



CANARI's Rural Livelihoods Programme plan

Draft for comment

Completed on 31 January 2014

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<p>Programme rationale: Rural communities in the Caribbean are highly dependent on natural resources, including for subsistence use, informal enterprises, small businesses,¹ and the provision of essential ecological goods and services. There are many commonalities in issues and potential solutions across forest- and coastal and marine-based livelihoods and addressing these in a programmatic approach can facilitate a systematic and strategic approach.</p>	
<p>Programme purpose: Sustainable rural livelihoods based on the use of natural resources established, maintained or strengthened.</p>	<p>Programme goal: To support rural communities with the development of sustainable natural resource-based livelihoods through building capacity, catalysing partnerships and influencing policy to create an enabling institutional environment.</p>
<p>Programme objectives:</p> <ol style="list-style-type: none"> 1. To conduct research on how to manage ecosystems to protect and enhance the provision of goods and services for sustainable and resilient livelihoods. 2. To develop and test a process for building the capacity of rural communities to develop small businesses based on the sustainable use of natural resources 3. To build the capacity of rural communities to develop sustainable livelihoods resilient to climate change and other risks, including via facilitating exchanges and sharing of information between rural communities 4. To catalyse partnerships and build the capacity of partners to effectively support rural communities to develop sustainable livelihoods. <p>To communicate to influence policy for development of an enabling institutional environment that supports rural communities to develop sustainable livelihoods.</p>	
<p>Priority programme results 2011-2016:</p> <ol style="list-style-type: none"> 1. Targeted rural communities in Trinidad and Tobago mentored and supported to develop small collaborative enterprises based on the sustainable use of natural resources 2. Process piloted in Trinidad and Tobago expanded to other Caribbean islands and new communities 3. Advocacy and capacity building of support agencies conducted to build an enabling institutional environment for rural 	

¹ According to the Trinidad and Tobago Chamber of Industry and Commerce a small enterprise is defined as having 6-25 employees, assets of TT\$250,000 – TT\$1.5 million and annual sales between TT \$250,000-\$5 million. <http://chamber.org.tt/articles/small-and-medium-sized-enterprises-an-engine-for-growth-in-trinidad-and-tobago/>. Accessed 29 January, 2014.



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enterprises					
Areas of focus:	Partners :	Target countries	Existing projects	Targeted projects for development	Links to other Programmes
Research on how to manage ecosystems to protect and enhance the provision of goods and services for sustainable and resilient livelihoods.	<p><i>Current partners</i></p> <ul style="list-style-type: none"> • Ministry of Food Production (T&T) • Ministry of the Environment and Water Resources (T&T) • Environmental Management Authority (EMA) (T&T) • Food and Agriculture Organisation of the United Nations (FAO) • Centre for Resource Management and Environmental Studies (CERMES) • Caribbean 	<p>Trinidad and Tobago</p> <p>Anguilla</p> <p>Antigua and Barbuda</p> <p>British Virgin Islands</p> <p>Cayman Islands</p> <p>Dominica</p> <p>Dominican Republic</p> <p>Grenada</p> <p>Haiti</p> <p>Jamaica</p> <p>Saint Lucia</p> <p>St. Kitts & Nevis</p> <p>St. Vincent and the Grenadines</p> <p>Turks and Caicos Islands</p> <p>U.S. Virgin Islands</p>	<p>Making it happen (JBFMT1)</p> <p>Empowering rural women through improving livelihoods (UN Women)</p> <p>Strengthening Caribbean fisherfolk to participate in governance (EU)</p> <p>Capacity building for watershed management in Trinidad and Tobago (RBC Blue Water)</p> <p>To field test an approach to support forest-based businesses in the Caribbean</p>	<p>Researching ways to manage ecosystems to protect and enhance the provision of goods and services for sustainable and resilient livelihoods in Trinidad and Tobago and other Caribbean islands (Green Fund, FAO, EU)</p>	<p>Forests, Livelihoods and Governance</p> <p>Coastal and Marine Livelihoods and Governance</p> <p>Climate Change and Disaster Risk Reduction</p> <p>Green Economy</p> <p>Communication</p> <p>Action Learning</p> <p>Research</p> <p>Civil Society and Governance</p>



