



# CCPG

Coalition for Community  
Participation in Governance

**Report of the  
National Consultation  
of  
Civil Society Organisations**

Convened at  
Alhambra Inn Hotel

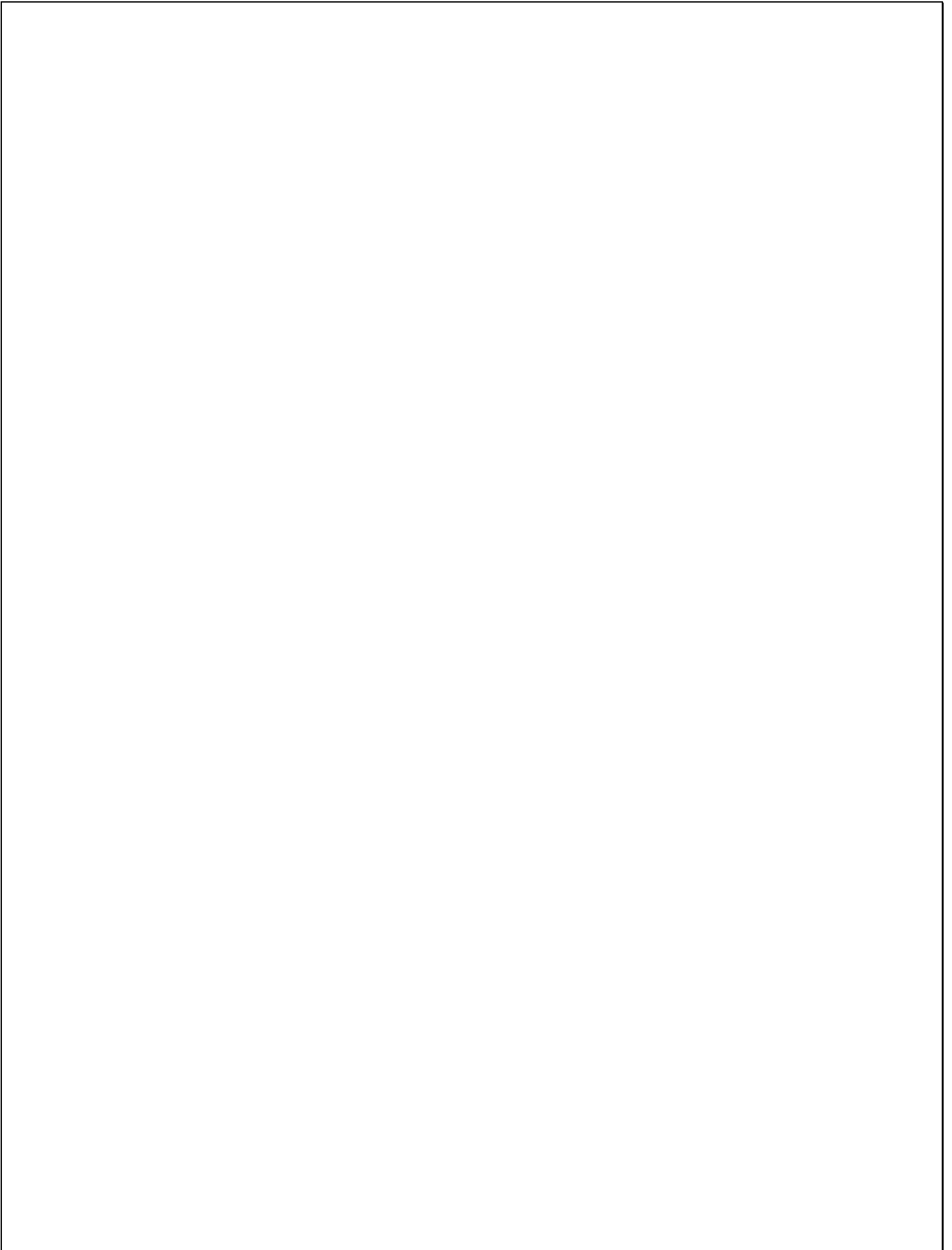
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Prepared By

St. Rachel Ustanny, M.Sc., B.Sc. (Hons.)  
Coordinator, CCPG

With contributions from

Anneta Pinto  
Programme Assistant, CCPG



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## **1.0 Consultation Planning and Implementation**

