



Session 2: How ombuds institutions can prevent crises and threats

Breakout group 1: General Ombuds Institutions Room: White Hall	
1	General ombuds institutions tend to have a broad mandate that is based on constitutional legislation.
2	A weakness concerns operational ineffectiveness, especially in regard to access to information. Actors resist to provide information, provide false information, or deliberately slow down and impede the process.
3	Investing in transparency of your offices' work and making it available and accessible to the broader public to increase your credibility and trust.
4	Insufficient budgetary resources which constrain your room for action.

Breakout group 2: General Ombuds Institutions Room: Second floor, Room Two	
1	Recommandations législatives : Possibilité de proposer une modifications des lois, des règlements (amendements).
2	Faiblesse des ressources et moyens financier et humains - manque d'autonomie de gestion
3	Confiance de plus en plus importante en la médiation institutionnelle et parfois obligations de recourir à la médiation avant de recourir aux tribunaux
4	Absence d'ancrage constitutionnelle

Breakout group 3: Specialized military ombuds institutions Room: Great Hall	
1	Participants noted that some strengths specialized military ombuds institutions face are their independence from the armed forces, the positive reputation in the armed forces, the great wealth of experience of their staff, their ability to engage with members of the armed forces and conduct outreach with them, and finally their ability to go public when

	necessary.
2	Participants noted that some weaknesses of specialized military ombuds institutions are primarily limited resources, both of staff and the budget, as well as a limited mandate, and an inability ensure full compliance with recommendations.
3	Participants noted that some opportunities of specialized military ombuds institutions are to increase outreach with the armed forces and the public more generally, to utilize their ability to go public and name and shame when necessary, to be creative with sometimes limited or vague mandates. Also, another opportunity was the growing acceptance of the importance of specialized military ombuds institutions globally, and how ICOAF provides this networking platform.
4	Participants noted that some threats of specialized military ombuds institutions are changing political environments, inadequate resources (both staff and financial), negative media stories and the growing complexity of communications.

Breakout group 4: Inspectors General Room: First floor, Room One	
1	Main strengths are freedom of action in a role of inspector general, independence of bodies in resolving cases and conducting investigations, and cooperation with institutions for protection of human rights.
2	Main weaknesses are insufficient capacities, lack of personnel and resources, especially in armed forces with a lot of military personnel
3	Any issue can be addressed to ministry or parliamentary body, there is direct contact between Inspector General and executive or legislative bodies. Inspector Generals have access to all databases in the armed forces, and to any information needed to conduct investigations. Opportunity is being able to identify any problem or threat in time.
4	Main threat is negative media coverage and criticism of work of General Inspectors, and command interference in investigations.

Breakout group 5: Inspectors General Room: Room B	
1	Forces: - Disponibilité permanente;

	<ul style="list-style-type: none"> - Garantie de suivi de tous les dossiers; - Capacité d'auto-saisine.
2	Faiblesses: <ul style="list-style-type: none"> - Absence de reconnaissance du médiateur de la part des acteurs; - incapacité à réaliser un suivi complet des recommandations; - Budgets insuffisants.
3	Opportunités: <ul style="list-style-type: none"> - Désignation du médiateur militaire (charismatique, respecté); - Preuve de transparence et de modernité; - Organisation innovante (double affiliation).
4	Menaces: <ul style="list-style-type: none"> - Mise en cause de la crédibilité si plainte (ou saisine) était mal traitée; - Impartialité de l'organisation du fait de son manque d'indépendance; - La rapidité de la vitesse de la circulation de l'information susceptible d'entacher la réputation des institutions.