



**Connecting people with policy**





# CANARI Annual Report

July 2013 - June 2014



## Connecting people with policy





## **Highlights: Top three things we were excited about in 2013-2014**

### **1. Facilitating a Caribbean voice in global sustainable development policy processes:**

CANARI worked with Caribbean stakeholders through national and regional consultations in 2013 and 2014 to help identify sustainable development priorities. These priorities need to be reflected in the new global Sustainable Development Goals (SDGs) being developed by the United Nations (UN) to replace the Millennium Development Goals (MDGs), which end in 2015, and at the Third International Conference on Small Island Developing States (SIDS) being held in Samoa in September 2014. At the global level, CANARI worked as a member of the Independent Research Forum (IRF) to provide technical support to countries in the UN Open Working Group, which was tasked with preparing a draft of the SDGs to present to the UN General Assembly in September 2014. CANARI is also working with Caribbean government negotiators, civil society, academia and inter-governmental agency partners to help ensure a strong Caribbean voice in these key international policy discussions and will participate in the SIDS conference in Samoa.

## 2. Supporting green enterprise development in rural communities:

A core strategy in CANARI's work over the past 25 years has been to work with rural communities to develop, strengthen or sustain livelihoods based on the sustainable use of natural resources. Under its Rural Livelihoods programme, CANARI is catalysing and supporting community Small and Micro Enterprises (SMEs) in a pilot in Trinidad and Tobago. This has helped businesses in four communities to build business management skills, develop business plans, and market their products. CANARI's work with SMEs is focused on bringing co-benefits (economic, environmental sustainability, social equity) as a pathway to green economy in the Caribbean. Community entrepreneurs and support agencies are involved in a regional SME Action Learning Group (ALG) working to: build and share evidence-based knowledge to build understanding and capacity; advocate to influence policy and build commitment; and act to deliver transformational results within the sector

## 3. Achieving real conservation results:

Since 2010, CANARI has been implementing the Critical Ecosystem Partnership Fund (CEPF) US\$6.9M grant programme to support civil society's work on biodiversity conservation in eleven countries across the Caribbean region. The participatory mid-term evaluation concluded that CEPF is strengthening civil society organisations, enhancing networking at all levels and across different stakeholders, sectors and countries, and building knowledge about biodiversity. It is also achieving tangible conservation results, for example, through supporting: management plans, sustainable funding schemes and co-management agreements for protected areas; integration of ecosystem services and biodiversity into key development plans, projects and policies; private sector engagement in local conservation initiatives through conservation agreements; and work on the ground in reforestation, sustainable agriculture, sustainable tourism and livelihood development.



**CANARI's Annual Report 2013-2014 highlights these and other results being achieved across CANARI's eleven programme areas.**







# Introduction

This annual report is presented mid-way into the implementation of CANARI's Strategic Plan 2011-2016<sup>1</sup> and outlines key work and achievements of the Institute over the period July 2013 – June 2014. It highlights work under the eleven programme areas, including a brief overview of institutional strengthening efforts and a summary financial report.

CANARI's work and outreach this year spanned eighteen countries and several territories in the Caribbean. CANARI worked on the ground with many rural community members and users of natural resources, at national policy and institutional levels, in policy processes and programme initiatives at the regional and subregional levels, and in global policy processes related to the post-2015 sustainable development agenda and preparations for the Third International Conference on Small Island Developing States (SIDS). CANARI was able to effectively link on the ground experiences and issues of stakeholders across the Caribbean with national, regional and global policies. This was demonstrated for example in:

- support given to fisherfolk to strengthen their role in fisheries governance (including development of regional and global policies on small scale fisheries);
- facilitating review of the draft national Green Enterprise Policy of Trinidad and Tobago by a group of entrepreneurs and support agencies to develop recommendations on how this can better catalyse and support small and micro enterprises so that they bring co-benefits (economic, environmental sustainability, social equity);
- supporting the work of civil society organisations for development of new protected area policies and plans and designation of new protected areas; and
- facilitating regional and national dialogues with stakeholders from civil society, academia, government agencies, and inter-governmental technical agencies and secretariats on what are Caribbean priorities that need to be addressed in the global post-2015 sustainable development agenda.

The theme of this report "Connecting people with policies" was chosen recognising this unique role that CANARI continues to play in bringing local realities to policy processes at all levels, and supporting local stakeholders to analyse and respond to the impact of policies on their lives and livelihoods.

The efforts and achievements highlighted in this report are due to the hard work and dedication of CANARI's staff, Elected Partners (Directors on the Board), and partners across the Caribbean and the support of many donors and technical assistance agencies who share CANARI's commitment to *"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."*

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1 [http://www.canari.org/documents/CANARI2011-16StratPlan\\_000.pdf](http://www.canari.org/documents/CANARI2011-16StratPlan_000.pdf)







## From our Chair

It is with great pleasure and gratitude that I invite you to examine the 2013-2014 Annual Report of the Caribbean Natural Resources Institute (CANARI). This Annual Report presents the highlights of the outcomes of the objectives and eleven programme areas identified in the Strategic Plan 2011-2016 and demonstrate the progress being made by CANARI to promote and facilitate participatory approaches to natural resource governance and management in Caribbean communities. It is exciting to read about the many ongoing CANARI initiatives across the Caribbean that result in local conditions contributing to the development of policy processes at local, national and regional levels. This Report chronicles the power of collaborations and partnerships that are improving the capacity of Caribbean people and communities to manage their resources and to provide input to the development of policies that affect their lives and the natural resources supporting community economic activity. Of special note are the role CANARI played in the process of identifying sustainable development priorities for the region; CANARI's initiatives focused on understanding and bringing the co-benefits of economic activity, environmental sustainability and social equity as a conduit to the green economy in the Caribbean; and the leadership role played in the implementation of the Critical Ecosystem Partnership Fund in support of civil society's work on biodiversity conservation across the Region.



These very significant results would not be possible without the professionalism, hard work and commitment to the mission demonstrated by CANARI staff, programme associates and advisors, and Board of Directors - thank you all. The Report, as expected, also summarizes the financial support received from grants and contracts over the past year. Appreciation and gratitude are offered to the granting agencies and organisations that saw value in the projects and goals proposed by CANARI. A special mention must be made regarding the outstanding leadership demonstrated by Executive Director, Nicole Leotaud, and the dedication of the members of the staff to the Institute during a year of numerous challenges.

It is my hope that you will see the CANARI Annual Report for 2013-14 as an uplifting summary of the progress of the Institute as a regional civil society organisation with a focused approach to its mission. Perhaps we can agree that in the end, what is important is the improvement in the lives of people of the Caribbean and communities involved in critical resource management efforts that support development and conservation in the Region, and CANARI looks forward to continuing its role as a facilitator of this goal.

