



## CONFERENCE AGENDA

### Saturday, 22 September 2012

All day                      Arrival of participants - transfer from the airport to the hotel  
Check-in at Chateau Laurier (1 Rideau Street, Ottawa)

### Sunday, 23 September 2012

All day                      Arrival of participants - transfer from the airport to the hotel  
Check-in at Chateau Laurier (1 Rideau Street, Ottawa)

All day                      Registration (Conference registration will take place at the hotel)

19:00 – 21:00              **Welcome dinner, Chateau Laurier, Laurier Room**  
Hosted by H.E. Amb. Theodor H. Winkler, Director of the Geneva Centre for the Democratic Control of Armed Forces (DCAF) and Mr Pierre Daigle, Ombudsman for National Defence and the Canadian Forces.

### Monday, 24 September 2012

08:30                        Meet in the hotel lobby for transfer to the Government of Canada Conference Centre, 111 Sussex Drive, Ottawa

09:00 – 10:00              **Conference Opening**  
  
**Welcome remarks**  
The Honourable Peter MacKay, Minister of National Defence  
His Excellency Ambassador Theodor H. Winkler, Director of the Geneva Centre for the Democratic Control of Armed Forces  
Mr Pierre Daigle, Ombudsman for the Department of National Defence and the Canadian Forces

10:15 – 10:30              Group photo

10:30 – 10:45              Coffee break / Media opportunities

Office of the National Defence and Canadian Forces Ombudsman | Le Bureau de l'Ombudsman de la Défense nationale et des Forces canadiennes



10:45 – 10:55 Conference Proceedings  
Mr Pierre Daigle, Ombudsman for the Department of National Defence and the Canadian Forces

11:00 – 12:30 **Panel 1: Domestic Outreach**

**Session A:** Drawing from existing experiences and challenges, the objective of panel 1 is to focus on Domestic Outreach. The panel will discuss what outreach is, how it should be defined and applied as well as the common elements that exist between our practices.

*The questions under each session heading are designed to guide the discussion:*

- *What is domestic outreach and who is the intended audience of your office's outreach efforts?*
- *What are the intended consequences of domestic outreach? (To improve your office's perception, educate your constituents, to publicize your office, to gather more complaints, etc.)*
- *What are some of the obstacles or constraints (financial, logistical, geographical or other) that your office has faced in conducting outreach?*

Presentations: 1. Belgium; 2. Estonia; 3. Canada

12:30 – 13.30 **Lunch**

13:30 – 15:00 **Panel 1: Domestic Outreach**

**Session B:** Measuring satisfaction and effectiveness of domestic outreach

- *What are your most effective methods of conducting outreach?*
- *How do you know this method is the most effective?*
- *Have you conducted any studies or surveys to evaluate client satisfaction?*

Presentations: 1. Austria; 2. Norway;

15:00 – 15:15 Coffee Break



15:15 – 16:30      **Panel 1: Domestic Outreach**

**Session C:** Current and future practices of domestic outreach

- *How do you conduct domestic outreach?*
- *How can you improve current practices?*
- *How can you better implement technology to make your office more accessible to those you are attempting to reach? Use of social media, website, hotlines, etc.*

Presentations: 1. Germany; 2. United Kingdom; 3. Serbia

- 16:30      Transfer of participants to the Chateau Laurier
- 18:15      Gather in hotel lobby for transfer to Museum of Civilization
- 19:00      Reception and dinner hosted by Mr. Pierre Daigle, Ombudsman for the Department of National Defence and the Canadian Forces
- 22:00      Transfer of participants to the hotel

## Tuesday, 25 September 2012

08:30 Meet in the hotel lobby for transfer to the Government of Canada Conference Centre, 111 Sussex Drive, Ottawa

### 09:00 – 10:30 **Panel 2: Capacity Development**

*Capacity development seeks to improve the efficiency and effectiveness of an organisation in a sustainable way, by improving the capacities of the institution and of its employees, as well as through improvements in the political and legislative context within which an institution is situated. It is both a basic technical project of improving skills and systems, as well as a political process that seeks to better situate an ombuds institution vis-à-vis the people, the military, and the other branches of government. The objective of the second panel is to consider the capacity development needs of: those seeking to establish an ombuds institution, states that have recently created an institution, well-established institutions. As well as discussing capacity development needs within ombuds institutions themselves, the panel will also seek to identify areas in which ombuds institutions may be able to provide assistance to other institutions and generate greater international cooperation.*

*The questions under each session heading are designed to guide the discussion.*

#### **Session A: Experiences of Newly-Formed Institutions and Challenges Faced During and After Establishment**

- *What were the challenges faced in creating the institution, i.e., in drafting laws, securing sufficient funding, obtaining support among stakeholders, overcoming resistance from officials, etc.?*
- *What were the unforeseen problems or challenges encountered after the office opened its doors? How did you develop effective procedures and regulations and how did you calculate resource needs? What were your first priorities?*
- *Does your office have a strategic plan? How was the plan developed? What challenges have you faced in meeting your objectives?*
- *What advice would you give to other institutions that are in the process of being established?*

Presentations: 1. Tunisia; 2. South Africa; 3. United Kingdom

10:30 – 10:45 Coffee break

10:45 – 12:00 **Panel 2: Capacity Development**

**Session B: Existing Methods and Practices of Capacity Development**

- *What are some of the greatest ongoing challenges faced by your office? Have efforts been made to adapt the mandate of the office to meet these challenges?*
- *What are some methods your office has undertaken to build capacity, both internally and externally (within the armed forces or within other relevant domestic institutions)? Have these methods been successful?*
- *How does your office measure success? Does it undertake regular evaluations, such as surveys, or set goals or benchmarks to try to measure its results?*
- *What challenges have you faced in identifying and training effective staff? What steps have you taken to ensure institutional knowledge is not lost when staff or the officeholder leaves?*

Presentations: 1. Honduras; 2. Senegal; 3. France; 4. Russia

12:00 – 13:00 **Lunch**

13:00 – 14:00 **Panel 2: Capacity Development**

**Session C: Future Cooperation in Capacity Development**

- *What role can ICOAF play in identifying and promoting good practice?*
- *Has your office identified areas that need improvement? How might these issues be resolved? How could greater cooperation resolve these problems?*
- *Has your office cooperated and shared good practices with ombuds institutions from other states or with other domestic ombuds institutions? Would more of this be useful? How might such cooperation be increased or improved?*
- *What kind of assistance from other ombuds institutions would your office benefit from? What types of assistance can your office provide to other similar institutions?*

Presentations: 1. Armenia; 2. DCAF

14:00 – 14:15 Coffee break

14:15 – 14:45 DCAF Presentation on *Ombuds Institutions for the Armed Forces: A Handbook* and on the ICOAF.org website



- 14:45 – 15:00      Announcement of the Fifth International Conference of Ombudsman Institutions for the Armed Forces, Mr Kjell Arne Bratli, Parliamentary Commissioner of the Royal Norwegian Armed Forces, Norway
- 15:00 – 15:45      Consolidation of the final conference statement
- 15.45 – 16:00      **Closing ceremony**
- Conclusions and adoption of the conference statement**  
**Mr Pierre Daigle, Ombudsman for the Department of National Defence and the Canadian Forces**
- 16:00                  Transfer of participants to the hotel