

Annual Management Plan

Year 2026

30 January 2026



Contents

1. Introduction	3
2. Multi-Annual perspective	4
3. The organisation of the office	5
4. Operational objectives and actions for 2026	5
5. Measuring and reporting on our performance	15
6. Resources for the implementation of the 2026 priorities	17
6.1. Human resources	17
6.2. Budgetary resources by operational line	18
Annex: Visual representation of the key management documents	19



1. Introduction

The European Ombudsman investigates complaints about maladministration in the institutions, bodies, offices and agencies of the European Union and can conduct own-initiative inquiries.

The right to submit complaints to the European Ombudsman is enshrined in Article 228 of the Treaty on the Functioning of the European Union and in Article 43 of the Charter of Fundamental Rights.

The European Ombudsman promotes good governance and a culture of public service by helping the EU administration to work openly, effectively, and with integrity.

The newly elected Ombudswoman took office in February 2025 following her election in December 2024.

In October 2025, she adopted a multi-year Strategy 'Building Trust, Driving Change' that describes the Office's mission as follows:

Our mission is to help resolve complaints and ensure that the EU administration applies the highest standards of integrity, transparency, accountability and responsiveness. We do this by putting citizens and their rights at the heart of our actions and by fostering constructive dialogue with the EU institutions, bodies, offices and agencies as well as engaging with other relevant stakeholders.

The Strategy further sets out the Ombudswoman's vision, guiding principles and values as well as the high-level objectives and priorities for her mandate.

The Annual Management Plan for 2026 identifies operational objectives and actions to implement the Strategy in 2026. It also contains a set of key performance indicators (KPIs) and relevant targets for 2026 to measure performance and track progress in implementing the Strategy.

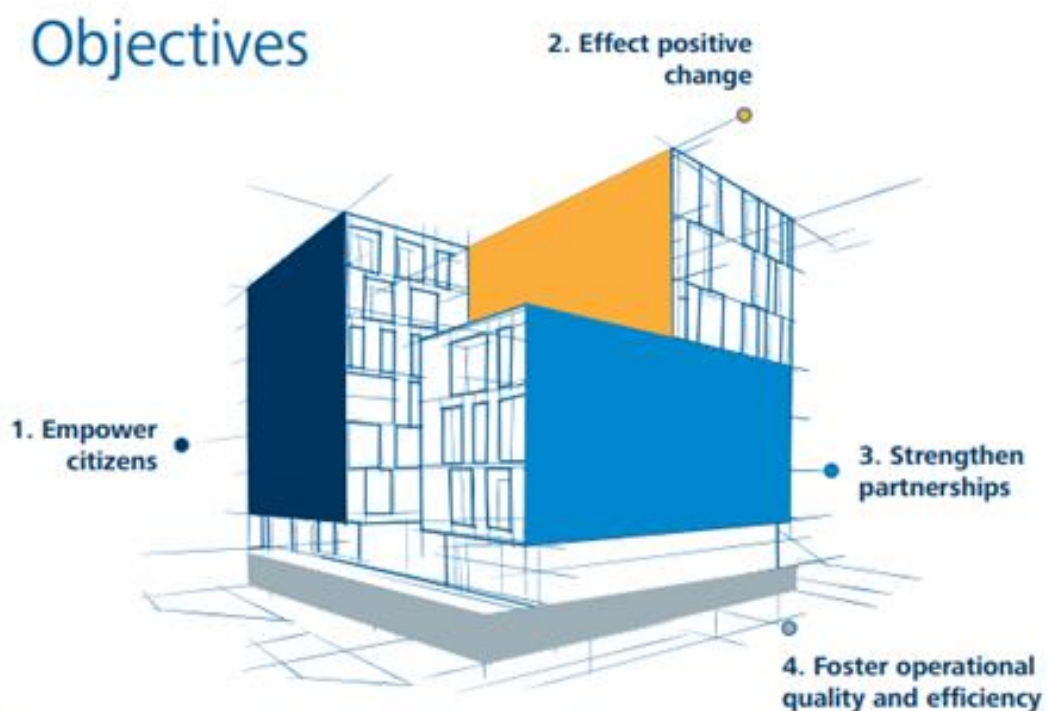
The resources available to the European Ombudsman's Office in 2026 include an overall budget of EUR 16 836 800 and 75 posts.



