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**FROM THE PRESIDENT'S DESK**

Your Board of Directors recently concluded our annual Board meeting for 2008 in Hong Kong where we were received by experienced, hospitable and efficient hosts. We welcomed new Board members: Mr. Mohammed Abuzeid Ahmed (Public Grievances and Correction Board, Sudan), Ms. Beverley Wakem, (Chief Ombudsman, New Zealand), Dr. Kun Yang (Chairperson of ACRC, Republic of Korea, and new Regional Vice-President of the Asian Region). Alifa Farouk of Tunisia sent her apologies as she could not attend the meeting. A vote of thanks was extended to former director Ila Geno of Papua New Guinea for his service to the I.O.I.

Mats Melin of Sweden presented a report on preparation for the 2009 International Ombudsman Institute World Ombudsman Conference being held in Stockholm in June 2009. Mats outlined the program, its content and the speakers who have committed to present.

Reports were received about recent grants/programs funded by the I.O.I.:

- “Systemic Investigative Training” (Sharpen Your Teeth II, Toronto, Canada)—André Marin
- “Preparation and Publication of an Ombudsman Manual for the Australasian and Pacific Region”—Bruce Barbour
- “Capacity Building and Managing Knowledge in the Ombudsman Office of Peru: Design and Implementation of an E-Learning Platform”—Javier Moctezuma

The Board then turned to consideration of a historic decision for the future of the I.O.I. as we received and evaluated applications from the Catalonian Ombudsman and the Austrian Ombudsman Board to host the Secretariat of our organization.

Both applications were excellent and after presentations by Rafael Ribó and Peter Kostelka, the Board received the recommendation of the Assessment Committee of Tom Frawley (in absentia), David Percy, Alice Tai and Bruce Barbour, and a unanimous decision was reached to accept the proposal of the Austrian Ombudsman Board. A decision was ratified to keep the extensive collection of ombudsman publications which has been compiled by the Institute in Edmonton.

Those publications will be incorporated as part of the University of Alberta Weir Law Library and will be available for researchers both on site and via interlibrary loan. The archives of the I.O.I. will be transferred to the new host Secretariat. Discussions were also held about how to complete the Alberta-based publication program and commence with a new publication program after the transition is achieved. The transition is expected to continue through December 2009 at which time the University of Alberta's Faculty of Law will no longer be the home of the I.O.I. Secretariat. These decisions will be presented to the General Assembly of the I.O.I. voting members at our world conference in Stockholm this coming June.

The Board received a report from Rafael Ribó about his efforts to engage with officials at the United Nations to coordinate efforts of ombudsmen and the UN toward the protection of children. The Board also received a Committee report on the Proliferation of Local Ombudsman from Rafael Ribó, with remarks from Gord Button.

The day following the conclusion of the annual Board meeting the Directors made an official visit to Macau where we were hosted by Cheong U, Commissioner Against Corruption, and his staff, having the opportunity to visit one of his offices, meet local officials, and tour historic and cultural sites.

After the official visit to Macau several of your Directors travelled to Beijing to meet officials of the Ministry of Supervision (MOS), including Minister Ma Wen. These series of meetings provided a learning opportunity for the I.O.I. and the MOS to exchange ideas and learn from one other about our similarities and differences. It was recognized that we should continue communications and exchanges of information.

I end this column on a sad note because as I was writing it I learned about the death of Professor Donald Rowat of Canada. Professor Rowat was one of the early scholars of the modern ombudsman movement and a vocal champion for independence in the office. In recognition for his pioneering ombudsman scholarship Professor Rowat was recognized by the I.O.I. On a personal note, I read and learned from his writings and frequently consulted with him over the years on matters relating to the work of my office and the ombudsman organizations I am a member of. He will be missed.



Bill Angrick  
I.O.I. President

## **I.O.I. HOLDS ITS 2008 BOARD OF DIRECTORS MEETING IN HONG KONG ON NOVEMBER 5 TO 7, 2008**

The 2008 Meeting of the I.O.I. Board of Directors was held in Hong Kong on November 5 to 7, 2008, hosted by the Ombudsman of Hong Kong and I.O.I. Secretary, Ms. Alice Tai.

In addition to information on the meeting in the “From the President’s Desk” article above, and the update on I.O.I. regional grants, provided later in this *Newsletter*, the annual President’s Report and Treasurer’s Report are attached to the end of this *Newsletter*.

