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FROM THE PRESIDENT'S DESK

For those of us in the northern hemisphere, this summer is rapidly coming to an end. It has been an eventful season with natural disasters, political changes, and a dramatic and successful quadrennial Summer Olympics.

Natural disasters bring tragedy and challenge. The protection and welfare of a citizenry is one of the fundamental reasons we have governments. Have we as an ombudsman community ever studied or reflected upon the potential and proper role for our offices when our communities experience earthquakes, monsoons, floods, tsunamis, volcanic eruptions, and the like? Should an ombudsman become a first responder, helping government cope with the emergency or should the ombudsman remain detached, objective, and offer critical analyses of how the government and its agencies respond to the immediate crisis and the quality of the post event programs and services it administered?

Political change, planned such as elections or not, such as a revolution, coup d'état, or warfare, bring about new environments for the ombudsman. Organizations such as the International Ombudsman Institute should be vigilant to the circumstances and conditions when there are changes in governments that may or can impact the independence, objectivity, and efficacy of the ombudsman. Organizations like the I.O.I. must confront our proper role and voice when inhumane treatment is a consequence.

I am heartened by the Summer Olympics recently completed in Beijing. Events such as the Olympics demonstrate how societies can interact with mutual respect and common goals. The spirit and example of the Summer Games should be a stimulus to our ombudsman community as we commit to our quadrennial Ombudsman World Conference, which we all know will be held in June 2009 in Stockholm, Sweden, in celebration of the bicentennial of the Swedish Ombudsman Office. I look forward to seeing all of you in Stockholm for our grand event.



Bill Angrick, President

NEW MEMBER OF I.O.I. BOARD OF DIRECTORS

Following the retirement of Mr. Ila Geno from the I.O.I. Board of Directors, Ms. Beverley Wakem, Chief Ombudsman of New Zealand, has been selected by the Australasia and Pacific Region members of the I.O.I. as a member of the I.O.I. Board of Directors. She joins Mr. Bruce Barbour, Regional Vice-President, in representing the Australasia and Pacific region on the Board.

For information on the retirement of Mr. Ila Geno as Chief Ombudsman of Papua New Guinea please see below under "Appointments/Retirements".

I.O.I. 9TH WORLD CONFERENCE TO BE HELD IN STOCKHOLM, SWEDEN ON JUNE 9 TO 12, 2009 AND DAY MARKING 200TH 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 200th anniversary of the Office of the Swedish Parliamentary Ombudsmen.

Preparations concerning the 9th World Conference and the celebration of the Bicentennial of the Office of the Swedish Parliamentary Ombudsmen are well underway. Some initial information about the events can be found at:

<http://www.ioi2009.com>

The Office of the Swedish Parliamentary Ombudsmen expects to send formal

invitations in mid-November 2008.

EXPRESSIONS OF INTEREST IN HOSTING I.O.I.'S 2012 10TH INTERNATIONAL CONFERENCE WELCOMED FROM INSTITUTIONAL MEMBERS

The I.O.I. is hosting its 9th International Conference in Stockholm, Sweden in June 2009 to honour the 200th 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 10th 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

ASSOCIATION OF OMBUDSMEN AND MEDIATORS OF THE FRENCH-SPEAKING WORLD (AOMF)—FIRST TRAINING SESSION OF OMBUDSMAN'S STAFF IN RABAT, MOROCCO

Created in 1998 in Nouakchott (Mauritania), the Association of Ombudsmen and Mediators of the French-speaking World (AOMF) groups together 56 institutions of French-

speaking countries from the whole world. The association, based on professional, independent and democratic principles, aims at developing and enhancing ombudsman and mediator institutions, supporting the creation of such institutions in countries where they do not exist, and promoting the values of democracy and good administration within the French-speaking world. Based on the respect of diversity as well as common values, the association's life relies on dialogue, cooperation and solidarity between its members. The President of the AOMF is currently Bernard Richard, Ombudsman of New Brunswick (Canada).

In order to meet the strong training needs expressed by the AOMF member institutions, particularly by recent institutions or those located in post-crisis countries, and after having identified the training priorities, the AOMF created in 2008 the Mediation Training and Exchange Centre in Rabat (Morocco), in collaboration with the Moroccan mediation institution *Diwan al-Madhalim* and the International Organization of the French-speaking World (OIF). The creation of the Centre is part of the implementation of a global training program for the association.

The AOMF thus constituted a college of 24 professional experts coming from 15 different member institutions, ready to lead training sessions in their area of expertise. At the same time a pool of scholars and academics recommended by their country's ombudsman was set up, and who can be called upon by the AOMF to carry out research or participate in the training material's conception.

