



(Above, left to right) **Madison Stanislaus**, Parliamentary Commissioner, St. Lucia, and CAROA President • **Lynette Stephenson**, Ombudsman, Trinidad & Tobago • **Susan Duguay**, Administrative & Investigative Officer, Cayman Islands; **Barrie Quappe**, Analyst, Cayman Islands



(Above, left to right) **Earl Witter**, Public Defender, Jamaica • (seated) **Philip Aylett**, Director, Policy, Information & Communications, UK Parliamentary and Health Services Ombudsman; (standing) **Sir Frank Blackman**, former Ombudsman, Barbados • **Dr. Hayden Thomas**, former Ombudsman, Antigua & Barbuda; **Eusalyn Lewis**, current Ombudsman, Antigua & Barbuda



(Above, left to right) **Sharon Flowers**, Administrative Officer, Belize; **Nekker Dessables**, Protecteur du Citoyen / Ombudsman, Haiti; **Barbara Taylor**, Investigations Officer, Barbados • **Geanine Sibblies**, Senior Mediator, Ontario Human Rights Commission • **Dr. Deryck Brown**, Advisor, Commonwealth Secretariat

Dr. Hayden Thomas, former Ombudsman, Antigua & Barbuda: *"The proactive and educative role of the Ombudsman is important... the office should be more proactive in dealing with systemic problems in the public service and not only wait for complaints to be made."*

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*(Above, left to right) Olara Otunnu, keynote speaker; Arlene Brock, Ombudsman, Bermuda • Rev. Canon James Francis, former Chair, Bermuda Human Rights Commission • (standing) the Hon. Advocate M.L. Mushwana, Public Protector, South Africa; (seated) Sir Frank Blackman, former Ombudsman, Barbados; Gareth Jones, Director, Special Ombudsman Response Team, Ontario*



Caribbean Ombudsman (Antigua & Barbuda, Barbados, Belize, Bermuda, Cayman Islands, Curaçao, Haiti, Jamaica, St. Lucia, Trinidad & Tobago, Turks & Caicos) were joined by international colleagues and leading scholars (Canada, Costa Rica, Denmark, Gibraltar, Guatemala, Nigeria, South Africa, Netherlands, Uganda, UK and US). Thirty-three registrants from the Bermuda public and media attended the first day. A further 25 civil servants attended the full three days. The Mediation Workshop was for Ombudsman only.

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