### **1.1 Background**

The Coalition for Community Participation in Governance (CCPG) was invited by representatives of the Commonwealth Foundation to host the National Consultation of Civil Society Organisations in Jamaica in preparation for the Commonwealth People's Forum (CPF) and the Commonwealth Heads of Government Meeting (CHOGM) in October-November 2007. CCPG responded favourably to the invitation and proceeded with preparations based on guidelines<sup>1</sup> provided. From consultations with Commonwealth representatives CCPG was advised that the Consultation should focus on the theme of Transformation for Development, while exploring specific concerns relating to six core issues: Economic Development, the Environment, Gender and Governance, Education, Culture, and Health. The information that was seen as pertinent to glean from the presentations and discussions around each issue were: Gaps and Needs, Opportunities for CSO Collaboration, Opportunities for CSO-Government Collaboration, Prospects for Regional Collaboration, and Key Messages from Jamaica.

CCPG took the decision to accept the proposal to facilitate the National Consultation of Civil Society Organisations 2007, because of the organisation's experience with hosting national consultations, its ownership of a database of civil society organisations that it consults and works with from time-to-time, and its mandate, as a non-government organisation that promotes participatory governance through consultation, education and advocacy.

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<sup>1</sup> See CSO Consultation Guideline in the Appendix accompanying this Report

## **1.2 Pre-Consultation Preparation**

Preparation for the Consultation took place over the period of one month, and involved the procurement of several goods and services: marketing collateral, stationery, venue, and consultants. In addition, a communications plan was developed in order to meet the target of 30 organisations attending the Consultation. CCPG networked with more than 60 organisations,<sup>2</sup> through electronic mails and telephone conversations, over the period of one month. This gave the organisation an opportunity to update its existing database with new contact information.

CCPG sought representation from organisations located across Jamaica in order to discuss issues that were of national importance, therefore there was a need to make the national media aware of the event via a press release<sup>3</sup>. More than 10 media houses<sup>4</sup> were advised of the National Consultation of Civil Society Organisations held at Alhambra Inn on June 14, 2007 between 9:30 am- 4:00 pm, but Panos Caribbean was the only one that responded.

## **1.3 Consultation Format**

The fact that CCPG is a champion of participatory governance made it natural for the Management Committee and staff members to move towards designing a participatory and discursive Consultation format. Discussions about who was most suitable for leading roles such as Guest Speaker were made on the basis of who was perceived to be the most interactive, or had the greatest potential to captivate the attention of a diverse audience. It was felt that the linear style of presenting and discussing issues was too rigid and hierarchical, thus the decision to limit presenters to 10 minutes for structured exhortations, thus enabling more time for the audience to assimilate information, pose questions, and articulate experiences that prompt the interaction of the panel. The Guest Speaker presented towards the end of the Consultation, fulfilling our goals to enlivening the discussions towards the end, evaluate and synthesise the information shared over the course of the day, and provide clarity on future activities.

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<sup>2</sup> See National CSO Consultation Invitation List in the Appendix accompanying this Report

<sup>3</sup> See Press Release in the Appendix accompanying this Report

<sup>4</sup> See Media List in the Appendix accompanying this Report

## **1.4 Registration**

The registration period commenced at 9:30 a.m. as was scheduled, and continued until after the lunch break. In total 44 participants attended the Consultation, representing more than 32 organisations from civil society, including government agencies, community-based organisations, non-government organisations, international development and multilateral organisations, and academic institutions. The specific organisations that were represented at the Consultation were: Kingston and St. Andrew Action Forum (KSAAF), Combined Disabilities Association, Jamaica Society for the Blind, Youth on the Go Network, Mountain View Parenting Group, 3D Projects, Jamaica Women's Political Caucus, Dispute Resolution Foundation, Ministry of Education and Youth, Coalition for Community Participation in Governance (CCPG), Canadian High Commission/ Canadian International Development Association, Centre for Gender & Development Studies- Mona Unit The University of the West Indies (UWI), Restoration Christian School, Johnson Mountain Citizens Association, Spring Bank Citizens Association, Women's Media Watch, Inter-American Development Bank, Panos Caribbean, Association of Women's Organisations of Jamaica (AWOJA), Caribbean Coastal Area Management, Victoria Community Development Foundation, Mountain View/ Back Bush Citizens Association, Ashenai Services Inc., Women's Resource and Outreach Centre, Jamaica Environment Trust (JET), Jacques Road Citizens Association, St. Andrew Settlement, Fletcher's Land Parenting Association, United Nations Development Programme (UNDP), Planning Institute of Jamaica (PIOJ), and the Environmental Foundation of Jamaica (EFJ).

