



Association of
Development
Agencies

Affinity Group of National Associations

AGNA



**CIVICUS AGNA CARIBBEAN PEER LEARNING EXCHANGE
METHOD AND APPROCHE TO ADVOCACY IN THE CARIBBEAN
HOSTED BY
THE ASSOCIATION OF DEVELOPMENT AGENCIES (ADA)
IN
JAMAICA, JUNE 27- 28, 2013
REPORT**



From left: Amsale, Roosevelt and Addys

A BREF INTRODUCTORY

WHAT IS ADVOCACY & NEGOTIATION?

What is Advocacy?

Advocacy includes a broad range of activities that attempt to influence a specific policy, legislative, regulatory or implementation outcome. NGOs and CSGs can play critical roles in the advocacy process, handling policy analysis, issue development, public education, constituency organizing, lobbying, legal class actions, or creating an entire advocacy campaign. Advocacy, at its core, is an action-oriented process. It plays an important role in determining social justice, political and civil liberties, and in giving voice to citizens and historically marginalized groups. At its best, advocacy expresses the power of an individual, constituency, or organization to shape public agendas and change public policies. In a broader civil society strategy, advocacy-oriented action goes beyond specific objectives (e.g., raising the minimum wage) to providing the means to mobilize society, ideas, and resources in an effort to bring about democratic change and/or its consolidation¹.

Advocacy is the act of pleading or arguing in favor of something, such as a cause, idea, or policy. It is **the process by which individuals and organizations attempt to influence public policy decisions**. Advocacy is directed at those officials in the legislative, judicial and executive branches of government who have the ability to influence or make public policy decisions².

There is no universal template to advocacy, and advocacy strategies are driven by the particular context in which the advocate works. Effective advocacy requires framing the essential issues, clearly defining goals and obtainable objectives, identifying potential supporters and opponents, conducting policy analysis, developing persuasive messages, and mobilizing people and resources.

The arenas and audiences for advocacy are many. They are local, national, and international. The advocacy process may be carried out through a broad range of activities including, for example, building coalitions, lobbying legislatures or administrative agencies, organizing the grassroots, litigation, marshalling information and utilizing the media. These types of advocacy actions can contribute to creating a public space, penetrating elitist power structures, and deepening the capacity of civil society.

Advocacy may be adversarial or negotiated. **Adversarial advocacy** uses actions that express opposition, protest and dissent. **Negotiated advocacy** engages stakeholders with decision-makers, and emphasizes consensus-building, negotiation and conflict management. Advocacy campaigns may simultaneously employ elements of both adversarial and negotiated advocacy, or may use the approaches sequentially. Adversarial advocacy often serves as prelude to negotiated advocacy as the campaign gains momentum and shifts its focus from problems and causes to solutions.

² “*Supporting Civic Advocacy: Strategic approaches for donor-supported civic advocacy programs.*” Technical Publication Series, Office of Democracy and Governance, Bureau for Democracy, Conflict and Humanitarian Assistance, United States Agency for International Development, December 2001.

CIVICUS AGNA PEER LEARNING EXCHANGE

Interchange between the three Non-governmental Networks (ADA, BANGO and Alianza ONG

Participating Agencies: Amsale Maryam, Chairperson, Association of Development Agencies (ADA), Jamaica, Member of the board of Directors, CIVICUS: World Alliance of Citizen Participation, and member of the Affinity Group of National Association (AGNA)

Addys Then Marte, Executive Director, Alianza ONG, Dominican Republic, and Deputy Chair and Member of the Affinity Group of National Association (AGNA)

Roosevelt O King, Secretary General, of Barbados Association of Non Governmental Organizations (BANGO) and Member of the Affinity Group of National Association (AGNA)

Lionel Dunstan Whittingham, President, Jamaica Vendors Higglers and Markets Associations and Member of the Association of Development Agencies (ADA)

Ms. Amsale Maryam welcomes everyone present and Mr. Roosevelt King who was joining the meeting via Skype. She then use the agenda to speak to the objective of the day and to set the tone for the Peer Learning Exchange discussion which was centered on the themes Advocacy and the strengthening of Civil Society as well as the realization of human potential for greater Networking across region.

On the first day of the interchange the group share information about the nonprofit sector, the modalities, the different method-approaches to advocacy within their organizations and the challenges facing civil society organizations in the Caribbean region, specifically in Barbados, Jamaica, and Dominican Republic. On the second day the group visited and meet with eight (8) other stakeholder groups to discuss their roll and approaches to advocacy within their organizations and their relationship with the NGO/CSO community.

The views, comments, recommendations and suggestions of the three participating NGO's and responses from the eight stakeholders are captured therein.

Method and Approach to Advocacy in the Caribbean

Advocacy in Jamaica: - The Association of Development Agencies (ADA) is one of Jamaica's oldest development agencies. The primary objectives of ADA, when formed in 1985, was to promote sustainable development and social change, creating a framework for debate, policy, advocacy, analysis and systematic study of global and macro issues to build the capacity of the collective to undertake development, education and research. A further objective was to assist in information exchange and coordination of efforts among the NGO community.

ADA is a major umbrella non-governmental organisation consists of a grouping of non-government development organizations which supports indigenous development initiatives links with similar regional and international efforts, aimed at effective social change, which increases the participation of ordinary people and empower them to take control over decisions affecting their lives.

Strengthen its constituencies and support the emergence of community-based organizations and civic associations capable of advancing the interest of people to undertake development education, training and research at the nationally, regionally and internationally.

As a leading and reconise advocacy Umbrella NGO nationally, regionally and internationally ADA sits on several boards and committees of the government, and on national, regional and international bodies

ADA is a leading advocacy agency for civil society in the area of trade and the environment, small farmers, civil society capacity building programmes, education and training.

The Association of Development Agencies' greatest strength lies in the ADA's database of consultants which includes trade and environmental specialist, lawyers, scientists, teachers, social and community specialists, healthcare professionals and members of community interest groups. This network enables us to work as credible, community-based advocates for improvement in trade agreements and the condition of our environment. Our efforts are aimed at local, national, and increasingly international levels. With our ability to mobilise grassroots action through our network, and our focus on trade and the environment, we have contributed to a number of significant projects that have strengthened people's livelihoods, and have increased awareness of trade and environmental issues through educational programmes aimed at schools and communities. Our powerful mission, our diverse network, our strong management team, our national presence and international notoriety all add up to make us much more than a trade and environment advocacy group.

National Priorities

The phenomenon of globalisation is seen, by ADA, as an ongoing process that presents opportunities that need to be harnessed as well as serious risks and challenges that need to be addressed. The lack of negotiation skills has been one of the greatest impediments to addressing the challenges. Across the Caribbean region and among SIDS, ADA is well-known for its advocacy role and negotiation skills in the area of trade and development. As a member of a number of regional and international boards and committees such as the Ministry of Foreign Affairs & Foreign Trade, Jamaica Trade and Adjustment Team; Caribbean Policy Development Centre; Caribbean National Planning Council, Inter-American Development Bank; UNDP, Global Environment Facility Small Grant program, Environmental Foundation of Jamaica CIVICUS, Affinity Group of National Association and the European Union), ADA continues to play a key role in its advocacy and negotiation, and partnership efforts. ADA has attended several national, regional, and international meetings and conferences since its inception, but specifically during the last three years, which has resulted in measures taken to protect our vulnerable economies.

