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## **FROM THE PRESIDENT'S DESK**

I am pleased to report your Board had a busy and productive annual meeting in Sydney. We had the opportunity to welcome two directors who were attending their first Board meeting: Mr. Javed Malik (Pakistan) and Mr. Sekara Mafisa (Lesotho). Javed also serves as President of the Asian Ombudsman Association. Newly elected Board member Mr. Madison Stanislaus (St. Lucia) was unable to attend and sent his apologies, as did Tunisian Ombudsman Alifa Farouk.

Foremost among the decisions made by the Board was to endorse a process to invite bids to host the future headquarters of the I.O.I. I named a committee including Vice-President Tom Frawley, Secretary Alice Tai, Treasurer David Percy, and Regional Vice-Presidents Bruce Barbour and Song Chul-ho to receive and consider bids and make a recommendation for the new home office by our 2008 Annual Board Meeting. That recommendation will need to be approved by the Board and ratified by the General Assembly at the 2009 Ombudsman World Conference. A letter announcing the opportunity, specifying criteria and inviting expressions of interest was sent out on December 1.

Also of significance for the I.O.I. was the decision by the Board to earmark CAD\$10,000 for ombudsman office development and training project grants for each of our six regions. To support the I.O.I.'s constituencies, Regional Vice-Presidents should identify and receive proposals for training projects that will be reviewed and then awarded by the Executive Committee on a one award, once a year basis. This decision was made after the Board approved a request from the Ombudsman office in Peru to support the design and implementation of an e-learning platform to build capacity and manage knowledge.

The Board endorsed the designation of Rafael Ribó and the Office of the Catalan Ombudsman as the I.O.I.'s representative with the United Nations Committee on the Rights of the Child.

In other matters, the Board decided to create a committee to study the Proliferation of Local Ombudsman and to make proposals for consideration. The committee members are: Rafael Ribó, Javed Malik and Gord Button; the Board encouraged the committee to research the issue and, if necessary, be prepared to propose by-law amendments at the 2008 Board of Directors Meeting.

The Board received a report from Swedish Ombudsman Mats Melin about plans and progress on the 2009 World Ombudsman Conference, which will also be a celebration of the bicentennial of the ombudsman institution in Sweden. The Board also received a report from Publications Editor Professor Linda Reif including her update about the publication of our annual *Yearbook* and the future of our contract with its publisher.

Secretary Alice Tai reported on a number of issues including timely payment of membership fees. The Board instructed Ms. Tai, with the advice of the Regional Vice-Presidents and input from the

Administrator, to consider cancelling the memberships of those offices where fees are outstanding for two or more years. The cancellation procedure will be as follows: • notification, • deadline for response, and • cancellation.

Treasurer Dean David Percy presented the audit and a proposed budget. Dean Percy also discussed the possibility of keeping the I.O.I.'s ombudsman library at the University of Alberta by incorporating the vast collection of annual reports, conference proceedings, monographs, journals and books into the university library as a special collection. Keeping the I.O.I. library at a university will enhance its availability to ombudsman offices, researchers and scholars.

Office Administrator Diane Callan reported on a number of items relating to the operation of the I.O.I. including the use of the list serve, continued development of the web site and securing two additional ombudsman domain names, progress on updating the 2008 *Directory*, writing of an office procedures manual and discussion of visitors to the office.

Officers for the I.O.I. were re- elected including myself as President, Tom Frawley as Vice-President, Alice Tai as Secretary and David Percy as Treasurer. Alice Tai's offer to host the 2008 annual Board meeting in Hong Kong was accepted.

Upon my return to Iowa, my office received an official delegation from the Control Yuan of Taiwan, including Secretary General Mr. Shan-liang Tu, Senior Advisor Mr. Ron-yaw Chao and International Relations Secretary Mei-hing (Claudia) Claudia Lin (see photo page 15).

Our Institute has a busy year ahead. There are a number of significant decisions your Board must make. As an I.O.I. member, each of us should take stock of what the I.O.I. means to us and communicate our needs and expectations to our elected Directors, Regional Vice-Presidents, staff and officers. I look forward to hearing from you on matters affecting our Institute or the global ombudsman community. May everyone have a good holiday season and a healthy and prosperous New Year.