2. Multi-Annual perspective

The Ombudswoman's vision is that the Office be recognised as a trusted defender of rights and of the principles that underpin the democratic functioning of the EU, and as an agent of positive change.

To achieve this vision throughout the Ombudswoman's mandate, the Strategy 'Building Trust, Driving Change' sets out the following high-level objectives:



The Annual Management Plan of each year covering the current mandate will outline specific, concrete and measurable actions to implement these objectives.



3. The organisation of the office

The description below reflects the organisation of the Office at the time of adoption of this Annual Management Plan. As mentioned in section 4 below, a review of the organisational structure is planned in 2026 and will give rise to some changes.

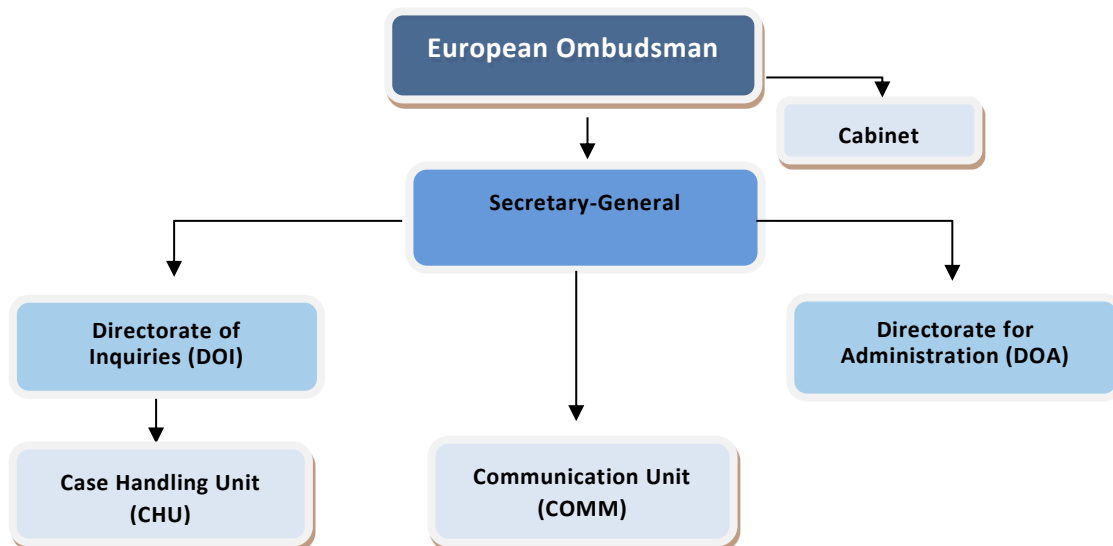
The **Cabinet (CAB)** works under the direct instruction of the Ombudsman. It advises and assists the Ombudsman to help ensure implementation of her vision, strategy and objectives. Cabinet members also liaise and represent the Ombudsman externally and draft speeches and articles on behalf of the Ombudsman.

The **Secretary-General (SG)** is responsible for the overall management of the office and for ensuring coordination and implementation of the Ombudsman's strategy. The Directors and the Head of the Communication Unit report to the Secretary-General.

The **Directorate of Inquiries (DOI)**, which includes the **Case-handling Unit (CHU)** implements the Ombudsman's strategy in the area of complaints and inquiries.

The **Directorate for Administration (DOA)**, is responsible for all matters related to human resources (HR), budget and finance (FIN), process management, business continuity and infrastructure (PBI). The Directorate establishes and implements the appropriate internal control mechanisms and prepares information for the various budgetary control authorities.

The **Communication Unit (COMM)** supports the Ombudsman's objective of raising awareness of the Office among citizens and civil society. This includes media and other stakeholder relations, digital communications, event organisation, publications, and supporting the European Network of Ombudsmen cooperation.