ADA also plays a key role in helping CARICOM secure civil society support for the Caribbean Single Market and Economy (CSME). As a preparatory response, CARICOM is trying to bring the CSME up to speed in order to “facilitate economic development of the Member States in an increasingly liberalized and globalised international environment.” The CSME, launched in 1992, is intended to create a “single, enlarged economic space which would support competitive production in CARICOM for both the intra- and extra-regional markets.” It aims to increase regional employment, improve standards of living and work, coordinate and sustain economic development, increase economic leverage and expand trade and production. ADA continues, to be a strong advocate and will not, ease up its efforts in this area, as we believe that these efforts can only lead to our sustainability and increased competitiveness.

The Association recognises that there is an urgent need to preserve the best remaining examples of Jamaica’s natural heritage and the ecosystems which support its rich biodiversity, as well as the strive towards more sustainable livelihoods. It is becoming harder and harder to care for or restore the agricultural resource base, to find alternatives to deforestation, to prevent desertification, to control erosion and to replenish soil nutrients. Key environmental issues include: heavy rates of deforestation caused by slash and burn activities; burning of old tyres and garbage which contributes to poor air quality; dumping of plastic (PET) bottles, juice cartons, and lead batteries; damage to coral reefs and loss of biodiversity.

Because Jamaicans live in conflict with the environment, its protection is a primary objective for the country. Jamaica is vulnerable to the impending impacts of global climate change (projected manifestations include increased frequency and ferocity of extreme weather events, primarily hurricanes and tropical storms, and rises in sea level). Given the poor condition of the marine environment, most coastal areas have little defense from raging surfs driven by hurricane and tropical storms, and the likely consequences as we have seen are significant.

Over the last decade, the Association has undertaken a number of advocacy initiatives aimed at the proper management, conservation and protection of the natural resources in the pursuit of sustainable development.

Some Key Advocacy Roll Carried Out By ADA

ADA as develop several national manuals, workbooks, Toolkits and hemispheric reports in partnership with several civil society organizations. In projects such as: (1) **The Evaluation Index of Government Compliance (EIGC) First and Second Stage of the Monitoring Strategy of Civil Society for the Plans of Action of Quebec and Mar del Plata**". The Project undertaken proposes to monitor the degree of implementation, in 24 Latin American and Caribbean countries of the mandates approved in the Summits of the Americas in four thematic areas related to the general theme of democratic governance: decentralization and local governments, access to public information, freedom of expression, Judicial reforms and access to justice and strengthening of the participation of civil society. The reports were brought to public attention both at the Monterrey Special Summit as well as, the Fourth Summit of the Americas in Mar del Plata and the Fifth Summit in Trinidad and Tobago. Also during this phase, a strategy for advocacy and dissemination was developed, both at the national and hemispheric levels. To this end, a website www.sociedadcivil.net was created and various activities were carried out in the 21 countries in the first phase and 22 countries in the second phase including Jamaica, hosted and implemented by ADA.

The EGCI is an evaluation of the opinions of members of civil society organizations, academia, trade union, public and private sector as well as other experts on the four issues, regarding the progress or setbacks by the governments as far as the degree of the implementation of the mandates enacted at the Summits of the Americas, relating to the 4 issues subject to the follow-up. As such, it seeks to specify the progress and the setbacks in these areas in order to formulate a series of recommendations that could contribute to strengthen its implementation, especially related to the joint-work that can be done in advance, regarding the alliances between civil society organisations and governments.

An evaluation of this process was made and it was decided to develop a monitoring initiative regarding the degree of compliance on the part of the governments. The results of this first exercise produced a series of National Reports in each of the 21 countries regarding the degree of implementation of the mandates of Summits. Also the Network presented a set of proposals aimed at contributing to the improvement of the way governments comply with these mandates, in order to support the strengthening of democratic governance in the Countries of the region. These results were included in the **Hemispheric Report 2005 and 2008** these report was brought to public attention and tabled at both the Summits.

(2) The CIVICUS Civil Society Index

With our 20-odd years experience in advocacy and conducting research, including publications in the areas of trade, environment and capacity building, it was natural for ADA to undertake the CIVICUS CSI study. The invitation extended to non-governmental organizations to participate was welcomed by all, as it was the first time such a study was being conducted in Jamaica. It should be understood that their participation, which was purely voluntary, was also unprecedented, as most of the stakeholders had to travel long distances to venues, at their own expense.

The report, prepared by the Association of Development Agencies (ADA), presents the results of the CIVICUS Civil Society Index (CSI) in Jamaica, carried out from July 2005 to December 2006, as part of the international CSI project coordinated by CIVICUS: World Alliance for Citizen Participation. The findings were then discussed at a national workshop, where civil society stakeholders identified specific strengths and weaknesses of civil society as well as developed recommendations on how to strengthen civil society.

The report documented the role of gender in Jamaica's development, and the fact that most civil society organizations are female-headed, that violence has impacted development and the ability of CSOs to function at high levels, and that most if not all CSOs are facing financial constraints that disallows them to meet their overall objectives. Despite these challenges, Jamaicans still show a sense of social responsibility, and maintain strong West African traditions that gave birth to such practices as "day-for-day," where unpaid labour is given to a neighbour who may or may not return the favour. Volunteer activities of this nature were for many generations a feature of Jamaican community life, and still are. The structure of civil society remains moderate but CSOs continue to suffer from lack of resources and to be almost totally dependent on donor support, which at time creates a very unsustainable situation.

These findings raised grave concern for the long-term viability of Jamaican civil society. Overseas donors are terminating their support to many Jamaican CSOs and focusing on other regions (new, emerging Eastern European countries), leaving a huge gap to be filled. Some of the longer-term trends observed around volunteering and charitable giving suggest that civil society participation is decreasing. While there is diversity in the memberships of Jamaican civil society, this is not reflected in the leadership, which is predominantly female.

Although the external environment for CSOs in Jamaica is very conducive, the socio-economic situation – high debt, high unemployment, and high crime rate - is very perilous to the development of civil society. The relationships between civil society and the state and the private sector are both assessed as positive. Through international agreements, the government has been forced to recognise civil society as a partner in the development process and inviting them to serve as members on government committees, advisory bodies and working groups. The CSI study showed that the private sector through its new mantra of corporate social responsibility is now recognizing the importance of partnering with, and giving to, CSOs.

