation and the exchange of best practices among Ombudsman institutions



Ms. Sabina Babar (Director Research) along with a staff member and interpreter attending the webinar



OFFICE OF THE
OMBUDSMAN PUNJAB

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Ensuring justice, accountability, and citizens'
rights for a fair Punjab

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