The first training session for Ombudsman staff was held on May 26 and 27, 2008 in Rabat, on the topic: "Handling of

Complaints". It was attended by 20 participants from 12 countries (Benin, Burkina-Faso, Central African Republic, Democratic Republic of Congo, Gabon, Ivory Coast, Mali, Morocco, Niger, Senegal, Seychelles and Togo).

Four experts from the Ombudsman offices of Senegal, Burkina Faso, France and Morocco led teaching modules on "Admissibility and Processing of Complaints", Analysis and Follow-up of Complaints" and "Practical Cases" and there was a work visit at the Moroccan Ombudsman office.

This first session gave the opportunity to debate on issues related to the role and institutional positioning of ombudsman offices, to share experiences on each country's best practices, to bring out principles of good administration and to provide ombudsman staff with methodological tools and common references for the handling of complaints.

Training sessions will be organized in Rabat on a regular basis, on topics such as mediation tools, powers of the ombudsman, communication, computer tools and documentation, regional organization, reform proposals and fostering of good administration, etc., within the same perspective of knowledge and experience sharing.

Feel free to contact the permanent Secretariat of the AOMF in Paris for more information or to subscribe to the monthly newsletter (free of charge):

secretariat.aomf@mediateur-republique.fr

Tel. +33 1 55 35 23 45

Fax +33 1 55 35 22 45

LAUNCHING OF THE MEDITERRANEAN NETWORK OF MEDIATORS AND OMBUDSMEN WEBSITE

The Mediterranean Network of Mediators and Ombudsmen, set up in Rabat in November 2007 and currently managed by the Moroccan *Wali al-Madhalim*, the Mediator of the French Republic and the Spanish Defender of the People, has launched its website:

www.ombudsman-med.org

It is available in English, Arabic, French and Spanish and will be regularly updated. The second meeting of the Mediterranean Network will take place on December 1 and 2, 2008 in Marseilles (France) on the topic “Mediators of the Mediterranean Area—Challenges of a Common Space”. The Network will turn into an association gathering the national mediation institutions of the Mediterranean area. The association is aimed at supporting existing institutions, fostering the creation of such institutions in countries where they do not yet exist, and creating a run-up in the Mediterranean area in favour of democracy, human rights and good governance, on the basis of the Rabat Declaration (downloadable on the website).

To contact the network or subscribe to the Newsletter (free of charge):

contact@ombudsman-med.org

TRAINING WORKSHOP FOR ARABIC-SPEAKING NATIONS ON THE OMBUDSMAN HELD IN TUNISIA IN JULY 2008

On July 8 to 12, 2008, Ms. Alifa Farouk, Ombudsman of Tunisia, held a training

workshop in Tunisia for twelve Arabic-speaking countries to sensitize them to establish an ombudsman institution or to strengthen an existing ombudsman institution. The workshop was organized with the assistance of the Arab Ombudsmannet in Cairo, Egypt and the Arab Institute for Human Rights in Tunis, Tunisia. The workshop was a success and the organizers are now studying the possibility of creating an Arab Center for Ombudsman leading to an Arab Ombudsman Association.

PORTLAND CITY COUNCIL DOES NOT RECEIVE PROPOSAL TO INSERT PORTLAND OMBUDSMAN INSTITUTION IN CITY CHARTER

The Ombudsman of the City of Portland is located in the Office of the City Auditor. The current Portland Ombudsman is Michael Mills. The Auditor recently undertook an initiative to make the Portland Ombudsman institution more independent by having the institution inserted into the City Charter, rather than being included in the City Code—the latter can be amended by City Council whereas the Charter can only be amended by public vote. Charter inclusion would also give the municipal Ombudsman greater protection from executive interference, permanence and established professional standards for the office.

The Auditor had planned to ask the Portland City Council to include a measure on the November electoral ballot that, if it passed, would move the City Ombudsman from the Code to the City Charter. However, the City Auditor pulled the proposal from City Council’s agenda at its August 20 meeting because one of the City Commissioners had objections to the initiative.

The Portland Auditor will relaunch the initiative in 2010.

CITY OF TORONTO, CANADA ESTABLISHES AN INDEPENDENT MUNICIPAL OMBUDSPERSON

The City of Toronto in Ontario, Canada enacted an Ombudsperson Bylaw in April 2008 which amends Toronto's Municipal Code and establishes a Toronto Municipal Ombudsperson. It is the first municipal ombudsperson bylaw in Ontario to be enacted. A critical analysis of the Bylaw has been written by Greg Levine. It can be accessed at: <www3.telus.net/GovtEthicsLaw/TorontoOmbBylaw2008.htm>.