The growth in recent years in the number of environmentally active NGOs, community-based organisations (CBOs), financial and technical support from international aid agencies, and enabling legislation, have allowed the government of Jamaica to divest or share environmental management responsibilities with groups at the grassroots level. In general, Jamaican civil society has a mixed record in practising and promoting positive values and norms. The low score of practising and promoting transparency stands out as a sore thumb. Corruption and lack of accountability in government is a major issue, with few CSOs addressing the issue. Although CSOs self-regulate, their efforts may seem as if there is a lack of transparency, however, this is due to their low capacity in preparing financial reports. The CSO's noted that without additional resources the situation will not improve in the near future.

The score of 2.1 for the impact dimension indicates that civil society's impact is moderate, and this could have been higher if not for the lack of trust within the society leading to low social capital – crime and violence is impeding the building of social capital. Civil society's ability to act as a watchdog of the state and the private sector, while rated highly by the public, is limited due the lack of resources in imparting information to the public. Stakeholders at the regional consultations felt that the information could help communities examine issues of wasted resources that breed corruption, the volume of work civil society takes on to ensure peace and unity, the limited resources available to CSOs, CSOs demands for a budget, and examination of the very stringent and restrictive criteria of donor agencies.

ADA continues to use the report to advocate and build on the strengths and weaknesses identified, particularly by raising awareness among the state and donor agencies to lend

further support to CSOs. It is further hoped that the report would help CSOs to understand the importance of improving their operations, and the need for institutional strengthening. In strengthening the capacity of CSOs, the objectives are to identify a means to help them improve the technical capacity and to give them practical tools and approaches, more specifically, skills in project planning, implementation and evaluation, administrative procedures, management of information systems and social entrepreneurship. For maximum effectiveness, training programs should teach skill, knowledge and attitudes (competencies) that will lead to superior performance in a job. The challenge is to bring the most creative organisational development products and tools, to provide information on how to improve management, operations, communications and resources. There is the realisation that CSOs want to take responsibility for their own growth and evolution.

Finally, the undertaking of the CSI has brought a better understanding of the definition of civil society and the role and objectives of CSOs. This basic understanding will help CSO leaders and members to convey their importance to the public.

ADA Core Competency

The Association's core competency is community-based interventions, advocacy and capacity building. To strengthen and build on our interventions, capacity building and advocacy focus, the organisation must facilitate the dissemination of up-to-date information at the community level.

By the Government's invitation, ADA is currently engaged as one of the key stakeholders for CSO in its various trade negotiations and is represented at several national, regional and international meetings, as the NGO/CSO adviser to the government as such giving us the opportunity to advocates for better deals for its members, small farmers, small traders, SME and other associates. ADA message /advocacy have been delivered to many communities throughout Jamaica.

In order to achieve our strategic goals, we continue to enhance the use of the media and internet technology to carry the ADA message to members, partners, beneficiaries, donors and the public at large. We make our actions more effective by better communicating our activities and accomplishments using a variety of different engagements such as e.g.

Indigenous People Workshop, on Trade and Development, Youth on Gender and Human Trafficking, Persons with Disability on Trade, Labour, Economic Growth Policies and Programmes, Rural Women Gender and Farmers: **Also through the following:**

- Caribbean regional consultation/workshop on the MDG's in partnership with the Commonwealth Foundation and Her Majesty Treasure

- Capacity Building in Trade Gender and Labour with respect to the CARICOM Canada Trade Agreement in partnership with CPDC UWI, Open Campus -SWTC
- Capacity Building in Trade Culture and Investment in partnership with the Commonwealth Foundation and Jamaica Trade and Invest
- Certify Capacity Building Training Course in Project Cycle Management-Basic proposal Writing 1: Integrating Gender and Climate Change Issues in the Project Cycle in partnership with the Commonwealth Foundation and UWI, Open Campus -SWTC
- National consultation on the MDG's and Post 2015 Agenda (Braking Point Project) in partnership with Commonwealth Foundation, UNMillennium Campaign and CIVICUS World Alliance for Citizen Participation
- Certify Capacity Building –Training courses in Project Cycle Management-Basic proposal Writing 1-2, Business Plan Writing and Financial Management Skill in partnership with the Environmental Foundation of Jamaica UWI, Open Campus - SWTC
- Capacity Building –Training Workshop in Energy Audit –Energy Alternative and Environmental actives in partnership with the Environmental Foundation of Jamaica and UWI, Open Campus -SWTC
- Certify Capacity Building –Training Course in partnership with the United Nation Development Programme-Global Environment Facility-Small Grant Programme (UNDP-GEF-SGP) and UWI, Open Campus -SWTC
- Certify Capacity Building – Regional Training Workshop in Enhancing the Capacity of Female Traders within the EPA in partnership with (UNIFEM) UNWomen, CPDC, WINFA and UWI, Open Campus -SWTC
- Capacity Building/Consultation in partnership with the Summit of the Americas Evaluation of Government Compliance RE- Quebec Plan of Action in partnership with OAS CIDA and PARTICIPA of Chile.
- Certify Capacity Building –Training Course in Advocacy and Negotiation in partnership with the Organisation of American State UWI, Open Campus -SWTC and CPDC
- Certify Capacity Building –Training Course in Development Workers in partnership with the CPDC and UWI , Open Campus –SWTC
- Capacity Building/Consultation on CSI in partnership with CIVICUS

ADA seeks to magnify its effectiveness in achieving our goals by forming partnerships with other national, regional and international organizations. By joining our efforts with the environment, trade organisations, academia and other stakeholders and networks, so that we

are better able, and can provide standardised, high-quality data to inform the decision-making process for trade agreements environmental resources management, Macro-Micro training and capacity building.

Advocacy in Barbados: -BANGO- As Focal Point, all NGOs in Barbados are automatically members of BANGO especially for the purpose of enjoying any rights or benefits accruing to Civil Society as a whole; Government consults with BANGO on any matter related to civil society.

BANGO is recognized by Government as the official civil Society Representative from Barbados in regional and international fora;

Convening Civil Society:

The establishment of the Non State Actors (NSA) Advisory Panel by MOU between Government and the EU Delegation represents a best practice in this area as the Panel brings together diverse NGOs but also has representatives from Labour, from the Private Sector, Government and the EU. The Panel has a budget of about \$200,000.00 (BDS) per annum to be spent on the NSA sector and the Panel is embarking on projects and activities to build the capacity of members of the sector. The Budget supports a Secretariat to implement the decisions of the Panel. It also supports logistics such a necessary travel, and hosting a regional platform in conjunction with other Panels in the OECS.