## **1.5 Introductory Presentation**

The introductory presentation was delivered by Nicole Brown, Consultant with Commonwealth Foundation. The presentation served as an official opening of the Consultation and addressed the purpose and importance of the Consultation, as well as how the information obtained would be used in the CPF and CHOGM in 2007.

## **1.6 Greetings**

CCPG Coordinator, St. Rachel Ustanny, delivered greetings. The presentation served as an opener to the discussions that would ensue. It expressed the need for such consultations, particularly as it relates to the opportunities that they provided to national stakeholders to collaboratively discuss issues of national importance like the new long-term (25 years) strategic plan and the new vision of Jamaica, *'the place of choice to raise families, live, work, do business, and preserve citizens' rights and freedoms.'*

## **1.7 Definition of Key Terminologies**

At a very early stage in the presentations, the definition of key terms was seen as important for guiding the direction of the presentations and ensuing discussions. Presenters noted that the following terminologies were important to define: Transformation, Sustainable Development (rather than development), and Transformation for Development.

### **Transformation**

Refers to reformation; we have been formed in a certain way and need to be changed.

### **Sustainable Development**

Engaging in growth-oriented planning, which takes into consideration the effects and impact of such activities on future generations

### **Transformation for Development**

Transformation for (Sustainable) Development is about a paradigm shift. It seeks to question how we have been governing ourselves over the past 500 years. Part of what is critical to Transformation for Development is changing the mindset and thought patterns of grassroots people. Their voices need to be heard in the transformation process.

## **2.0 Presentation of Key Findings**

### **2.1 Overview**

The Guest Presenters on Economic Development, the Environment, Gender and Governance, Culture, Sanitation, and Education sat on panels and delivered presentations based on specific guidelines. In addition, they responded to participants' comments, queries and recommendations about national and localised needs and challenges. Participants' comments and presenters' notes were infused in the accompanying sub-headings.

Information from the Consultation stakeholders were presented under five sub-headings and in the format of bulleted lists in order to reproduce the information articulated on a point-by-point basis, as delivered during the Consultation. Examples were used by presenters and participants when elaborating some points, but these were omitted in order to provide clarity around core information and key messages. The sub-headings enumerated below demonstrate the format used, by this report, to display the data obtained from the Consultation, for integration with other documents towards the CHOGM and CPF in October- November 2007:

1. Gaps and Needs
2. Opportunities for CSO Collaboration
3. Opportunities for CSO-Government Collaboration
4. Prospects for Regional Collaboration
5. Key Messages from Jamaica for CHOGM

## **2.1 Gaps and Needs**

### **Economic Development**

1. Inability or unwillingness of informal operators to integrate into the formal sector; the average wage of persons in informal sector operations is eight times that of the minimum wage, as such the informal sector is growing
2. The informal sector is struggling to integrate into the formal economy for several reasons, e.g. limited capital; and our historical experience of discriminating against particular groups
3. The informal sector is distinct, and sometimes separate from the formal sector, and therefore does not benefit from Foreign Direct Investment (FDI)
4. Jamaica will need to build its entrepreneurial capacity in order to engage in a global economic arrangement
5. Legislative Reform to revise or adopt laws and policies aimed at eliminating the practice of illegal income-generating activities within the informal sector, for e.g. unlicensed taxi operators
6. In Jamaica it is an economic imperative to include different groups who have been marginalised into the decision-making process, therefore the challenge for us is the extent to which we can move from these traditional arrangements, which are enshrined in our political process and Constitution; policies are needed to facilitate new and different voices to influence political processes and influencing local and national budgets
7. The informal sector lacks reciprocal and deliberate growth and development activities
8. There is need for economic empowerment and job creation skills for the grassroots, through training and advocacy
9. There is need for the Jamaican civil society, including community representatives, to be in attendance at the CHOGM
10. There is limited consensus among civil society in coming to the table with specific issues
11. There is not an adequate voice representing the small and micro business enterprises
12. Jamaica lacks transparency and adequate participation of affected stakeholders
13. There is need to encourage CSOs to let their voices be heard on environmental issues, because the Government responds to public opinion
14. Absence of legislation for environmentally damaging products, which are officially banned in other countries, e.g. Styrofoam
15. Integration of sustainable development strategies at the community level to prevent threats to the environment from foreign direct investors, for e.g. hoteliers
16. Bridge the gap between the formal and informal sector, so as to increase attention to the contribution, needs, and challenges of the members of the informal sector

