



International Ombudsman Institute
Institut International de l'Ombudsman
Instituto Internacional del Ombudsman

ANNUAL REPORT 2010/2011

PREFACE

Dear members,

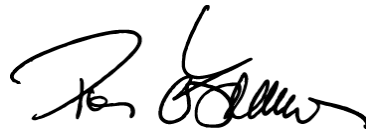
It is our pleasure to provide you with the second annual report after the relocation of the I.O.I. to Vienna, highlighting developments within the Institute over the past membership year 2010/2011.

Another successful membership year has come to a close, during which the I.O.I. was able to provide clear membership value and to offer enhanced services to its members. Among many initiatives, we want to note especially the SYT training courses held by the General Secretariat in partnership with the Ontario Ombudsman André Marin, who generously made his successful training programme available to us. In addition, EUR 50,000 were invested in co-financing different projects in the I.O.I. regions of Africa, Europe, the Americas and the Caribbean. The I.O.I. has equally worked on its research profile and is currently implementing the first comparative study of independent ombudsman institutions in the APOR region.

The new membership year ahead has two clear priorities. First, our joint efforts will concentrate on preparations for the most important event in the ombudsman community, i.e. the I.O.I. world conference in New Zealand in 2012. Second, after an initial meeting of the Bylaws Committee, the I.O.I. Board will take the next necessary steps towards implementing a comprehensive I.O.I. reform. Transparency and accountability will be the key elements of this reform and also constitute the cornerstones of our communication on this important issue. Each newsletter in the coming year will therefore update members on the progress made, and the proposed new draft bylaws will be sent to all members for consideration and feedback well ahead of the world conference in autumn 2012.



Beverley A Wakem CBE
President



Peter Kostelka
Secretary General

Vienna, November 2011

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MEMBERSHIP MATTERS

After the relocation of its headquarters from Edmonton/Alberta (Canada) to Vienna/Austria in 2009, it was the I.O.I.'s top priority not only to maintain the membership and associate membership services, but also to expand and attract new members. At the end of the membership year 2010/2011, it can be stated that the I.O.I. has reached this goal. From 2009/2010 to 2010/2011, the number of I.O.I. members increased by 10 per cent.

Members of the I.O.I.

The I.O.I. currently comprises 135 institutional members (2009/2010: 122). In addition, it has one associate member, 4 library and 16 individual members. Member institutions come from 76 different countries (Africa: 13 countries, Asia: 7 countries, APOR: 7 countries, Caribbean and Latin America: 6 countries, Europe: 41 countries, North America: 2 countries).

The regional distribution of I.O.I. membership is shown below:

Regional Membership Distribution				
Region	Institutional	Associate	Library	Individual
Africa	13	-	-	-
Asia	13	1	-	2
APOR	16	-	1	3
Caribbean & Latin America	9	-	-	-
Europe	71	-	1	3
North America	13	-	2	8
Total (in Regions)	135	1	4	16
Total of I.O.I. Members in 2010/2011: 156				
(Total of I.O.I. Members in 2009/2010: 141)				

The increase in institutional members – in 2010/2011, the I.O.I. had 13 members more than in 2009/2010 – is most significant. This increase is, on the one hand, due to seven new admissions following the 2009 Bermuda Board Meeting (Protector of Citizens/Serbia, the Ombudsman of Andalusia/Spain, the Ombudsman of Castilla-La Mancha/Spain, the Ombudsman of Rioja/Spain, the Human Rights Commissioner/Azerbaijan (change of membership class), the Complaints Commissioner/Cayman Islands, the Provincial Ombudsman Sindh/

Pakistan) and can, on the other, be explained by the late renewal of I.O.I. membership by institutions paying their 2009/2010 membership fees only at the end of 2010 or in 2011 (Ombudsman/Lesotho, Commissioner for Public Relations/Tonga, *Defensor del Pueblo de la Nación*/Argentina, Commissioner for Human Rights and Good Governance/Tanzania, *Procuraduría de Derechos Humanos*/Guatemala, Provincial Ombudsman Balochistan/Pakistan).

In the 2010/2011 membership year, 124 institutional members were in good standing, which means that they had paid their I.O.I. membership fees on time. 11 members have not yet done so, which amounts to less than 11 per cent.

Institutional members in good standing 2010/2011		
Region	Institutions in good standing	Institutions with outstanding fees
Africa	8	5
Asia	12	1
APOR	15	1
Caribbean & Latin America	9	-
Europe	67	4
North America	13	-
Total	124	11

Not included in this overview are those eight ombudsman institutions that failed to pay the 2009/2010 and the 2010/2011 membership fees, i.e. according to Art. 7 (7) of the I.O.I. By-laws, they will have to submit a new membership application to the I.O.I. if they wish to rejoin the I.O.I. This situation concerns 2 ombudsman institutions from Africa (Ombudsman of Malawi, *Médiateur Administratif*/Tunisia), one from APOR (Ombudsman of Fiji), 2 from the Caribbean and Latin America (*Comisión de Derechos Humanos del Estado de México*, Parliamentary Commissioner/St. Lucia), 2 from Europe (*Difensore civico della Provincia di Milano*/Italy, Ombudsman/Turkey) and one from North America (Correctional Investigator/Canada). The loss caused by the non-renewal of memberships could be compensated by the admission of 7 new members in 2010 (see Annual Report 2009/2010, p.12).

The 2011/2012 membership invoices will be sent out in autumn 2011. Membership fees will remain at EUR 520. For the first time, outstanding 2010/2011 transfer fees will be added to the 2011/2012 membership fees.

Pending applications

The I.O.I. is regularly contacted by ombudsman institutions and individuals seeking membership of the Institute. In 2010/2011, the General Secretariat received 21 membership information requests showing the following regional distribution:

Membership information requests 2010/2011

Africa:

- Ethiopian Institution of the Ombudsman (Ethiopia)
- Inspector General of Intelligence (South Africa)
- Public Complaints Commission, Ogun State (Nigeria)

Asia:

- National Human Rights Commission (Korea)
- Small & Medium Business Ombudsman (Korea)

APOR:

- *Provedor de Direitos Humanos e Justica* (Timor-Leste)
- National Anti-Corruption Plan of Action Bureau (Philippines)

Caribbean & Latin America:

- *Comision Estatal de Derechos Humanos de Hidalgo* (Mexico)
- Ombudsman of Grenada (Grenada)
- Ombudsman of Curaçao (The Netherlands)
- Ombudsman of Sint Maarten (The Netherlands)
- Complaints Commission (British Virgin Islands)

Europe:

- Commissioner for Public Appointments for Northern Ireland (UK)
- National Bank of Greece (Greece)
- *Gards Sióchána* Ombudsman Commission (Ireland)
- Ombudsman of the German-speaking Community (Belgium)
- Belgrade Ombudsman (Serbia)
- *Diputado del Común*, Islas Canarias (Spain)
- *Defensor del Pueblo de la Región de Murcia* (Spain)
- *Síndic de Greuges de Barcelona* (Spain)
- *Difensore Civico della Regione Emilia-Romagna* (Italy)

All institutions listed above were informed of the I.O.I. application procedure and asked to fill in the I.O.I. membership application questionnaire, as well as to provide relevant documentation. As of September 2011, seven institutions tabled an official request for membership by submitting the questionnaire and relevant documentation. Two of these institutions had already started their application in previous years. Six applications concerned institutional membership and one was related to individual membership.