4. Operational objectives and actions for 2026

The table below is organised under the four high-level objectives of the Strategy ‘Building Trust, Driving Change’. It sets out the operational objectives for 2026, the corresponding outputs as well as indicators and targets to measure implementation.

This section also includes information on planned actions to strengthen or develop the internal control standards to be prioritised in 2026.

EMPOWER CITIZENS				
Goal: To raise awareness of the role of the European Ombudsman among citizens and civil society and ensure their voices are heard and rights upheld				
1	Operational objective: <i>Identify thematic areas to focus EO strategic work on.</i>			
	Output	Indicator	Target	Owner(s)
	Launch relevant OIIs, conduct public/targeted consultations and/or produce good practice guidelines.	Number of thematic areas	2	DOI/ COMM
2	Operational objective: <i>Follow up on UN CRPD 2025 concluding observations to ensure the rights of persons with disabilities are respected.</i>			
	Output	Indicator	Target	Owner(s)
	Open relevant inquiries, including on the Ombudsman’s own initiative if needed.	Number of concluding observations followed up on	2	DOI
	Joint action with Article 33(2) UNCRPD Framework members.	Number of joint actions	1	DOI
3	Operation objective: <i>Enhance our visibility and introduce to the public the work of the European Ombudsman.</i>			
	Output	Indicator	Target	Owner(s)
	Produce a series of videos raising awareness about our complaint process and areas of work.	Number of videos produced	3-4	COMM
4	Operational objective: <i>Improve external communication.</i>			
	Output	Indicator	Target	Owner
	Improve the website’s usability and user friendliness through a user-centered research and the design of solutions based on a set of recommendations.	Implementation date	Q1 research Q4 design	COMM/IT



5	Operational objective: <i>Lay the groundwork for replacing the existing interactive guide with an AI chatbot, with the goal of providing users with efficient, real-time assistance while maintaining reliability and accuracy.</i>			
	Output	Indicator	Target	Owner
	Develop a roadmap and feasibility study for deploying an AI chatbot that can replicate the functionality and reliability of the current interactive guide, with a focus on enhancing user experience through faster and more intuitive interactions.	Feasibility	Yes/No	TPBI
6	Operational objective: <i>Establish an annual review cycle for website accessibility to ensure compliance with standards and enhance usability for all users.</i>			
	Output	Indicator	Target	Owner
	Implement a structured process involving external accessibility testing, reporting, corrective actions, and follow-up testing.	Compliance grading	AA	TPBI



EFFECT POSITIVE CHANGE				
Goal: To drive institutional change and strengthen good administration by promoting fairness, integrity, transparency and trust				
7	Operational objective: <i>Disseminate knowledge about EO areas of expertise to ensure the role of the Ombudsman is understood, to secure quick and fair outcomes to complaints and to promote good administrative practices.</i>			
	Output	Indicator	Target	
	Workshops with EU IBOAs on areas of expertise, starting with public access to documents.	Number of workshops	1	DOI
	Seminars led by the EO with senior and middle managers from EU institutions on good administration.	Number of workshops	2	CAB/DOI
8	Operational objective: <i>Monitor more systematically the follow-up to closed cases.</i>			
	Output	Indicator	Target	
	Assess the extent of implementation of EO recommendations, where feasible.	Completion date	Q4	DOI
	Ensure publication of follow-up replies to suggestions.	Publication rate	80%	DOI
9	Operational objective: <i>Examine the state of play of discussions pertaining to a possible EU administrative procedure law.</i>			
	Output	Indicator	Target	
	Organise a dedicated DOI meeting with an external speaker and follow up as appropriate.	Completion date	Q2	DOI
10	Operational objective: <i>Recognise and encourage examples of good administration.</i>			
	Output	Output	Output	
	Organise the European Ombudsman's Award for Good Administration.	Implementation	End of June	COMM



STRENGTHEN PARTNERSHIPS

Goal: To reach out and nurture collaborative relationships with stakeholders that can support and enhance the Ombudsman's effectiveness in protecting citizens' rights and promoting good administration