17. Gender & Governance
18. There is significant disparity between men and women in decision-making positions in governance at the local and national governmental levels
19. Although Jamaica has a female Prime Minister, power to make changes in terms of Gender and Governance is limited by the party structure among other factors
20. There needs to be a paradigm shift in order to get a grasp on transformation. Citizens need to answer the question: Is Jamaica at a point of crisis where we really want transformation? History has shown that changes only occur at crisis points initiated by the people. The current model of governance (Westminster) was inherited from Europe, and is a class decision-making model
21. Promotion of equal participation of women in the labour force through the elimination of occupational stereotypes, which results in working women being concentrated in low-wage and low-skilled occupations
22. Change the way we make decisions without the participation of ordinary citizens and their community organisations in national consultations
23. Governance and the mindset that requires change has to do with how we perceive ourselves. Transforming the governance structure has to start with rights, citizenship and accountability for all citizens and national stakeholders. Space need to open up within the governance structure (i.e. local government reform) that will allow more decentralisation and participation from community groups, working class, more women, more young people and take away from centralisation of power that is dominated primarily by men who have not left the system
24. We need to transform what we inherited and what we still carry as colonial baggage, paying attention to the removal of inherent injustices and inequalities in the system that was based on social and racial stratification during enslavement and colonisation. Are we willing to do this kind of deconstructing that transformation requires? Are we really serious about transformation and development then? It is about a paradigm shift. Are we aware of this implication and understand that it is a process that takes time and requires dialogue
25. We need to look at the historical disadvantage of women and address these biases in education, labour, legislative framework and political decision-making and governance. Transformation should therefore consider how men use power and how they relate as social and emotional beings.

## **Health- Sanitation**

1. People's responses to their housing needs are generally unplanned and not in-line with sustainable development strategies
2. There is an absence of sanitation enforcement policies at the local level
3. People are not guided about sanitation priorities
4. There is need to identify and use suitable technologies in sanitation planning and programming, as it relates to appropriateness of solutions for different geographic locations. Schools with significant water shortages should not abandon pit latrines, but should seek to use a combination of pit and flush toilet solutions in order to respond to and meet sanitation needs
5. Education is needed at the local and agency level in order to expose people to new technologies and increase awareness about their role promoting appropriate sanitation practices
6. Passing of a Container Deposit Legislation in order to prevent improper disposal practices
7. Governmental planning to proactively plan for social needs, rather than reacting to damages after they are done
8. Implementation of Sanitation best-practices competitions, which are aimed at promoting appropriate sanitation practices within communities and amongst individuals
9. Promotion of greater social responsibility towards sanitation issues
10. There is an increasing demand for water and a reduced supply due to population increase and poor planning solutions
11. Inadequate public health inspectors to enforce sanitation laws
12. There is an absence of priorities regarding basic sanitation solutions. Persons may be able to afford solutions, but may choose to not to comply to associated maintenance, disposal and other standards
13. There is no public information or clarity about which agency or Government ministry has primary responsibility for sanitation
14. There is need to deviate from community dependency on external forces to fix sanitation problems and to enforce solutions. There are more than one instances when NGOs create solutions and communities expect them to maintain the systems, because it is perceived that such NGOs own the solutions
15. At the familial level, women carry the burden of sanitation problems and solutions. These relate to water collection and storage, taking care of children and maintaining the home
16. Civic pride has degenerated and littering has become accepted