Membership applications submitted as of September 2011

Africa:

- Public Complaints Commission, Ogun State (Nigeria)
individual membership

Asia:

- Jordanian Ombudsman Bureau
institutional membership
- Small & Medium Business Ombudsman (Korea)
institutional membership

Caribbean & Latin America:

- Ombudsman of Sint Maarten (The Netherlands)
institutional membership

Europe:

- Ombudsman of the German-speaking Community (Belgium)
institutional membership
- *Síndic de Greuges de Barcelona* (Spain)
institutional membership
- *Procurador del Común de Castilla y León* (Spain)
institutional membership

For all the institutions listed above, the General Secretariat prepared fact sheets outlining the compliance of the applicant institution with the provisions of Article 6, subparagraphs 1, 3, 4 and 6 of the I.O.I. By-laws. The fact sheets also included the Secretary General's recommendation to the Board and served as the basis for the Board debate and decision.

At its 2011 meeting in Zambia, the Board of Directors unanimously approved the applications for institutional membership from a total of six ombudsman institutions from the Asian, the Caribbean & Latin American and the European

Region. The newly admitted members are the Jordanian Ombudsman Bureau (Asia), the Complaints Commission, British Virgin Islands and the Ombudsman Sint Maarten (both Caribbean & Latin American Region), the *Síndica de Greuges de Barcelona*, the *Procurador del Común de Castilla y León*, both Spain as well as the Ombudsman of the German-speaking Community, Belgium (the latter three joining the European Region). In addition, the Board declared Mr Rasaq Adesola Obe from the Public Complaints Commission, Ogun State, Nigeria an individual member of the I.O.I. The I.O.I. welcomes all new members and looks forward to a long and productive collaboration.

Fast track procedure

The Parliamentary Commissioner for Administration (Ombudsman) of Sri Lanka expressed his wish to rejoin the I.O.I. in May 2011. Thanks to the fast track membership procedure offered in 2009/2010 to former members who had paid their fees until 2008, the Sri Lanka office could be given the opportunity to renew its institutional I.O.I. membership without going through the full application procedure. The membership will formally be re-activated on payment of the membership fees.

Honorary membership

In accordance with Article 6 of the I.O.I. By-Laws, an individual who has made an exceptional contribution towards the objectives of the Institute or who has rendered outstanding services to the I.O.I. may be appointed an Honorary Life Member by the Board.

At its annual meeting in Bermuda, the Board of Directors therefore decided to grant Honorary membership to former I.O.I. President Mr William P. Angrick II (Iowa/USA), former I.O.I. Vice-President Mr Mats Melin (Sweden), Ms Alice Tai (Hong Kong) as well as Dr. Hayden Thomas (Antigua/Barbuda).

In addition, the Board also decided that Honorary Life Members of I.O.I. Canada should be able to retain their Honorary memberships after the I.O.I. headquarters had been relocated from Edmonton (Canada) to Vienna (Austria). The I.O.I. General Secretariat has therefore sent communications to Mr Stephen Owen QC (Canada), Mr Harley Johnson (Canada), Dr. Daniel Jacoby (Canada), Dr. Marten Oosting (The Netherlands), Mr Justice Abdul Salam (Pakistan), Sir William Reid (UK) and Sir Brian Elwood (New Zealand). The General Secretariat sadly noted that Mr George Green (Jamaica), a member of the I.O.I. Board

of Directors from 1985 to 1991 and an I.O.I. Canada honorary member, passed away two years ago.

The General Secretariat informed the honorary members about major steps the I.O.I. has taken since the relocation process, such as the new I.O.I. Website, the I.O.I. Vienna-based Archives, training projects realised over the past year as well as other projects like the comparative study of ombudsman offices in the Australasia and Pacific Region of the I.O.I. All honorary members using electronic communication have been added to the distribution list of the weekly newsletter.

TRAININGS

The huge success of the two I.O.I./SYT training sessions held in Vienna in November 2010 and June 2011 showed that there is a strong demand among member institutions for training activities. The I.O.I. has become highly aware of the necessity of training programmes for its members and is planning to offer additional training courses focusing on areas that are of specific concern to ombudsman institutions and taking into account regional topics of specific interest.

In co-operation with the Regional Vice-Presidents, the General Secretariat is therefore conducting a training survey among I.O.I. members to learn more about its members specific training needs. The findings of this survey will enable the I.O.I. to identify training programmes that might be eligible for I.O.I. funding.

I.O.I.-branded SYT edition in Vienna

In November 2010, the I.O.I. General Secretariat hosted the first I.O.I. edition of the ‘Sharpening Your Teeth’ (SYT) training programme in Vienna, which was offered free of charge to all its members in good standing. This educational programme for staff members of ombudsman institutions is based on the successful format established by Ontario Ombudsman André Marin in 2005. Ombudsman Marin and his deputy Barbara Finlay held a three-day training session on systematic investigations. The contents of the course dealt with conducting effective investigations and tackled various topics of everyday investigative work, such

as the way to approach a complaint, effective interviewing methods, retrieval of relevant documentation, how to deal with whistleblowers, the assessment of evidence, report writing and the use of social media networks.

The I.O.I. was pleased to welcome 38 staff members of ombudsman institutions from 17 countries representing four of the six I.O.I. world regions.

SYT Participation - November 2010	
Region	Country
Africa	Burkina Faso / Djibouti / The Gambia / Mali / South Africa / Zambia
Australasia & Pacific	Taiwan
Asia	Korea / Thailand
Europe	Belgium / EU / Hungary / Malta / The Netherlands Norway / Slovakia / Spain

In addition, the I.O.I. was able to fund five scholarships to member institutions with limited financial resources, thus enabling staff members from the ombudsman institutions of Burkina Faso, Djibouti, The Gambia, Mali and Zambia to attend the training session. Beneficiaries of these scholarships were selected on the basis of objective and transparent standards, taking UN indicators, such as the list of 'Least Developed Countries' and the 'Human Development Report', into account.

Following the success of this first I.O.I./SYT training course in Vienna, which showed that there is a strong demand for training among member institutions, the Board approved that another I.O.I. edition of the SYT training programme be held in Vienna in June 2011. Again, this second edition was hosted by the I.O.I. and held by Ontario Ombudsman André Marin and his deputy Barbara Finlay.

The training course attracted 37 participants from 23 different countries, thus representing five of the I.O.I.'s six world regions. This diversity could be obtained by again offering this valuable training course free of charge to I.O.I. member institutions in good standing. Participants not only appreciated the opportunity to be briefed on investigative work, but also took the chance of such an international setting to make new contacts and exchange experience with colleagues from different and diverse cultural as well as legal backgrounds.

SYT Participation - June 2011	
Region	Country
Africa	Lesotho / Mauritius / Tanzania / Uganda
Australasia & Pacific	Australia / Fiji / Papua New Guinea / Taiwan
Asia	Indonesia / Pakistan
Caribbean & Latin America	Sint Maarten / St. Lucia
Europe	Austria / Azerbaijan / Cyprus / Gibraltar Ireland / Latvia / Lithuania / The Netherlands Romania / Serbia / Slovenia

Furthermore, in conjunction with the City of Vienna, the I.O.I. was able to fund a total of nine scholarships for participants from Lesotho, Tanzania, Uganda, Mauritius, Australia, Papua New Guinea, Saint Lucia, Sint Maarten and Romania.