APPOINTMENTS/RETIREMENTS/ ANNIVERSARIES/AWARDS ETC.

PAPUA NEW GUINEA

Mr. Ila Geno, OBE, QPM, Chief Ombudsman of Papua New Guinea, retired from the Ombudsman Commission on June 30, 2008. Mr. Geno also stepped down from his position as a member of the I.O.I. Board of Directors, representing the Australasia and Pacific region. The I.O.I. is very grateful to Mr. Geno for his work for the Institute over the past years.

Mr. Chronox Manek was appointed as the new Chief Ombudsman of Papua New Guinea, effective July 3, 2008. Mr. Manek is the former Public Prosecutor, Public Prosecutors Office in Papua New Guinea.

The current members of the Ombudsman Commission of Papua New Guinea are: Mr. Chronox Manek, Chief Ombudsman; Mr.

John Nero, Ombudsman; and Ms. Phoebe Sangetari, Ombudsman.

CARIBBEAN OMBUDSMAN ASSOCIATION (CAROA) EXECUTIVE COUNCIL

The new Caribbean Ombudsman Association (CAROA) executive council members have been elected. They are:

President: Mr. Madison Stanislaus, SLPM, Ombudsman of Saint Lucia

Vice President: Mr. Earl Witter, QC, JP, Public Defender of Jamaica

Honorary Secretary/Treasurer: Ms. Barbara Taylor

Council member: Mr. Fred Wiel, LL.M., Ombudsman of Curaçao

Council member: Mrs. J.M. Eusalyn Lewis, MBE, Ombudsman of Antigua and Barbuda

Council member: Ms. Lynette Stephenson, Ombudsman of Trinidad and Tobago

PAST/FUTURE CONFERENCES, MEETINGS ETC.

SEPTEMBER 14-16, 2008—FORUM OF CANADIAN OMBUDSMAN TRAINING SESSION ON “THE SPECIALIST OMBUDSMAN: WORKING BEHIND PRISON WALLS”—WINNIPEG, MANITOBA

The Forum of Canadian Ombudsman (FCO) is holding a training session on “The Specialist Ombudsman: Working Behind Prison Walls” on September 14 to 16, 2008 at the Canad Inn-Club Regent in Winnipeg, Manitoba. The course will be of interest to ombudsman and staff members in ombudsman offices whose jobs involve inmate complaints.

Sessions will be held on topics such as comparative office practices, inmate mental health care and cultural needs of aboriginal offenders. There will also be a choice of institutions to visit.

The registration fee is CAN\$577.50 for FCO members and staff of institutional member offices and CAN\$682.50 for non-members. For further information please contact Steve Olive at: Steve.Olive@mcgill.ca

SEPTEMBER 22-24,
2008—“SHARPENING YOUR TEETH:
ADVANCED INVESTIGATIVE
TRAINING FOR ADMINISTRATIVE
WATCHDOGS”—OFFICE OF THE
OMBUDSMAN OF ONTARIO,
TORONTO, CANADA

The Office of the Ombudsman of Ontario is presenting a training seminar on “Sharpening Your Teeth: Advanced Investigative Training for Administrative Watchdogs” on September 22 to 24, 2008 in Toronto, Ontario, Canada at the St. Andrew’s Club and Conference Centre, 150 King St. West, Toronto, Ontario, Canada.

The focus of the seminar will be placed on systemic investigations. Segments will 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 will also be discussed. There will be a number of case studies and exercises, including preparation and presentation of case assessments and

investigation plans. The seminars will be 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 will be comprised of lectures, group discussions, exercises, case studies and presentations by students. Participation will be encouraged.

Held on a cost-recovery basis, the seminar costs CAN\$550 for I.O.I. members and CAN\$800 for I.O.I. non-members, and includes some meals. For further information please contact Sue Mason at smason@ombudsman.on.ca or by telephone at (416) 586-3453.

SEPTEMBER 29-OCTOBER 3,
2008—U.S. OMBUDSMAN
ASSOCIATION (USOA) 2008 ANNUAL
CONFERENCE—LEXINGTON,
KENTUCKY

The U.S. Ombudsman Association (USOA) is holding its 2008 annual conference in Lexington, Kentucky on September 29 to October 3, 2008 at The Crowne Plaza Campbell House. The host of the conference is Ms. Joan Beck, Citizen’s Advocate-Ombudsman, Lexington-Fayette Urban County Government.