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	<p>Regional Fisheries Mechanism (CRFM)</p> <ul style="list-style-type: none">• Inter-American Institute for Cooperation on Agriculture (IICA)• United Nations Development Programme (UNDP)• Caribbean Network of Fisherfolk Organisations (CNFO)• Nature Seekers (T&T)• Fondes Amandes Community Reforestation Programme (FACRP) (T&T)• Fisheries Division (T&T)• Instituto		(FAO)		
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	<p>Dominicano de Desarrollo Integral (IDDI)</p> <ul style="list-style-type: none">• IMA <p><i>Target partners</i></p> <ul style="list-style-type: none">• Forest authorities in the Caribbean• Fisheries Authorities in the Caribbean• Caribbean AgriBusiness Association (CABA)• Trinidad and Tobago Unified Fisherfolk (TTUF) (T&T)• Trinidad and Tobago Agricultural Society (TTAS) (T&T)• National fisherfolk organisations in Caribbean				
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	<p>islands</p> <ul style="list-style-type: none"> • Farmers associations in Caribbean islands • Caribbean Agriculture Research and Development Institute (CARDI) • Caribbean Farmers Network (CaFAN) • Chambers of Commerce in Caribbean islands • Ministries of Environment in Caribbean islands 				
Develop and test a process for building the capacity of rural communities to develop small businesses based	<p><i>Current partners</i></p> <ul style="list-style-type: none"> • Ministry of Community Development (T&T) • IICA 	<p>Trinidad and Tobago</p> <p>Anguilla Antigua and Barbuda</p>	<p>Making it happen (JBFMT1)</p> <p>Empowering rural women through improving</p>	<p>Share best practices for developing small businesses and expand pilot to other Caribbean countries</p>	<p>Forests, Livelihoods and Governance</p> <p>Coastal and Marine Livelihoods and Governance</p>



CANARI's Rural Livelihoods Programme plan

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<p>on the sustainable use of natural resources</p>	<ul style="list-style-type: none"> • Forestry Division (T&T) • Ministry of Food Production • FAO • UNDP • National Entrepreneurship and Development Company Limited (NEDCO) • Nature Seekers (T&T) • FACRP (T&T) • Veni Apwann (T&T) • Agricultural Development Bank (ADB) (T&T) • Network of Rural Women Producers in Trinidad and Tobago (NRWPTT) (T&T) • National 	<p>British Virgin Islands Cayman Islands Dominica Dominican Republic Grenada Haiti Jamaica Saint Lucia St. Kitts & Nevis St. Vincent and the Grenadines Turks and Caicos Islands U.S. Virgin Islands</p>	<p>livelihoods (UN Women)</p> <p>Capacity building for watershed management in Trinidad and Tobago (RBC Blue Water)</p> <p>To field test an approach to support forest-based businesses in the Caribbean (FAO)</p>	<p>(Caribbean Development Bank (CDB), FAO, EU, IWECO)</p> <p>Expand pilot to three additional areas within Trinidad and Tobago (Green Fund)</p>	<p>Climate Change and Disaster Risk Reduction</p> <p>Green Economy</p> <p>Communication</p> <p>Action Learning</p> <p>Research Civil Society and Governance</p>
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	<p>Agricultural Marketing Development Company (NAMDEVCO) (T&T)</p> <p><i>Potential partner</i></p> <ul style="list-style-type: none"> • Ministries of Labour and Small and Micro Enterprise Development in Caribbean islands • Ministries of Gender Affairs in Caribbean islands • Caribbean Women in Forestry • Marketing companies in Caribbean islands 				
Build the capacity of rural communities to	<p><i>Current partners:</i></p> <ul style="list-style-type: none"> • Ministry of Community 	Trinidad and Tobago	Making it happen (JBFMT1)	Expansion of the pilot to other Caribbean countries	Forests, Livelihoods and Governance



CANARI's Rural Livelihoods Programme plan

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Completed on 31 January 2014