A handwritten signature in dark ink, appearing to read 'LaVerne E. Ragster'.

LaVerne E. Ragster, PhD.





## CANARI's Programmes

- Forests and Livelihoods and Governance
- Coastal and Marine Livelihoods and Governance
- Climate change and disaster risk reduction
- Rural Livelihoods
- Green Economy
- Civil Society and Governance
- Research
- Action Research and Learning
- Communication
- Capacity Building

# Forests, Livelihoods and Governance programme



## Introduction

The goal of this programme is to improve livelihoods and reduce levels of poverty through the wise use and the equitable distribution of forests goods and services that are critical to development. Projects implemented during the period in this programme have been focused on contributing to building the capacity of rural community groups to participate in decision-making about the use of forest goods and services and to develop sustainable forest-based livelihoods through the strengthening of community forest-based small businesses.

The programme also contributed to improving the basis for decision-making on the management of forests in the region through compiling and analysing information on the impact of climate change on forests in the region and identifying potential mitigation and adaptation actions. The Institute used this research to develop and submit a joint proposal with forest authorities in six countries (Dominica, Grenada, Jamaica, Saint Lucia, St. Vincent, and Trinidad and Tobago) and the United Nations Food and Agriculture Organisation (FAO) office in the Caribbean. The project aims to increase resilience of forest ecosystems and people in six Caribbean island states to climate variability and change via enhanced capacity (of people, institutions, and systems) of the national forest authorities and other key stakeholders for sustainable forest management. In addition, at six pilot sites the project will maintain or enhance delivery of ecosystem services from forests (e.g. water production, slope stabilisation, carbon capture/storage) in support of climate change mitigation and adaptation, and will support rural communities and other resource users to develop more resilient livelihoods and/or alternative livelihood opportunities.

CANARI also provided technical support to the Government of Trinidad and Tobago to develop a Global Environment Facility (GEF) project which aims to support implementation of the new national Forest and Protected Area Policies, which were developed through a participatory process facilitated by CANARI for the Government. CANARI is well positioned to continue to support this initiative through facilitating participatory approaches that result in enhanced biodiversity conservation and sustainable livelihoods in Trinidad and Tobago.

## List of projects

- **Capacity building for watershed management stakeholders in Trinidad and Tobago** (US\$60,000, August 2012 – July 2014, supported by the Royal Bank of Canada [RBC])<sup>2</sup>

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<sup>2</sup> [http://www.canari.org/forest\\_cb.asp](http://www.canari.org/forest_cb.asp)

- **Field testing an approach to support forest-based businesses in the Caribbean** (US \$40,000, August 2013 – July 2014, supported by the United Nations Food and Agriculture Organisation [FAO]<sup>3</sup>)
- **The preparation of a background document on Forestry and Climate Change in the Caribbean** (US\$7,000, April 2013 – August 2014, supported by the United Nations Food and Agriculture Organisation [FAO])
- **The development of a project proposal to build the resilience of forests to the impacts of climate change in six Caribbean islands** (US\$26,600, December 2013 – June 2014, supported by the United Nations Food and Agriculture Organisation [FAO])
- **Improving Forest and Protected Area Management in Trinidad and Tobago: Monitoring and evaluation needed for effective protected area management and biodiversity conservation** (US\$2,500, March – August 2013, technical assistance to the FAO for the Government of Trinidad and Tobago)

## Results

- Knowledge and capacity of 12 community groups in Trinidad and Tobago to participate in watershed management was increased
- Knowledge and skills of 13 forest managers to design a small grant programme to build the capacity of community groups to sustainably manage forest-based businesses were increased
- Knowledge and awareness about the impacts of climate change on forest ecosystems and forest-based livelihoods were enhanced among senior forest managers from six countries in the region
- Knowledge and awareness about adding value to forest products in 2 rural community forest-based small businesses were enhanced
- Input into development of a full proposal by the Government of Trinidad and Tobago to the Global Environment Facility (GEF) for improving forest and protected area management in Trinidad and Tobago, specifically focusing on: stakeholder participation, communication, and monitoring and evaluation.

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3 [http://www.canari.org/forest\\_fieldtest.asp](http://www.canari.org/forest_fieldtest.asp)

# Capacity building for watershed management stakeholders in Trinidad and Tobago

As the world turns its attention to evaluating its performance on reaching the Millennium Development Goals, it has been reported that in 2014 more than 700 million people worldwide lack access to a clean and safe supply of drinking water<sup>4</sup>. Improving the capacity of community groups engaged in watershed management can produce tangible action on the ground that contributes to improving the quality and quantity of potable water.

Twelve community groups participated in this project. They are contributing to enhancing the supply of potable water, but their impact could be more significant if they improve how they function as groups and increase the range of

techniques and skills that they use in conserving watersheds. Improving how they function as a group is critical as it impacts on how effectively they implement conservation actions at work sites and how they work with other stakeholders in watersheds. Watershed management is not exclusive to those who work in watersheds and community groups need to further build their skills to convey their recommendations for management to other stakeholders. Specifically, community groups need to invest more time and resources to further build their capacity to communicate and promote their issues and ideas to policy makers so that potable water management practice includes consistent support for community-based watershed management initiatives.

Participants reported during project evaluation exercises that they had:

- improved appreciation of the importance of the members of a group understanding and sharing a common vision;
- improved understanding of ways to effectively communicate with others; and
- improved technical skills in erosion control.



*I learnt that you can build capacity by choosing partners based on their expertise in an area of interest. it's not all about money.*

**Cristo Adonis, at the first training workshop on the project Capacity Building for watershed management stakeholders in Trinidad and Tobago.**



**Watershed managers discussing how they can work together to improve watershed management in Trinidad and Tobago**

This project supported immediate action on communication and erosion control techniques in a few watersheds in Trinidad and Tobago which have contributed to improving the quantity and quality of potable water. Further sustained support is needed to continue to strengthen how community groups engage in watershed management, operate as an organisation, and to increase their technical skills in forest management.

<sup>4</sup> World Health Organization and UNICEF (2014)





# Coastal and Marine Livelihoods and Governance programme

## Introduction

In the Wider Caribbean Region, the Caribbean Large Marine Ecosystem (CLME) project, using a participatory approach, developed a 10 year *"Strategic Action Programme for the Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+ SAP)"*. This Programme is aimed at assisting the countries of the region in their efforts to gradually expand capacities and knowledge, and strengthen the frameworks and arrangements for region-wide cooperation, coordination and decision making for management of the living marine resources of the Caribbean Sea. Within the Caribbean Community (CARICOM), the Caribbean Regional Fisheries Mechanism (CRFM) continued to advocate for the signing and implementation of the Agreement Establishing the Caribbean Community Common Fisheries Policy.