Both SYT training sessions were evaluated by the General Secretariat in terms of contents and organisation to fulfil the training needs of I.O.I. member institutions and their staff to their complete satisfaction. The data collected from the participants' feedback questionnaires reflect the very positive reception by all participants. With a grading system running from 1 'Excellent' to 5 'very poor', participants considered that *'the training course satisfied their expectations'* (Average: 1.39), they were convinced that *'the skills acquired would be relevant for their practical work'* (Average: 1.52) and they stated that they would *'recommend the Vienna I.O.I. training course to other colleagues'* (Average: 1.52). The services provided before and during the training session by the team of the General secretariat were highly appreciated by the participants. *'Assistance by the I.O.I. staff before the training course'* was rated with an average of 1.19. The same average grade was given to the *'friendly and helpful assistance by the I.O.I. staff during the training course'*. The language skills of the I.O.I. General Secretariat team were also positively assessed by the participants.

Training survey

As outlined above the I.O.I. certainly has a rich information resource to assist members in their work helping both to maintain and raise the level of professionalism in ombudsman offices around the world. In order to identify the specific training needs the General Secretariat prepared a training survey that should lay the ground for further debate and decision-making within the I.O.I. Based on recommendations by the Training Committee the Board will discuss and decide on future regional training activities that will be able to fulfil the needs of I.O.I. member institutions and their staff to the utmost satisfaction.

The I.O.I. aims at providing its members with well processed information on the legal basis and general mandate of the I.O.I. member institutions. In addition to the basic information provided on the I.O.I. Website, the I.O.I.'s main long-term task is to encourage and support research and study into the institution of the ombudsman as well as to collect, store and disseminate research data about the institution of the ombudsman in all I.O.I. regions.

The 2008 comparative research project for Europe provided a positive benchmark in this respect. At its Bermuda meeting in 2010, the Board of Directors therefore approved a comparative I.O.I. research project for the APOR region to make a first step towards achieving this goal. 2011 has seen the implementation of this first project as well as first preparatory activities for a similar research project in the Asian Region.

APOR comparative research project

The I.O.I. aimed at implementing a research project that could be used as a reference for negotiations with international organisations on sponsoring future similar research that covers other I.O.I. regions with more institutions and that therefore certainly requires additional external funding. This research will also become the basis for an intensified exchange of best practices among member institutions that will have comprehensive data available on other members of the ombudsman community. In December 2010, the I.O.I. General Secretariat therefore commissioned the Ludwig Boltzmann Institute of Human Rights (<http://bim.lbg.ac.at/en>), an independent Austrian research institution, to conduct a comparative research study on the ombudsman offices of the Australasian and Pacific Region. As outlined in the 2009/2010 I.O.I. Annual Report, the APOR comparative research project links up with a very successful research project on the European Region conducted by Prof. Kucsko-Stadlmayr in 2005/2006 and aims at analysing the legal basis, the legal status and the position of ombudsman institutions of the APOR Region within their political systems and societies. In addition, the project focuses on the compliance of the various ombudsman institutions with norms of good administration and international and regional human rights standards, on their accessibility to different societal groups and on their monitoring and data collection mechanisms.

The project started in January 2011 with a literature review. The information accessible to the research team was collated and summarised in so-called country profiles. These profiles were submitted to the ombudsman institutions via the I.O.I. General Secretariat and revised by the respective ombudsman institutions. A progress report was presented to the I.O.I. Board during its meeting in late October 2011.

Based on the country profiles and an analysis of relevant literature, a comparative research analysis is to be drawn up by spring 2012. The publication of the results of the study will take various forms to meet the needs of different target groups. The main results will be made available on the I.O.I. Website, single chapters of the research study will be accessible free of charge to the members of the I.O.I., and - if financially viable - a print version will be published containing a detailed comparative analysis of the institutions of the APOR Region.

Online access to European study

In order to foster academic work on ombudsman institutions and to strengthen its profile as a platform for information transfer, members have been invited to enjoy electronic access free of charge to the publication: *Kucsko-Stadlmayer, Gabriele (ed.): 'European Ombudsman-Institutions. A comparative legal analysis regarding the multifaceted realisation of an idea', Springer Wien New York, 2008.*

This comparative legal study was realised by the European Region in 2007/2008 and collected substantiated information on approaches, assignments and competences of ombudsman institutions in 49 European states. A handy book of reference, it can also provide a valuable incentive for the status and potential of development of the ombudsman regime.

This member service met with considerable interest, also outside the European Region. So far, free electronic access has been arranged for 50 institutions.

I.O.I. archives

After their inauguration in 2010, the archives of the I.O.I. continue to grow. In 2010/2011, approx. 200 publications, mostly annual reports from ombudsman institutions, were added to the existing collection of approx. 3,500 ombudsman-related documents. In the near future, it is planned to integrate I.O.I. materials from former I.O.I. Secretary and Quebec ombudsman Daniel Jacoby. The dona-

tion from Quebec will enable the I.O.I. to make a further step towards building up a comprehensive documentation of I.O.I.'s history.

REGIONAL SUBSIDIES

At the Bermuda Board Meeting in October 2011, the I.O.I. Board decided that the I.O.I. would provide funds up to a maximum of EUR 50,000.00 for regional projects. Member institutions were invited to submit project proposals with a focus on training activities. Six applicants from five of the six I.O.I. World Regions were successful in the selection process carried out by the I.O.I. Executive Committee in spring 2011.

Three projects consist of offering SYT training courses. The Caribbean and Latin American Region will receive a total of EUR 10,000.00 to send ombudsman and staff to SYT training session. This subsidy has already been partly expended, since the region had the opportunity to send two ombudsmen to the SYT training sessions held in Vienna. In addition, ombudsmen and staff from this region will be able to attend the SYT training course in Florida this autumn. The North American Region is preparing this Florida based SYT training session for October 2011. Training related costs of EUR 5,000.00 will be reimbursed by the I.O.I. In addition to this, Burkina Faso will organise a French-speaking SYT training for ombudsman institutions in Africa. The I.O.I. will provide funds of up to EUR 14,000.00 for this project.

In addition, the I.O.I. will provide support for an e-learning platform in Spanish. The Ombudsman of Peru has been operating an e-learning platform on ombudsman-related issues and thanks to the I.O.I.'s regional commitment, an upgraded version of this e-learning platform will be supported with up to EUR 10,200.00 and is therefore soon available.

The Association of Mediterranean Ombudsmen (AOM), i.e. the French *Défenseur des droits* together with the Moroccan ombudsman, will receive a subsidy of EUR 3,000.00 for the training programme '*The Ombudsmen's means of intervention*', which takes place in Rabat/Morocco on a regular basis.

The European region will carry out two workshops with the financial assistance of the I.O.I. A workshop hosted by the Polish member institution to be held in Warsaw in September 2011 concerns the role of ombudsman institutions in the OPCAT framework and will receive I.O.I. support in the amount of EUR 4,700.00. The second workshop hosted by the Catalan Ombudsman will focus on the role of the ombudsman when it comes to dealing with private companies providing public services. The I.O.I. agreed to support this workshop with funds of up to EUR 3,000.00.

Budget and financial guidelines

A considerable portion of I.O.I.'s funds is spent on projects launched by its members. In 2010/2011, I.O.I. has budgeted EUR 50,000.00 for regional projects. Roughly EUR 3,200.00 have already been spent on the SYT attendance project of the Caribbean and Latin American Region, which enabled the ombudsmen of Sint Maarten and St. Lucia to take part in the SYT II training session held in Vienna in June 2011.

The I.O.I. General Secretariat developed guidelines that were formally approved by the Board in order to ensure that project funds are used correctly. As a general guiding principle, any ombudsman institution using I.O.I. funding is required to certify that the money it receives is spent solely on the project approved. It is the responsibility of the I.O.I. member institution and its incumbent to include this information in the final project and budget report to the Board that is the basis of the financial transaction.

