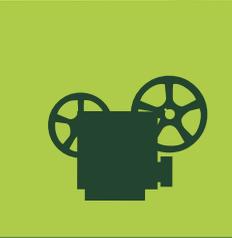
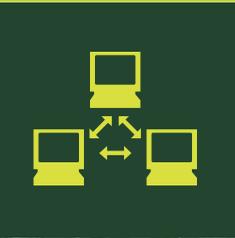
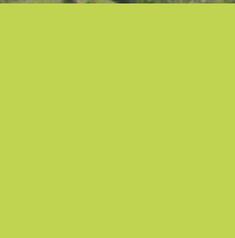


# Caribbean Natural Resources Institute

## Strategic Plan 2011-2016 Summary: A Snapshot





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**Caribbean Natural Resources Institute**

September 2012

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# 1. Introduction

The Caribbean Natural Resources Institute (CANARI) has been operating across the islands of the Caribbean for nearly 30 years. In this time, we have achieved important results for conservation and well-being of people, developed numerous partnerships, and accumulated a wealth of experiences, while maintaining our reputation as a focused and innovative learning organisation.

The Institute will build on this foundation to strategically address the critical issues facing the Caribbean islands, focusing on delivery of concrete results. This is laid out in CANARI's Strategic Plan 2011-2016. The Plan clarifies where the Institute is now, where it wants to go, and how it will get there. Implementation of the vision and mission is laid out in eleven programme areas.

Within these, several sub-plans will be developed to provide more detailed guidance on programme implementation, fundraising, communication, and monitoring and evaluation. Annual plans will be developed and annual reports produced to track progress and lessons learnt.

This summary of CANARI's Strategic Plan 2011-2016 provides a snapshot to inform external partners about the Institute, what it is seeking to achieve and how. This will help to identify opportunities for support, participation, sharing of information, coordination of initiatives, and collaboration. The summary communicates what the Institute is about and thus enables ongoing constructive input and feedback from stakeholders on the work being done.

## 2. About CANARI

### 2.1 Who we are and how we work

CANARI is an independent regional technical institute in the Caribbean that facilitates and promotes participatory approaches to natural resource governance to conserve biodiversity, enhance ecosystem goods and services, and enhance livelihood benefits and well-being of the poor.

CANARI places strong emphasis on multi-disciplinary research, capacity building and communication for awareness-building as well as policy-influence. The Institute works directly with the full range of stakeholders in the islands of the Caribbean who have rights to, interests in, or formal or informal responsibilities for natural resources, in order to facilitate avenues for their equitable and effective participation in decisions about the use and management of these resources. Stakeholders include people in rural communities, CBOs, NGOs, media, academic institutions, donors and technical assistance organisations, government and intergovernmental agencies, and the private sector. CANARI's work brings together individuals across sectors and at the local, national, regional and international level to build relationships and foster collaboration.

### 2.2 Geographic focus

CANARI has its office in Trinidad. It is legally a non-profit organisation registered in

Saint Lucia, the United States Virgin Islands and Trinidad and Tobago. It has 501(c) (3) status in the United States and charitable status in Trinidad and Tobago. Its geographic focus is the islands of the Caribbean, including all thirteen independent countries, the departments of France, autonomous countries and special municipalities within the Kingdom of the Netherlands, the dependent territories of the United Kingdom and the associated commonwealth and territory of the United States. This encompasses thirty-one island states or overseas territories (many of which are multi-island) which collectively speak five languages of the region - Creole, Dutch, English, French, and Spanish.

CANARI engages the wider Caribbean (namely the continental countries bordering the Caribbean Sea, including those with islands as part of their territory) only where it can take lessons that will benefit islands and/or it can build partnerships for wider regional projects.