CANARI's work continued to complement these efforts by promoting and facilitating participatory approaches to governance of coastal and marine resources, including fisheries. This focused on contributing to the strengthening of the capacities of the Caribbean Network of Fisherfolk Organisations (CNFO) and its member networks to participate in fisheries governance and management at the local, national and regional levels. During the year, CANARI in collaboration with its project partners (University of the West Indies - Centre for Resource Management and Environmental Studies (UWI-CERMES), Panos Caribbean, CNFO and CRFM) embarked on the implementation of the EU funded *Strengthening Fisherfolk to Participate in Governance* project. The project is aimed at providing direct support to the fisherfolk organisations so that they can become effective partners in governance at the regional and national levels.

With the University of Rhode Island – Coastal Resources Centre in the lead, CANARI, UWI-CERMES and other regional and local partners participated in the preparation and submission of a project proposal Integrated Marine Caribbean Management (iCaMM), under the USAID Coastal Marine Biodiversity Activity, in June 2014. The goal of the iCaMM project is to reduce threats to coastal marine biodiversity using an integrated ecosystem based management (EBM) approach to strengthen marine protected areas (MPAs) in four countries and share learning and best practices in the region.

Through the CMLG programme and Strengthening Fisherfolk to Participate in Governance project CANARI has been establishing links and synergies with several regional and global initiatives on governance of living coastal and marine resources.



## Project

- **Enhancing food security from the fisheries sector in the Caribbean: Building the capacity of regional and national fisherfolk organisation networks to participate in fisheries governance and management** (US\$1.37M, January 2013 – December 2016, supported by the European Union)

## Results

- Capacity building priorities for fisherfolk organisations in the region to participate in fisheries governance and management at the national and regional levels were identified
- The Caribbean Fisherfolk Action Learning Group (FFALG) was established, comprising of 18 fisherfolk leaders and 3 leaders from national fisheries authorities as a community of change agents from across the region
- A regional group of mentors was established and the capacities of 21 mentors to assist fisherfolk organisations in the 17 project countries in building their capabilities for fisheries governance were developed
- 7 national fisherfolk workshops were convened in Barbados, Dominica, Jamaica, Saint Lucia, St. Vincent and the Grenadines, Suriname and Grenada during the period December 2013 to June 2014. These workshops were aimed at: identifying challenges to fisherfolk playing an effective role in fisheries governance and management; identifying priorities for strengthening fisherfolk organisations; identifying opportunities for fisherfolk to address some of the challenges by getting involved in key national, regional and global policy and decision-making processes; and confirming which needs the *“Strengthening Caribbean fisherfolk to participate in governance”* project could assist in addressing.
- Input was provided into the development of a 5 year full sized project document to start implementation of the CLME+ Strategic Action Programme, as part of the CLME+ SAP Core Development Team (CDT) which is leading in the development of this project. The proposal should be submitted by December 2014 to the United Nations Development Fund (UNDP) and Global Environment Facility (GEF) for support
- Guidance was provided in the design, planning, selection and implementation of initiatives in support of associated and sustainable livelihoods for communities within the Organisation of Eastern Caribbean States (OECS) – Eastern Caribbean Marine Managed Areas Network (ECMMAN) project sites (Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines) as a member of the ECMMAN Livelihoods Working Group
- Input was provided to the Too Big To Ignore (TBTI) Working Group 4 (WG4) which is being coordinated by UWI CERMES. TBTI is a research network and knowledge mobilization partnership which was established to elevate the profile of small-scale fisheries (SSF), to argue against their marginalisation in national and international policies, and to develop research and governance capacity to address global fisheries challenges. The aim of WG4 is to improve understanding of

what "enhancing the stewardship" entails and produce an easily accessible output, an electronic report/book. CANARI, with the CNFO, has contributed a chapter to the TBTI WG4 ebook entitled *CNFO: in pursuit of its mission*. CANARI also participated in preparation of the agenda for the Second World Small-scale Fisheries Conference (2WSFC) Transdisciplinary Fisheries Workshop being held in Mexico in September 2014

- Input was provided into relevant regional and global meetings on fisheries policy including the Caribbean Week of Agriculture: CRFM / CTA / CNFO Workshop on Regional Fisheries Policies held in Guyana in October 2013, the CTA ICT 4 Ag: the digital springboard for inclusive agriculture (ICTs, Aquaculture and Fisheries Sector) held in Rwanda in November 2013, the Fifteenth Session of the Western Central Atlantic Fishery Commission (WECAFC) held in Trinidad and Tobago in March 2014, and the Twelfth Session of the Caribbean Fisheries Forum held in Dominica in April 2014.

# Enhancing food security from the fisheries sector in the Caribbean: Building the capacity of regional and national fisherfolk organisation networks to participate in fisheries governance and management

On February 27, 2013, in Guyana, CANARI launched the EU funded project Enhancing food security from the fisheries sector in the Caribbean: Building the capacity of regional and national fisherfolk organisation networks to participate in fisheries governance and management. Its goal is to improve the contribution of the small scale fisheries sector to food security in the Caribbean islands

through building the capacity of regional and national fisherfolk organisation networks to participate in fisheries governance and management. The project countries are Anguilla, Antigua and Barbuda, the Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago and Turks and Caicos Islands. The expected results include: strengthened capacity of the regional Caribbean Network of Fisherfolk Organisations (CNFO) to effectively represent its members to bring the voice of fisherfolk into regional fisheries governance and management policy and planning processes; and strengthened capacity of national fisherfolk organisations, their network of primary organisations and individual leaders (in at least 8 project countries) to effectively network and communicate to influence policy on fisheries governance at the national and regional levels to improve food security. To date, activities implemented under the project include undertaking the needs assessment to identify the capacity building priorities for fisherfolk

*Fisherfolk need to work together to achieve maximum benefits from the fishing industry.*

**Eocen Victory, President of the St. Vincent and the Grenadines National Fisherfolk Cooperative Society Limited at the National Fisherfolk Workshop, St. Vincent and the Grenadines, May 5-6, 2014**

organisations in the region to participate in fisheries governance and management at the national and regional levels; and convening a Regional Fisherfolk Action Learning Group Workshop in August 2013 in Trinidad, a Regional Training of Trainers Workshop for Mentors in November 2013 in Saint Lucia, and seven national fisherfolk workshops (NFWs) in Barbados, Dominica, Jamaica, Saint Lucia, St. Vincent and the Grenadines, Suriname and Grenada between December 2013 and June 2014. The meeting in Anguilla is planned for September 2014.