<p>develop sustainable livelihoods resilient to climate change and other risks, including via facilitating exchanges and sharing of information among rural communities</p>	<p>Development</p> <ul style="list-style-type: none"> • IICA • FAO • Nature Seekers (T&T) • FACRP (T&T) • Caribbean Community Climate Change Centre (CCCCC) • Caribbean Water Partnership (CWP) • Caribbean Disaster Emergency Management Agency (CDEMA) • Agricultural Development Bank (ADB) (T&T) <p><i>Potential partners</i></p> <ul style="list-style-type: none"> • CARIRI or other competent authority/ 	<p>Anguilla Antigua and Barbuda British Virgin Islands Cayman Islands Dominica Dominican Republic Grenada Haiti Jamaica Saint Lucia St. Kitts & Nevis St. Vincent and the Grenadines Turks and Caicos Islands U.S. Virgin Islands</p>	<p>Empowering rural women through improving livelihoods (UN Women)</p> <p>Strengthening Caribbean fisherfolk to participate in governance (EU)</p> <p>Capacity building for watershed management in Trinidad and Tobago (RBC Blue Water)</p> <p>To field test an approach to support forest-based businesses in the Caribbean (FAO)</p>	<p>Caribbean Development Bank (CDB)</p> <p>Expansion of the pilot to other areas of Trinidad and Tobago (Green Fund)</p> <p>Helping established CSOs mentor rural communities (Green Fund)</p> <p>Capacity building in climate change and disaster risk management (CDEMA, CCCCC)</p>	<p>Coastal and Marine Livelihoods and Governance</p> <p>Climate Change and Disaster Risk Reduction</p> <p>Green Economy</p> <p>Communication</p> <p>Action Learning</p> <p>Research</p> <p>Civil Society and Governance</p>
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	<p>agency</p> <ul style="list-style-type: none"> • Ministries of Labour and Small and Micro Enterprise Development in Caribbean islands • CARDI • Caribbean Institute for Meteorology and Hydrology (CIMH) 				
<p>Catalyse and build partnerships among communities and government, inter-governmental technical partners and private sector for the development of sustainable livelihoods.</p>	<p><i>Current partners</i></p> <ul style="list-style-type: none"> • Ministry of Community Development (T&T) • IICA • FAO • UNDP • NEDCO (T&T) • Agricultural Development Bank (ADB) (T&T) 	<p>Trinidad and Tobago</p> <p>Anguilla</p> <p>Antigua and Barbuda</p> <p>British Virgin Islands</p> <p>Cayman Islands</p> <p>Dominica</p> <p>Dominican Republic</p> <p>Grenada</p> <p>Haiti</p> <p>Jamaica</p> <p>Saint Lucia</p> <p>St. Kitts & Nevis</p>	<p>Making it happen (JBFMT1)</p> <p>Empowering rural women through improving livelihoods (UN Women)</p> <p>Strengthening Caribbean fisherfolk to participate in governance (EU)</p> <p>Capacity building</p>	<p>Training of government , inter-governmental and private sector agencies in Trinidad and Tobago (Green Fund)</p> <p>Training of government, inter-governmental and private sector agencies in other Caribbean islands (EU, FAO)</p>	<p>Forests, Livelihoods and Governance</p> <p>Coastal and Marine Livelihoods and Governance</p> <p>Climate Change and</p> <p>Disaster Risk Reduction</p> <p>Green Economy</p> <p>Communication</p>