11	Operational objective: <i>Engage in discussion with key stakeholders on important thematic areas and topical issues.</i>			
	Output	Indicator	Target	Owner
	Organise and/or participate in stakeholder events or meetings (in person or online), including with media, civil society organisations and other stakeholders.	KPI 5a KPI 5c	1 20	COMM
12	Operational objective: <i>Further enhance cooperation with the European Network of Ombudsmen as a way of achieving better protection of EU citizens' rights and amplifying key issues related to democracy, the rule of law and fundamental rights at the EU and national level.</i>			
	Output	Indicator	Target	Owner(s)
	Organise seminar of ENO liaison officers.	Completion date	Jan 2026	DOI/ COMM
	Propose parallel inquiries to ENO.	Number of inquiries	2	DOI
	Enhance the current digital platform, ENONET, to better support ENO members' interactions concerning EU-related topics and lay the groundwork for incorporating new functionalities, such as automatic translation.	Completion date	Q4	DOA/DOI
	Exchange with ENO to gather best practices in addressing AI generated complaints.	Report finalised	Q2	DOI/DOA /COMM
13	Operational objective: <i>Enhance mutual support with international organisations.</i>			
	Output	Indicator	Target	Owner(s)
	Engage with international organisations to foster cooperation and support for our findings, conclusions and recommendations (in the areas of disability, human rights, migration and asylum, ethics etc.)	Number of exchanges	3	DOI



FOSTER OPERATIONAL QUALITY AND EFFICIENCY

Goal: To promote a forward looking, adaptable and service-minded Ombudsman's Office that exemplifies best practices, embraces innovation and remains responsive to evolving trends and needs.

14	Operational objective: <i>Develop and adopt a strategy and roadmap for the use of AI</i>			
	Output	Indicator	Target	Owner(s)
	Organise trainings to enhance staff awareness and AI Literacy.	Number of trainings	3	SG/DOA-THR
	Mapping of AI use by other Institutions.	Number of contacts and meetings	At least 5	SG/DOA-TPBI
	Ensure effective deployment of GPT@EC.	Implementation date	Q3	SG/All
	Identify and Pilot further Ready-to-Deploy AI Solutions.	Number of solutions identified	At least 1	SG
	Develop a Comprehensive AI Governance Framework.	Adoption date	Q4	SG
15	Operational objective: <i>Reinforce the role of the Ombudsman as an accessible institution via a renewed focus on plain and inclusive language.</i>			
	Output	Indicator	Target	Owner(s)
	Revise our current style guide to ensure it reflects the latest developments in this area.	Updated guide finalised	Q3	DOI/COMM
	Review our templates in view of the updated guide.	Percentage of templates updated	50%	DOI/DOA COMM
16	Operational objective: <i>Increase the efficiency of complaint processing by better monitoring and managing replies in terms of structure and timeliness.</i>			
	Output	Indicator	Target	Owner(s)
	Develop a mechanism to monitor when IBOAs are late replying to the EO so relevant statistics can be generated and reported on.	Completion date	Q3	DOA/DOI
	Update templates to ensure more structured replies to EO requests.	Percentage of relevant templates updated	50%	DOI/DOA
17	Operational objective: <i>Ensure our internal organisation supports the EO's Strategy in an efficient and effective manner.</i>			
	Output	Indicator	Target	Owner(s)
	Plan and implement the Office's reorganisation.	Implementation date	Q3	DOA-THR/SG