## **Education**

1. The implementation of teacher evaluation and personality testing in order to assess quality and suitability to deal with children
2. Schools should be equipped to grapple with community and national issues
3. The implementation of literacy maintenance strategies, especially for persons outside of the school
4. Increased parental interaction with schools
5. Teachers need to listen to children
6. There is a big gap in the education system between the official strategies used and the most appropriate teaching strategies for encouraging learning
7. There are problems with resource allocation to many schools, which exacerbates other problems
8. Children are being moved through the school system without grasping pertinent topics. They end up at the back of the class and are eventually labelled bad children
9. Parents need to be included as key stakeholders in the education process of their children. Consultations should be directed at them in order to educate them about their role in education for transformation
10. Absence of legislation to facilitate immediate translation of books and other published materials to Braille, so that members of the blind and visually impaired community can benefit from national publications
11. There is need to de-stigmatise some academic subjects as gender-specific, in order to increase the interest, success, and participation of both genders in those subjects for e.g. speaking English is associated with femininity
12. The gaps between inner-city and affluent schools must be closed. Schools have to be at the same level as others if children are expected to feel good about education and their school
13. There are children who are graduating from secondary schools who are illiterate
14. There is a need to give incentives to educators, who are able to impart knowledge and reading skills effectively
15. There is a need to focus on the improvement of literacy skills
16. There is need for pre-screening and diagnosis for learning and developmental challenges amongst children who are entering the school system
17. Increased monitoring and evaluation of educational activities
18. On-going professional training for teachers, so as to help them prepare for and respond appropriately to new and emerging challenges
19. The inclusion of parental education, in health clinics, for pregnant mothers, so as to increase their knowledge about child development. This could be integrated with the

- Programme for Advancement Through Health and Education (PATH), whereby attendance at such classes are used as incentives for receipt of PATH benefits
20. There is need to equip primary schools with adequate computer hardware to meet schools' populations, and to facilitate a continued development of the computing skills learnt at the early childhood level
  21. Reconstruct the teacher training curriculum in order to facilitate teachers preparedness for real world situations
  22. Revision of the Education Act
  23. There is need to make first degrees a minimum criteria for the post of school principal
  24. Boys are underperforming in schools, when compared to their female counterparts
  25. Children should be encouraged to become involved in the economic system in order to prepare them to participate in the development of Jamaica
  26. There is need for the integration of specific components of health and education, for e.g. screening for learning disabilities, vaccinations, and wellness education
  27. Improvement of infrastructure for and support to basic health care
    - a. Ensure that all Jamaicans have equitable access to the justice system and social services
  28. The promotion of a rights-based approach to governance
  29. The development of interventions to educate community residents about participatory and inclusive governance, with a focus on gender
  30. Public education on gender roles, gender empowerment, economic rights, and leadership
  31. Inclusion of men and women, equally, in the improvement of parenting skills
  32. Greater awareness building about the historical and cultural roots of the majority of the population
  33. Creation of a social environment that treats all persons equally despite political, and economic and social differences
  34. There is need to place value on the unique cultural expressions of Jamaicans
  35. Promotion of cultural events that are organised for the upliftment of grassroots people
  36. Public education campaigns to educate people about the impact of various materials on the environment, as well as the value of natural resources and the impact of human action of such resources
  37. Change attitudes towards the environment, and improve self and community pride in appropriate environmental conditions

38. Reduce population growth, through family planning education and the provision of gainful employment for persons who live in rural areas, so as to reduce rural-urban drift, and the environmental problems associated with rapid population growth
39. There is need to ensure that the agencies that are mandated to protect the environment are structured as independent, transparent, and accountable to the people and Jamaica, not just the state. Such agencies should have appropriate resources and power to monitor and enforce environmental laws
40. Legislative amendments should include the participation and voices of local communities

### **Culture**

1. There is need to develop support mechanisms for poor and marginalised people to defend their culture. There needs to be more talking and listening to each other
2. Respect for and appreciation of people's culture by persons who impart knowledge about such cultures to other generations for e.g. teachers who prepare and enter students into local and national cultural festivals
3. The meaning of culture is contested at different levels, e.g. national and international. It is those who are the powerful whose definitions are accepted and perceived as civilised. Mechanisms of regulation need to be in place so that the peoples of the world, especially of former colonies, are in danger once again of being recolonised, can defend and protect their right to be
4. Part of the process of transformation must be about healing our own historical cultural pathologies. We need to remove the cover of shame that we have cast over aspects of ourselves; that we have never given the chance to contribute to our social and emotional well-being as the context and output of economic prosperity. For example, is it not past time for us to engage with African-based religious philosophies like Kumina, revival, santaria, shango and their various expressions in the region outside of simply performing them on stage or entering them as pieces in this or that competition?
5. In order to ensure that our culture and cultural practices become the agents by which we produce, we must question how we feel about our cultural icons and the issues that they advocate for, as well as the stories that we maintain about them without analysis. To what extent do our feelings about our culture feed into our not taking ourselves seriously, to our inability to appreciate the global impact of this culture that is too often satirized and minimized internally? Can we afford to ignore how these and other tensions, these historical and imposed ambivalences find their way into other areas of our lives as the psychic disarray, which manifests in the disorder and chaos that we seem, now, not to be able to regulate