CANARI's Rural Livelihoods Programme plan

Draft for comment

Completed on 31 January 2014

	<p><i>Potential partner</i></p> <ul style="list-style-type: none"> Ministries of Labour and Small and Micro Enterprise Development in Caribbean islands Ministries of Gender Affairs in Caribbean islands 	<p>St. Vincent and the Grenadines Turks and Caicos Islands U.S. Virgin Islands</p>	<p>for watershed management in Trinidad and Tobago (RBC Blue Water)</p> <p>To field test an approach to support forest-based businesses in the Caribbean (FAO)</p>		<p>Action Learning</p> <p>Research</p> <p>Civil Society and Governance</p>
<p>Facilitate action learning and communication to influence policy for development of an enabling institutional environment that supports rural communities to develop sustainable livelihoods.</p>	<p><i>Current partners</i></p> <ul style="list-style-type: none"> Ministry of Community Development (T&T) IICA FAO Nature Seekers (T&T) FACRP (T&T) UNDP NEDCO (T&T) ADB (T&T) Green Economy Action Learning Group 	<p>Trinidad and Tobago</p> <p>Anguilla Antigua and Barbuda British Virgin Islands Cayman Islands Dominica Dominican Republic Grenada Haiti Jamaica Saint Lucia St. Kitts & Nevis St. Vincent and the Grenadines</p>	<p>Making it happen (JBFMT1)</p> <p>Empowering rural women through improving livelihoods (UN Women)</p> <p>Strengthening Caribbean fisherfolk to participate in governance (EU)</p> <p>Capacity building for watershed management in</p>	<p>Facilitate action learning and communication to influence policy (Green Fund, IIED/DFID)</p> <p>Develop policy briefs, case studies, etc (IIED/DFID, Commonwealth Foundation)</p>	<p>Forests, Livelihoods and Governance</p> <p>Coastal and Marine Livelihoods and Governance</p> <p>Climate Change and Disaster Risk Reduction</p> <p>Green Economy</p> <p>Communication</p> <p>Action Learning</p>



CANARI's Rural Livelihoods Programme plan

Draft for comment

Completed on 31 January 2014

	<p><i>Potential partners</i></p> <ul style="list-style-type: none"> • Ministries of Finance in Caribbean islands • Ministries of Labour and Small and Micro Enterprise Development in Caribbean islands 	<p>Turks and Caicos Islands U.S. Virgin Islands</p>	<p>Trinidad and Tobago (RBC Blue Water)</p> <p>To field test an approach to support forest-based businesses in the Caribbean (FAO)</p>		<p>Research</p> <p>Civil Society and Governance</p>
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Target groups:

1. Individuals and groups in rural communities in the Caribbean that are interested in establishing and developing small businesses based on the sustainable use of natural resources.
2. Technical and financial agencies that provide skill development, financial and material support to individuals and groups in rural communities conducting natural resources based small businesses in the Caribbean.
3. Civil society, private and public sector organisations/ individuals that can mentor individuals and groups in rural communities that are establishing and developing small businesses based on the sustainable use of natural resources.

Target group 1: Individuals and groups in rural communities who are interested in establishing and developing small businesses based on the sustainable use of natural resources.

Outcome challenge statement:

There are individuals and/or groups of people in rural communities owning, managing and conducting small businesses based on the sustainable use of natural resources. They are exchanging ideas within their communities and with other rural communities. They are training, coaching and employing people from their communities to be part of the small businesses and taking the benefits of those businesses back to their communities. They are using the benefits to contribute to the improvement of the quality of life in



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their communities.		
Indicators of behaviour change among individuals and groups within rural communities (progress markers):	Indicators of change in institutions, conductions, state:	Strategies:
Participation in programme activities	Records of attendance	Scoping including value chain analysis; selection of targets Outreach and mobilisation
Articulation of shared visions for their respective communities.	Community vision statements articulated	Visioning exercises with individuals and groups in rural communities.
Identification of natural resources in rural communities and their uses for small businesses.	Database of natural resources in rural communities and their possible uses for small businesses	Participatory mapping, video, photography
Assessment of feasibility of businesses.	Criteria for feasibility assessment Reports on assessments of feasible businesses	Feasibility assessment exercises
Collaboration through action learning to develop business and marketing plans for small businesses based on the use of natural resources.	Joint business and marketing plans Action learning groups (ALGs)	Workshops and meetings with rural communities Action learning Grants Mentoring Coaching Training
Negotiation with partners to get technical and financial support to develop small businesses.	Records of technical and financial support obtained from partners	Mentoring and coaching
Registration of small businesses and securing all necessary approvals to operate them.	Documentation of registration and approvals	Mentoring Coaching Action learning s