## **I.O.I. 9TH WORLD CONFERENCE TO BE HELD IN STOCKHOLM, SWEDEN ON JUNE 9 TO 12, 2009 AND MARKING 200<sup>TH</sup> ANNIVERSARY OF THE SWEDISH PARLIAMENTARY OMBUDSMAN**

The 9th International Ombudsman Institute World Conference will be held on June 9 to 12, 2009 in Stockholm, Sweden. The Conference will be followed by a one-day celebration of the 200<sup>th</sup> anniversary of the Office of the Swedish Parliamentary Ombudsmen.

Invitations to the 9th International Ombudsman Institute World Conference and the Swedish Parliamentary Ombudsmen 200th Anniversary have now been sent out via e-mail and ordinary mail to all Institutional, Individual and Associate Members of the I.O.I. Registration to the events is now open on the website <http://www.ioi2009.com>

The deadline for registration is March 17, 2009. All matters regarding registration, hotel

booking, social events and general information are managed by Congrex Sweden AB (e-mail: [IOI2009@congrex.com](mailto:IOI2009@congrex.com), website: <http://www.congrex.com>). For the latest information about the Conference please visit the Conference website at <http://www.ioi2009.com>

The Swedish Parliamentary Ombudsmen wish you all very welcome to Stockholm in June 2009.

## **I.O.I. MEMBERSHIP FEES DUE FOR PERIOD JULY 1, 2008 TO JUNE 30, 2009**

Membership fees for all I.O.I. members for the period July 1, 2008 to June 30, 2009 are due. In particular, Institutional Members who have not yet paid their 2008-2009 fees and who plan to attend the 9<sup>th</sup> I.O.I. World Conference in Stockholm in June 2009 will not be authorized to vote at either the Regional or General Members’ meetings held during the Conference unless they pay their 2008-2009 annual membership fee immediately.

For payment of membership fees and all inquiries please contact Mrs. Diane Callan, I.O.I. Office Manager, +(780) 492-3196, <[dcallan@law.ualberta.ca](mailto:dcallan@law.ualberta.ca)>.

## **EXPRESSIONS OF INTEREST IN HOSTING I.O.I.’S 2012 10<sup>TH</sup> INTERNATIONAL CONFERENCE WELCOMED FROM INSTITUTIONAL MEMBERS**

The I.O.I. is hosting its 9<sup>th</sup> International Conference in Stockholm, Sweden in June 2009 to honour the 200<sup>th</sup> anniversary of the founding of the ombudsman institution in 1809 in Sweden. After 2009, the I.O.I. will

revert to the usual spacing of its International Conferences, scheduling the 10th I.O.I. International Conference in 2012. I.O.I. institutional members are welcome to express their interest in hosting the 10<sup>th</sup> International Conference to the I.O.I. Secretary, Ms. Alice Yuen Ying Tai, at the following address:

Ms. Alice Yuen Ying Tai  
Ombudsman, Hong Kong, China  
30/F China Merchants Tower  
Shun Tak Centre  
168-200 Connaught Road Central  
Hong Kong, China  
tel: 852-2629-0501  
fax: 852-2956-0625  
e-mail: ayytai@omb.gov.hk

### **UPDATES ON I.O.I. CAN \$10,000 GRANTS AWARDED TO I.O.I. REGIONS FOR DISCRETE PROJECTS**

At its November 2007 Board Meeting, the I.O.I. Board launched an initiative to provide CAN\$10,000 grants to the I.O.I. regions to fund discrete projects in each region. The following information provides updates on the grants made and the projects undertaken and being undertaken.

#### *Latin America and Caribbean Region: Development of a Training and Institutional Strengthening Project for the Defensor del Pueblo (Ombudsman) of Peru*

The I.O.I. Board of Directors approved a CAN\$10,000 grant for the development of a training and institutional strengthening project for the Office of the People's Defender (Ombudsman) of Peru. The Pontifical University of Peru was contracted to set up the project, which focused on "Women's Rights and Public Services: Design and

Implementation of an E-Learning Platform". The project is aimed at developing appropriate technology for knowledge management and training those who serve the public on a daily basis. A virtual classroom was created which forms part of the People's Defender of Peru Training Centre and which provides services to the personnel of the People's Defender Office currently and, in the future, will be extended to other officials in the Andes region. More than 120 employees have benefitted from the project

#### *Australasian and Pacific Region (APOR): Using I.O.I. Grant to Create an Ombudsman Manual for Offices in the APOR Region*

The APOR Region will be using its I.O.I. grant to create an Ombudsman Manual that will act as an information source on the work of the eighteen offices in the region who are I.O.I. institutional members. The Manual is expected to be ready for publication in four to five months and will also be made available to the I.O.I. It will serve as a living document and Australia's Commonwealth Ombudsman will coordinate the project and ensure that the Manual is updated regularly following completion of the project. The Manual will be available on-line as well as in paper form.