Participants in the national fisherfolk workshop held in St. Vincent and the Grenadines crafting advocacy plans and messages



# Climate Change and Disaster Risk Reduction programme

## Introduction

During the year, in keeping with the programme objectives to conduct research that contributes to improved livelihoods and effective responses to climate change, and to promote and facilitate participatory development of policies and plans for building climate resilience to climate change and other risks, CANARI, in collaboration with the World Resources Institute (WRI) and the Saint Lucia National Trust (SLNT) began implementing the ARIA Caribbean toolkit project in Saint Lucia and Trinidad and Tobago. This project seeks to address the need for civil society engagement in policy and institutional analysis for climate change adaptation and involves pioneering the use of the WRI's Adaptation: Rapid Institutional Analysis (ARIA) toolkit in the Caribbean. The toolkit aims to enhance access to environmental information, public participation and access to justice in national-level climate change adaptation, with the goal of improving the quality of adaptive actions by the governments of Saint Lucia and Trinidad and Tobago, the private sector and citizens.

CANARI also started to develop a regional programme of work on community climate change adaptation in the Caribbean. CANARI and project partners the Caribbean Community Climate Change Centre (CCCCC), the University of the West Indies and the University of the Virgin Islands, drafted a concept note for a US\$650,000 project entitled *Building Socio-Ecological Resilience for Disaster Risk Reduction/Climate Change Adaptation in the Caribbean islands*. The aim of the project is to develop and pilot a participatory methodology to enhance resilience of rural communities in the CARICOM region that are particularly dependent on natural resources for their livelihoods in three pilot communities, documenting and communicating lessons, building capacity and enhancing systems for application across the CARICOM region. CANARI presented this to a regional meeting of research institutes hosted by the Solutions Initiative of the Caribbean Regional Network of the Sustainable Development Solutions Network (SDSN). CANARI and partners will continue to develop the project and seek funding for implementation.

CANARI continued to be involved in regional initiatives on climate change and disaster risk reduction. CANARI participated in the 21st Meeting of the Organisation of Eastern Caribbean States (OECS) Technical Advisory Committee (TAC) and 17th Meeting of the OECS Ministerial Environmental Policy Committee (EPC) and presented on work under this and other programmes. Following this, CANARI started to explore avenues for collaboration with the OECS Secretariat in the development and implementation of sub-regional projects related to climate change and disaster risk reduction.

CANARI also continued to serve as a member of the Civil Society Sub Sector Committee (CSSSC) of the Caribbean Disaster Emergency Management Agency (CDEMA) and attended meetings in October and December 2013 to input into the development of CDEMA's new ten year Strategy, which will be launched in 2014. CANARI has been identified as a key partner in assisting with

implementation of outcomes addressing community resilience building as well as education and awareness.

## Project

- **Participatory research to enhance climate change policy and institutions in the Caribbean: ARIA Caribbean toolkit pilot** (US\$90,000, January – December 2013, supported by the Climate and Development Knowledge Network [CDKN]).

## Results

- The current state of policy, institutions and actions for climate change adaptation in Saint Lucia and Trinidad and Tobago were analysed, as well as facilitation and support for participatory research by civil society on climate change adaptation policy, institutions and actions.
- Gaps regarding climate change adaptation in the five main functional areas that are being analysed, namely assessment, prioritisation, coordination, information management and mainstreaming, were identified.

## Participatory research to enhance climate change policy and institutions in the Caribbean: ARIA Caribbean tool pilot

The project seeks to address the need for civil society engagement in policy and institutional analysis for climate change adaptation and involves pioneering the use of the World Resources Institute ARIA toolkit in the Caribbean. The project was implemented in Saint Lucia and Trinidad and Tobago. The first step was to undertake an assessment of the current policy, institutions and actions for climate change adaptation in Saint Lucia and Trinidad and Tobago. National reports outlining findings, with recommendations on the three priority areas for focused research in Phase II for each country, were then written and reviewed by the project partners and an Expert Advisory Panel.

In the next phase, prioritisation workshops were convened with key NGOs and public sector agencies in Saint Lucia in October 2013 and Trinidad and Tobago in September 2013 respectively to: (i) review and discuss the findings and recommendations of the Phase I ARIA Study; (ii) identify or validate the three priority areas for focused research in ARIA Phase II; and (iii) train partners in the use of the ARIA Phase II Workbook. The three priority areas identified for the ARIA Phase II surveys in Saint Lucia were freshwater resources, food security, and livelihoods and culture, with the ones for Trinidad and Tobago being coastal zone, food security and tourism. In Saint Lucia, the Phase II survey, which was conducted by three NGOs, got underway in late October and was completed in the first quarter of 2014. The draft summary reports and workbooks for the three priority areas were reviewed by the project partners, and discussed at a final workshop with stakeholders in June 2014. In Trinidad and Tobago, the survey, which was conducted by CANARI, began in late September and the field work was completed in October 2013. The workbooks for the three priority areas and the summary report were reviewed by the project partners and the Expert Advisory Panel.



President of Matelot's Dorcas Women's group tending plants in the group's greenhouse which was established under a CANARI project to empower rural women entrepreneurs and help them to climate proof their natural-resource-based small businesses.

Based on this, the summary technical reports and policy briefs will be completed for each country assessing the status and needs for strengthening policy and institutions in the priority areas for climate change adaptation. An overall technical report on the project will also be produced.



# Rural Livelihoods programme

## Introduction

Small and micro enterprises (SMEs) are the backbone of many economies in the Caribbean. The informal sector in particular offers rural communities opportunities to earn income (e.g. small scale fishing in Trinidad and Tobago is not taxed and is considered part of the informal sector). Many of the SMEs in rural communities in the region are based on natural resources but their success has been limited for various reasons (see CANARI paper<sup>5</sup> on catalysing and supporting small enterprises).

The Rural Livelihoods programme seeks to find ways to help rural communities to sustainably use their natural resources to develop enterprises and to reduce rural poverty. The programme is closely linked to the *Forests, Livelihoods and Governance*, *Coastal and Marine Livelihoods and Governance* and *Green Economy* programmes.

CANARI is piloting methodologies for assisting rural community groups and individuals to develop small businesses based on the sustainable use of natural resources. The process began with funding from the JB Fernandes Memorial Trust that initially sought to assist six rural communities in Trinidad and Tobago. Elements of the project were used in the project funded by UN Women to help 14 women from rural communities to not only establish and develop small businesses but to build resilience to climate change in their enterprises or to 'climate proof' their enterprises. A participatory evaluation of the work in Trinidad and Tobago to date was conducted. Based on this, a case study on the methodology was developed and a guideline for community enterprises was started during the financial year.

During the financial year, a draft of the programme plan<sup>6</sup> was completed and uploaded to CANARI's website.