CANARI's Rural Livelihoods Programme plan

Draft for comment

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Provision of decent work for persons within communities (including youths).	Documentation from the small businesses showing that persons in the communities are employed	Action learning
Development/ enhancement of quality of and value- added products and/ or services.	Records Certificates Samples of products	Action learning Mentoring Coaching Small grants Training
Market and sell products and/ or services to identified target wholesale and retail consumers as appropriate.	Records of sales Promotional products (flyers, brands, etc.)	Action learning Mentoring Coaching Grants Training
Independently manage funds and negotiate the use of profits in accordance with fiduciary requirements.	Remittance statements Financial accounts/ statements Audit reports	Grants Action learning Mentoring Coaching Training
Collaborate with each other to share lessons learnt and best practices within their communities and with other rural communities.	ALGs Reports Videos, photos	Action learning Mentoring and coaching Participatory video Participatory photojournal
Train, mentor and coach others to develop natural resources- based small businesses.	Training plans Reports	Action learning Grant Mentoring and coaching Training
Explore potential for business partnerships with others.	Joint business plans Partnership agreements	Action learning Grants Mentoring



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		Coaching Training
Working together to influence policy and practice.	ALGs	Action learning Grants Mentoring Coaching Training
Expand businesses.	Feasibility assessments Business plans Record of sales Number of employees Financial statements Loan agreements	Action learning Mentoring Coaching
Promote equitable distribution of benefits along the value chain	Record of business transactions along the value chain	Action learning Mentoring Coaching
Investments in the communities	Employment records Community development projects	Action learning Mentoring Coaching Apprenticeships/ internships Scholarships
Seek opportunities for self- development and investment in other aspects of their livelihoods	Livelihood asset surveys	Action learning Mentoring Coaching
Develop in collaboration with others and/ or follow recommended sustainable use practices	Baseline study and monitoring record Research agenda and reports Resource status report	Research partnerships Internships



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<p>Target group 2: Technical and financial agencies that provide skill development, financial and material support to individuals and groups in rural communities conducting natural resources based small businesses in the Caribbean.</p>		
<p>Outcome challenge statement: Supporting agencies are working together to improve capacity and the enabling environment for the effective delivery of services required by rural communities for the development of sustainable livelihoods. They are communicating more effectively with rural communities and are changing policies and practices to meet the needs of those rural communities.</p>		
<p>Indicators of behaviour change among support agencies (progress markers):</p>	<p>Indicators of changes in institutions, conductions, state:</p>	<p>Strategies:</p>
<p>Coordination and collaboration in the development of policies, plans and work programmes.</p>	<p>ALG Budgets, plans, policies Joint work programme MOUs</p>	<p>Action learning Participatory planning</p>
<p>Regular and systematic communication and feedback among the agencies and communities</p>	<p>Communication strategy</p>	<p>Training</p>
<p>Collaboration on outreach and support to rural communities in the region</p>	<p>Records/ reports</p>	<p>Action learning</p>
<p>Design participatory plans and mechanisms to engage rural communities</p>	<p>Proposals Plans Budgets</p>	<p>Training Mentoring Coaching Action learning</p>
<p>Implementation of participatory plans and mechanisms for community empowerment</p>	<p>Reports of technical assistance and support provided Feasibility assessments and business plans of community enterprises Capacity assessment reports</p>	<p>Training Mentoring and coaching Action learning Visioning exercises</p>
<p>Evaluation the effectiveness of their interventions with individuals and groups and documenting best practices.</p>	<p>Evaluation framework and report</p>	<p>Action learning Technical assistance</p>
<p>Development/ revision of policies and</p>	<p>Policies</p>	<p>Action learning</p>



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improving participatory mechanisms to support sustainable livelihoods in rural communities		Technical assistance
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Target group 3: Civil society, private and public sector organisations/ individuals that can mentor individuals and groups in rural communities that are establishing and developing small businesses based on the sustainable use of natural resources.		
Outcome challenge statement: Civil society, private and public sector organisations/ individuals that can mentor individuals and groups in rural communities that are establishing and developing small businesses based on the sustainable use of natural resources.		
Indicators of behaviour change among mentors (progress markers):	Indicators of changes in institutions, conductions, state:	Strategies:
Acquisition of mentoring skills to support the development small businesses in rural communities	Reports/ records	Mentoring Coaching Action learning Training Grants
Sharing and documentation of best entrepreneurial practices with rural groups and individuals	Records/ reports Case studies Video	Action learning Technical assistance Mentoring Coaching Exchange visits
Accessibility to rural groups and individuals to help them develop small businesses	Records/ reports	Action learning Technical assistance Mentoring Coaching