Bill Angrick, President

## **INVITATION TO HOST THE INTERNATIONAL OMBUDSMAN INSTITUTE (I.O.I.) HEAD OFFICE**

The I.O.I. invites bids to host the International Ombudsman Institute (I.O.I.) Head Office after 2009. Any member wishing to express interest or seek further information should contact the Secretary, Ms. Alice Tai, Ombudsman of Hong Kong, at the e-mail and postal addresses given at the end of this news item.

### *I.O.I.'s Vision, Objects and Principles*

The I.O.I. aims to promote the concept and institution of Ombudsman, while providing its members with a responsive, relevant and useful service. This is achieved by encouraging regional participation and the exchange of information and experience among members; developing and operating educational programmes for members and any other interested parties, and supporting research and study into the work of Ombudsmen across the world.

The I.O.I. is built around several core concepts and principles, namely:

- Respect for human rights and fundamental freedoms
- Adherence to the rule of law
- Effective democracy and open and accountable government
- Access to justice for all

Institutional membership of the I.O.I. is open to organizations that protect against maladministration, violation of rights, abuse, corruption or any injustice by public authorities, and have the power to make recommendations to remedy such failings. The Board of Directors has the discretion to extend institutional membership to organizations with jurisdiction over both public and private bodies.

### *Decision to Move the I.O.I. Head Office*

For several years, the Board of the I.O.I. has been discussing the difficulties surrounding both the location and the structure of the Secretariat.

A Task Force was created to look into possible solutions, which was made up of the President and Secretary of the I.O.I., as well as the Regional Vice-Presidents for Europe and the Australasian and Pacific Regions. This group's report was presented to the Board at its 2006 meeting in Barcelona.

After discussing this report and possible changes to the I.O.I.'s *modus operandi*, the Board decided to set up an Extended Task Force to address specific issues, such as possible relocation, publications and interaction with other international organizations. This group included the Executive and all Regional Vice-Presidents.

During the Extended Task Force meeting in March 2007, Treasurer David Percy announced that the

University of Alberta would not be in a position to continue to host the I.O.I. Head Office past 2009. This led to some discussion of what the Task Force members viewed as advantages and desirable characteristics of a new host. These included:

- Co-location of the various I.O.I. support systems
- Enhancing the administrative capacity of the Secretariat
- If the applicant is an Ombudsman Office, it should be an Institutional Member of the I.O.I.
- Funding of the new Secretariat by the host country for a reasonable period of time, allowing the I.O.I. to devote its revenue to projects and activities for members

#### *Outcomes of the 2007 I.O.I. Board Meeting*

During the 2007 Board meeting in Sydney, the Board recognized that the University of Alberta's decision had presented a unique opportunity not only to decide on a new location for the Head Office, but also to re-assess the direction of the I.O.I., strengthening its administration and enhancing its quality of service to members.

The Board also recognized that the need to act quickly, and to inform members regarding a motion for appointing the Assessment Committee to act on its behalf to invite, receive and assess bids from Institutional Members to host the Head Office of the I.O.I. and recommend a short list of applicants to the Board at its meeting in November 2008. The members of the Committee are:

- Vice-President Tom Frawley, Northern Ireland Assembly Ombudsman
- Secretary Alice Yuen Ying Tai, Ombudsman of Hong Kong
- Treasurer David Percy, Dean, Faculty of Law, University of Alberta
- Regional Vice-President (Asia) Song Chul-ho, Chief Ombudsman of South Korea
- Regional Vice-President (Australasia & Pacific) Bruce Barbour, Ombudsman of New South Wales, Australia

The following list outlines what the Board members viewed as key characteristics of a new host for the I.O.I. Head Office. Interested members are invited to propose the organizational structure they believe will best serve the I.O.I.'s needs.