	Review and update decisions on internal delegations. (Follow up of Internal Audit consulting assignment).	Adoption date	Q1	DOA-THR/DOI/SG
18	Operational objective: <i>Ensure compliance of financial policies with the Financial Regulation.</i>			
	Output	Indicator	Target	Owner(s)
	Finalise the review of the financial policies to align them with the Financial Regulation.	Number of policies reviewed Implementation date	3 Q4	DOA-TFIN
19	Operational objective: <i>Replace our financial system.</i>			
	Output	Indicator	Target	Owner(s)
	Go-live with SUMMA, the next generation-corporate financial system, replacing ABAC.	Implementation date	Q4	DOA-TFIN
Re-train staff currently working with ABAC.	Completion date	Q2-Q3	DOA-TFIN	
20	Operational objective: <i>Continue to encourage a culture of learning and development, including in innovative fields.</i>			
	Output	Indicator	Target	Owner(s)
	Streamline the implementation of the Office's new Learning and Development policy.	Adoption date of the new policy	Q3/Q4	DOA-THR
21	Operational objective: <i>Improve the searchability of documents stored in the Office's Case Management System (CMSEO) to enhance knowledge management.</i>			
	Output	Indicator	Target	Owner(s)
	Develop an efficient search tool for Ombudsman cases and case documents covering all types of within the mandate complaints.	Completion date	Q4	DOA-TPBI
	Complete indexation of the improved metadata.	Rate of indexation	100%	DOA-TPBI
Identify and correct documents that are not or only partly searchable.	Rate of fully searchable documents	100%	DOA-TPBI	
22	Operational objective: <i>Improve the efficiency and usability of CMSEO.</i>			
	Output	Indicator	Target	Owner(s)
	Continue work to optimise and enhance CMSEO, notably DOI priorities. Identify issues and work with ICT and registry to improve.	Implementation date	Q3/4	DOI/DOA-TPBI
Develop further the on-line portal for complainants so that they can be kept up to	Percentage of complainants	95%	DOA-TPBI	



	date with each stage of the inquiry and with access to relevant documents.	accessing documents via the portal		
	Improve the tool to implement the retention periods of personal data of complainants in CMSEO.	Completion date	Q4	DOA-TPBI/DOI
	Develop a feedback process for online complaints to ensure accurate categorisation. Currently, feedback is provided only for valid complaints. Non-valid submissions will be categorised as either further correspondence, informational or not requiring action (e.g., SPAM), with the submitter notified accordingly.	Completion date	Q2	DOA-TPBI
23	Operational objective: <i>Migrate existing data and workflows to new SharePoint servers to enhance system performance, scalability, and security.</i>			
	Output	Indicator	Target	Owner(s)
	Carry out a seamless transition of all current SharePoint data and applications to updated servers with minimal disruption to users.	Number of days of disruption	0	DOA-TPBI
		Data loss	0	
24	Operational objective: <i>Enhance internal communications.</i>			
	Output	Indicator	Target	Owner(s)
	Further improve internal communication tools, including the intranet (SISTEO)	Implementation date	Q4	COMM/DOA-TPBI
25	Operational objective: <i>Implement a continuous internal feedback system on administrative procedures or services.</i>			
	Output	Indicator	Target	Owner(s)
	Conduct short and regular surveys on certain administrative procedures or services.	Launch date	Q1	DOA
		Number of surveys per year	3	
	Create a dashboard to monitor results.	Implementation date	Q2	DOA
	Organise relevant improvement workshops.	Implementation date	Q2	DOA



Actions to reinforce our internal control standards

Internal Control Standard (ICS)	Planned actions	Owner(s)
<p>ICS 1 - Mission</p> <p>The <i>raison d'être</i> of the European Ombudsman's office and the specific mission of each entity are clearly defined in up-to-date and concise mission statements.</p>	<p>Redefine mission statements of each organisational entity following the review of the organisational structure.</p>	All
<p>ICS 3 - Staff allocation and mobility</p> <p>The allocation and recruitment of staff is based on the European Ombudsman's objectives and priorities. As far as possible, management promotes and plans staff mobility in order to strike the right balance between continuity and renewal.</p>	<p>Review and, where needed, adapt the internal organisation to ensure effective implementation of the Strategy and continued efficiency in view of the increasing workload and technological developments.</p> <p>See also operational objective 17 above.</p>	CAB/SG
<p>ICS 4 - Staff appraisal and development</p> <p>Staff performance is appraised annually in line with the overall objectives and priorities of the office. Adequate measures are taken to develop the skills necessary to achieve the set objectives.</p>	<p>Create a competency framework and draft tailor-made learning paths.</p>	DOA (with managers)
<p>ICS 5 - Objectives and performance indicators</p> <p>The European Ombudsman's objectives are clearly defined and updated when necessary. They are formulated in a way that makes it possible to monitor their achievement.</p> <p>Key performance indicators are established to help management evaluate and report on progress made in relation to set targets.</p>	<p>In addition to the strategic KPIs, develop a set of measurements to track operational efficiency.</p>	DOI/DOA/COMM
<p>ICS 7 - Operational structure</p> <p>The European Ombudsman's operational structure supports effective decision-making through suitable delegation of powers.</p> <p>Risks associated with the institution's sensitive functions are managed by means of mitigating controls and ultimately staff mobility. An adequate ICT governance structure is in place.</p>	<p>Review and act upon recommendations made by Internal Audit in its report following the consulting assignment on the overall gap assessment concerning a selected number of ICS.</p> <p>See also operational objective 17 above.</p>	SG/CAB (with managers)
<p>ICS 8 - Processes and procedures</p> <p>The European Ombudsman's processes and procedures used for the implementation and control of its activities are effective and efficient, adequately documented and compliant with applicable provisions. They include arrangements</p>	<p>Finalise the review of the financial policies to ensure alignment with the Financial Regulation.</p> <p>See also operational objective 18 above.</p>	DOA-TFIN