## List of projects

- **Making it happen: Developing sustainable small businesses in rural communities in Trinidad and Tobago Phase III** (US\$75,000, June 2013 - June 2014, supported by the JB Fernandes Memorial Trust)<sup>7</sup>
- **Empowering rural women through improving livelihoods** (US\$84,531, June 2012 - December 2013, UN Women)<sup>8</sup>

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5 <http://www.canari.org/documents/CANARIGE4SMMEsMcIntosh.pdf>

6 [http://canari.org/documents/RLPPprogrammeplan31jan14\\_000.pdf](http://canari.org/documents/RLPPprogrammeplan31jan14_000.pdf)

7 <http://canari.org/rurallivelihood4.asp>

8 <http://canari.org/rurallivelihood2.asp>



- **The search for a new economy in the Caribbean Phase 5: Action and learning about Small and Micro Enterprises as a pathway to a green economy in the Caribbean** (US\$58,680, March – September 2014, supported by aid from the United Kingdom Government via the International Institute for Environment and Development [IIED])<sup>9</sup>

## Results

- Understanding among 13 support agencies in Trinidad and Tobago of their own capacity development needs to support rural livelihood development was increased
- Understanding of the capacities needed to establish small businesses within 12 rural communities in Trinidad and Tobago was increased
- Capacity of groups/individuals in 12 rural communities in Trinidad and Tobago to establish small businesses based on the sustainable use of natural resources was increased
- Networking among groups within four rural communities in Trinidad and Tobago was increased
- Networking among 14 women from eight rural communities in Trinidad and Tobago was increased
- Four rural community groups in Trinidad and Tobago are developing business plans for natural resource-based businesses
- Awareness among 14 women from eight rural communities in Trinidad and Tobago about services that are available to them was increased
- Understanding among 14 women from eight rural communities of the impacts of climate change on their natural resource based businesses was increased
- Sharing of experiences among five SME owners and eleven agencies supporting their development and growth in the Caribbean was increased

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<sup>9</sup> [http://www.canari.org/ge\\_projecti.asp](http://www.canari.org/ge_projecti.asp)

## Featured project

### Making it happen: Developing sustainable small businesses in rural communities in Trinidad and Tobago Phase III

In the third phase of the JB Fernandes Memorial Trust Fund-sponsored project in Trinidad and Tobago, seven community based organisations from rural communities worked with mentors and representatives of support agencies to discuss challenges affecting the development of their enterprises. Participants and partners discussed markets for their products and services, and quality and financial management of their enterprises. The participants were able to evaluate the three previous phases of the project and reported that the intervention has helped them to understand ways to effectively manage their enterprises and to identify other enterprises that may be suitable for them and others in their communities. A case study on the methodology was also developed under the project.

*My group has changed its focus to entrepreneurship.*

Anonymous rural participant during the evaluation of the first three phases of the project

Several of the groups have been able to earn income from the enterprises developed under the different phases of the project but only one organisation has done so on a consistent basis. A final phase of the project is being implemented June 2014 – June 2015 to work intensively with two rural groups to help them market their products and/or services and earn a consistent income.



Cocoa house being refurbished by the Aripo Youth Development Organisation for its eco-tourism enterprise.



Participants designing the evaluation framework for the JB Fernandes Memorial Trust sponsored project.



# Green Economy Programme

## Introduction

CANARI has been facilitating a regional dialogue on what green economy means in the Caribbean context since 2010 and this has concluded that "a green economy in the Caribbean context aims for long-term prosperity through equitable distribution of economic benefits and effective management of ecological resources; it is economically viable and resilient, self-directed, self-reliant, and pro-poor." (CANARI Policy Brief 12)<sup>10</sup>

CANARI established the Caribbean Green Economy Action Learning Group (GE ALG) to identify and promote ways in which green economy can advance sustainable development in the Caribbean through shaping visions, perspectives, positions and actions. They developed a programme of work<sup>11</sup> to guide research and advocacy on new approaches to economic development. This identified Small and Micro Enterprises (SMEs) as a priority area of work and this year CANARI therefore began focusing on how SMEs can be a key element in a green economy approach in the Caribbean. This is very much in line with global initiatives, where it is increasingly being recognised that SMEs are key in economic growth, and particularly in reaching vulnerable populations at the community level. The Green Economy Coalition<sup>12</sup>, of which CANARI is a member, and others are also starting to explore how SMEs fit within a green economy vision, and how green and social entrepreneurship approaches can be promoted.

Renewable energy is another priority area of work internationally and in the Caribbean. CANARI and other members of the GE ALG conducted a study on renewable energy as a pathway to green economy in the Caribbean as technical assistance to the Caribbean Development Bank (CDB). This was presented to their Board of Governors meeting in May 2014 in Guyana and will assist with guiding national governments in the region on investment options in the energy sector.

## List of projects

- **A new paradigm for Caribbean development: Transitioning to a green economy** (US\$79,150, October 2013 – April 2014, Caribbean Development Bank [CDB])
- **The search for a new economy in the Caribbean: Launching the programme of work for the Caribbean Green Economy Action Learning Group** (US\$69,000, February – July 2013,

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<sup>10</sup> <http://www.canari.org/documents/CANARIPB13GEEng-Oct12.pdf>

<sup>11</sup> <http://www.canari.org/documents/GEALGprogrammeofworkdraftJune2013.pdf>

<sup>12</sup> <http://www.greeneconomycoalition.org/>

supported by UK aid from the United Kingdom Government via the International Institute for Environment and Development [IIED])<sup>13</sup>

- **The search for a new economy in the Caribbean Phase 5: Action and learning about Small and Micro Enterprises as a pathway to a green economy in the Caribbean** (US\$58,680, March – September 2014, supported by UK aid from the United Kingdom Government via the International Institute for Environment and Development [IIED])<sup>14</sup>

## Results

- A study on *A New Paradigm for Caribbean Development: Transitioning to a Green Economy*<sup>15</sup> for the Caribbean Development Bank (CDB) was produced.
- Results of CANARI's ongoing Caribbean programme of work on green economy were published in a report by the International Institute for Environment and Development (IIED) entitled *Green economies in the Caribbean: Perspectives, priorities and an action learning agenda*<sup>16</sup>, which was drawn from CANARI Policy Brief 14 (available in *English*<sup>17</sup>, *Spanish*<sup>18</sup> and *French*<sup>19</sup>) on the GE ALG process and the *programme of work*<sup>20</sup> and eight *discussion papers*<sup>21</sup> exploring specific elements of a green economy in the Caribbean context.
- Advocacy was conducted to insert recommendations on the green economy vision and pathways in the Caribbean into the SIDS 2014 process. This was done via CANARI's coordinating role in developing and presenting the NGO Major Group position at the Small Island Developing States (SIDS) Inter-regional Preparatory Meeting held in Barbados in August 2013, in preparation for the Third International Conference on SIDS being held in Samoa in September 2014. The NGO statement including a message "Social equity and environmental sustainability must become core and entwined objectives of economic development" drew heavily on policy briefs and papers produced under this project as well as previous phases of work.
- Two papers on *Rethinking Caribbean economic development*<sup>22</sup> and *Catalysing and supporting Small, Medium and Micro Enterprises*<sup>23</sup> which were presented at the University of the West Indies Sir Arthur Lewis Institute for Social & Economic Studies (SALISES) Conference – *Caribbean Development: Standing Still or Standing Tall? Theoretical, Empirical and Policy Challenges* held April 2014 in Trinidad and Tobago, were published.
- A Caribbean Small and Micro Enterprise Action Learning Group (SME ALG) comprised of 17 small enterprise leaders and facilitators from agencies that support them from the Dominican Republic