#### *Essential Characteristics/Elements of Future Host Office*

- The new host office, with the support of the host office's Government, should make a long-term commitment to support the I.O.I. Head Office

- The host nation and host office would need to be stable both financially and politically, as well as demonstrate a commitment to the central principles of the I.O.I., such as the preservation and promotion of human rights
- It must have sufficient financial, legal, administrative, IT and staffing capacity to both support the I.O.I. and coordinate relationships with other international organizations
- It should have the capacity to host the I.O.I. website
- It must demonstrate the capacity to accommodate the I.O.I.'s three official languages
- There should be no restrictions on travel into the host nation

#### *Role of the New Head Office*

- It has to provide strong, proactive, full-time administrative support to the I.O.I. Board
- The incumbent Ombudsman of the host office will serve as the Secretary-General of the I.O.I.
- It should serve as a central advisory/information point for I.O.I. members, assisting with the implementation and coordination of regional initiatives
- It should act as a facilitator and information manager, developing and implementing research and publication initiatives and strategies

#### *Desired Future Role of the I.O.I.*

- Greater coordination and integration of regional activities within the I.O.I. as a whole
- Proactive involvement in training for members
- Development of links with other international organizations
- Stimulation of and nurturing student involvement: consider setting up an I.O.I. academic scholarship. The successful students may have their final works published in the I.O.I. *Yearbook*

#### *Time Frame for Selection Process*

- Seek expressions of interest by 1 December 2007
- Formal expressions of interest to Secretary by 1 February 2008
- Request for proposals sent to members expressing interest by 1 March 2008

- Proposals to Secretary before 1 June 2008
- Evaluation period from 1 June to 1 September 2008
- Recommendation circulated to Board by 10 September 2008
- Final recommendation from Board meeting in Hong Kong in early November 2008
- Board recommendation put to full Institutional membership of the I.O.I. for a vote in Stockholm in June 2009

Yours sincerely,

Alice Tai, Ombudsman of Hong Kong  
Secretary of the I.O.I.

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### **2007 I.O.I. BOARD MEETING HELD IN SYDNEY, AUSTRALIA ON NOVEMBER 7-9, 2007**

The 2007 annual meeting of the I.O.I. Board of Directors was held in Sydney, Australia on November 7 to 9, 2007, hosted by the Ombudsman of New South Wales and I.O.I. Regional-Vice-President for the Australasia and Pacific Region, Mr. Bruce Barbour.

The meeting covered a series of topics, including the process for selection of a new I.O.I. head office as detailed above in the invitation to submit bids to host the I.O.I. head office after 2009. Reports were also given by the President, Secretary, Treasurer, Office Manager, Editor and the Regional Vice-Presidents. Mr. Matts Melin, Chief Ombudsman of Sweden, also discussed the initial preparations for hosting the next international ombudsman conference in Stockholm, Sweden in June 2009 to mark the bicentennial anniversary of the founding of the ombudsman institution. Other topics covered included: developing future relationships of the I.O.I. with other international organizations, the initiative of the UN Committee on the Rights of the Child for cooperative activities with the I.O.I. and support for regional initiatives. The 2008 annual meeting of the I.O.I. Board of Directors will be held in Hong Kong in early November 2008.

The most recent I.O.I. financial reports and the minutes of the 2007 Board Meeting are attached at the end of this *Newsletter*.

## **ADDITIONAL I.O.I. DOMAIN NAMES SECURED**

In addition to the domain name, the ioi.com, the I.O.I. has recently secured the following domain names: InternationalOmbudsmanInstitute.com, InternationalOmbudsmanInstitute.ca, InternationalOmbudsmanInstitute.org, OmbudsmanInstitute.com, OmbudsmanInstitute.ca and OmbudsmanInstitute.org

## **EXPRESSIONS OF INTEREST IN HOSTING I.O.I.'S 2012 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 10<sup>th</sup> 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

## **EXTENSION OF OMBUDSMAN OF ONTARIO JURISDICTION**

On January 1, 2008, the Ombudsman of Ontario will obtain the jurisdiction to review and investigate complaints about a municipality's failure to hold public meetings. In those cases where a municipality has not first appointed an investigator to deal with the complaint, members of the public can complain to the Ombudsman's office.