The Manual will outline information relating to each member office such as their history, jurisdiction, powers, functions and workload. The Manual will also present members with an opportunity to provide short papers summarizing their experiences in particular areas on topics such as specific investigations, performance management, human rights monitoring, internal review of decisions, compliance auditing, preparation and publication of reports, major project planning and cross agency investigations.

*North American Region: I.O.I. Grant Used to Fund Second Presentation of “Sharpening Your Teeth: Advanced Investigative Training for Administrative Watchdogs” Training Seminar by Ontario Ombudsman Office in September 2008*

The North American Region has used its I.O.I. grant to fund the second presentation of their “Sharpening Your Teeth: Advanced Investigative Training for Administrative Watchdogs” Training Seminar organized by the Ontario Ombudsman Office on September 22 to 24, 2008 in Toronto, Ontario. The focus of the seminar is placed on systemic investigations. Segments address matters such as the principles and challenges of investigations, case assessment and issue identification, investigation planning, witnesses and interviews, physical and documentary evidence, assessing evidence, report writing, crafting recommendations, communicating findings, and dealing with whistleblowers and retaliation. Operational issues such as hiring investigators, training, creating investigative teams and managing investigations are discussed. Case studies and exercises are included. The seminars are delivered by Ombudsman Ontario staff (including the Ombudsman), senior operational managers, senior counsel, lead investigators from the Special Ombudsman Response Team (SORT) and outside experts. The seminar is held on a cost-recovery basis.

Additional benefits to I.O.I. members included a substantially reduced fee charged to I.O.I. members attending the seminar, and the replication of the seminar in other regions of the world, such as South Africa, Bermuda, Hong Kong and the USA.

**OMBUDSMAN SCHOLAR DONALD ROWAT HAS PASSED AWAY**

Donald Cameron Rowat, internationally recognized ombudsman scholar, passed away at the Ottawa General Hospital on Tuesday, December 2, 2008 at the age of 87.

Son of the late William Andrew Rowat and Bertha Elizabeth Moore of Winchester, Ontario. Predeceased by brothers John M. (Pearl) and Lloyd A. (late Leone), and a sister June R. McMaster (Rowland, John Harrison). Devoted husband and best friend of Frances Louise Coleman. Loving father of Linda, Augustina of Ottawa and Steven Coleman of Roberts Creek B.C. Don was born in Somerset, Manitoba, and lived in Saskatchewan before moving to Winchester, where he attended school. A graduate of the University of Toronto (B.A.) and Columbia University (Ph.D). In his early years he was employed by the Canadian federal government. His academic career included lecturing at North Texas State College, Denton, where he met his future wife, and at Dalhousie University, the Universities of British Columbia, California at Berkeley, and Carleton. Here he taught for over 40 years, from 1950 to 1992, retiring as Professor Emeritus of Political Science. He then spent 6 years on the Ontario Assessment Appeal Board adjudicating property tax appeals.

Professor Rowat was noted for his writings on the ombudsman, comparative public administration, federal capitals and university government. He travelled for his research to six continents. Chiefly known for promoting the concept of the ombudsman and the right of access to government information, he was made an honorary member of the United States Ombudsman Association, and received an award from the International Ombudsman

Institute. Early in his career, he was sent by the United Nations to Ethiopia to help set up a School of Public Administration, and later was appointed Co-Chairman of the Commission of the Relations Between Universities and Governments in Canada. At Carleton, Professor Rowat served terms as Acting Director of the School of Public Administration, Supervisor of Graduate Studies, and Chairman of his Department, and member of the Executive Committee of Carleton's Senate. He was elected President of the Canadian Political Science Association, Vice President of the Social Science Research Council of Canada, and Chairman of the Canadian Study of Parliament Group. He was also on the National Archives Advisory Council on Records and on the Board of the Canadian and Ottawa Civil Liberties Associations.