<p>to ensure segregation of duties and to track and give prior approval to control overrides or deviations from policies and procedures.</p>		
<p>ICS 10 - Business continuity Adequate measures are in place to ensure continuity of service in case of “business-as-usual” interruption. Business Continuity arrangements are in place to ensure that the European Ombudsman’s office is able to continue operating to the extent possible whatever the nature of a major disruption.</p>	<p>Ensure effective implementation of the business continuity measures (training, tests, and alternative procedures).</p>	<p>DOA/All</p>
<p>ICS 11 - Document management Appropriate processes and procedures are in place to ensure that the European Ombudsman’s document management is secure, efficient (in particular as regards retrieving appropriate information) and complies with applicable legislation.</p>	<p>Delete or archive complaints that have exceeded the retention period. See also operational objective 22.</p>	<p>DOA-TPBI</p>
<p>ICS 12 - Information and communication ICT systems used and/or managed by the European Ombudsman’s office are adequately protected against threats to their confidentiality and integrity.</p>	<p>Ensure effective implementation of the recently adopted ICT security policy.</p>	<p>DOA-TPBI</p>
<p>ICS 14 - Evaluation of activities Evaluations of expenditure programmes and other non-spending activities are performed to assess the results, impacts and needs that these activities aim to achieve and satisfy.</p>	<p>Implement a continuous internal feedback system on administrative procedures or services. See also operational objective 25.</p>	<p>DOA</p>



5. Measuring and reporting on our performance

Progress in achieving our objectives is measured using Key Performance Indicators (KPIs). The KPIs linked to the Strategy 'Building Trust, Driving Change' are set out below, together with targets for 2026.

Key Performance Indicators, measurement and targets for 2026

KPI	Measurement	Targets ¹	Strategy objectives
KPI 1	Percentage of complaints within the mandate	35%	Empower citizens
KPI 2	Number of own-initiative inquiries opened into systemic or public interest issues	2 per year	Effect positive change
KPI 3	<i>Perception of our key stakeholders</i> Rate of positive evaluation based on complainants' survey	> 3 out of 5	Empower citizens Effect positive change
KPI 4	Acceptance rate (previous year's results)	80%	Effect positive change
KPI 5	<i>Stakeholder events (composite indicator)</i> 5a- Number of events on strategic issues geared at stakeholder groups 5b- Number of events in which best practice is shared with other EUIBOAs 5c- Number of outreach meetings with international organisations, the ENO network and other relevant organisations and networks	1 per year 3 per year 20 per year	Strengthen partnerships Empower citizens Effect positive change
KPI 6	<i>Social media activities (composite indicator)</i> 6a- Impressions engagement rate across the top three social media platforms 6b- Followers' growth across all social media platforms 6c- Number of visits to the website through links posted on our social media channels	+2.5% per year +6 000 per year +5 000 per year	Empower citizens
KPI 7	<i>Web activities (composite indicator)</i> 7a - Number of visitors to the website 7b - Advice given through the interactive guide to contact a member of the ENO	1 000 000 10 000	Empower citizens Foster operational quality and efficiency
KPI 8	<i>Handling of complaints and inquiries (composite indicator)</i> 8a - Proportion of cases in which the admissibility decision is taken in one month 8b - Proportion of inquiries closed within 6 months 8c - Proportion of inquiries closed within 12 months 8d - Clearance rate (cases closed compared to new cases registered in the reference period)	90% 60% 75% 100%	Foster operational quality and efficiency Strengthen partnerships

¹ Targets will be reviewed and, if necessary, revised on an annual basis.