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

### **AUSTRALIA—QUEENSLAND**

Mr. David Bevan was reappointed Ombudsman of Queensland for a third three-year term of office effective September 2007 until September 2010.

### **AUSTRALIA—SOUTH AUSTRALIA**

Former Auditor-General Mr. Ken McPherson was appointed Acting Ombudsman of South Australia in September 2007. He replaced Acting Ombudsman Suzanne Carman who was suffering from an illness. Longtime South Australia Ombudsman Eugene Biganovsky resigned in June 2007.

## AUSTRIA

On June 5, 2007, the National Council of Austria elected the three members of the Austrian Ombudsman Board for six-year terms of office, from July 1, 2007 until June 30, 2013. They are Dr. Peter Kostelka, reelected for a second term, who is the I.O.I.'s Regional Vice-President for Europe, Dr. Maria Theresia Fekter, profiled in the June 2007 issue of the I.O.I. *Newsletter*, and Ms. Terezija Stoisits. Ms. Stoisits is a member of the Austrian Green Party and was a member of the Austrian Parliament from 1990 to 2007.

Dr. Fekter and Ms. Stoisits replace outgoing

Ombudsmen Ms. Rosemarie Bauer and Mr. Hilmar Kabas.

## BARBADOS

Mr. Cyril Clarke demitted office as Ombudsman of Barbados at the end of October 2007 after serving about four and one-half years of his term of office.

## CANADA—FEDERAL VETERANS OMBUDSMAN

Colonel Pat Stogran, a former battle group commander who served in Afghanistan, was named as Canada's first federal Veterans Ombudsman in mid-October 2007. Immediately prior to his appointment, Colonel Stogran served as the Associate Director General of Science and Technology Operations at Defence Research and Development Canada. He retired from the Canadian Defence Forces before commencing his duties on November 11, 2007.

## CANADA—PROCUREMENT OMBUDSMAN DESIGNATE

Mr. Shahid Minto has been appointed as the Canadian federal government Procurement Ombudsman designate pursuant to the recently enacted *Federal Accountability Act*. The Procurement Ombudsman is to review the procurement practices of federal departments and agencies against standards of fairness and transparency. The Ombudsman can also review complaints from suppliers and recommend improvements. The duties and functions of the Ombudsman will be laid down in regulations to the *Federal Accountability Act*. The Ombudsman is appointed by the federal Cabinet and reports to the Minister of Public Works and Government Services.

## HUNGARY

Dr. Máté Szabó was elected Parliamentary Commissioner for Civil Rights (Ombudsman) of Hungary on September 24, 2007 by the Hungarian Parliament, effective September 25, 2007. Dr. Szabó has a doctorate in political science and, prior to his election, he was the director of the Institute of Political Science of the Eötvös Loránd University. Dr. Szabó replaces Dr. Barnabás

Lenkovics who demitted office in April 2007 after being elected a Judge of the Constitutional Court.

## FIJI

Dr. Shaista Shameem commenced her duties as Ombudsman of Fiji in early October 2007.

## LIBYA

Libya has established a Popular Committee of Investigation and Popular Control. Mr. Ibrahim Ali Ibrahim has been appointed as the first head of this Committee.

## KYRGYZTAN

Pursuant to the state's electoral legislation, Mr. Tursunbai Bakir-uulu, left his position as Kyrgyz Ombudsman on November 26, 2007 in order to stand as a candidate in the December parliamentary elections.

## NEW ZEALAND

Mr. David McGee, CNZM, Q.C., was appointed as the third Ombudsman of New Zealand in October 2007, effective November 19, 2007, for a five-year term. Prior to his appointment, Mr. McGee served as the Clerk of the New Zealand House of Representatives since 1985, joining the Office of the Clerk in 1974. He has also published extensively on parliamentary practice and the budget process.

## SIERRA LEONE

In early November 2007, the President of Sierra Leone relieved a number of public officials, including Ombudsman Francis Gabbidon, of their duties with immediate effect. It is reported that in the case of the Ombudsman and several other officials, the President acted because of his position against public servants' participation in politics.