Professor Rowat was the author of *The Ombudsman* (1965, 1968) and *The Ombudsman Plan* (1973, 1985). His article on "Finland's Defenders of the Law" published in (September 1961) *Canadian Public Administration* was one of the first articles published in Canada on the ombudsman. Professor Rowat kept up his writing on ombudsmanship throughout his retirement. In 2007, he published "The American distortion of the ombudsman concept and its influence on Canada" (2007) 50:1 *Canadian Public Administration* pp. 42-52, based on a longer comparative piece that is published in Argyriades, Dwivedi and Jabbra, eds., *Public Administration in Transition: A Fifty-Year Trajectory Worldwide: Essays in Honor of Gerald E. Caiden*, (2007).

Those interested in donations towards a memorial scholarship, please contact: Development and Alumni, Carleton

University, 1125 Colonel By Drive, Ottawa, K1S 5B6 (613-520-3636) or <[www.carleton.ca](http://www.carleton.ca)>.

## **OMBUDSMAN INSTITUTION CREATED IN SAINT KITTS AND NEVIS IN THE CARIBBEAN AND FIRST OMBUDSMAN APPOINTED**

The Caribbean twin island state of Saint Kitts and Nevis has created an ombudsman institution and appointed its first Ombudsman with effect from August 1, 2008. His Excellency Ambassador Walford Gumbs was appointed as the Ombudsman of Saint Kitts and Nevis by the country's Governor-General. Ambassador Gumbs is a former Speaker of the National Assembly and former President of the St. Kitts-Nevis Trades and Labour Union.

## **CHANGES TO JURISDICTION OF VARIOUS OMBUDSMAN OFFICES IN AUSTRALIA**

Over the past year, the jurisdictions of various ombudsman offices in Australia have been changed, usually adding to their responsibilities, and changes to the jurisdiction of other offices are planned, as follows:

*Commonwealth Ombudsman*: given a new role as the Law Enforcement Ombudsman which involves auditing police complaint-handling;

*Ombudsman of Victoria*: (1) given a new complaint-handling role regarding alleged breaches of the State's new *Charter of Human Rights and Responsibilities Act*; (2) given a new complaint-handling role in matters

involving the Department of Human Services' and Local Councils' authorized officers;

*Ombudsman of Western Australia:* (1) it has been recommended by an independent review of Western Australia's Department of Community Development that the Ombudsman take over the State's child death review function from the ministerial Child Death Review Committee; (2) as part of Western Australia's water reform program, it has been proposed that the water service customer complaints function currently being performed by the Department of Water be transferred to the Western Australian Ombudsman, who also already operates as Energy Ombudsman;

*Ombudsman of Tasmania:* from July 2009, the Tasmanian Ombudsman will also handle water and sewage complaints as part of ongoing reforms of the water/sewage sector;

*Northern Territory Ombudsman:* (1) a new Ombudsman Bill will be introduced into the Northern Territory Parliament at the end of 2008, intended to enter into force on July 1, 2009. The Bill's features include: allowance for the delegation of certain powers to interstate Ombudsman, allowance for the use of conciliation and mediation to resolve complaints, as well as provide for enforceable agreements, add an own motion investigation power in relation to police, allow police officers to complain directly to the Ombudsman about serious matters and allow for complaints against senior police officers to be investigated by the Ombudsman.

(2) The *Child Care and Protection Act* was passed by the Northern Territory legislature. The new Act provides for the establishment of a Children's Commissioner who will take the Ombudsman's place in dealing with

complaints about the Department of Family and Community Services.

## **CHANGES TO JURISDICTION OF THE NEW ZEALAND OMBUDSMEN INSTITUTION**

As a result of New Zealand's pending ratification of the Optional Protocol to the UN Convention Against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment, the New Zealand Ombudsmen institution has been selected to act as one of three National Preventative Mechanisms under the Protocol to inspect places where people are detained by the state.

The New Zealand Ombudsmen's prisons jurisdiction has been extended to give the Ombudsmen responsibility at first instance for examining deaths in custody as well as certain other serious incidents.

## **APPOINTMENTS/RETIREMENTS/ ANNIVERSARIES/AWARDS ETC.**

### **AUSTRALIA**

Professor John McMillan, the Australian Commonwealth Ombudsman, has had his term of office extended until 2013.