### 2.3 Governance and the CANARI team

CANARI's legal governing body is a Board of Directors. Elected Board members hold the positions of Chair, Treasurer and Secretary. CANARI has an innovative internal operating structure, the Partnership, designed to leverage more effectively the collective skills of elected Board members and

senior staff. Under the Partnership structure, Board members are designated as ‘Elected Partners’ and the Executive Director as ‘Managing Partner’. Senior technical staff with management responsibilities can be appointed as ‘Staff Partners’. CANARI's Associates advise on and support CANARI in achieving its mission, and provide a flexible human resource pool that can be drawn

upon as needed to undertake paid consultancies for CANARI. Programme Advisors give strategic advice and guidance on programme development, implementation and evaluation. CANARI also uses expert consultants when needed to assist with development and implementation of projects.

## 3. Vision and mission

### 3.1 Vision

“A Caribbean people committed to responsibility and stewardship for natural and cultural resources through governance founded on equitable and effective participation aimed at improving the quality of life for Caribbean people.”

### 3.2 Mission

“Promoting and facilitating equitable participation and effective collaboration in the management of natural resources critical to development in the Caribbean islands, so that people will have a better quality of life and natural resources will be conserved, through action learning and research, capacity building, communication and fostering partnerships.”

Although CANARI's mandate is broadly facilitating participation of all stakeholders in

decision-making and ensuring a better quality of life for all Caribbean people, our primary focus is giving voice to the marginalised (especially civil society and local communities) and strengthening livelihoods of the rural poor whose livelihoods are largely dependent on natural resources.

### 3.3 Impacts

The overall long-term, high level impacts that CANARI is seeking to achieve are:

1. There is improved governance of natural resources in the Caribbean islands and participatory approaches are mainstreamed in natural resource management institutions.
2. Natural resources are better managed so that biodiversity is conserved and the generation of ecological goods and services is maintained or enhanced.

3. There is increased sustainability and resilience of natural-resource based livelihoods of stakeholders, in particular rural communities, contributing to reduced poverty and enhanced quality of life of Caribbean people.
4. Economic development is more socially equitable and environmentally sustainable.

### **3.4 High-level outcomes**

The above impacts will be achieved through outcomes that can be defined in two ways:

- a. as changes in institutional arrangements, processes and state (using a Logical Framework approach);
- b. as changes in the behaviour and relationships of key stakeholders (using an Outcome Mapping approach).

#### ***3.4.1 Outcomes as changes in institutional arrangements, processes and state***

1. National and regional policies (formal and informal), laws and structures enable participatory approaches to natural resource governance in the Caribbean.
2. Participatory processes are used in national and regional policy development and planning in the Caribbean.
3. There is enhanced capacity of Caribbean stakeholders to facilitate and participate in participatory natural resource governance processes.

4. Natural resource governance policies and plans in the Caribbean address the development of sustainable livelihoods and well-being for rural communities alongside biodiversity conservation.

#### ***3.4.2 Outcomes as changes in behaviour and relationships of key stakeholders***

1. **Resource users from rural communities**, especially the poor and marginalised, are effectively and equitably participating in natural resource governance processes for policy making, planning, and implementation. They have a strong voice and are equitably exerting influence in decisions related to natural resource governance. They are engaged in formal and informal collaborative arrangements within their community for natural resource management and have a collective vision for how they can sustainably use their natural resource base to improve their livelihoods. They are successfully reaching out, exchanging ideas with and learning from other rural communities and collaborating to collectively advocate for their needs and to implement management and livelihood development strategies. They are engaging partners (for example from government agencies, civil society organisations [CSOs], inter-governmental agencies and academia) to support them in achieving their vision. They are developing enterprises and livelihood strategies that sustainably use natural resources and are resilient to climate change and other risks.