As a result, several objectives are achieved, such as:

1. Creating an interface between government and NGOs;
2. Creating dialogue with all government departments based on trust and respect;
3. Ensuring that NSAs are kept abreast of information and are invited to consult or participate in any relevant activities;

BANGO acts as the Secretariat for the NSA Panel and through the resources of the Panel, it has been able to build its capacity and develop, plan and execute programmes for the benefit of the sector:

1. Providing technical services (through the Secretariat) to assist NGOs with bureaucratic challenges:
 - a. Incorporation or registration of organisations
 - b. Assistance with procedures and legal processes.
2. Use of ICTs to create an online network for the purpose of two way communications between the Focal Point and the NGO community in order to inform and receive feedback;
3. Organize meetings and consultations from time to time with international agencies and their consultants, as well as with Government Departments;

4. Position NGOs to be a part of the National Governance Structure in order to, impact policy.
5. Provide a web presence and generally ensure the visibility of NGOs:
 - a. Web Portal being developed at www.ngo.bb for the purpose of giving NGOs their own websites;
 - b. Portal provides easy uploading of information or data and gives the opportunity for the organisation to let the public know about their purpose and work;
 - c. Each organization will be responsible for keeping their information up to date to allow easy contact by the public;
6. Provide training and seek opportunities for training:
 - a. Coordinate training courses, seminars and workshops;
 - b. Certified Management Training Course under the NSA Panel is a best practice.
7. Position NGOs to be part of the implementation phase of national development projects.
 1. Encourage cooperation and networking between government and NGOs for the purpose of implementing projects;
 2. Small Grants Fund up to \$25,000.00 (BDS) made available through the NSA Panel for NGO projects which fit into national priorities.

Some of the Main Results Achieved:

1. More cooperation and dialogue between NGOs and Government Departments on an ongoing basis;
2. NGOs sit on every statutory corporation and standing policy committees of Government as members and are called to sit on ad hoc committees;
3. More NGO personnel are undergoing training on an on-going basis which helps them to focus their advocacy for best results, personnel able to write their own proposals or get them written, sit on statutory corporations, engender the confidence of other stakeholders and generally, conduct themselves to a standard of professional NGO operations;
4. More NGOs stepping up to and understanding the importance of attending meetings and maintaining visibility. Also, some are recruiting personnel or volunteers specifically for advocacy purposes and to attend meetings;
5. More networking among NGOs is giving them the capacity and support to participate in the implementation processes of National Development projects through Development Cooperation funding.

National Priorities:

It became necessary for BANGO to adopt a national priority strategy that would favour NGOs as well as provide guidance for economic and social prosperity. The following represent the pillars upon which the Barbadian economy and society rest and on which BANGO is focused:

Health, nutrition and food Security: to combat non-communicable diseases and secure health and nutrition, hence reducing the bill for importation of both food and patent drugs.

Agricultural Production to support the above: by growing our own food on a national scale involving households we not only cut down on imports and secure food, we also create employment and opportunities for entrepreneurship.

Environment: Part of being healthy and leading wholesome lives and supports the foregoing. Focusing on the environment will have the effect of citizens' participation in cleaning and maintaining a healthy environment.

Alternative Energy: The high cost of fuel and the lack of development of renewable energy are having a serious effect on inflation. This is a priority for reducing the cost of production and operations, stabilizing prices, creating new enterprises and creating employment in the process.

Development of Cultural Industries: The use of the cultural industries is critical to getting the message across, reinforcing the messages and keeping people informed on critical matters. It can also have the effect of encouraging pride in one's nation and the products of that nation.

International agencies and government are usually in a bind to find organisations and some agencies set out to establish their own little civil society consultative committee to respond to their narrow agenda. Again this is serious duplication and with a Focal Point, civil society is able to be better responsive. For example, over the last two months, civil society has been called upon to consult with several international agencies, including UN GEF, USAID, IADB, IMF, etc. This has caused serious concern with us as these are considered a waste of time for the NGO. They get nothing from it. To the extent that from our point of view we can say that the international agencies are not organized, in the same way they may think of us as not organized. However, we must be careful to note that in both cases, the individual organisations are not disorganised; it is just that the sector is "un-organized". Hence the charge that civil society is disorganized is unjust.

We (Barbados) have been able to start addressing human, economic and social rights by paying attention to the UN Universal Periodic Review (UPR) which monitors human rights in each country. BANGO as the Focal Point produce reports based on inputs from all interested NGOs, which are brought to the attention of the UN Commissioner and the government for action. This approach tends to raise all the human rights problems and through discussion and consultations. Here the objective is to create a path towards solutions.

Note that the Rastas of Barbados have been designated as indigenous people and one group has been given observer status at the UN General Assembly. Given that this is so, the resolution of the designation of Rastas and Maroons as indigenous people is imminent. Both groups equally qualify and for UN to not recognize them would be an act of discrimination.

Concluding Statements

There is need for one NGO Act to cover the non profit sector. The Belize NGO Act was formerly part of the Companies Act and as such, much of the provisions are based on private sector considerations. There is need for an Act based on the CARICOM Charter for Civil Society.

In terms of advocacy, it is necessary to realize that civil society has adopted a new approach of sitting and meeting with stakeholders to air concerns and come to meaningful solutions. Given that this is so, a new approach to advocacy can be considered where advocacy at this level should be made up of dialogue, negotiations and direct intervention rather than the old confrontational approach.

The existence of the portal will give all the opportunities for creating local and regional networks.

Evidence Base Policy Development should be just that and not an opportunity to slip in theory. The problem is the sharp divergence between reality and theory. Problems must be addressed and evidence should attempt to identify the problems and the solutions that are practically applicable.

Advocacy in the Dominican Republic:- [Alianza ONG](#) established in 1995, is one of the main multi-sectorial networks of NGO's in the Dominican Republic, whose mission is to improve the Third Sector and its role within civil society. It mainly works in four key areas for the promotion of non-profit organisations and the socio-economic development of the country. These include; institutional development, the relationship between State and non-profit organisations, strengthening of private social investment and inter-sectorial strategic alliances, and volunteering. Among its main achievements in terms of programme development, Alianza ONG, through its youth volunteerism programme, Sirve Quisqueya, works to create opportunities for young people in solidarity action. This organization has 23 NGOs members.

The NGO Alliance seeks to promote the sector of social and solidarity among the institutions that make up and contribute to the rationalization of actions for the good of the community by promoting the common effort and joint projects. Similarly, aims to defend and represent the interests of its members in addition to managing technical and financial assistance in favor of them, as well as serve as space for exchange and dialogue on topics of interest to our sector, in particular, and for the development of our society, in general.

Communication Strategies:

Since 1998, Alliance NGO works in promoting private social investment and corporate social responsibility in the Dominican Republic, for this has been supported by the IAF and has the support of the National Council of Private Enterprise (Conep) through

an interagency partnership that aims to generally promote intersectoral coordination and create new mechanisms for collaboration and partnerships between the private sector and the third sector, to contribute to social and democratic development of the Dominican Republic. Similarly, the Inter-American Development Bank (IDB) supported both organizations in joint actions for the Program to Promote Corporate Social Investment (PFISE).

This institution has housed a bank of information about the Sector of Nonprofit Organizations and International Organizations classified information and directories of foundations, associations, and institutions in the sector of non-profit organizations in the Dominican Republic, and agencies and international agencies. Similarly, has an ad and specialty items through Civil Society Magazine.