The theme of this year’s conference is “From the Starting Gate to the Finish Line: Ombudsmen and the Race for Excellence”. In addition to the main conference that begins on October 1, there will be pre-conference workshops. During the main conference there will be a one-day plenary session on “Evaluating Ombudsman Operations and Establishing Performance Measures”, two 2-part workshops on “Writing the Investigative

Report” and “Estimating Value via Satisfaction Surveys” and six concurrent sessions (on “Ombudsmen at the Starting Gate”, “Online Complaint Systems”, “Making Strides on Legal Issues”, Cross-cultural Awareness”, “Ethical Analysis”, and “Common Ground”). There will be an opening reception on September 30 and an off-site banquet on October 2.

Further information can be obtained from the USOA web site at www.usombudsman.org.

OCTOBER 19-21, 2008—FORUM OF CANADIAN OMBUDSMAN (FCO) TRAINING COURSE ON "DEALING WITH DIFFICULT COMPLAINANT BEHAVIOUR"—MONTREAL, QUEBEC, CANADA

A training course will be held on “Dealing With Difficult Complainant Behaviour” on October 19 to 21, 2008 in Montreal, Quebec, Canada, organized by the Forum of Canadian Ombudsman (FCO). The course will be held at the Marriott Chateau Champlain Hotel, Montreal and the language of instruction is English. Chris Wheeler, Deputy Ombudsman, New South Wales, Australia, will present a full day workshop based on the work of the eight Australian Parliamentary Ombudsman who have been working together on a successful new approach to prevent and manage the problems created by unreasonable complainant conduct. Other presentations will be made by: Stuart Rechnitzer, a Montreal psychotherapist and Ombudsman of St. Justine’s Hospital, Frema Engel and Dr. Michèle Belanger on forms of mental illness experienced by complainants, methods to address their complaints and risk management.

For information on the program and registration materials see: www.ombudsmanforum.ca.

For room reservations call: (514) 878-9000 (local) or 1-800-200-5909. For further information contact Steve Olive at: Steve.Olive@mcgill.ca.

OCTOBER-DECEMBER—GOVERNANCE & MANAGEMENT SERVICES INTERNATIONAL (GMSI) COURSES—LONDON, UNITED KINGDOM

Governance & Management Services International (GMSI) runs short courses in London, UK. GMSI is a UK-based international training and consultancy firm dedicated to advancing the quality of public sector governance and management in developing countries and transitional democracies. Courses that directly relate to ombudsman operations include:

“ Making the Ombudsman Effective—Managing Complaints Handling Institutions” on October 13 to 17, 2008 (cost £1,150 including daily lunch). Description: Ombudsman and complaints handling institutions have become indispensable instruments of contemporary governance. With the expertise of leading authorities on the subject, the programme addresses the peculiar leadership and managerial issues that the institution faces. It provides practical insight into how ombudsman-like work can be organized and implemented effectively in order to deliver its mandate, satisfy its clientele and make an impact on the surrounding public administration system. The programme aims to develop the competence of participants in the application

of leading public sector management ideas and approaches. It is directed at Heads, Senior Managers and lead technical staff of ombudsman and complaints handling offices.

“Managing Human Rights Institutions” on December 8 to 12, 2008 (cost £1,150 including daily lunch). Description: This programme is designed to address the issues associated with managing national human rights institutions (NHRIs). NHRIs have become a standard instrument for advancing good governance in developing countries and transitional democracies. However, they present distinctive organizational and managerial challenges that clearly transcend the legal and technical aspects of their operations. Targeted at heads, senior management and lead technical experts, the programme covers the application of modern management ideas and approaches to the work of NHRIs. Based on international best practices and with the support of leading experts in the area, the programme covers issues such as organization and staffing, funding and financial management, professional versus managerial leadership, managing institutional collaboration, implementation of new public sector management ideas, etc. It will build the capacity of participants to better manage and deliver the mandate of their respective NHRIs effectively.

“Ombudsman Investigations — Developing Effective Complaints Handling” on December 15 to 19, 2008 (cost £1,150 including daily lunch). Description: This programme aims to develop in participants the technical and practical tools required for effective complaints handling by an ombudsman or related administrative watchdogs. It covers the different dimensions of the complaints handling process, including handling clients,

investigative skills and techniques, record management, use of computerized systems, ensuring compliance and use of the media. The programme also covers comparative experiences, and hones in on helping each participant to develop hands-on skills and competencies. It draws on the lessons of experience of leading authorities on the ombudsman as well as concrete insights from UK institutions. The programme is suitable for senior and middle-level professionals and investigative staff of ombudsman, human rights and departmental complaints handling offices.