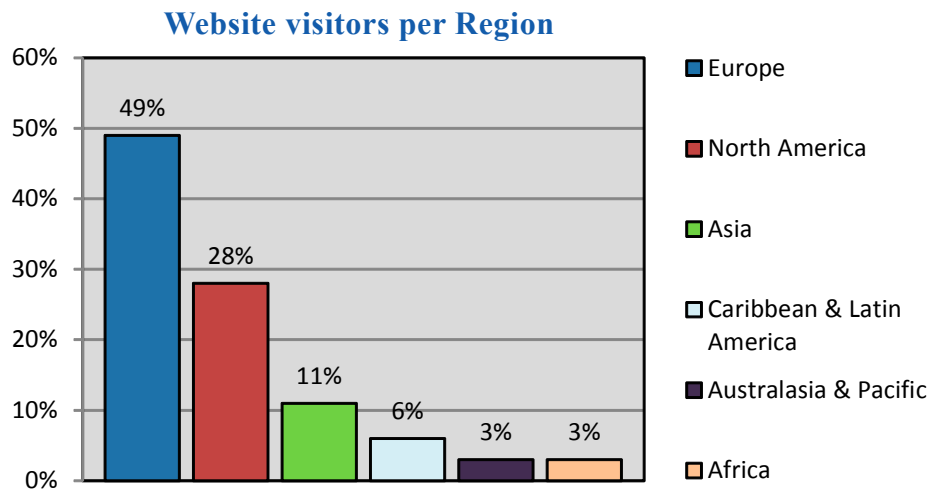
Regional subsidies are transferred AFTER project implementation and after board approval of the detailed project and budget report to be provided by the recipient institution. Only after specific approval by the Treasurer based on a detailed budget forecast can the General Secretariat transfer funds DURING the implementation phase, for example to cover urgent expenses.

Relaunch of the I.O.I. website

To enhance the exchange of information among its members, the I.O.I. General Secretariat successfully launched the Institute's new website (www.theioi.org) in autumn 2010.

The I.O.I. website is a communication platform which not only provides more detailed information about the I.O.I. as such, but also a comprehensive directory of all institutional members. The NEWS section of the I.O.I. website offers interested users the opportunity to receive updated news on ombudsman institutions all over the world almost on a daily basis. This year alone, 170 news articles have been published so far in the website's NEWS section, and members are welcome to contact the I.O.I. General Secretariat if they want to publish the latest news on their institutions on the website. The integrated search engine is easy to operate and provides a possibility to search through an extensive online database which currently includes 700 documents, e.g. annual reports, I.O.I. publications, conference reports, published new items, etc., and is steadily growing.

Within the first two months of its existence, i.e. November and December 2010, the I.O.I. website already attracted approximately 2,000 visitors from almost 80 different countries. In 2011, i.e. between January and October, a total of 13,300 visitors from about 132 different countries accessed the website to learn more about the I.O.I.'s field of work and its member institutions. The majority of visitors originate from European countries, followed by quite a high percentage of North American users; visitors from the Asian Region rank third.



Almost half of our visitors, i.e. 47%, found the I.O.I. website on the internet by using search engines, whereas 36% accessed it directly. Another 17% of the users were linked to the I.O.I. through other websites. All in all, the website has not only been very popular with a growing number of new interested visitors during its first days in existence, it has also been able to attract visitors on a regular basis: the statistics show that 3,200 people have repeatedly visited the I.O.I. website in 2011.

Member newsletter and Ombudsman News

Following intensive preparations, the successful launch of the new I.O.I. website and the very positive member feedback, the I.O.I. Board of Directors unanimously agreed to offer a new information service to the key stakeholders in the international ombudsman community, i.e. to I.O.I. member institutions, independent non-member institutions, representatives of regional ombudsman associations, as well as international organisations, such as the ICC, the Council of Europe, the OSCE and the Commonwealth Secretariat.

Thanks to the extensive research of the General Secretariat staff and the increasing number of direct member contributions, the I.O.I. website offers a broad variety of information almost on a daily basis. As a consequence, the well-established quarterly newsletter of the I.O.I. no longer sufficiently reflects the real-time variety of ombudsman news available to its members. Moreover, the increasing interest shown by non-member individuals and partner organisations generated the idea of providing ombudsman-related news to a wider audience and at shorter intervals. The I.O.I. Board of Directors therefore agreed to establish a new weekly information service, and in July 2011 the I.O.I. General Secretariat delivered the first *Ombudsman News* to its members and applicant institutions, as well as partner organisations and other interested observers. On a weekly basis, the *Ombudsman News* presents recent ombudsman-related news from institutions all over the world to more than 700 stakeholders. Anybody interested in receiving this new information service can easily subscribe to the mailing list on the I.O.I. website (<http://www.theioi.org/newslettersu>).

The well established trilingual quarterly *I.O.I. Newsletter* will, of course, be continued, but will be sent only to I.O.I. member institutions in the future. This way, more confidential members-only information, e.g. on I.O.I. projects, developments and financial issues, can be distributed exclusively among members.

Membership directory

Since the I.O.I. launched its new website in autumn 2010, a comprehensive online membership directory can be accessed on the very same website whenever need be. At the press of a button, the key data of I.O.I. member institutions can be accessed via the I.O.I. website.

Choosing a specific region or country on the homepage of the I.O.I. website will lead to a list of all institutional members in this region or country, and a comprehensive directory including all the members from the region in question can be downloaded or printed directly from the website.

In addition to this easily accessible online directory, each I.O.I. member institution is represented by its very own profile, including basic information on the institution, such as incumbent(s), contact details, website and the possibility to upload pictures of each incumbent as well as the institution's legal foundations and annual reports. Each member institution has received an individual login code, enabling the user to update the information displayed in the profile, e.g. adding newly elected incumbents, changing the contact details, etc..

Information requests

Since the I.O.I. headquarters were transferred from Edmonton (Canada) to Vienna (Austria), the I.O.I. General Secretariat has become the focal point for information exchange among member institutions and has been addressed by a growing number of external persons seeking information on the I.O.I. and its activities.

The I.O.I. General Secretariat is increasingly becoming a point of contact and information for universities, students, partner organisations and publishing houses, to mention but a few. About 50 requests are sent to the General Secretariat every year, seeking information. Some of these requests express general interest in the I.O.I. and its work, others – especially those from students in the process of writing their master's or Ph.D. thesis – ask for access to I.O.I. publications, such as the Occasional Paper Series or Annual Reports from member institutions. By virtue of the existing I.O.I. Archives in Vienna and the I.O.I. website, the General Secretariat has been able to meet most of these requests to the complete satisfaction of the applicant.

It should be added that there is a growing number of private individuals who contact the I.O.I. in the erroneous assumption that the I.O.I. is a complaint-handling body and therefore voice a wide range of complaints about the public administration as well as the private sector. Recently, about 70 such complaints have been sent to the I.O.I. In such cases, the General Secretariat explains the Institute's work, purpose and principles to the inquirer and, whenever possible, endeavours to provide the complainant with the contact details of ombudsman institutions in the countries concerned.

EXTERNAL RELATIONS

Relations with international organizations

Relations with the ICC

At the Vienna meeting in 2009 the I.O.I. Board of Directors gave the Executive Committee a mandate to explore opportunities for an enhanced cooperation with the International Coordinating Committee of National Institutions for the Protection and Promotion of Human Rights (ICC), an international non-profit association which promotes and strengthens NHRIs and provides leadership in the advancement and protection of human rights. The ICC has an observer status in the UN Human Rights Council and several I.O.I. member institutions among its accredited institutions.