KPI	Measurement	Targets¹	Strategy objectives
KPI 9	<i>Budget implementation (composite indicator)</i> 9a - Rate of budget implementation 9b - Proportion of payments made within 30 days	95% 100%	Foster operational quality and efficiency
KPI 10	<i>Management of Human Resources (composite indicator)</i> 10a - Occupation rate of establishment plan posts 10b - Percentage of workforce dedicated to core activities 10c - EU nationalities represented among staff	95% 65% ≥ 20	Foster operational quality and efficiency
KPI 11	<i>Management of tools and processes</i> Number of internal processes or tools reviewed to keep up to date with evolving systems and technologies	2 per year	Foster operational quality and efficiency



6. Resources for the implementation of the 2026 priorities

6.1. Human resources

The table below shows the allocation of human resources in the various operational entities and the categories of processes of the Operating Framework each of these entities is predominantly involved with.

	Allocation of Resources	Management processes	Core processes	Supporting processes
Ombudsman Cabinet	Head of Cabinet AD: 2 AST: 1	X	X	
Secretariat-General (Management & Coordination)	Secretary-General AD: 2 AST: 1	X	X	
Directorate of Inquiries (including Complaint Handling Unit)	Director Head of Unit AD: 28 AST: 1 Contract agents: 2 Trainees: 6	X	X	
Directorate for Administration	Director	X		X
HR	AD: 2 AST: 6			X
Finance	AD: 1 AST: 2 AST-SC: 1			X
Process & documents management, business continuity and infrastructure	AD: 3 AST: 11 Contract agents: 1 Trainee: 1		X	X
Communication Unit	Head of Unit AD: 2 AST: 3 Contract agents: 3 Trainee: 1	X	X	



6.2. Budgetary resources by operational line

Budget Lines	Resources (EUR)
A-1 6 1 2 Further training	90 000
A-2 0 0 0 Rent	1 110 000
A-2 0 0 1 Fitting-out and installation work	5 000
A-2 0 0 2 Cleaning, maintenance and energy consumption	319 000
A-2 0 0 3 Security and surveillance of buildings	358 800
A-2 1 0 0 Purchase, servicing and maintenance of IT	429 000
A-2 1 2 Furniture	3 000
A-2 1 6 Vehicles	12 000
A-2 3 0 0 Stationery, office supplies and miscellaneous	3 500
A-2 3 0 1 Postage on correspondence and delivery charges	2 500
A-2 3 0 2 Telecommunications	3 500
A-2 3 0 3 Financial charges	700
A-2 3 0 4 Other expenditures	3 500
A-2 3 0 5 Legal costs and damages	1 000
A-2 3 1 Translation and interpretation	145 000
A-2 3 2 Support for activities	382 000
A-3 0 0 Staff mission expenses	104 000
A-3 0 2 Reception and representation expenses	2 000
A-3 0 3 Meetings in general	93 400
A-3 0 4 Internal meetings	32 000
A-3 2 0 0 Documentation and library	1 000
A-3 2 0 1 Archive resources	6 000
A-3 2 1 0 Communication & publications	28 500
A-3 3 0 0 Studies	10 000
A-3 4 0 0 Miscellaneous expenses	2 400