There are different forms for advocacy and participation. Also it is possible to identify formal mechanism for public participation, social control and access to public information, anyway still remains the perception that there is formal mechanism but a distance with real practice because of lack of interest from the government side or lack of capacity from the CSO side.

In general the consideration is that the legal framework is favorable for civil society organization, but still with challenges to full implementation of facility like more institutionalizes relation between public sector and CSOS, access to public funding and taxes exemption.

Actually there are more than 5,000 organizations with formal registration in the Ministry of Economy and Development.

One of the biggest challenges for CSO is the sustainability, as Small Island, with middle income the country is no longer priority for Official Development Assistance (ODA). The organizations are required to develop modalities for self-sustainability, but how to do it in a context of poverty and inequality with high vulnerabilities for climate change and natural disaster.

Meeting with local Stakeholders



In photo left to right: Dr Carolyn Gomes, Amsale, Addys and Lionel

Jamaica for Justice (JFJ) JFJ's mandate focuses on advocating for state transparency, accountability and overall good governance with a primary focus on victims whose rights have been breached by agents of the state, specifically members of the security forces (police and soldiers). Some Jamaicans perceive Jamaica for Justice (JFJ) to be anti-police. This speaks to the misunderstanding of role of human rights organisations. JFJ; like other human rights organisations worldwide, works in areas where the imbalance of power is most marked and the protection of rights most vulnerable; the place where the power of the state is used against the individual.

JFJ's mandate focuses on advocating for state transparency, accountability and overall good governance with a primary focus on victims whose rights have been breached by agents of the state, specifically members of the security forces (police and soldiers). Owing to the fact that the state is the primary entity responsible for protecting the rights of the citizenry, when a civilian allegedly breaches the rights of another civilian, the state is the institution which is there for redress. However, when it is the state, for example the police, who allegedly infringes on the rights of civilians, the avenues for redress are harder to access. This is why there exist human rights NGOs such as JFJ which seeks to help those who need redress when the state entity that is supposed to be protecting them, ends up violating their rights.

It is within these parameters that JFJ operates which limits the organisation from being able to focus on civilian versus civilian type matters including those involving police officers who are killed by civilians while not acting in the capacity of law officers. However, JFJ does issue statements when a police officer is killed while in the line of duty because an attack on the police when they are lawfully performing their duties represents an attack on the state which lies at the foundation of law and order.

For individual cases where a civilian is a victim of police excesses, JFJ agitates on behalf of that individual, only when that person or his/her family members have approached the organisation for assistance.

Public Education and Advocacy

To counter-balance the client-based work of the Response Team/Legal Department and to fulfill its vision of effecting change in Jamaica's political, social and economic systems, JFJ has developed a proactive human rights education and advocacy programme.

Human Rights Education in Schools

Human rights education is delivered at the high school level through our education project developed for students and teachers in Jamaican schools. The content and nature of the school's programme help prepare young people to become rounded and productive adult citizens by fostering attitudes that will lead to good practices and respect for human rights. 'Cry for Justice', a 22-minute human rights education DVD-Video produced by Jamaicans for Justice, serves as a teacher's guide to the project's format, and students and teachers are encouraged to be ambassadors for human rights by sharing human rights information and knowledge with other students, teachers, family members, friends and the community. Engaging youth in human rights dialogue is a proactive approach to improving Jamaica's human rights environment and creating healthier, safer communities in which to live and prosper.

Human Rights Training with Police Recruits

A human rights training course for the Jamaica Constabulary Force (JCF) recruits was developed and is being jointly delivered by JFJ, the Independent Jamaican Council for Human Rights (IJCHR) and Amnesty International (AI), Jamaica Chapter. The course provides recruits to the JCF with basic information on human rights and their principles so as to greatly enhance the police's awareness of their special role in the respect, upholding and defense of citizens' rights and in turn, engender a human rights-based approach to policing.

Legal Advice Workshops

The legal advice sessions are conducted by JFJ's attorneys in inner-city communities, bringing to the fore, core human and constitutional rights issues mainly pertaining to circumstances involving police and citizen relations. Of particular focus are instances involving personal, home and vehicular searches, detention, arrest, duty counsel and bail. JFJ has produced a comprehensive 'Know Your Rights' DVD-Video that illustrates these scenarios and outlines both the rights and responsibilities of citizens in these situations and also provides information regarding avenues for redress when breaches occur. Following each legal advice session, JFJ's attorney facilitates private consultations with community residents who have personal matters for which they need assistance.

Social and Economic Justice Workshops

The Social and Economic Justice (SEJ) portfolio aims to furnish citizens with the requisite tools needed for their development and empowerment in the realisation of economic and social rights (ESRs). Included in the programme is the education of community residents in human rights particularly ESRs; community problems are assessed and leaders are trained in leadership and advocacy planning. Through the SEJ programme, JFJ partners with various working groups to bring about improvements in social conditions and services such as adult literacy, access to water, response from state agencies and environmental practices.

Access to Information

JFJ has been a lead organisation in promoting awareness of citizens' rights to access public sector information from 2001 with the tabling of the Access to Information (ATI) bill in Parliament which was passed one year later.

The organisation sees ATI as a vital and necessary tool for the realisation and preservation of all other fundamental human rights. It is a particularly useful tool for empowering ordinary citizens to demand and achieve accountability and transparency in the operations of government, especially as it relates to the equitable provision of services at the individual and community levels.

JFJ's ATI programme is currently being carried out in conjunction with the Social and Economic Justice (SEJ) portfolio as part of the training given to community residents to develop their advocacy skills. Citizens are assisted with gaining information from government ministries and agencies using the ATI Act. There is also a joint stakeholder lobbying component of the programme where partnerships are struck in order to monitor and evaluate the implementation and administration of the ATI Act. The Access to Information Advisory Stakeholders' Committee (ATIASC), of which JFJ is a member, assists in this process and provides recommendations to the government on its implementation of the Act.

Radio Programme

JFJ's radio programme, the Community Lawyer, is hosted by the organisation's attorneys and emanates from the inner-city, to the inner-city, via ROOTS 96.1FM every Friday. The one hour programme brings important rights-based issues to the fore by raising awareness, educating and thus giving people an opportunity to empower themselves. The programme is formatted *via* discussions with guests who possess expertise in their respective fields and facilitates community participation from a call-in line.

Media Campaigns

To dovetail and enhance JFJ's public education efforts, public service announcements (PSAs) on various human rights issues are developed for television and radio broadcast. JFJ has also produced special media products such as documentaries and television series to strengthen its human rights campaign efforts.

Inter-American Development Bank (IADB): About the Inter-American Development Bank

Established in 1959, the IDB is the leading source of development financing for Latin America and the Caribbean, with a strong commitment to achieve measurable results, increased integrity, transparency and accountability. The IDB have an evolving reform agenda that seeks to increase its development impact in the region

While it is a regular bank in many ways, it is also unique in some key respects. Besides loans, the bank also provides grants, technical assistance and do research. The IDB shareholders are 48 member countries, including 26 Latin American and Caribbean borrowing members, who have a majority ownership of the IDB.