In 2010 I.O.I. Secretary General Peter Kostelka met with UN High Commissioner Pillay to clarify the framework for future cooperation and was invited by the ICC Bureau to participate in its Edinburgh meeting in October 2010. Talks with ICC Chair Rosslyn Noonan during the Edinburgh meeting have led to a joint agenda item during the 24th General Meeting of the ICC, held in Geneva from 17 to 19 May 2011.

In his function as Secretary General Mr Kostelka represented the I.O.I. at this General Meeting and contributed to the discussion by illustrating examples of cooperation opportunities in general and by sharing the expertise of the I.O.I. on how ombudsman institutions can work with NHRIs. In his speech Secretary General Kostelka outlined how ombudsman institutions are nowadays dealing with human rights violations on a daily basis, as these violations constitute the

worst possible form of maladministration. In this respect he once again put particular emphasis on the crucial role ombudsman institutions play, explaining the importance of a close cooperation between NHRIs and ombudsman institutions during the consultation and reporting cycles of the UPR process as well as in the follow-up process of the UPR review of the United Nations.

Relations with BIOA (*British and Irish Ombudsman Association*)

In her preface of the I.O.I. Annual Report 2009/2010, I.O.I. President Beverley A Wakem, CBE stated that: *“The I.O.I. is mindful of the need to build bridges to other integrity associations with similar aims”*. Given the broad variety of common principals and projects as well as an overlap of member institutions, the I.O.I. is therefore keen to forge closer links with the British and Irish Ombudsman Association (BIOA) in the near future and has entered into intensive and productive discussions on possible future joint ventures.

In December 2010 BIOA Secretary Ian Pattison visited the I.O.I. General Secretariat to meet with I.O.I. General Secretary Kostelka and Head of the General Secretariat, Christine Stockhammer. As the I.O.I. is currently focusing on the implementation of new strategic priorities in the training sector, these talks provided an excellent opportunity to exchange some preliminary information on existing training initiatives on both sides. As a consequence, Mr Pattison invited Secretary General Kostelka to attend the next meeting of the BIOA Executive Committee; an invitation very much appreciated and gladly accepted by the I.O.I..

Prior to the actual meeting, informal initial talks with Peter Tyndall, BIOA Chair and Public Services Ombudsman for Wales as well as Parliamentary and Health Service Ombudsman Ann Abraham took place. This personal and open dialogue with the members of the BIOA Excom was crucial to get to know BIOA’s impressive activities in the field of case handler training and profit from the Association’s considerable expertise.

In its endeavour to encourage the development of professional training for ombudsman institutions BIOA, in corporation with Queen Margaret University established a training program in ombudsman and complaint-handling practice. So far, Queen Margaret University has offered the BIOA approved training *“Professional Award in Ombudsman and Complaint Handling Practice”* twice. The course is based on four days of training and aims primarily at people working in the assessment and investigative functions of ombudsman and other complaint handling organisations. Its purpose is to equip assessors and investigators with

the practical skills and background knowledge necessary to discharge those functions to a high level of competence. The emphasis is on practice, using a case-study based approach reflecting the nature of Ombudsman and complaint handling work; lecturers are former high-ranking employees from the Scottish Public Service Ombudsman.

The participation of I.O.I. Regional Vice-President Arlene Brock, who also chairs the I.O.I.'s Training Committee, additionally contributed to a mutual better understanding. Bermuda Ombudsman Arlene Brock attended parts of the training offered in June 2011 and confirmed its high standard of quality. According to her the course offers a comprehensive mix of presentation and exercises, its presenters are knowledgeable and the seminar materials sufficient, clear and easy to use. She therefore highly recommended that the I.O.I. look further into the matter and clarify form and circumstances under which an I.O.I. spin off of this valuable training may be promoted. All in all it can be said that these past few months have led to some very interesting and fruitful discussions and Secretary General Kostelka was impressed by BIOA's readiness not only to share the experience gained in the past but also its willingness to enter into a dialogue and make this excellent training programme available for I.O.I. member institutions.

Visits to the General Secretariat

Within the reporting period the I.O.I. General Secretariat again welcomed many international guests from ombudsman institutions all over the world. Bilateral meetings of this kind were an opportunity to discuss collaborative activities, organisational issues, work methods, best practice models and how best to uphold human rights in often difficult situations.

In July 2010 the I.O.I. General Secretariat was contacted by the Permanent Mission of the Republic of Indonesia in Vienna, Austria. Ms Sunaryati Hartono, Vice Chairman of the Ombudsman of the Republic of Indonesia, expressed her wish to have an official meeting with the I.O.I. to learn more about the I.O.I.'s work and future projects.

In September 2010 Mr Young-Keun Lee, Vice-Ombudsman from the Anti-Corruption & Civil Rights Commission (ACRC) Korea and an expert on anti-corruption activities attended the founding conference of the International Anti-Corruption Academy held in Vienna and took the opportunity of this event to meet with I.O.I. Secretary General Kostelka as well.

In October 2010 Israeli State Comptroller & Ombudsman Micha Lindenstrauss also took the occasion of a business related journey to Austria to meet with Secretary General Kostelka, to get to know the staff members of the I.O.I. General Secretariat and to renew and strengthen the bond between his institution and the I.O.I..

On 11 January 2011 representatives from the Forum of Canadian Ombudsman (FCO) visited the I.O.I. General Secretariat in Vienna. The I.O.I. General Secretariat received its guests, Ms Suzanne Belson, one of the founding members of the FCO and the Forum's Administrator Mr Steve Olive, in Vienna (Austria). The FCO is a Canadian network of ombudsman offices and individuals. As in Canada every public agency must have an ombudsman, there is a strong need for an umbrella organisation such as the FCO which at date comprises of approx. 350 members. The FCO sees its primary responsibility in trying to help ombudsman offices in their everyday activities and is therefore striving to offer a wide range of inexpensive training opportunities to its members. In this field of training, FCO and I.O.I. see a great potential for cooperation and agree to enter into a regular dialogue and exchange of expertise on training concepts and programmes.

In April 2011, the European Fundamental Rights Agency (FRA) held its 4th Annual Meeting of NHRIs in Vienna, Austria. I.O.I. Secretary General Peter Kostelka took the opportunity of this Vienna-based event, to invite representatives of European I.O.I. member institutions, who participated in the aforementioned event, to come to see the premises of the I.O.I. General Secretariat. The I.O.I. General Secretariat was pleased to welcome the Human Rights Ombudsman of Slovenia, as well as legal experts from the offices of the Hungarian Civil Rights Ombudsman, the Ombudsman of Bulgaria, the Ombudsman of Spain (*Defensor del Pueblo*) and the Portuguese Ombudsman (*Provedor de Justiça*) on the evening of 4 April 2011. The representatives of these I.O.I. members took the advantage of this informal get-together to hear about the I.O.I.'s most recent developments and learn more details about projects currently implemented by the General Secretariat.

In May 2011, the I.O.I. General Secretariat was delighted to host a meeting of the I.O.I. By-laws, Membership & Governance Committee and received Committee members at its premises in Vienna. President and Committee Chair Beverley A. Wakem, CBE as well as the members of the Committee Mr John R. Walters, Regional Vice-President of the African Region, Mr Rafael Ribó, Regional Vice-President of the European Region, Ms Lynette Stephenson, Board Member of the Caribbean & Latin American Region as well as Ms Diane Welborn, Board Member of the North American Region attended this meeting. The

Committee was joined by former acting I.O.I. President Mr Mats Melin who is currently serving as a consultant to the Committee. Building on the work begun at the Board meeting in Bermuda in 2010, the Committee is striving to fulfil the desire to widen the I.O.I.'s membership and enable the organisation to grow and develop as a leader in the field.