6. If culture is indeed about how we raise ourselves, how we behave towards each other and how we value our world view, a critical aspect of governance is about the role and place of the creative imagination, of traditional beliefs and value systems in releasing the best political and economic potentials of our people, and the courage to facilitate those traditional patterns of raising ourselves and relating to each other to inform our understanding and construction of governance structures.
7. We need to shift the way we assess the value and impact of culture. It cannot always be quantified. Ten children in a storytelling workshop for a week might be the catalyst for transforming an entire village.

## **2.2 Opportunities for CSO Collaboration**

1. The University of the West Indies (UWI) Endowment Fund has articulated a vision to coordinate and integrate CSOs work
2. CSOs can assist small scale enterprises and informal sector groups to become regularised and to contribute to the national economy
3. CSOs can organise to fully utilise resources from foreign direct investors and international aid
4. Organising CSOs in order to foster consensus around specific issues, and to articulate acceptable standards and practices for participatory governance
5. Collaboration with communities around specific aspects of sanitation programming
6. Promotion of the Sanitation Policy

## **2.3 Opportunities for CSO-Government Collaboration**

1. There is a Code of Public Consultation, which guides the public sector on how to consult with government ministries. Civil society has to push for this kind of engagement to occur between Government representatives and citizens
2. The Micro, Small and Medium-sized Enterprises Alliance is an initiative of the Government of Jamaica (GOJ), which sought to provide a more comprehensive voice to represent the associations in the sector, the majority of which are agricultural
3. Jamaica is at crucial crossroads at this point, with the celebration of the bi-centennial year of the abolition of the trans-Atlantic Slave Trade. It is opportune to facilitate fora and consultations, which are aimed at engaging people to make decisions and move forward to tackle concrete issues
4. CSOs have an enormous role to play in responding to household issues, such as hygiene. National Governments can assist with the creation and implementation of appropriate policies, laws, and programming
5. Collaboration is needed with Government in order to advance sanitation issues
6. Partnership with teacher's colleges and the Edna Manley School for the Visual and Performing Arts to support teachers learning and appreciation of different cultural expressions of Jamaicans

## **2.4 Prospects for Regional Collaboration**

Current trade arrangements are not deemed to be reciprocal, therefore the basic development challenge will be to fully utilize the potential of Jamaica's human resource, and collaborate regionally in order to improve economies of scale as Europe is planning to open-up the market fully for trade of goods from other countries by 2008.

## **2.5 Key Messages from Jamaica for the CHOGM**

1. The Jamaican society needs to open-up more in order to accommodate minority and marginalised groups in economic development
2. Jamaica's development plans and strategies to date have reflected our historical challenge of the dual economy, in which all the players in the market are not at the same level, capacity, and power
3. Jamaica needs a new type of governance, which facilitates transparency and stakeholder participation
4. There is no law or policy to deter people from using environmentally unsafe products. Decisions are made on the basis of cost
5. There is an absence of policies to promote the use of environmentally safe alternatives at the community level
6. Jamaica has a culture of governance, which is geared at responding to crises. In responding to crisis situations, the Government targets local leaders and curtails their influence over the governance process
7. The Jamaican society is polarised into "us" and "them" based on how culture is interpreted and what it means
8. Culture is a discrete area of the plan for national development
9. There has to be mechanisms in the world for people who are in danger of being recolonised or in danger of not being allowed "to be" who they are
10. The increased use of plastics has created other sanitation priorities
11. Sanitation laws and policies are weak
12. Responsibility for appropriate sanitation facilities at the local level is largely up to the individual
13. The progress towards the achievement of sanitation goals are compounded by the following difficulties:
14. Increased housing needs following hotel expansion in particular areas
15. Development of squatter communities in areas where there is increasing hotel expansion
16. Increasing demand and decreasing supply of water