2. **CSOs** at local, national and regional levels are effectively and equitably participating in natural resource governance processes for policy making, planning, and implementation. They have a strong voice and are equitably exerting influence in decisions related to natural resource governance and are effectively advocating on key issues. They are engaged in formal and informal collaborative arrangements for natural resource management. They are effectively networking with each other to share information and collaborate. They are engaged in meaningful and equitable partnerships with government agencies and local communities.
3. **National government agencies** with roles, responsibilities and interests in natural resource governance in the Caribbean are effectively facilitating and participating in participatory natural resource governance processes and supporting development of sustainable natural resource-based livelihoods.
4. **Academic institutions** are collaborating with other stakeholders, including resource managers (from government, civil society, and local communities), to conduct research that is relevant and contributing to building knowledge on how to effectively implement participatory natural resource governance approaches to conserve biodiversity, maintain ecological goods and services, and contribute to livelihoods and well-being. They are effectively communicating this knowledge to natural resource managers.
5. **Media** are effectively reporting on issues, initiatives, results and knowledge about participatory natural resource governance and related livelihoods and biodiversity conservation.
6. **Private sector businesses** are effectively engaged in participatory natural resource governance processes. They are communicating and collaborating with other stakeholders and giving them equitable space in decision-making processes. They are supporting civil society and community initiatives in their corporate social responsibility programmes.
7. **Inter-governmental agencies and Secretariats of Conventions** are developing and implementing programmes that are driven by Caribbean needs and aspirations, relevant and responsive to the Caribbean island context, and are owned by Caribbean people and effectively engaging them. They are effectively collaborating with partners in the Caribbean at local, national and regional levels. They are seeking to influence policy that promotes and supports participatory approaches to natural resource governance, informed by knowledge generated by Caribbean programmes.
8. **Secretariats of Caribbean inter-governmental political bodies** are seeking to influence development of policy that promotes and supports participatory

approaches to natural resource governance. They are engaged with non-governmental partners, including rural communities and CSOs, to give them a platform to present issues, needs and ideas and to effectively involve them in decision-making processes. They are practicing participatory approaches in their policy implementation work.

9. **Donors** are developing Caribbean programmes that respond to needs and aspirations of Caribbean people, and are

suitable for the Caribbean island context. They are conducting participatory evaluations of the results of their work, and communicating the findings from these assessments to influence programmes of other donors and stakeholders. They are partnering with each other and Caribbean stakeholders to share information and engage in collaborative initiatives. If they are involved in policy influencing work, this is informed by knowledge generated by Caribbean programmes.

## 4. Partnerships

CANARI works through developing partnerships with key stakeholders around the Caribbean and internationally in order to work collaboratively, drawing on additional and complementary expertise and experience, expand geographic reach, and take advantage of where other stakeholders are better positioned to influence or act. CANARI has developed a few formal partnerships (with written agreements) with organisations where there will be additional strategic benefits from collaborating. These are:

1. **The Karipanou Alliance** for participatory natural resource management and governance established among three organisations: CANARI, the Centre for

Resource Management and Environmental Studies (CERMES) of the University of the West Indies and Panos Caribbean.

2. **The Caribbean Community Climate Change Centre (CCCCC)** with which CANARI has a Memorandum of Understanding to lead the regional programme on communications and building community resilience and adaptive capacities to climate change.
3. **The International Union for the Conservation of Nature (IUCN)**, of which CANARI is a member and current Chair of the IUCN Caribbean Regional Committee.

## 5. Programmes

For 2011-2016, CANARI will use a tri-dimensional approach to focus work on two Thematic Programmes, five Strategy Programmes, and four Issue Programmes. There will be strong interactions among the programmes, so that a Thematic Programme will use several strategies to achieve the desired results, and will simultaneously address key issues. However, the programmatic focus on strategies and issues will ensure that a strategic and comprehensive results- and process-oriented approach is taken in these areas as well.

The eleven programme areas and the strategic goals under each are:

### Thematic Programmes:

- 1. Forests, Livelihoods and Governance:** To improve livelihoods and contribute to poverty reduction by promoting and facilitating sustainable use and governance of forests, building effective institutions and facilitating collaboration among key stakeholders, through participatory research, capacity building, and communication of lessons learned.
- 2. Coastal and Marine Livelihoods and Governance:** To improve livelihoods and contribute to poverty reduction by promoting and facilitating sustainable use and governance of coastal and marine resources, building effective institutions and facilitating collaboration

among key stakeholders, through participatory research, capacity building, and communication of lessons learned.