Fees cover tuition, provision of training material and study tours/visits. Applicants are responsible for their travel, accommodations and visas if required. Most of the advertised programmes can be customized and delivered locally on request. For further information see <www.gmsiuk.com> and to contact GMSI send e-mails to <gmsi@gmsiuk.com>, GMSI, Suite 7, 2 Shad Thames, Tower Bridge, London, SE1 2YU, UK, tel: +44 (0)20 7403 6070/6199.

OCTOBER 30-NOVEMBER 2,
2008—13TH INTERNATIONAL ANTI-
CORRUPTION CONFERENCE
(IACC)—ATHENS, GREECE

The thirteenth International Anti-Corruption Conference (IACC) will be held in Athens, Greece on October 30 to November 2, 2008. The conference will be hosted by the government of Greece and jointly organized by the Hellenic Ministry of Justice, International Anti-Corruption Council, Transparency International and Transparency International Greece. The theme of this year’s conference is “Global Transparency: Fighting corruption for a sustainable future”. Further information on the conference can be obtained

by visiting the official website of the conference at: www.13iacc.org.

NOVEMBER 5-7, 2008—7TH NATIONAL INVESTIGATIONS SYMPOSIUM—
MANLY/ SYDNEY, AUSTRALIA

The 7th biennial National Investigations Symposium will be held on November 5 to 7, 2008 at the Manly Pacific Hotel, Manly/Sydney, Australia, co-hosted by the New South Wales Ombudsman, the Independent Commission Against Corruption (ICAC) and the Institute of Public Administration Australia NSW (IPAA). The Symposium is an opportunity for public officials who want to maintain and increase their investigative knowledge, skills and techniques.

The Symposium will consist of two days of concurrent sessions which will include topics such as fact-finding, strategies for managing persistent complainants, cognitive interviewing techniques, child protection issues and investigating in communities. The unreasonable complainant conduct workshop covers skills and techniques developed from the project of the same name developed by all parliamentary ombudsman offices in Australia. Ombudsman personnel will present sessions on “The Grooming of Children and Young People via the Internet”, “Community Consultations as an Investigative Tool”, “Conflict of Interest in the Public Sector: The Victoria Experience”, “Investigative Challenges: The Northern Territory Emergency Response” and “Findings of the Australia-Wide Difficult Complainant Conduct Project”.

Register on-line at :

www.nsw.ipaa.org.au. Qantas has special fares for Symposium delegates:

www.qantas.com.au/content/dyn/conference/nisNov08>. For the Manly Hotel see: www.manlypacifichotel.com.au>. For further information on the Symposium please contact Ms. Monique Adofaci, A/Assistant Ombudsman, NSW Ombudsman, e-mail: madofaci@ombo.nsw.gov.au>, tel, free call: 1 800 451 524, tel: (02) 9265 0461

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, 2008 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 200th 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*.

I.O.I. PUBLICATIONS

(2006) 10 THE INTERNATIONAL OMBUDSMAN YEARBOOK

The compilation and editing of Volume 10 of the *Yearbook* has begun, with three 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; and “The Ombudsman Offices in Denmark and British Columbia, Canada: A Comparative Study” by Shera Skinner and Carly Hyman.

MACAO SAR ACTIVITIES

The Commission Against Corruption (CCAC) of Macao SAR has reported on its activities for the January to June 2008 period. Among the many activities of the CAC, the following can be highlighted.

In January 2008, the Ministry of Supervision of China, the Independent Commission Against Corruption of Hong Kong and the CAC of Macao co-organized for the first time the Conference on Combatting Corruption in Construction Works. The Conference took place in Shenzhen, China with over fifty government officials and experts from Mainland China, Hong Kong and Macao who were participants. Macao’s Chief Executive announced in November 2007 that the CCAC would expand its jurisdiction into the private sector as a way to strengthen the efforts of integrity construction in Macao and to fulfill

a key objective of the UN Convention Against Corruption. To prepare for this development, the CCAC organized a forum on “Private and Public Sectors: Towards Integrity and Fairness” on March 6, 2008. Experts and scholars from Macao, Hong Kong and Portugal addressed the Forum and shared their expertise and experiences with the participants. Over 500 and 200 participants attended the Chinese and Portuguese sessions respectively, including members of Executive Council, members of the Legislative Assembly, judges, public prosecutors, civil servants, members of civil associations and employers of private institutions. Following this Forum, the CCAC organized a series of seminars with major civic associations representing a broad range of industries from April to June 2008 on how to extend anti-corruption efforts to the private sector. Prominent business leaders from Hong Kong were invited as guest speakers to share their experiences on professional ethics and corporate governance.

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 December 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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