Teresa Anjinho

Annex: Visual representation of the key management documents



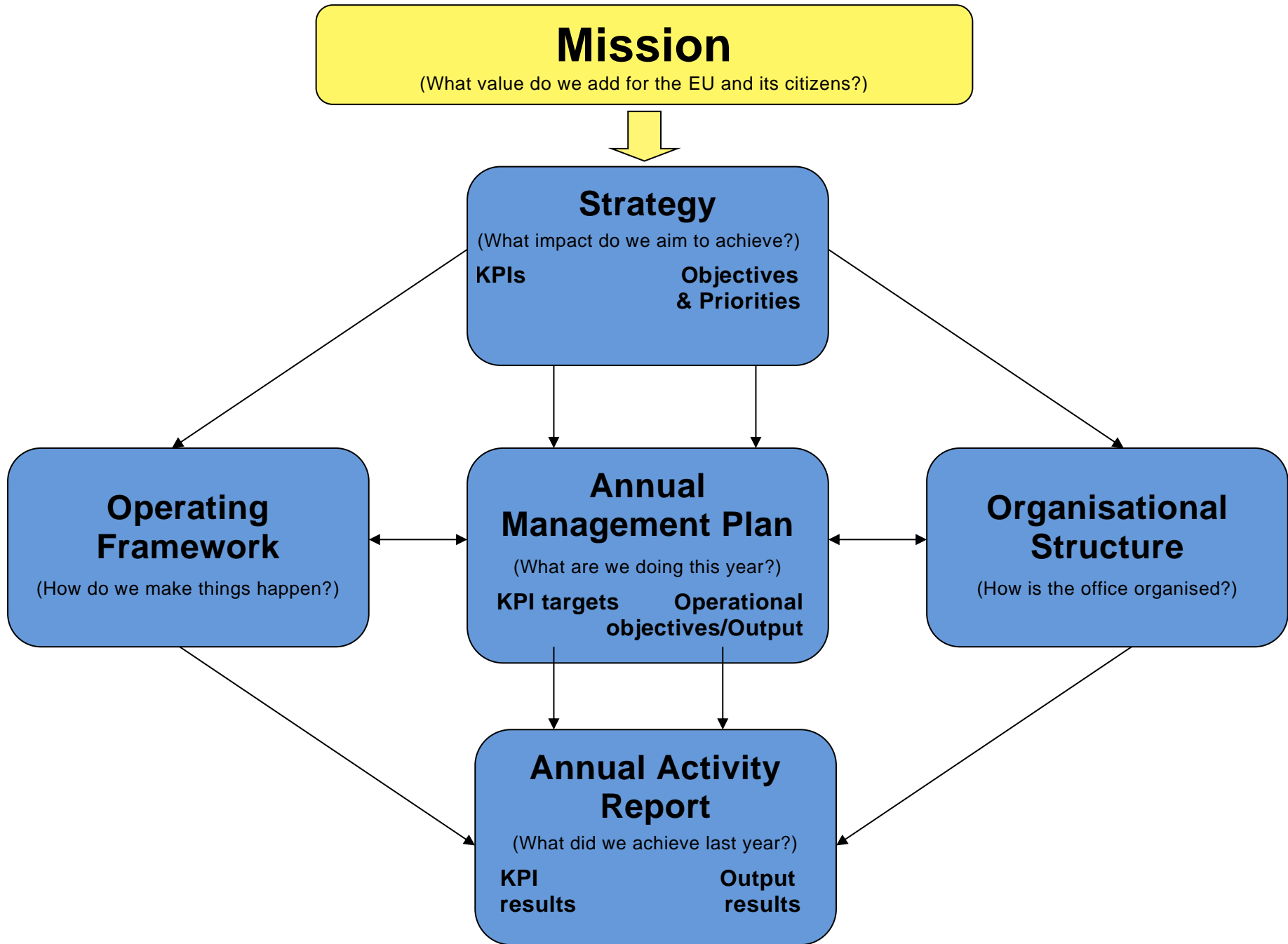
Annex: Visual representation of the key management documents of the Ombudsman's Office

Key management documents and how they relate to one another

We produce a number of documents that help us to guide and manage our activities in line with the mission statement.

They also contribute to the external accountability of the office and are publicly available. Some are required by law, others are produced voluntarily by the Office.

These documents aim at answering different questions, as shown in the visual representation below.





1 avenue du Président Robert Schuman
CS 30403
F - 67001 Strasbourg Cedex

www.ombudsman.europa.eu

© European Union, 2026
Reproduction for educational and
non-commercial purposes is authorised,
provided the source is acknowledged.