### **AUSTRALIA—QUEENSLAND**

Mr. David Bevan, the Ombudsman of the State of Queensland in Australia, has had his term of office extended for three years.

## AUSTRIA

Ms. Gertrude Brinek was appointed Ombudswoman on the Austrian Ombudsman Board after Ms. Maria Theresia Fekter stepped down from the position in July 2008.

## CANADA—CITY OF TORONTO, ONTARIO

Ms. Fiona Crean was appointed the first Ombudsperson of the City of Toronto in Ontario, Canada by Toronto City Council, effective November 17, 2008. The Toronto Ombudsperson will receive, resolve and investigate public complaints related to the delivery of City services and programs.

Prior to her appointment, Ms. Crean served as Assistant Deputy Minister, Organizational Effectiveness, in the Ontario Ministry of Community Safety and Correctional Services. She has extensive ombudsman experience. She served as the first Ombudsman and Director of Human Rights at York University, as the Executive Director of the Office of the Ombudsman of Ontario and as Interim Ombudsman of Ontario. Ms. Crean also developed the first employment equity program for the former City of Toronto and worked for a number of years at the Ontario Human Rights Commission. In addition, she has been involved in international development work and in community and volunteer service.

## HUNGARY

Dr. András Jóri was elected as Hungary's Data Protection Commissioner on September 29, 2008 by the Hungarian Parliament for a six-year term.

## NEW ZEALAND

In addition to the appointment of Ms. Beverley Wakem as Chief Ombudsman of New Zealand, Mr. David McGee Q.C. was appointed as an Ombudsman of New Zealand, replacing Mr. Mel Smith.

## SAINT KITTS AND NEVIS

For information on the appointment of the first Ombudsman of Saint Kitts and Nevis see the article above entitled "Ombudsman Institution Created in Saint Kitts and Nevis in the Caribbean and First Ombudsman Appointed."

## SOLOMON ISLANDS

After a few years of uncertainty, Mr. Joe Poraiwai was confirmed as the Ombudsman of the Solomon Islands.

## SOUTH KOREA

In February 2008, the institution of the Ombudsman of South Korea was integrated with the Korea Independent Commission Against Corruption and with the Administrative Appeals Commission under the Prime Minister to form the Anti-Corruption and Civil Rights Commission (ACRC). Mr. Kun Yang was appointed as Chairperson of the new ACRC. He has also become a member of the I.O.I. Board of Directors and the Regional Vice-President for the Asia Region. He replaces Ombudsman Chul-ho Song.

## UNITED KINGDOM—WALES

Mr. Peter Tyndall has been appointed as the new Public Services Ombudsman for Wales. He replaces Mr. Adam Peat.

#### U.S.A.—HAWAII

Mr. Robin Matsunaga was reappointed as the Hawaii State Ombudsman by the Hawaii State Legislature for a second six-year term, effective July 1, 2008.

#### PAST/FUTURE CONFERENCES, MEETINGS ETC.

##### FEBRUARY 5-6, 2009—OMBUDS.CA COURSE ON OMBUDSMAN OFFICE ASSESSMENT—MARINA DEL REY, CALIFORNIA

Ombuds.ca is holding a two-day course designed to help ombudsman practitioners consider, plan and conduct office assessments. The course will be held on February 5 to 6, 2009 at the Marriott Courtyard Hotel, 13480 Maxella Drive, Marina Del Rey, California (ten minutes north of Los Angeles airport).

All essential components will be covered, including assessment basics, gaining support and buy-in, developing a plan, demonstrating effect, the value for money argument, authoring surveys, self-assessment tools, comparative surveys and proper reporting. There will be approximately three to four hours of preparatory work that learners will need to complete before the course. The course will be taught by John Zinsser and Frank Fowlie. John Zinsser, an award-winning ombuds and consultant, is a driving force for the research, design and implementation of assessments of conflict management systems. Frank Fowlie, the Ombudsman for the Internet Corporation for

Assigned Names and Numbers (ICANN), has written his doctoral dissertation on ombudsman evaluation and has published several articles on the topic.

The tuition is US\$500, payable to Pacifica Human Communications, LLC. To register or for more information please contact John Zinsser at [jzinsser@conflictbenefit.com](mailto:jzinsser@conflictbenefit.com) or call Pacifica at +1 (240) 401-8742. Tuition includes lunch, two refreshment breaks each day and the course materials. The Marriott Courtyard Hotel is offering a discounted rate of US\$133/night for learners.