On 17 June 2011 Polish Human Rights Defender and European Board Member Irena Lipowicz took the occasion of an informal visit to Vienna to meet with Secretary General Kostelka and exchange ideas and views on current I.O.I. activities and projects in general and the issue of OPCAT ratification and the establishment of ombudsman institutions as NPM in particular.

In June 2011 one of I.O.I.'s latest members, the Serbian Ombudsman Institution, paid a study visit to the Austrian Ombudsman Board. Within the framework of an EU-Twinning project, its Austrian counterpart offered the Serbian delegation an opportunity to exchange ideas and experience. In addition to this, the Serbian Ombudsman Institution took the opportunity of this stay to gain more insight in the I.O.I.'s work, meet with Secretary General Kostelka and get to know the staff of the General Secretariat.

Participation in international ombudsman events

Within the reporting period, the I.O.I. received many invitations to attend international conferences, seminars and events. Representatives from the I.O.I. Board of Directors took events of this kind as an opportunity to provide information about the I.O.I.'s work and discuss collaborative activities as the following selection of international events show.

Several I.O.I. officers including President Beverley Wakem CBE, Treasurer Alan Lai, Secretary General Peter Kostelka as well as European Regional-Vice President Rafael Ribo and North American Regional Vice-President André Marin were invited to attend the 26th Australasian and Pacific Ombudsman Conference hosted by the Control Yuan of Taiwan and held in Taipei from 23 to 26 March 2011. In one keynote talk and four workshops, the conference dealt with the topic of '*The Ombudsman & Human Rights: Protecting Human Rights and Promoting Good Governance*'. It was a very inspiring conference which gave colleagues with different mandates and experiences an opportunity to exchange views and ideas on important matters related to the work of the ombudsman in the field of promoting and protecting human rights.

After the APOR conference, the I.O.I. Secretary General took the opportunity of his journey to the region to accept an invitation from the Office of the Ombudsman of Thailand. Mr Kostelka was pleased to meet Ombudsman Chotimongkol, Ombudswoman Nitithanprapas and Ombudsman Charoenpanij. The highly interesting talks gave him an excellent chance to learn more about the institution as such and its intention to intensify activities on the international level.

On 15 March 2011, the African Ombudsman Research Centre (AORC) of the African Ombudsman and Mediators Association (AOMA) was launched at the University of Kwazulu-Natal in Durban, South Africa. The occasion was graced by Jacob Zuma, President of the Republic of South Africa, who delivered the keynote address. 23 African ombudsman institutions attended the inauguration ceremony. The AORC represents an important platform for the exchange of knowledge and best practices and will doubtlessly be of great value to the African ombudsman community. The I.O.I. sent its warmest congratulations to AOMA on realising this ambitious project, and Adv. John R. Walters, National Ombudsman of Namibia, officially represented the I.O.I. at this important event in his function as Regional Vice-President of the I.O.I.'s African Region.

On the occasion of National Human Rights Day, the 9th International Baku Conference of Ombudspersons entitled '*The cultural rights of national minorities and migrants: legal aspects and implementation*' was held from 16 to 18 June 2011 in Baku, Azerbaijan. The conference was attended by ombudsmen and representatives of national human rights institutions from Sweden, Norway, Poland, Slovenia, India, Thailand, Pakistan, Ukraine, Moldavia, the 12 oblasts of the Russian Federation, as well as international experts and representatives from the European Ombudsman Institute (EOI) and the Asian Ombudsman Association (AOA). The I.O.I. was represented by Mr Arne Fliflet, Parliamentary Ombudsman of Norway and member of the I.O.I. Board of Directors for the European Region.

BOARD OF DIRECTORS

Since the relocation of the I.O.I. headquarters from Alberta (Canada) to Vienna (Austria) in autumn 2009, the I.O.I. Board of Directors as well as the officers of the Executive Committee have witnessed many changes due to the fact that colleagues have ended their tenure or resigned from their ombudsman offices following calls from other institutions or organisations.

The following brief summary gives an overview of the changes. An organisational chart listing all the members of the I.O.I. Board of Directors is now available on the I.O.I. Website and can also be found in this report.

Executive Committee

The I.O.I. Board of Directors held elections during its Bermuda meeting in October 2010, and it was during this meeting that Beverley Wakem, Chief Ombudsman of New Zealand, was elected new President of the I.O.I.. Beverley Wakem CBE has been a Board Member of the Australasian and Pacific Region since 2008. Her background in broadcasting, public relations and consulting culminated in her appointment as Chief Executive of Radio New Zealand. She also held the position of President of the Asian Pacific Broadcasting Union for five years and was twice appointed by the Government to the Higher Salaries Commission.

Mats Melin, Parliamentary Ombudsman of Sweden and former I.O.I. Vice-President resigned from his ombudsman office in August 2010 to follow a call from the Swedish Supreme Administrative Court, becoming its President in 2011. In accordance with Art 26.6. of the I.O.I. By-laws, the Board requested Mr Mats Melin to remain as a consultant with no remuneration to the By-laws, Membership & Governance Committee for a period not exceeding one year. Mr Melin accepted this offer.

During its Bermuda meeting in October 2010, the I.O.I. Board of Directors therefore elected Tom Frawley, Ombudsman of Northern Ireland, as new Vice-President. I.O.I. Vice-President Dr. Tom Frawley CBE has been a member of the Board since 2004. He pursued a successful career in the Northern Ireland health service before being appointed ombudsman. In 2003, he was invited by the power-sharing government to chair the panel of experts appointed to support the review of public administration in Northern Ireland.

In March 2010, Gord Button informed the Board of his decision to resign from his job as Ombudsman of Alberta (Canada) for personal reasons. His successor to the position as Treasurer of the I.O.I. was also elected during the Bermuda Board Meeting in 2010. Newly elected I.O.I. Treasurer Alan N. Lai was appointed Hong Kong Ombudsman in April 2009. He can look back on more than 30 years of experience in public administration and was heavily involved in international trade negotiation work in the 1980s and 1990s. Mr Lai served as Commissioner of the Independent Commission against Corruption from 1999 to 2002 and was the Permanent Secretary to the Treasury from 2002 to 2007.

Officer elections in Livingstone, Zambia

According to the I.O.I. By-laws, the officers of the I.O.I., i.e. the President, the Vice-President and the Treasurer, need to be elected on a yearly basis during the annual meeting of the I.O.I. Board of Directors. Ad hoc rules were established for the Bermuda Board Meeting to guarantee a transparent, fair and well-balanced election process. These rules proved to be very useful during the officer elections in Bermuda in 2010, which is why the I.O.I. Board of Directors unanimously agreed to apply this same set of rules for the officer elections during the Livingstone Board Meeting in October 2011.

Serving on the ad hoc Election Committee in 2011 were Ms Caroline Sokoni, Investigator General of Zambia, Mr Ron-yaw Chao from the Control Yuan in Taiwan, Ms Lynette Stephenson, Ombudswoman of Trinidad & Tobago, Catalan Ombudsman Rafael Ribó as well as Mr Robin Matsunaga, Ombudsman of Hawaii. A representative for the Asian Region will be nominated as soon as elections for the Asian Regional Vice-President have been held.