### Strategy Programmes:

- 1. Research:** To develop and implement research to build understanding of participatory natural resource governance issues, approaches, and results.
- 2. Action Research and Learning:** To engage key change agents in action research and learning processes on participatory natural resource governance to expand knowledge and understanding, enhance the competencies of the actors involved, and facilitate practical problem-solving and effecting change.
- 3. Communication:** To effectively communicate knowledge to build awareness, understanding and commitment of stakeholders and to influence policy for participatory natural resource governance in CANARI's programmes and projects.
- 4. Capacity Building:** To build capacity for participatory natural resource governance and sustainable natural resource-based livelihoods through conducting training, coaching, mentoring, small grants, training of trainers and mentors, and influencing the capacity building programmes of others.

- 5. Internal governance and operational systems:** To enhance organisational performance for effective implementation of the Strategic Plan 2011-2016.

### **Issue Programmes:**

- 1. Climate Change and Disaster Risk Reduction:** To improve resilience of livelihoods and ecosystems to climate change and related disasters by building the capacity of stakeholders, particularly those most vulnerable to climate change, to participate effectively in ecosystem management and develop appropriate responses to climate change, through research, action learning, capacity building and application and communication of lessons learned.
- 2. Green Economy:** To effectively and equitably engage stakeholders in devel-

oping a model of economic development for the Caribbean that facilitates ecological sustainability and social equity.

- 3. Rural Livelihoods:** 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.
- 4. Civil Society and Governance:** To enhance the capacity of civil society stakeholders to participate equitably and effectively in the governance of natural resources, through research and action learning, innovative capacity building programmes and communication and application of lessons learnt.

## **6. Implementation, monitoring, and evaluation of the Strategic Plan**

### **6.1 Implementation**

Implementation of the Strategic Plan will be facilitated via the development of:

- Programme Plans for 2011-2016 that will detail specific priorities, targets, and measurable results and indicators and guide project development and fundraising;
- Annual Workplans for the Institute corresponding to the financial year (July 1st – June 20th), which will reflect existing funded projects as well as priority projects to be funded and actions to be addressed; and
- detailed project plans which cover the period for the project and may therefore span several financial years.

## **6.2 Monitoring and evaluation**

The overall aim of monitoring and evaluation (M&E) in CANARI will be to collect, manage and use information on its work at the strategic, programme, and project levels to guide management and decision-making to improve its contribution to facilitating participatory natural resource governance in the Caribbean.

Under this there will be two main purposes for doing M&E: accountability and learning. CANARI will monitor and evaluate results (impacts, outcomes, and outputs) of its programmes and projects. The Outcome Mapping approach, which focuses on assessing results as changes in the behaviour or

relationships of stakeholders, will be used to complement the traditional Logical Framework (Logframe) approach to planning and measuring results. M&E will be participatory and use innovative tools and methods to effectively engage stakeholders.

The results will be communicated to the various target audiences, including via Annual Reports that will report on progress on implementing the Strategic Plan, results achieved and lessons learnt.

More specific guidance will be detailed in a CANARI M&E Strategy, as well as in the specific programme and project plans developed.



## Caribbean Natural Resources Institute

CANARI is an independent regional technical institute in the Caribbean that facilitates and promotes participatory approaches to natural resource governance to conserve biodiversity, enhance ecosystem goods and services, and enhance livelihood benefits and well-being of the poor.

Our mission is: *"Promoting and facilitating equitable participation and effective collaboration in the management of natural resources critical to development in the Caribbean islands, so that people will have a better quality of life and natural resources will be conserved, through action learning and research, capacity building, communication and fostering partnerships."*

Funding support to assist with development of this Strategic Plan was received from the John D. And Catherine T. MacArthur Foundation through its MacArthur Award for Creative and Effective Institutions.

The complete version of the CANARI Strategic Plan 2011-2016 is available online at: [http://www.canari.org/documents/CANARI2011-2016StrategicPlan\\_001.pdf](http://www.canari.org/documents/CANARI2011-2016StrategicPlan_001.pdf)

### For more information please contact:

Caribbean Natural Resources Institute (CANARI)

Fernandes Business Centre

Eastern Main Road

Laventille, Trinidad

Tel: 868-626-6062 • Fax: 868-626-1788

Website: [www.canari.org](http://www.canari.org)

Facebook: Caribbean Natural Resources Institute

YouTube: CANARI2011



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