The IDB Fund for Special Operations (FSO) provides concessional financing to the most vulnerable member countries.

Given the bank shareholder base and prudent management, the bank has a strong financial position. As a result, the IDB is able to borrow in international markets at competitive rates and transfer that benefit to its clients.

IDB support efforts by Latin America and the Caribbean countries to reduce poverty and inequality. The bank aim is to bring about development in a sustainable, climate-friendly way.

Five things need to know about the IDB

The IDB provide more financing to Latin America and the Caribbean than any other government-owned regional financial institution. It is the biggest multilateral donor in Haiti.

The IDB have been pursuing an extensive reform agenda in recent years that has allowed the bank to connect with new clients, put more personnel in country offices, and make its projects more accountable and transparent.

In June 2010, the Board of Governors agreed to increase the Bank's capital by \$70 billion, raising it to more than \$170 billion. The capital increase, the largest in the IDB's history, will enable the Bank to lend as much as \$12 billion per year, doubling the levels before the global financial crisis, and substantially increase lending to the private sector.

The Governors also agreed to provide an unprecedented relief package for Haiti, which includes the cancellation of the country's outstanding debt and the provision of \$2.2 billion in grants through 2020.

The capital increase will allow the IDB to significantly increase lending for poverty alleviation as well as to small and vulnerable countries. Moreover, the Bank will be able to boost financing for regional and global integration and for projects that protect the environment and enable adaptation to climate change.

The IDB and Access to Information, Governance, Accountability, Social Responsibility and Transparency

The Inter-American Development Bank, reaffirming its commitment to transparency in all aspects of its operations, approved the Access to Information Policy, on May 12, 2010, taking effect on January 1, 2011. The Policy, which supersedes the 2006 Disclosure of Information Policy, expands the information to be disclosed to the public on activities of the Board of Executive Directors, establishes the right to an independent review of denials of access to information and considerably increases the amount of information available on projects in execution.

Development Effectiveness = Results

Increasing development effectiveness of the Bank's work takes a two-pronged approach: the one from the bottom-up focuses on measuring the results of each development intervention; and the other from the top-down focuses on measuring institutional-level results. The bottom-up approach was launched with the approval of the Development Effectiveness Framework (DEF) in 2008. The top-down approach is reflected in the IDB Results Framework approved for the Ninth General Capital Increase.

IDB's development products are Country Strategies, Sovereign-Guaranteed Operations, Non-Sovereign Guaranteed Operations, and Knowledge and Capacity Building products.

Some of the medium and ways the IDB uses to advocate is through its various programmes. Projects, consultations with CSOs setting up of a CSO Consultative group ConSoc and using various means of communication, media-social media

**University of West Indies, Open Campus-Social Welfare Training Centre
(UWIOPSWTC)**



In photo left to right: Imogene Williams, Administrative officer, Terita Buchanan Program Manager, Amsale and Addys

The Open Campus is an amalgamation of the previous Office of the Board for Non-Campus Countries & Distance Education (BNNCDE), the School of Continuing Studies (SCS), the UWI Distance Education Centre (UWIDEC), and the Tertiary Level Institutions Unit (TLIU).

The UWI Open Campus offers multi-mode teaching and learning services through virtual and physical site locations across the Caribbean region. There are currently 42 site locations of the Open Campus in the region, serving 16 countries in the English-speaking Caribbean.

The Open Campus has developed a unique approach in the Caribbean region to enhancing the student experience in innovative continuing and professional education, undergraduate, postgraduate and continuing education study programmes and courses by distance, blended, online and face-to-face learning modes.

The Open Campus offers a three-tiered registration structure to suit particular needs and educational backgrounds. The system allows our students to move and transfer within the entire University system to reach the required standard.

All programmes and courses at the Open Campus have been designed in direct response to a need for high quality continuing and professional development in many key areas in the Caribbean and global markets.

Guiding Principles

The Open Campus of the University of the West Indies is based on the idea that the high-quality university education, research and services available at our institution should be open and available to all people who wish to reach their full potential inside and outside of the Caribbean region.

The Open Campus as adopt quality teaching and learning experiences, innovative pedagogic design, relevant research and community partnerships to deliver face-to-face, blended and online learning.

Core Values

Student-Centered

Agile

Accessible

Enabling

Strategic Options

1. Develop a consistent and effective approach to product management and rationalisation.
2. Expand the UWI Open Campus footprint.
3. Promote and undertake research as a vehicle for Caribbean development especially within the UWI-12.
4. Build strategic networks regionally and globally to support the university's mission and vision and core values.
5. Continue to create inter-departmental alignment and system integration to support the core business of the Campus.

The CSDR research units are a semi-autonomous group which collaborates to prepare work plans for conducting research and providing education within regional communities.

The social groups helped by these research units are usually those who are underprivileged and lack the means to better their circumstances.

The Consortium will work to enable the vulnerable and socially disadvantaged within the Caribbean to attain their full potential through formal and non-formal education, research and technical assistance using a person-centered approach.

Youth Development Work

The BSc in Youth Development Work is the first degree programme of its kind in the Commonwealth Caribbean. It was designed by the Undergraduate Programmes Department and the Social Welfare Training Centre (SWTC) of the UWI Open Campus in collaboration with the Commonwealth Youth Programme (CYP) Caribbean Centre to fill a need in Commonwealth Caribbean countries for standardised professional training for youth workers in government service, non-governmental organisations and community groups. The courses are designed to support student acquisition of a set of regionally agreed Level IV competencies for Youth Work.

The Diploma in Youth in Development Work

The Diploma in Youth in Development Work is offered through the Commonwealth Youth programme. This diploma is recognized as a tertiary level qualification in the Commonwealth countries. The diploma is offered through distance learning throughout the Caribbean. The programmes are for two years.

Core modules

- Commonwealth Values in Youth in Development
- Young people and Society
- Principles and Practice of Youth in Development Work
- Working with People in their Communities
- Gender and Development
- Learning processes
- Management Skills
- Project Planning, Monitoring and Evaluation
- Policy, Planning and Implementation
- Conflict Resolution
- Promoting Enterprise and Sustainable Economic Development
- Youth and Health
- Development and Environmental Issues Strategies and Skill

The Ministry of Science Technology Energy and Mining (STEM)

The key functions of the Ministry of Science, Technology, Energy and Mining are separated by the mandates that govern each sector that falls under its portfolio.

The Energy Division of the Ministry oversees the functioning of the energy sector. It monitors energy supplies and the identification of alternative energy sources, as well as energy conservation.

The Mines and Geology Division of the Ministry has primary responsibility for the execution of activities related to the mining portfolio. Under the Mining and the Quarries Control Acts, the Mines and Geology Division has statutory responsibility to exercise general supervision over all prospecting, mining and quarrying operations throughout Jamaica.