For further information see: R. Horner, "Ombudsman, Kanji Daramy Sacked", on-line: *Concord Times (Freetown)* (November 5, 2007).

## SPAIN—NAVARRRE

Mr. Francisco Javier Enériz Olaechea was appointed *Defensor del Pueblo* (Human Rights Ombudsman) of the Autonomous Community of Navarre in Spain on March 22, 2007 for a six-year term of office. Prior to his appointment, Mr. Enériz Olaechea was a law professor specializing in constitutional law. He has also worked in the public administration of Navarre, heading government departments including housing, urban planning and the environment.

Mr. Enériz Olaechea replaces Ms. María Jesús Aranda Lasheras who completed her six-year term on March 21, 2007.

## U.S.A.—AMERICAN RED CROSS

The American Red Cross was established by congressional charter and recent congressional legislation signed into law in May 2007 requires the Red Cross to establish an Ombudsman. The Red Cross Ombudsman takes complaints both from internal and external persons (e.g. employees, volunteers, blood donors, financial donors, disaster victims and members of the public in general), and submits an annual report to Congress covering trends and systemic issues. Ms. Beverly Ortega Babers has been appointed as the first Ombudsman.

## U.S.A.—MARIANAS ISLANDS

The contract of Mr. Jim Benedetto as federal Ombudsman in the Marianas Island has been extended for another three years.

## U.S.A.—U.S. OMBUDSMAN ASSOCIATION (USOA)

Ms. Linda Lord Jenkins, Ombudsman of Alaska, was elected President of the U.S. Ombudsman Association (USOA) at its 2007 Annual Conference held in September.

## AWARD TO ISAAC HOCHMANN FOR PROMOTION OF OMBUDSMAN CONCEPT IN LATIN AMERICA AND THE CARIBBEAN

Mr. Isaac Hochmann, an Argentinian who has lived most of his life in Venezuela, was presented with the medal Knight First Class of the Order of the Lion of Finland in October 2007 for his efforts in creating and sustaining the institution of ombudsman in Latin America and the Caribbean. The medal is awarded by the President of Finland as the Grand Master of the Order, although the medal was presented to Mr. Hochmann in the USA by the Deputy Chief of Mission of Finland's Embassy in the USA. Mr. Hochmann participated in the establishment of the Latin American Institute of the Ombudsman (ILO) in Caracas in 1983 and he served as its first Secretary General until 2006. He also contributed to the creation of the Ibero-American Federation of the Ombudsman (FIO).

## **UN HIGH COMMISSIONER FOR HUMAN RIGHTS SUPPORTS INDEPENDENCE OF GEORGIA'S PUBLIC DEFENDER**

In the aftermath of the Georgian government imposition of emergency rule in early November 2007 and the use of violence by government forces, the UN High Commissioner for Human Rights, Ms. Louise Arbour, issued a statement on November 8, 2007. In her statement she *inter alia* condemned the disproportionate use of force, including against the Public Defender (human rights ombudsman), Mr. Sozar Subari, and expressed support for the independence and inviolability of Georgia's Public Defender.

For further information see: United Nations Press Release, "High Commissioner Concerned About Georgia State of Emergency" (November 8, 2007).

## **UZBEK HUMAN RIGHTS OMBUDSMAN AND HUMAN RIGHTS OMBUDSMAN (DEFENSOR DEL PUEBLO) OF SPAIN SIGN COOPERATION AGREEMENT**

The Uzbek human rights ombudsman (Authorized Person of the Parliament for Human Rights) and Spain's human rights ombudsman (*Defensor del Pueblo*) signed a cooperation agreement on October 11, 2007. The objective of the agreement is to establish friendly cooperation aimed at the exchange of experiences on matters connected with the provision of efficient protection of human rights in their countries. The exchange will include exchange of information, legislation and other legislative documents, the organization of visits, conferences and training, mutual assistance in the protection of human rights, and the preparation and publication of joint publications.