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13 [http://www.canari.org/ge\\_projecth.asp](http://www.canari.org/ge_projecth.asp)

14 [http://www.canari.org/ge\\_projecti.asp](http://www.canari.org/ge_projecti.asp)

15 [http://www.caribank.org/uploads/2014/05/Booklet\\_A-New-Paradigm-for-Caribbean-Development-Transitioning-to-a-Green-Economy.pdf](http://www.caribank.org/uploads/2014/05/Booklet_A-New-Paradigm-for-Caribbean-Development-Transitioning-to-a-Green-Economy.pdf)

16 <http://pubs.iied.org/16572IIED.html>

17 [http://www.canari.org/documents/CANARIPolicyBrief14English\\_000.pdf](http://www.canari.org/documents/CANARIPolicyBrief14English_000.pdf)

18 <http://www.canari.org/documents/CANARIPB14Spanish.pdf>

19 <http://www.canari.org/documents/CANARIPB14French.pdf>

20 <http://www.canari.org/documents/GEALGprogrammeofworkdraftJune2013.pdf>

21 <http://www.canari.org/documents/CANARIGEALGpapers1-8.pdf>

22 <http://www.canari.org/documents/CANARIpaperGESALISESConf.pdf>

23 <http://www.canari.org/documents/CANARIpaperSMMEsSALISESConf.pdf>

, Grenada, St. Vincent, and Trinidad and Tobago was established (see list of *members*<sup>24</sup> and *Terms of Reference*<sup>25</sup>)

- Recommendations were presented on enabling the “greening” of business and linking poverty reduction and sustainable businesses for the draft national Green Enterprise Policy for Trinidad and Tobago being developed by the Ministry of Labour and Small Enterprise by members of the SME ALG including CANARI.

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24 <http://www.canari.org/documents/SMEALGMembers12aug2014.pdf>

25 <http://www.canari.org/documents/GESMEALGTORdraft23Jun14.pdf>

# Small and Micro Enterprises as a pathway to a green economy in the Caribbean

CANARI has established a Caribbean SME Action Learning Group (SME ALG) to engage entrepreneurs and support agencies in the research that guide development of the SME sector with a particular focus on the green economy. The SME ALG is developing a research and learning agenda, with key questions being:

- What could be a Caribbean strategy for economic development using SME expansion as a focal point?
- What are the opportunities, challenges, lessons and major points of using SMEs to drive and develop the green economy? How can an ALG contribute to this?
- How can a culture be built in support agencies that shows respect, passion and ethics in the provision of support of SMEs?

*Please do not let this be a mere talk shop but the beginning of a meaningful and relevant interaction between SMEs and support organisations.*

**Participant in the regional workshop on Caribbean SMEs as a pathway to a Green Economy, held June 2<sup>nd</sup> - 3<sup>rd</sup> 2014, in Trinidad.**

### Key areas for research and examples of research questions in the agenda are:

SMEs and the Greening of the Economy:

- What are the characteristics of a “green” SME?
- What are the drivers of and opportunities for SMEs in the green economy?

The benefits of green SMEs:

- In what ways and through what measures could green SMEs drive an economy’s growth and development?

Roles in developing SMEs in the green economy:

- What are some of the innovative funding mechanisms to allow for the growth and development of SMEs in the green economy (public and private partnerships [PPPs], crowd sourcing, credit unions)?

Measuring progress

- How can we measure the value of “green” SME businesses?

The social dimension

- How can green SMEs assist in the development of rural communities and by extension improve the rural landscape (e.g. poverty alleviation, gender balance, youth)?

Local economies:

- How can the informal sector be a part of the green economy? How can these activities be effectively supported to deliver environmental, social and economic benefits?



**Some of the members of the SME ALG**





# Civil Society and Governance programme

## Introduction

CANARI made significant strides during the year to support civil society in their role in natural resource management and governance in the Caribbean. This period focused especially on strengthening key civil society organisations as well as enhancing the enabling institutional environment – both of which are critical pathways to ensure that civil society has a seat at the table to participate equitably and effectively in the governance of natural resources. CANARI is continuing to support civil society organisations in the region to not only focus on building their capacity to become stronger entities, but to also be more deliberate in their actions through developing strategic plans, partnerships and alliances which can be used to influence policies and plans related to natural resources management.

Through the use of varied and innovative tools including action research and learning, mentoring and coaching, training, peer exchange, networking, small grants, exchange visits, and participatory video and photo-journaling, CANARI continues to engage civil society and other key stakeholders, help build their capacity, and foster the exchange of lessons learned and best practices.

Through the two projects implemented under this programme area during this period, CANARI has seen civil society, local and national government, private sector, academia, the media, and inter-governmental agencies join forces to achieve concrete results in natural resource management and biodiversity conservation in several islands of the region. Although there is still a long way to go, the road towards equitable and effective natural resource management looks promising through a commitment to collective dialogue and coordinated actions.

## List of projects

- **Consolidating the role of civil society in biodiversity conservation in the Caribbean islands** (US\$475,000, January 2011 – June 2014, supported by the John D. and Catherine T. MacArthur Foundation)<sup>26</sup>
- **Critical Ecosystem Partnership Fund (CEPF) in the Caribbean Islands Biodiversity Hotspot** (US\$729,217, October 2010 – September 2015, supported by CEPF)<sup>27</sup>

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<sup>26</sup> [http://www.canari.org/civil\\_sub1.asp](http://www.canari.org/civil_sub1.asp)

<sup>27</sup> [http://www.canari.org/civil\\_sub5.asp](http://www.canari.org/civil_sub5.asp)