The Science and Technology Division is responsible for monitoring developments in the Information and Technology sector whether the issues are related to job creation or Jamaica's advancements in technological innovation.

The Ministry does not have per-se an advocacy programme; as such the Ministry advocacy delivery approach is more in the form information sharing and an advisory way of engagement. Some how however the Ministry will seek to have consultation with citizen on some specific issues such as energy and mining, through the National Innovators Forum, Innovation Awards competition, face to face interview with the Minister, private sector companies, Ministry of Science Technology Energy & Mining. The Ministry also uses the various social media to relate and interact, its Facebook programme where citizen can interact with the Minister and the Ministry.

Rastafarian Millennium Council (RMC) and the Maroons



In photo left to right: Col. Frank Lumsden-Maroon, Addys, Lionel, Amsale and Prophet Greg Mogg-RMC

Rastafari Millennium Council (RMC) was established in 2007 by the major Rastafari Mansions and Organizations in Jamaica, as an umbrella Rastafari organization to organize and centralize the aims, objectives and representation of the Rastafari Community.

The objectives of the RMC include:

- (1) To provide support and empowerment to all Rastafari and member Rastafari Mansions and Organizations in the practice and furtherance of their living faith.
- (2) To secure, protect and manage the intellectual property of the Rastafari community worldwide, for the benefit of the Rastafari community worldwide.
- (3) To take all such actions as are necessary and appropriate to prevent the further theft and abuse of the symbols, emblems, music, cultural marks, tangible and intangible heritage of the Rastafari community worldwide.
- (4) To advocate and negotiate with appropriate bodies in order to further the interests of the Rastafari communities, including in matters of human rights and welfare, intellectual property, repatriation, reparations, and cultural heritage tourism.

The RMC, Rastafari Trust Fund of Jamaica and the Rastafari Intellectual Property Organization has been set up to accommodate the management and results of these appropriate negotiations through the very important public education, sensitization, demands and legal representations and operates internationally under the auspices of the Rastafari Community Welfare Fund/Shashamane Foundation a 501 © social enterprise company located in our!, Diaspora community in Washington D.C.

The RMC is in the process of establishing Rastafari Community Trademarks that will be part and parcel of all agreements and goods and services so identified and executed.

Under the auspices chiefly of the World Intellectual Property Organization (WIPO) and through them supported by the Jamaica Intellectual Property Organization (JIPO), the RMC has developed legal and moral processes, policies and strategies to protect the cultural traditions, symbols and representations of the indigenous/traditional knowledge and expressions, from the continuous piracy of images and counterfeiting of goods and services as genuine and authentic, when they are not. WIPO, UNESCO and the UN have all issued international protocols and declarations recognizing the moral right of indigenous/traditional people to control and manage their cultural heritage. The Rastafari community therefore has and is exercising the moral right to ownership of its identity and to protect and determine how the Rastafari faith and community is identified, represented and associated.

The Maroons

There are four major Maroon settlements in Jamaica. Charles Town is one of them. It seems though that the Maroon culture in this village - located just a few miles from Buff Bay, Portland - is the most diluted. Migration and inter-breeding have significantly fragmented the Maroon posterity of the area, which was once the haunt of Captain Quao, Maroon leader and hero.

The historical and economic development of Jamaica rests on the twin foundations of sugar and slavery. Despite the totality of the institution of slavery the history of Jamaica is replete with accounts of strong resistance to the institution. The word maroon is taken from the Spanish 'chimarron' (wild) or Marrano (wild boar). It was applied to runaway slaves who escaped to unreachable faraway regions in the mountains of Jamaica and established permanent villages. These runaways tended to be of African rather than creole origin.

The existence of maroon towns like Accompong, Maroon Town in the West and Charles Town, Moore Town and Scotts Hall in the East are a living testimony to the active resistance of the African population to the institution of slavery.

Charles Town rests on just under 1,000 acres of maroon community lands which is governed by the Maroon Council under the leadership of Col. Frank Lumsden. The Treaty of 1739 is still being recognized by the independent Government of Jamaica and entitles the Maroon Community to:

- Legal control over the acreage
- The rights to conduct trials for small crimes – petty larceny
- Selection of their leaders

The community is primarily dependent on farming and in recent years have been able to expand their economic base through historical tours in the community with other Jamaicans and visitors. The historical tour which takes the visitor to 19th Century coffee plantation and to Sambo Hill where it is reported that Nanny (National Heroine) and Quao would take their captives to plan military strategies. From Sambo Hill they had a clear view of the land and sea routes taking military personnel and hardware as well as slave ships transporting newly enslaved Africans into St. Margaret's Bay and Port Antonio.

With these tours, visitors are taken to the museum, the Asafu Yard for music and dancing and are given with a taste of maroon culture - the jerk meat and drumming performances. The maroon jerked meat by digging a hole in the ground and covering with pimento leaves. As Col. Lumsden reported that this was done "Firstly to preserve it - something that was vital when they were on the run and couldn't stop to prepare a meal. But also because it produces very little smoke, which meant they could cook the meat without being detected by the soldiers chasing them."

Every year at Charles Town the community celebrates the victory of Captain Quao on the 23rd June, conduct traditional ceremonies at the ASAFU Yard and then take the long trek to the graves of their ancestors to further honour their ancestors.

The museum and ASAFU Yard are pivotal to the development of cultural tourism of the Charles Town maroons as the purpose of the celebrations and advocacy approach is to:

- Host a gathering of representatives from Maroon communities worldwide
- Explore ways of preserving the cultural heritage of Maroons and increasing awareness of maroon contributions to contemporary societies
- Develop strategies for sustainable development and wealth creation in Maroon communities
- Promote heritage tourism, including site development, community tourism, and medical tourism
- Establish Jamaica as a Gateway Cultural State to the Diaspora.

Overall the maroon contributions to contemporary societies

University and Allied Workers Union (UAWU)



In photo left to right: 1st Vice President Clifton Grant-UAWU, Addys and Amsale

The Union-UAWU came in to being by the request of the ancillary works at the University of the West Indies (UWI) and was register in 1971, and won their first pole to representational rights in 1972.

The UAWU is the regional secretary for the Caribbean region of the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF UITA IUL) is an international federation of trade unions representing workers employed in

- agriculture and plantations
- the preparation and manufacture of food and beverages
- hotels, restaurants and catering services
- all stages of tobacco processing

The IUF is currently composed of 388 trade unions in 124 countries representing a combined representational membership of over 12 million workers (including a financial membership of 2.6 million). It is based in Geneva, Switzerland.

From its founding in 1920, international labour solidarity has been the IUF's guiding principle. This principle is implemented through:

- building solidarity at every stage of the food chain
- international organizing within transnational companies (TNCs)
- global action to defend human, democratic, and trade union rights

Strengthening Affiliates

The IUF exists to strengthen member unions through mutual support it does this through:

- assisting affiliates in organizing drives and in conflicts with employers and governments
- coordinating and implementing solidarity and support actions:
- sector-wide organizing
- research and publications
- promoting women's equality at the workplace, in society and in the trade union movement
- trade union education programs to help build the strength and independence of affiliated unions

UAWU is committed to positive industrial relations. The union believes in working through problems and issues with employers to improve the quality of working life for its members. However, the union commitment to "Putting Members First" guides all that the union does.