The Agreement was concluded for a five year period and it will be automatically extended for a second five-year period unless one of the parties gives proper notice of termination.

## **ACTIVITIES OF MACAO, SAR COMMISSION AGAINST CORRUPTION (CCAC) IN JULY TO OCTOBER 2007**

The Commission Against Corruption (CCAC) of Macao, SAR, was active in the July to October 2007 period. Among its many activities, the CCAC co-organized five Integrity Management Symposia in July with the office of the five Secretaries. Attendees at the Symposium were directors of bureaus and department heads of the Macao SAR. The five Secretaries also delivered speeches. In addition to its own staff, the CCAC invited specialists from Hong Kong ICAC, Hong Kong Police Force and the Development Bureau of the Government of Hong Kong to share their insights and experiences.

To further strengthen its educational efforts, the CCAC has created a web site called "Teencity" at <[www.ccac.org.mo/teencity](http://www.ccac.org.mo/teencity)> (in Chinese) with the objective of helping teenagers cultivate moral values and a positive attitude toward life. "Teencity", now linked to the web sites of many schools, contains sections on experience sharing, flash games, tests, case reviews and e-card services, etc.

The Macao SAR government announced the "Program of Public Administration Reform 2007-2009" in July 2007. Key reform strategies proposed include building a clean administration and strengthening professional ethics and integrity awareness of public servants at all levels. Following the five Integrity Management Symposia in July, the CCAC launched the Integrity Management Plan. By the end of October 2007, the CCAC had signed the "Integrity Management Plan — Protocol of Collaboration" with more than 50 government departments. The Protocol stipulates various aspects regarding supervision, corruption prevention and education.

In commemoration of the fifteenth anniversary of anti-corruption work in Macao, the CCAC hosted a conference and study visit called "Ombudsman and Legality in Administration — International Exchanges Between China and Portuguese Countries" on October 16 to 21, 2007. The first part was composed of a two-day conference and visit in Macao. The second element of the program was a two-day study trip to Beijing, China hosted by the Ministry of Supervision. The conference attracted more than 100 participants, mainly directors of government departments, prosecutors, judges, lawyers, legal advisors and professors. The opening ceremony of the conference was

presided over by the Secretary for Administration and Justice, Ms. Florinda Chan, the Commissioner Against Corruption, Mr. Cheong U, and the heads of delegations from eight countries/regions. Speakers at the conference included the Vice-Minister of Supervision of the Ministry of Supervision of the PRC, the Ombudsman of Hong Kong and I.O.I. Secretary, Alice Tai, and ombudsmen and deputy ombudsmen from Portugal, Brazil, Angola and East Timor.

During the July to October period, the CCAC also received visits from the Committee on Justice, Human Rights and Good Governance of the National Economic and Social Advisory Council of Thailand, and the Ombudsman of East Timor, Mr. Sebastião Dias Ximenes.

### **FORUM OF CANADIAN OMBUDSMAN (FCO) ANNUAL WRITING COMPETITION—2007 LIZ HOFFMAN OMBUDSPERSON RESEARCH AWARD**

The Forum of Canadian Ombudsman (FCO) offers an annual writing competition in effect until 2010-2011 with an award of CAN\$1,000 to the winning paper each year. The 2007 competition is open to submissions until December 31, 2007. Further information on the 2007 Liz Hoffman Ombudsperson Research Award and the eligibility requirements are available at:

<[http://www.ombudsmanforum.ca/news/hoffman\\_2007\\_e.asp](http://www.ombudsmanforum.ca/news/hoffman_2007_e.asp)>

### **FORUM OF CANADIAN OMBUDSMAN (FCO) PAPERS AVAILABLE ON-LINE**

The 2006 winning paper in the Forum of Canadian Ombudsman (FCO) Liz Hoffman Ombudsperson Research Award, written by Isabelle Fortier on “Multiple Roles of the Ombudsman in Fostering Democratic Values: Evolution and Emergent Issues of the Québec Provincial Ombudsman 2000-2006” is available at:

<[http://www.ombudsmanforum.ca/documents/papers/isabelle\\_fortier\\_democratic\\_values\\_\\_e.pdf](http://www.ombudsmanforum.ca/documents/papers/isabelle_fortier_democratic_values__e.pdf)>

Dave McNabb, Deputy Ombudsman, Royal Bank of Canada, and Chair of the FCO Research Committee has authored a paper entitled “Adjudication Idols and Ombudsman Bridges: The Private Enterprise of Independence and Fairness”, originally presented at an American Bar Association panel and written in the context of the executive ombudsman model. It can be accessed at:

<[http://www.ombudsmanforum.ca/pdf/Adjudication\\_Idols\\_and\\_Ombudsman\\_Bridges\\_McNabb.pdf](http://www.ombudsmanforum.ca/pdf/Adjudication_Idols_and_Ombudsman_Bridges_McNabb.pdf)>

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

**NOVEMBER 25-27, 2007—ANNUAL TRAINING COURSE ON “THE SPECIALIST OMBUDSMAN: WORKING BEHIND PRISON WALLS”—FORUM OF CANADIAN OMBUDSMAN, ST. JOHN’S, NEWFOUNDLAND**

The Forum of Canadian Ombudsman (FCO) is offering an annual training course for ombudsman and their staff working in the prison system, called “The Specialist Ombudsman: Working Behind Prison Walls”. This year, the course is being held on November 25 to 27, 2007 in St. John’s,

Newfoundland. See the FCO web site: [http://www.ombudsmanforum.ca/menu\\_e.asp](http://www.ombudsmanforum.ca/menu_e.asp)

**DECEMBER 3-6, 2007—TRAINING COURSE ON “SHARPENING YOUR TEETH:  
ADVANCED INVESTIGATIVE TRAINING FOR ADMINISTRATIVE  
WATCHDOGS”—OFFICE OF THE ONTARIO OMBUDSMAN, TORONTO, ONTARIO**

On the request of the Canadian Council of Parliamentary Ombudsman, the Ombudsman of Ontario has created a training course based on the approaches and methodology used by the Ombudsman of Ontario’s Special Ombudsman Response Team (SORT). SORT conducts the major, systemic investigations completed by the Ombudsman of Ontario and has proven a highly successful vehicle for planning and executing high-profile investigations quickly and thoroughly. For more information on SORT investigations see: <[www.ombudsman.on.ca](http://www.ombudsman.on.ca)>. Although the course will focus on systemic investigations, the principles and practices covered can be applied to any type of administrative investigation.

The training course, “Sharpening Your Teeth: Advanced Investigative Training for Administrative Watchdogs” will be held on December 3 to 6, 2007 in Toronto, Ontario, Canada. It is hosted by the Ombudsman of Ontario, André Marin, on a cost-recovery basis. The course is targeted at ombudsmen, managers and staff who conduct investigations. The course will include seminars, case studies, group discussions, lectures, exercises and student presentations. It will be delivered by a combination of Ombudsman of Ontario staff, including the Ombudsman, senior operational managers, senior counsel, lead investigators and outside experts. In order to establish a forum for discussion of best practices and different approaches to similar problems, everyone will be encouraged and expected to participate and contribute throughout the course.

**JANUARY 27-29, 2008—FORUM OF CANADIAN OMBUDSMAN (FCO) COURSE ON  
COMPLAINT INTAKE—TORONTO, ONTARIO**

The Forum of Canadian Ombudsman (FCO) is holding a training course on “Complaint Intake: Challenges, Ideas and Techniques” on January 27 to 29, 2008 in Toronto, Ontario. The training course is intended primarily for intake staff and intake managers and supervisors. Sessions will focus on topics of interest to this group, and staff from areas of the office more concerned with policy will certainly benefit from participating.

The program and registration information is posted on the FCO web site at <[www.ombudsmanforum.ca](http://www.ombudsmanforum.ca)>. The cost of the course is C\$550 plus GST for FCO members and staff of institutional member offices and C\$650 plus GST for non-members. For further information please contact <[Steve.Olive@mcgill.ca](mailto:Steve.Olive@mcgill.ca)>.