##### APRIL 15-18, 2009—ACCUO, FCO, IOA JOINT OMBUDSMAN CONFERENCE— MONTREAL, QUEBEC, CANADA

The Association of Canadian College and University Ombudspersons (ACCUO), the Forum of Canadian Ombudsman (FCO) and The International Ombudsman Association (IOA) will be hosting a joint ombudsman conference on April 15 to 18, 2009 at the Fairmont Queen Elizabeth Hotel in Montreal, Quebec, Canada. The conference theme is “Evolution of the Ombudsman (1809-2009): A Rich History, A Promising Future”, highlighting the 200<sup>th</sup> anniversary of the creation of the modern ombudsman in Sweden. Plenary, general and panel sessions will be offered, with care taken to ensure that during concurrent sessions value will be provided for legislative/governmental ombudsman, corporate ombudsman and academic ombudsman. One of the conference’s guiding principles is that all participants will be free to attend all sessions regardless of the organizing association. Further details on the conference will be provided in upcoming issues of the *Newsletter*.

**SEPTEMBER 28-OCTOBER 2, 2009—  
UNITED STATES OMBUDSMAN  
ASSOCIATION (USOA) ANNUAL  
CONFERENCE—ESTES PARK,  
COLORADO**

The 2009 annual conference of the United States Ombudsman Association (USOA) will be held on September 28 to October 2, 2009 at the Holiday Inn at Rocky Mountain Park, Estes Park, Colorado. A two-day New Ombudsman Training pre-conference session is also scheduled. The 2009 Conference host is Marilyn Young, Ombudsman with College Assist Neinet Guarantor Solutions. For further information, please contact Marilyn Young at (303) 305-3274 or Gerald Papica, USOA Conferences and Training Committee Chair at 1-800-264-0904.

**CATALAN OMBUDSMAN (SÍNDIC DE  
GREUGES) OFFICE MOVES TO NEW  
LOCATION IN BARCELONA**

The *Síndic de Greuges* (Ombudsman) of Catalonia has moved to a new and larger office in Barcelona. The new address of the *Síndic de Greuges* of Catalonia is:

Passeig de Lluís Companys, 7  
08003 Barcelona  
Spain

The office telephone and fax numbers and e-mail/internet addresses remain the same as:

tel: +933-018-075  
fax: +933 013-187

[sindic@sindic.cat](mailto:sindic@sindic.cat)  
[www.sindic.cat](http://www.sindic.cat)

(The Catalan Ombudsman website content available in Catalan, Spanish, English, French and Aranés (language spoken in the Vall d’Aran).

**I.O.I. PUBLICATIONS**

**(2006) 10 THE INTERNATIONAL  
OMBUDSMAN YEARBOOK**

The compilation and editing of Volume 10 of the *Yearbook* is almost completed with four articles already accepted for publication. It is hoped that Volume 10 will be completed and sent to the publishers by early 2009. The papers that have been accepted for publication are: “The Origins and Birth of the European Ombudsman” by Alexandros Tsadiras; “Evaluating Ombudsman: A Case Study in Developing a Quantitative Methodology to Measure the Performance of Ombudsman” by Anita Stuhmcke; “The Ombudsman Offices in Denmark and British Columbia, Canada: A Comparative Study” by Shera Skinner and Carly Hyman; and “The Constitutional Role of the Ombudsman” by Richard M. Kirkham.

**NEWS ITEMS, ARTICLES ETC. FOR  
I.O.I. PUBLICATION**

We encourage the submission of news items for publication in the *Newsletter* and the submission of articles and lectures for consideration of their publication in the *Occasional Paper* series. We also invite the submission of news items for the March 2009 *Newsletter*. We also appreciate the regular receipt of information from member offices on changes in appointment, retirements, etc. for inclusion in the *Newsletter*.

Please submit all material to:

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Editor of Publications  
International Ombudsman Institute

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Edmonton, Alberta, T6G 2H5, Canada  
tel: (780) 492-2800, fax: (780) 492-4924  
e-mail: lreif@law.ualberta.ca



MERRY CHRISTMAS, JOYEUX NOËL,  
FELIZ NAVIDAD, HAPPY HOLIDAYS

Best Wishes for a Merry Christmas or Happy  
Holidays and all of the Very Best in 2009  
from the I.O.I. Secretariat—Linda C. Reif and  
Diane Callan