During its meeting held in Livingstone, Zambia in 2011 the I.O.I. Board of Directors held elections on 31 October 2011. It was during this meeting that Beverley Wakem, Chief Ombudsman of New Zealand, was re-elected as President of the I.O.I., Tom Frawley, Ombudsman of Northern Ireland, was re-elected as I.O.I. Vice-President and Alan N. Lai, Ombudsman of Hong Kong, as I.O.I. Treasurer.

Regional representation

Asian Region

As of October 2011 the Asian Region is represented by Mr Man Chong Fong (Macao/China), Ms Youngran Kim (Korea) and Mr Asad Ashraf Malik (Sindh/Pakistan).

Two valuable members from the Asian Region left the Board of Directors in 2010 when Mr Jae-oh Lee, Chairman of the Anti-Corruption & Civil Rights Commission (ACRC) of Korea resigned from his office in August 2010 and Mr Javed S. Malik, Federal Ombudsman of Pakistan, completed his tenure in October 2010. The only remaining Board Member, Commissioner Fong from the Commission against Corruption of Macao, asked the I.O.I. for support in this matter. The I.O.I. General Secretariat was honoured to assist the members from the Asian Region by holding an electronic ballot in which Ms Youngran Kim, Chairperson of the ACRC Korea as well as Mr Asad Ashraf Malik, Provincial Ombudsman of Sindh, Pakistan, were elected to the I.O.I. Board of Directors.

Chairperson Youngran Kim has 30 years of experience as a judge, 6 of them (from 2004 to 2010) as the first female Justice of the Korean Supreme Court. After a year as chair professor at Sogang University Law School, Ms Kim was appointed Chairwoman of the ACRC in January 2011.

Ombudsman Asad Ashraf Malik joined the Police Service of Pakistan in 1972 as Assistant Superintendent and was awarded the *President's Police Medal* for Gallantry in 1984. Mr Malik served as Commissioner of the Social Security of Sindh and as Chairman of Anticorruption Sindh from 2004 to 2008. In January 2008, Mr Malik was appointed Provincial Ombudsman of Sindh.

Caribbean & Latin American Region

As of October 2011 the Caribbean & Latin American Region of the I.O.I. is represented by its Regional Vice-President Ms Arlene Brock (Bermuda), Mr Raúl Plascencia Villanueva (Mexico) and Ms Lynette Stephenson (Trinidad & Tobago).

Board Member José Luis Fernández, Commissioner of the National Human Rights Commission of Mexico, completed his term of office in October 2009. Within the Caribbean and Latin American Region, Dr Raúl Plascencia Villanueva, successor to Mr Fernández as President of the National Human Rights Commission of Mexico, took the position of a Director in November 2009. A Doctor of Law, Mr Plascencia Villanueva can look back on 15 years

of experience as a trial lawyer as well as a number of academic teaching and research posts. Mr Plascencia Villanueva currently also holds the position of Vice-President of the Ibero-American Ombudsman Association (FIO).

European Region

As of October 2011 the European Region of the I.O.I. is represented by its Regional Vice-President Mr Rafael Ribó (Catalunya / Spain), Mr Arne Fliflet (Norway), Mr Tom Frawley (Northern Ireland / UK) and Ms Irena Lipowicz (Poland).

By resigning from his ombudsman office, Mats Melin not only vacated the position of the Vice-President, but also one as a member of the Board. Also, former I.O.I. Board Member Yorgos Kaminis resigned from his office as Greek Ombudsman to stand as a candidate in local elections and was elected Mayor of the City of Athens in November 2010. Due to these changes, the European Region held elections during its annual meeting in Barcelona in October 2010 and welcomed Mr Arne Fliflet, Parliamentary Ombudsman of Norway, and Ms Irena Lipowicz, Human Rights Defender of Poland, as newly elected members .

Arne Fliflet held university lectures in jurisprudence at Oslo University and lectured on public law at the Universities of Oslo, Bergen and Tromsø. His work as Assistant Judge in Førde in Sunnfjord was followed by a period of practising law from 1975 to 1990; both in public administration and in a private practice. Mr Fliflet was appointed Parliamentary Ombudsman of Norway in 1990 and has been re-elected five times since.

After a successful academic career at the Faculty of Law of the University of Silesia, the National School of Public Administration or the Cardinal Stefan Wyszyński University in Warsaw – just to name a few - Prof. Irena Lipowicz was a member of Parliament from 1991 to 2000. From 2000 to 2004, Ms Lipowicz was extraordinary and plenipotentiary ambassador of the Republic of Poland to the Republic of Austria; until 2006 Ambassador-Representative of the Foreign Minister for Polish-German Relations. She was appointed new Human Rights Defender of Poland in July 2010 and succeeded former Ombudsman Dr. Kochanowski, who tragically died in an air accident in April 2010.

North American Region

As of October 2011 the North American Region of the I.O.I. is represented by its Regional Vice-President Mr André Marin (Ontario / Canada) and Ms Diane Welborn (Ohio / USA) and Mr Robin Matsunaga (Hawaii / USA).

By retiring from his office as Iowa Citizens' Aide, Bill Angrick not only vacated the position of I.O.I. President, but also one as a member of the I.O.I. Board. The North American Region of the I.O.I. therefore held elections in October 2010 and welcomed Ms Diane Welborn, Dayton-Montgomery County Ombudsman, as a newly elected Director of the I.O.I. Board.

Ms Welborn has served as Ombudsman and Executive Director of the Joint Office of Citizen Complaints for Dayton and Montgomery County, Ohio, since July 1999. She served as Deputy Ombudsman for six years before becoming Ombudsman. Before her association with the Ombudsman's Office, she served as Co-ordinator of Professional Networks and Membership for Amnesty International USA, Protective Services Worker for the Department of Human Services in Tennessee and staff member of Dwight Hall of Yale University.

By resigning from his office as I.O.I. Treasurer Gord Button also vacated his position as a member of the I.O.I. Board in 2010. The North American Region of the I.O.I. therefore held elections during its meeting in Florida in October 2011 and welcomed Hawaii Ombudsman, Mr Robin Matsunaga (USA), as a newly elected Director to the I.O.I. Board.

Mr Matsunaga has served as Hawaii State Ombudsman since 1998. Previous to his appointment as Ombudsman Mr Matsunaga worked for the Hawaii State House of Representatives for 12 years, including four years as the Chief Clerk for the House Committee on Finance and six years as the Chief of Staff to the Speaker of the House. Mr Matsunaga is known to be an active member of the United States Ombudsman Association (USOA) and has just recently been elected to serve as its President for the next two years.

African Region

As of October 2011 the African Region of the I.O.I. is represented by its Regional Vice-President Mr John Walters (Namibia), Ms Caroline Sokoni (Zambia) and Ms Alima Déborah Traore (Burkina Faso).

In June 2011 a long-standing and valuable member from the African Region left the I.O.I. Board of Directors when Ms Amina Ouédraogo (Burkina Faso) retired from her office as *Médiateur du Faso*.

On 22 June 2011, the President of Faso nominated Ms Alima Déborah Traore as the new *Médiateur du Faso*. Ms Traore graduated from the French Universities of Orléans and Haute Alsace. She is an expert in public law and the relations between the public administration and the citizens. Her political engagement

began with the promotion of women's rights which are high on her agenda to this very day. As a mother of three children and a member and former President of the regional Zonta Club, social commitment is also very close to her heart.

The Directors from the African Region of the I.O.I. took the opportunity of their attendance at an AOMA Executive meeting held in Addis Ababa from 15 to 16 September 2011 to hold a separate meeting at which Ms Traore was elected to fill the vacant position of an African Director to the Board.