## Results

- 15 representatives of local NGOs that are implementing CEPF grants in six Caribbean countries (The Bahamas, Dominican Republic, Haiti, Jamaica, Saint Lucia and St. Vincent and the Grenadines) were trained in financial management, including procurement, internal controls, accounting and reporting.
- 38 representatives from local and regional NGOs that are implementing CEPF grants in the region participated in a field visit to the Portland Ridge and Bight key biodiversity area in Jamaica to enhance their capacity in participatory protected area management.
- Enhanced networking amongst civil society organisations across the Caribbean islands continued through the IUCN Caribbean Regional Committee and under projects facilitated by CANARI (such as the CEPF Caribbean project).
- 50 local, regional and international civil society organisations are benefiting from CEPF support through small and large grants in six conservation corridors and 28 key biodiversity areas in Antigua and Barbuda, The Bahamas, Dominican Republic, Grenada, Haiti, Jamaica, Saint Lucia and St. Vincent and the Grenadines. These grants have achieved the following to date:
  - 25 grants integrated ecosystem services and biodiversity into key development plans, projects and policies, focusing on water resources management, reforestation, forest carbon, and sustainable tourism in Grenada, St. Vincent, Haiti, the Dominican Republic and Jamaica.
  - 21 key biodiversity areas in the Caribbean covering a total of 851,461 hectares have strengthened protection and management as guided by sustainable management plans.
  - 9 under-protected priority key biodiversity areas in the Dominican Republic, Grenada, Haiti and The Bahamas have been brought under new protection status.
  - 6 sustainable funding schemes promoted through 5 grants to support: forest carbon trading and payment for water resources management in the Dominican Republic; a payment for ecosystem services scheme to finance a reforested area in Haiti; conservation agreements in the Dominican Republic, Haiti and Jamaica; a national visitor fee system to channel revenue to a national fund in Jamaica; and a resort/attraction-based opt-in system to channel voluntary donations to KBAs in Jamaica.
  - 3 co-management agreements for protected areas in the Dominican Republic and Haiti established.
  - 7 grants in the Dominican Republic, Haiti, Jamaica and St. Vincent and the Grenadines integrated climate change, forest carbon and water resource management into policies, projects and plans.
  - 134,000ha undergoing management improvements through 9 grants, in reforestation, sustainable tourism and livelihood development and sustainable agriculture.
  - 7 grants in the Dominican Republic, Grenada and Jamaica contributed to public-private partnerships that mainstream biodiversity in the tourism sectors.

- 1 grant focused in the Dominican Republic, Haiti and Jamaica promoted private sector engagement in local conservation initiatives through conservation agreements.
- Over 38 civil society organisations strengthened organisational capacity through the development of strategic plans and improving governance structures within organisations, development of business plans and financial management manuals and fundraising plans, development of organisational websites, training in website management and maintenance, and knowledge exchange among civil society organisations.
- 11 local and regional initiatives supported to strengthen stakeholder involvement in biodiversity conservation in the Caribbean including:
  - the development of a national environmental network in Haiti
  - the development of a network of key local stakeholders in the Lagons du nord-est key biodiversity area in Haiti
  - support for an electronic public forum for the entire Dominican Republic environmental community
  - the creation of the "Alianza para la Defensa de Bahoruco Oriental" in the Dominican Republic
  - the creation of a stakeholder alliance for the Sierra de Bahoruco key biodiversity area in the Dominican Republic
  - the creation of a local youth conservation network in Loma Quita Espuela in the Dominican Republic
  - the development of stakeholder-led priority conservation actions for Macaya, Haiti
  - local stakeholder networking in Foret des Pins, Haiti
  - 6 regional initiatives focusing on sustainable tourism development, amphibian conservation, communications and networking for biodiversity conservation
  - the creation of a new regional network, Nature Caribé

# Critical Ecosystem Partnership Fund (CEPF) in the Caribbean Islands Biodiversity Hotspot

The goal of the Critical Ecosystem Partnership Fund (CEPF) Caribbean Islands Programme is to support the work of civil society in developing and implementing conservation strategies, as well as in raising public awareness on the implications of loss of biodiversity. CANARI, in its capacity as the Regional Implementation Team (RIT) for CEPF Caribbean islands Biodiversity Hotspot, is managing a US\$6.9 million grant fund to support civil society's contribution to biodiversity conservation in eleven Caribbean islands during 2010-2015.

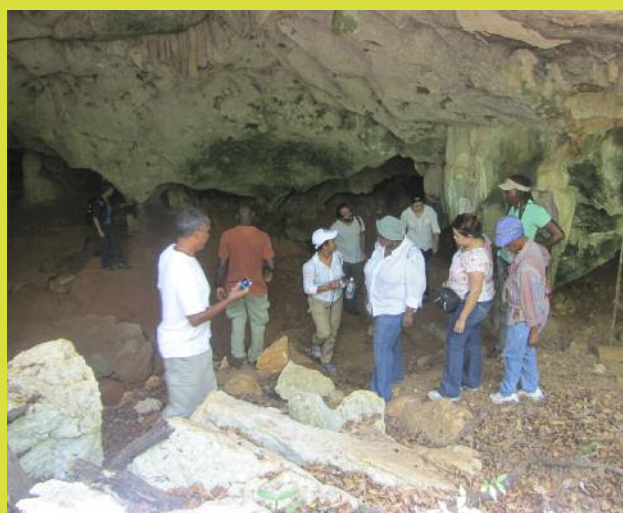
CANARI, in collaboration with the CEPF Secretariat, conducted a participatory mid-term evaluation of the programme from May to October 2013. A framework was developed to guide the assessment of relevance, results, efficiency and effectiveness of the process, and sustainability. The evaluation included: a desk review of reports prepared by the RIT and CEPF Secretariat; three national focus group sessions held with grantees, key partners, and members of CANARI's Regional Advisory

*I strongly believe that the CEPF field activities, and especially the grantee meetings/workshops, have facilitated a much needed push to stimulate contacts and joint activities between Caribbean NGOs. We have developed contacts and networking relations we never thought of before as well as, most importantly, the ability to actually engage with new partners.*

**Jean Wiener, Director, Fondation pour la Protection de la Biodiversité Marine (FoProBim), a Haitian NGO**



Participants and facilitators at the "Building capacity in financial management for grantees of the Critical Ecosystem Partnership Fund (CEPF) Caribbean islands programme" workshop.



CEPF grantees from the Caribbean region visiting a cave during the field visit to the Portland Ridge key biodiversity area in Jamaica (funded by the MacArthur Foundation).

Committee for CEPF (RACC) in Haiti, Jamaica and the Dominican Republic; an online survey; interviews with grantees; a regional workshop with grantees, RACC members, donors, government partners, the CEPF Secretariat and the RIT; and a focus group session with RIT staff based in Trinidad.

Overwhelmingly, stakeholders felt that the CEPF Caribbean islands programme was very relevant in addressing the needs, expectations and capacities of Caribbean stakeholders particularly in supporting strengthening of civil society, networking, biodiversity conservation action on priorities, complementing other initiatives, and building knowledge about biodiversity.



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*Despite the geological isolation of the Caribbean Islands as well as language differences, the problems we face working in biodiversity conservation are very similar and there was a great spirit of immediate and future partnership among the representatives of each country.*

**Participant at the CEPF Caribbean mid-term evaluation workshop in Jamaica, July 10-12, 2013.**

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CANARI continues to support over 50 local, regional and international civil society organisations as they implement CEPF-supported grants throughout the region, focused on biodiversity conservation.



