



In defence of fairness
À la défense de l'équité

ICOAF, DCAF and International Capacity Building

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Ombudsman

National Defence
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Défense nationale
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Overview

- Canadian Framework
- Greatest Capacity Needs of the DND/CF Ombudsman's Office
- Activities that Strengthened the DND/CF Ombudsman's Office
- Focus of Future International Cooperation
- Potential Role of ICOAF/DCAF

Canadian Framework

- Ministerial directive (not legislated)
- Report to Minister of National Defence (independent from Deputy Minister and Chief of the Defence Staff)
- Power to recommend and publish reports
- Constituents from across the Defence community
- Created 15 years ago
- Different mandate than Veterans Ombudsman

Greatest Capacity Needs of the DND/CF Ombudsman's Office

- External
 - Review mandate and reinforce independence
 - Increase visibility and awareness
 - Expand network and level of influence
- Internal
 - Attract and retain highly qualified people
 - Increase efficiency (digitization and systemic investigation process)
 - Develop performance measurements and demonstrate value added

Activities that Strengthened the DND/CF Ombudsman's Office

- External
 - Maintained an active outreach program
 - Developed a collaborative approach while remaining independent
 - Contributed to Strategic Review/financial stewardship
- Internal
 - Implemented a portfolio approach and new service standards
 - Improved training for investigators
 - Created a strategic report for senior leadership

Focus of Future International Cooperation

Focus on

- Gender
- Harassment
- Conflict resolution tools
- Rights and benefits for serving military and veterans
- Capacity development

Potential Role of ICOAF/DCAF in Strengthening the Functioning of Ombuds Institutions

- **Governance**

- Create a representative decision-making committee responsible for:

- Developing the mission, vision and strategic objectives

- Identifying areas of influence, interest and operations

- Create a road map for the future of ICOAF, including locations, subjects and themes


Potential Role of ICOAF/DCAF in Strengthening the Functioning of Ombuds Institutions

- **Capacity building**
 - Attract more participants to ICOAF
 - Identify ICOAF members willing/able to assist others with technical assistance and guidance
 - Establish communications committee/group to assist ICOAF in developing communications tools

Potential Role of ICOAF/DCAF in Strengthening the Functioning of Ombuds Institutions

- **Support**

- Create Centre of knowledge
- Remain proactive in distribution of key/systemic reports
- Improve website and increase online presence (website, Twitter)

The background of the slide features a large, semi-transparent Canadian flag in the upper left corner. Below the flag, there are several dark silhouettes of people, including a prominent one on the left side and a group of smaller ones at the bottom center. The overall background is a dark, muted blue-grey color.

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