Executive Committee	I.O.I. President Ms Beverley A. WAKEM, CBE (New Zealand)
	I.O.I. Vice-President Mr Thomas FRAWLEY, CBE (Northern Ireland / UK)
	I.O.I. Treasurer Mr Alan N. Lai (Hong Kong / China)
	I.O.I. Secretary General Mr Peter KOSTELKA (Austria)

AFRICA	ASIA	AUSTRALASIA & PACIFIC	CARIBBEAN & LATIN AMERICA	EUROPE	NORTH AMERICA
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Regional Vice-Presidents					
Mr John WALTERS (Namibia)	Mr Asad Ashraf MALIK (Sindh / Pakistan)	Mr Chronox MANEK (Papua New Guinea)	Ms Arlene BROCK (Bermuda)	Mr Rafael RIBÓ (Catalunya / Spain)	Mr André MARIN (Ontario / Canada)
Regional Directors					
Ms Caroline SOKONI (Zambia)	Mr Man Chong FONG (Macao / China)	Mr Alan LAI (Hong Kong / China)	Mr Raúl PLASCENCIA VILLANUEVA (Mexico)	Mr Arne FLIFLET (Norway)	Mr Robin MATSUNAGA (Hawaii / USA)
Ms Alima Déborah TRAORE (Burkina Faso)	Ms Youngran KIM (Korea)	Ms Beverley WAKEM, CBE (New Zealand)	Ms Lynette STEPHENSON (Trinidad & Tobago)	Mr Thomas FRAWLEY, CBE (Northern Ireland/UK)	Ms Diane WELBORN (Ohio / USA)
Ms Irena LIPOWICZ (Poland)					

Ms Christine STOCKHAMMER, Head of Secretariat
 Ms Ursula BACHLER, Administrator
 Ms Karin WAGENBAUER, Administrator
 Mr Stefan GATTERNIG, Trainee

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Committees

During the Bermuda meeting of the I.O.I. Board of Directors, some changes in membership were made for the current standing committees, i.e. the By-laws, Membership & Governance Committee and the Training Committee.

The By-laws Committee is chaired by I.O.I. President Beverley Wakem, simultaneously representing the APOR Region of the I.O.I. The African and the European Region are both represented by their RVPs, i.e. John R. Walters, National Ombudsman of Namibia and Catalan Ombudsman Rafael Ribó, Spain. Lynette Stephenson, Ombudsman of Trinidad & Tobago represents the Caribbean and Latin American Region and Diane Welborn, Ombudsman of Ohio, USA, the North American Region. A representative for the Asian Region will be nominated as soon as elections for the Asian Regional Vice-President have been held.

By-laws, Membership & Governance Committee		
Region	Committee Member	I.O.I. Position
APOR	Beverley Wakem CBE (Chief OM New Zealand)	I.O.I. President Committee Chair
Africa	John R. Walters (National OM of Namibia)	Regional Vice-President
Asia	To be appointed after RVP elections within the region	
Caribbean & Latin America	Lynette Stephenson (OM Trinidad & Tobago)	Board Member
Europe	Rafael Ribó (<i>Síndic de Greuges</i> , Catalunya / Spain)	Regional Vice-President
North America	Diane Welborn (OM Dayton, Ohio / USA)	Board Member

A Training Committee was appointed by former I.O.I. President William Angrick during the Vienna meeting of the I.O.I. Board of Directors in 2009 in order to recommend and elaborate an active schedule of I.O.I.-sponsored training activities to our members.

During the Bermuda meeting of the Board in 2010, some changes were made to the membership of this Committee. The Training Committee now consists of its Chairperson, Ms Arlene Brock, Bermuda Ombudsman and Regional Vice-President of the Caribbean & Latin American Region as well as Regional Vice-

President of the APOR Region, and Ombudsman of Papua New Guinea, Mr Chronox Manek. Norwegian Parliamentary Ombudsman Arne Fliflet represents the European Region and Ohio Ombudsman Diane Welborn the North American Region.

The African Region was represented by Burkina Faso *Médiateur* Amina Ouédraogo, who retired in June 2011; at the time of going to print, the successor to Ms Ouédraogo had not yet been elected. A representative for the Asian Region will be nominated as soon as elections for the Asian Regional Vice-President have been held.

Training Committee		
Region	Committee Member	I.O.I. Position
Caribbean & Latin America	Arlene Brock (OM for Bermuda)	Regional Vice-President Committee Chair
Africa	To be appointed by RVP	
Asia	To be appointed after RVP elections within the region	
APOR	Chronox Manek (OM Papua New Guinea)	Regional Vice-President
Europe	Arne Fliflet (Parliamentary OM Norway)	Board Member
North America	Diane Welborn (OM Dayton, Ohio / USA)	Board Member

In the fiscal year 2010/2011, together with the Treasurer, the General Secretariat continued to implement the budget policy guidelines introduced by the Board of Directors at their Vienna meeting in November 2009.

All financial activities were based on the principles of transparency and prudence. All transactions processed by the General Secretariat were authorised by the Executive Committee, and the Board of Directors was informed about the financial situation of the I.O.I. through detailed financial reports at the end of each quarter of the financial year. These principles have helped to put the I.O.I. finances in a healthy position. At the end of the reporting period on 30 June 2011 assets reached a record high of EUR 126,608.11. Outstanding financial obligations for which the Board has already given its consent, amount to approx. EUR 68,000.00 in 2011/2012.

Contribution by the Austrian authorities

The Austrian authorities' financial commitment to the I.O.I. remains strong. Every year, the Austrian Ministry of Finance provides funds for staff amounting to EUR 170,000.00 and pays general costs up to the sum of EUR 250,000.00. This budget is mainly used for covering regular overheads and infrastructure expenses, but has also provided considerable support for I.O.I. projects such as the APOR research study (EUR 40,000.00) and the two SYT training sessions (EUR 40,000.00). Regarding these tax payers' funds, the Austrian Ombudsman Board is accountable to the Austrian Court of Auditors and needs to base any expenditure on Austrian public expenditure regulations.

During its Bermuda meeting the Board decided to officially express the I.O.I.'s gratitude for this continuous support from the Republic of Austria and all authorities responsible. In personal encounters with the Head of State, as well as with members of Government, the Secretary General delivered this Board communication and informed them about the I.O.I.'s work and progress. The Secretary General also used the parliamentary plenary debate on the Austrian Ombudsman's annual report officially to thank Parliament on behalf of the I.O.I. Board for its support and appreciation.

External audit

Following a Bermuda Board decision, Ernst & Young were again appointed as auditors. The audit, which is required pursuant to Article 26 (2) of the I.O.I. 2009 By-laws, took place in July 2011 immediately after the end of the fiscal year 2010/2011.

The General Secretariat's task was to prepare the statement of revenues and expenditures including a statement of assets. The documents were examined by Ernst & Young with regard to their compliance with legal requirements and with the additional provisions of the I.O.I. By-laws. Moreover, the I.O.I. General Secretariat's internal business procedures and processes were assessed, especially the billing and accounting process.

The result of the audit was very positive. As stated in the auditors' report, *'the statement of revenues and expenditures including the statement of assets complies with legal requirements'* and the I.O.I. By-laws and *'gives a true and fair view of the statement of the International Ombudsman Institute as of June 30, 2011 and of its financial performance for the fiscal year from July 1, 2010 to June 30, 2011'*. The I.O.I. General Secretariat *'met its responsibilities in connection with the accounting requirements'*. No *'facts that might endanger the position of the I.O.I. [...] or adversely affect its future development'* were identified. The audit did not give rise to any adverse findings.

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