17. Population growth
18. Girls outperform boys in Grade 4 literacy tests, despite no previous evidence of gender difference in national tests of cognition
19. There are a lot of negative comments directed at the boys, but it is reflective of how differently they are treated, when compared to girls, in their families and at schools
20. Teachers are impacted upon by societal and other problems, which they take to school and thereby contribute to the problems that affect the schools Consultations should provide opportunities for very broad based stakeholder involvement, which is aimed at diversifying the communities represented, and the media source through which announcements are made and audiences targeted. There is need to convene consultations within local communities in order to promote grassroots involvement
21. Musicians, artistes, and other Jamaicans are often excluded from national development as they are not part of the official private sector or mainstream CSOs
22. Challenges exist with how the society incorporates lessons of the past with current situations
23. Advancing our understanding of governance must mean that we place on the agenda the need for a cessation, cease and sekkle, of the contempt with which the cultures of the people in this region is viewed
24. Culture must be factored into our theories, notions and plans for social and economic development and political management and good governance
25. Funding agencies in the local and international community seriously contemplate how their policies requiring figures measurement hampers the contribution of culture and cultural workers to the process of transformation on which development depends. You cannot ribbon-cut a transformed individual, I now declare you open, go forth and contribute to governance.

## 3.0 Summary & Conclusion

### 3.1 *Keynote Presentation*

1. The my-way-or-the-highway approach was far too dominant. Confronting this kind of oppositionality must be another concern of governance.
2. Real dialogue often takes second place to the need to conduct an orderly, parliamentary-style debate
3. We view the people who are elected in a way that forces, maybe relegates civil society to functioning as an extended parliamentary opposition. We talk about the people “in power” rather than the people “in office”
4. The nature of language operates to define expectations on both sides. It sets up the expectation of “power over” of “top –down” leadership that we need to watch and struggle against rather than collaborate and engage with.
5. The process of Governance must seek to assist those outside of these arenas, to recognize the existence of these forum and help empower them to shape their expectations of and role in it
6. We need to contemplate whether and how definitions, for e.g. governance, by agencies such as the World Bank advance, hinder or violate what our historical and contemporary realities have taught us about governance or whether they simply serve to make us answerable to those who set the rules and who are accountable to no-one but themselves?
7. Governance has to also mean how we defend and protect our way of life, our culture, without the threat of sanctions by societies that do not even offer their people the rights and protection they want us to give them
8. We must have the vision to ask our ‘saviours’ not just for their profile but their track record in “increasing citizen participation in governance through advocacy, capacity building and civic education in order to build a more informed civil populace and a democratic State.
9. The importance of good governance must be to secure our collective health and well being – economically, socially, politically, mentally but no one is guilty, no one held accountable and no one is respectful enough to apologize for poor governance practices and leadership decisions
10. Transformation is not about changing our habitats, it must be about changing our habits
11. Need to bridge the gap between “dem” and “people” as an imperative of governance

12. Need to have a conversation about what is meant by consultation and participation, not as an intellectual exercise but in the practical ways we conduct our affairs. The language of those announcements and their location in the papers too often fall short of being inviting or all-inclusive. The agenda is often pre-determined. There is no consultation on what the question should be and there is seldom enough time to say anything but yes or no, true or false, because we are forever working to a deadline that cannot be adjusted to accommodate lively, robust, non-linear and timely contemplation. The invitation is extended to leadership of organizations who often attend in their individual capacities, having not consulted the group or received any mandate about positions to be taken on agenda items. The process of consultation and participation must also find the way to include the philosophers of life about what needs to be fixed. And greater resources need to be allocated to make national consultations truly national in scope and locations.

### **3.2 Conclusion**

Consultation participants made contributions based on their personal and community experiences, but articulated that there was a need to increase the number and location of communities that are targeted, so that community residents and those that are not attached or wish to represent an organisation can get opportunities to independently contribute to discussions on national development. In light of this, some participants felt that the National CSO Consultation was not national in scope, and therefore requested that the report be circulated for further contributions on the core issues. On account of the fact that CCPG promotes participatory governance through consultations with local communities, the request for further consultations was seen as an imperative in advancing our goals. Commitments were therefore made for broad-based circulation and review of the report, which provided more opportunities for discussions and articulation of needs, opportunities for collaboration, and key issues. CCPG believes that the participatory approach used throughout this Consultation is a good model for promoting participatory governance at the local and national levels.