UAWU stand up for its members at work; both individually and collectively as they pursue their objectives: * Security of employment * Fair reward and decent pensions * Dignity at work and equality. The UAWU believes that it has an important and constructive advocacy role to play in helping workers feel more positive about their roles in nation building and development.

The Union regards itself as a partner to the employer in good times and bad. It recognises that an employer can only meet the union's agenda for security of employment, fair reward and dignity at work.

The UAWU advocacy programme runs across the Caribbean as it relates to worker /union rights issues with government and employee, issues of MOU with government and employment entities

The union takes a collaborative approach to advocacy with all stakeholder and not just the UAWU members, on broad issues such as education, healthcare and housing.

The union looks beyond the mere bread and butter of advocacy for the workers, but the basic amenities.

The relation with the UAWU and NGO/CSO has not been developed as the union would want it to be, however the union is working toward having a better collaborative relationship with NGO/CSO.

Jamaica Vendors, Higglers and Markets Associations (JVHMA)

Lionel Dunstan Whittingham, the head of the Jamaica Vendors, Higglers and Markets Association (JVHMA), pointed out that his organization's approach to advocacy is on that is some time very robust and aggressive as he represents the informal sector vendors, who are all ways under attack from the police and the continued removal and destruction of their stalls and property by the Kingston and St. Andrew Corporation (KSAC). For improper vending and uses of undesignated vending areas which the municipal authority have advised them to relocate from time to time, which can be an amassing, impromptu and controversial encounter if there was no dialogue with the vendors beforehand.

He said his organization uses the media a lot to advocate on behalf of the vendors, having and attending meetings, and tours of the vending areas-zone to ensure that the vendors are aware of the rules and guidelines laid down by the KSAC and the police.

Similarity in Advocacy Issues:

We found that there are similar situations in Jamaica, Barbados and the DR in terms of reduction of international cooperation for NGO/CSO.

At the governmental level we also found some perception of lack of representation in some groups of civil society organizations. At the same time we found a good recognition of other groups and like Rastafarian, in terms of capacity for mobilization and advocacy.

In terms of labor organizations we found a good level of network and connection with other unions at a national, regional and international level. Also we found some disconnection between NGO/CSO and unions.

The conversation with the different representatives of NGO/CSO was always present, but there is still the need to increase the connection between NGO/CSO in the Caribbean, as well as the participation in the international initiatives or platforms of NGO/CSO.

Brief Summary:

An organisation's longevity and success depends in large measure on how clearly its mission is articulated, and the degree to which people can be convinced to put their money towards its cause. CSGs and NGOs seek to improve the quality of life in their communities and nations on a long-term basis. However, development and emergency work alone are unlikely to produce sustained improvements in the lives of impoverished people. The aim of advocacy is to alter the ways in which power, resources and ideas are created, distributed and consumed at the global level so that people and organisations in the economic south have a more realistic chance of controlling their own development.

We must focus on what is required to make our advocacy positive and sustainable, to make incremental developmental steps and ensure that we provide good training ground and opportunities for networking with stakeholders, policy and decision makers.

For too long we have been talking about Caribbean Civil Society. However, this can't happen unless we organize by country; (which are the units). We have been trying to organize a regional movement without strengthening the national units of the region and we will continue to fail until we strengthen the national units. If these key issues can be addressed, then all else will be added

Recommendations-Suggestions

- To take advantage of information and communication technologies to improve the communication between the organizations in the different island of the Caribbean. To push a regional project to promote the domain of NGO/CSO in order to increase the visibility, recognition and communication.
- Sustainability is a big challenge for the organization in the three countries (Barbados, Jamaica and Dominican Republic); there is no clear route map to move forward. There are people with knowledge and commitment within the NGO CSO sector. Networks like CIVICUS, AGNA, should play a leading role with research, tools, to understand the situation and the challenges face by NGO's CSO's.
- The need for the re-setting-up of the NGO desks in several key ministries of governments across the region in so doing is to create national focal points with implementing units.
- Contextualize advocacy at the global level about the risk and, the fragility of NGO/CSO, and what does it mean for the democracy at the national and international level?

- The alliance between NGO, CSO, unions, and universities should be explored in order to meet capacity needs for greater inclusivity and approach to advocacy.
- Identify NGO CSO needs, expectations and opportunities
- Identify the Competitive environment (for donor funding) and capabilities relative to NGO's CSOs survival
- Identify NGO CSO Advocacy Strengths and weaknesses
- Opportunities to redirect resources to higher advocacy-priority programmes, services, or areas
- Identify Financial, societal and ethical, regulatory, and other potential risks factors unique to NGO CSO sustainability and advocacy issues.
- Set up and support local and national advocacy campaign processes
- Strengthen specific strategic partnerships for regional advocacy campaign activities
- Consolidate operation of the Regional Action and the Regional Support Committee
- Secure wider regional dissemination and visibility of advocacy objectives and activities
- Provide training and capacity building to assist youth, youth educators and other stakeholders to analyse, advocate and negotiate and respond to trade agreements, particularly from a gender and trafficking in person perspective.
- Implement gender analysis in the formation of trade, labour and economic growth policies and programmes. These should look at where there are similarities and differences in disabled men and women abilities to gain from these policies.
- Need to factor in the indigenous women working in the hill sides and the female farmers-traders who contribute significantly to agricultural activities and export and import in Jamaica, and the rest of the world and to trade and development. Notwithstanding these, women continue to face several challenges, which limit their opportunities to contribute even more to the development of agriculture. . They too have a lot to contribute and they too have a lot to lose if their rights are not protected under the various trade agreements
- Each country should establish a portal for NGOs which can then be linked with other countries to make one Caribbean Portal which will have the facility to share information, communicate by video conference and other applications such as messenger to help bridge the water divide, allow payments to be made to any organisation by way of the internet and many more features that will allow communications, training and other NGO business to be conducted.

- Establish an implementation unit that would assist NGOs to participate in development cooperation projects at the implementation stage. The prerequisite to these two is the existence of an organisation that is willing to undertake the role of Focal Point in each country. The task of the Focal Point is to acquire the skills and knowledge to properly conduct civil society business and be able to advise NGOs on processes as well as keep them informed and collect their feedback, etc. This is not a democratic function but one for building expertise and institutional memory. This is where AGNA can be of use and, BANGO is willing to conduct the training to allow each country to develop a Focal Point if AGNA/CIVICUS is willing to fund a regional training session and one or more follow up sessions to monitor progress and deliver more advanced training.
- Hold joint Partner advocacy campaign activities that comply with most of the recommendation and suggestions indicated above, which can be funded by CIVICUS ANGA or to be funded by other sources, and in agreement with the partners

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