**APRIL 7-11, 2008—SECOND AFRICAN OMBUDSMAN ASSOCIATION  
CONFERENCE—TRIPOLI, LIBYA**

The African Ombudsman Association (AOA) will be holding its second conference in Tripoli, Libya on April 7 to 11, 2008.

APRIL 13-16, 2008—INTERNATIONAL OMBUDSMAN ASSOCIATION 3<sup>RD</sup> ANNUAL CONFERENCE—BOSTON, MASSACHUSETTS, U.S.A.

The International Ombudsman Association (IOA) will be holding its third Annual Conference on April 14-16, 2008, preceded by pre-conference course on April 13, in Boston, Massachusetts, U.S.A. The theme of the Conference will be “Making a Difference—The Ombudsman Impact”. For further details please visit the IOA website at: <[www.ombudsassociation.org/conference/2008/](http://www.ombudsassociation.org/conference/2008/)>

APRIL 14-15, 2008—INTERNATIONAL CONGRESS ON “THE IMPACT OF THE OMBUDSMAN”—GHENT, BELGIUM

In 2008, the local ombudsman office in Ghent, Belgium will celebrate its tenth anniversary. This event will be marked with the holding of an international congress for ombudsmen to be held in Ghent on April 14 to 15, 2008 on the theme of “The Impact of the Ombudsman”. Participants will look for concrete answers to the question: “how can you measure the impact of ombudsmen?” and the congress will also lead to a publication.

Translations of the proceedings will be provided in English, French, Spanish and German. The registration fee is 250 Euros. Hotel reservations can be made in different categories in the city centre (five minutes walk to the conference centre). For further information, please contact the Ombudsman of Ghent Office at <[ombudsvrouw@gent.be](mailto:ombudsvrouw@gent.be)>.

## **I.O.I. PUBLICATIONS**

### **(2005) 9 THE INTERNATIONAL OMBUDSMAN YEARBOOK**

Volume 9 of the *Yearbook* was completed in October and was sent to the publisher. The I.O.I. anticipates that publication and distribution of Volume 9 to members will occur in early 2008. The extensive Bibliography containing citations of books, book chapters and articles on the ombudsman found on the I.O.I. web site and compiled by Ms. Heather Grab and Professor Linda C. Reif will be published in this volume. The other articles appearing in this volume are: “The Ombudsman and Client Satisfaction: Observations on the Relationship Between Jurisdiction, Outcome, and Satisfaction” by Frank Fowlie; “L’ombudsman: Proposition de Définition” (French) and in its English translation “The Ombudsman: Proposal for a Definition” by Rhita Boustia; and “Derechos Humanos y la Migración en México: Algunas Experiencias de la Comisión Nacional de los Derechos Humanos” (Spanish) and in its English translation “Human Rights and Migration in Mexico: Some Experiences of the National Commission of Human Rights” Mr. José Luis Soberanes.

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

The compilation and editing of Volume 10 of the *Yearbook* has begun, with several articles already accepted for publication. It is hoped that Volume 10 will be completed and sent to the publishers by autumn 2008.

### **UPDATING THE OMBUDSMAN BIBLIOGRAPHY ON THE I.O.I. WEB SITE**

The Ombudsman Bibliography found on the I.O.I. web site, password protected for viewing by I.O.I. members only, is updated annually. The 2007 updating of the Bibliography took place in October 2007.

### **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, manuscripts and lectures for consideration of their publication either in the *Occasional Paper* series or *The International Ombudsman Yearbook*. In particular, the Editor wishes to receive papers for consideration of their publication in (2006) Volume 10 of *The International Ombudsman Yearbook* and news items for the March 2008 *Newsletter*. We appreciate the regular receipt of information from member offices on changes in appointment, retirements, etc. for inclusion in the *Newsletter*.

Please note that the Editorial Advisory Board is in operation for anonymous review of papers submitted in consideration of their publication in the *Yearbook*.

Please submit all material to:

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**Best Wishes for Continued Good Health and Happiness in the New Year!**

**Linda Reif & Diane Callan**