## Introduction

Continuing CANARI's thrust to conduct testing and analysis to build understanding on issues and potential solutions on the management of natural resources, projects during this period included analysis of the impacts of climate change on forests, lessons on climate change vulnerability assessment and adaptation planning for biodiversity conservation, approaches to building the capacity of rural communities to have sustainable livelihoods, and policy recommendations for renewable energy as a pathway to a green economy in the Caribbean.

Work is ongoing under a project focusing on the global post-2015 sustainable development agenda being developed to replace the Millennium Development Goals. Research was begun to identify Caribbean priorities and a research framework was drafted to guide case studies on the extent to which the global policies and programmes directed policy and practice in Caribbean countries. The research is also seeking to identify whether there has been a direct correlation between the adoption of the abovementioned global policies and programmes and the allocation of financial resources towards their implementation. CANARI has been sharing and will continue to share findings with policy makers in the region to provide information for negotiation to formulate the post-2015 development goals.

## List of projects

- **Preparing a background document on forestry and climate change in the Caribbean** (US\$7,000, June – August 2013, supported by the United Nations Food and Agricultural Organization [FAO])
- **Analysing climate change policy and institutions in Saint Lucia and Trinidad and Tobago: Piloting a Caribbean process** (US\$90,000, January 2013 – December 2013, supported by the Climate and Development Knowledge Network [CDKN])<sup>28</sup>
- **Field testing an approach to support forest-based businesses in the Caribbean** (US\$40,000, August 2013 - July 2014, supported by the United Nations Food and Agriculture Organisation [FAO])<sup>29</sup>
- **A new paradigm for Caribbean development: Transitioning to a green economy** (US\$79,150, October 2013 – April 2014, Caribbean Development Bank [CDB])

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<sup>28</sup> <http://www.canari.org/ccddr7.asp>

<sup>29</sup> [http://www.canari.org/forest\\_fieldtest.asp](http://www.canari.org/forest_fieldtest.asp)

- **Independent Research Forum for a Sustainable Post-2015 Development Agenda** (US\$126,719, October 2013 – December 2015, supported by a grant from the Swiss Development Corporation via a subgrant from the World Resources Institute)

## Research questions addressed

- What are the impacts of climate change on forest and forest cover in the region and what are the climate change mitigation options for forest management? (FAO)
- Is the ARIA tool effective in facilitating civil society engagement in identifying and planning for action on climate change in the Caribbean islands? (CDKN)
- How effective are tools such as mentoring and small grants in supporting community groups to operate sustainable forest-based businesses? (FAO)
- What are the opportunities and policy requirements for greening key sectors through renewable energy? (CDB)
- How are Caribbean priorities reflected in existing regional and national policies addressed, or not addressed, in the global post-2015 sustainable development agenda being developed?
- What is the relationship between global policies and programmes and support for and action on sustainable development in Caribbean countries?



# A new paradigm for Caribbean development: Transitioning to a green economy

Changes in world economy and challenges associated with climate change and climate variability in the Caribbean have driven the search for new approaches to management of resources in the region. This paper provides information to policy makers on what is required to transition to a green economy with respect to renewable energy. The paper highlights lessons learned from experiences in the region. Lessons identified were:

- Importance of having the appropriate policy and regulatory environment to encourage and facilitate both public and private sector investment in renewable energy options
- Need for policy consistency to promote the effectiveness of efforts to promote renewable energy
- Importance of critical combination of government policy, private sector innovation, markets, and finance (international and domestic) to create a virtuous cycle towards sustainable energy and green economy, with any one able to kick start the process, but all needed and required to work in synergy
- Need for a consolidated approach and international finance to overcome risk-related market failures
- Importance of exemplar successes in encouraging scaling up national and regional initiatives
- Important role of governments in oversight, regulation and enabling the development of a green economy
- Government ownership can yield policy co-benefits

*The post-2015 development framework's success will ultimately depend on how effectively it can be applied across wide-ranging social, economic and political contexts. Yet the research informing the post-2015 agenda gives little attention to structured 'ground-level' processes of learning on how to achieve sustainable development outcomes based on past experience and current contexts and capacities.*

**Independent Research Forum. Grounding post-2015 frameworks in bottom up action learning.**



**Dessima Williams, former Ambassador of Grenada to the United Nations and Chair of the Alliance of Small Island States (AOSIS), shares her experiences of the climate change negotiations while Dr. June Soomer, Ambassador Extraordinary and Plenipotentiary for CARICOM, OECS and Diaspora Affairs for Saint Lucia looks on.**



- Need for structured processes of learning from experience
- Need for renewable energy development to be placed in a broader sustainable development policy and planning framework
- Need for information to guide evolution of renewable energy strategies
- Need for benchmarks to measure progress
- Need for greater dissemination of information on renewable energy

The paper concludes with preliminary recommendations for national agencies responsible for energy policy and related sectors, as well as regional and international agencies that have a mandate either to offer funding for projects or provide technical support to promote the development of renewable energy use in the region.

# Action Research and Learning programme

## Introduction

CANARI continued its work to use action research and learning approaches in several of its programmes. Action research and learning is an innovative experiential and participatory approach where a group of peers works together to address a complex problem by bringing together their diverse experiences, asking reflective and “out of the box” questions, testing new approaches, reflecting on results and lessons, and developing new questions and approaches before finally analysing lessons and recommendations.

This was applied in a project under CANARI's *Green Economy* programme seeking to explore how to nurture Small and Micro Enterprises (SMEs), including those operating in the informal or semi-formal sectors, to be an engine for green and inclusive economic transformation in the Caribbean.

CANARI also established an informal Caribbean Sustainable Development Action Learning Group which will provide ongoing input into global policy processes and will catalyse, support and lead follow-up implementation of sustainable development priorities in Caribbean countries. This is being done as part of an advocacy project under CANARI's *Communication* programme, which is engaging with development of the global post-2015 sustainable development agenda and promoting priorities of Small Island Developing States (SIDS) at the Third International Conference on SIDS in September 2014 in Samoa.

## List of projects

- **The search for a new economy in the Caribbean: Launching the programme of work for the Caribbean Green Economy Action Learning Group** (US \$69,000, February – July 2013, supported by aid from the United Kingdom Government via the International Institute for Environment and Development [IIED])<sup>30</sup>
- **The search for a new economy in the Caribbean Phase 5: Action and learning about Small and Micro Enterprises as a pathway to a green economy in the Caribbean** (US \$58,680, March – September 2014, supported by IIED)<sup>31</sup>

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<sup>30</sup> [http://www.canari.org/ge\\_projecth.asp](http://www.canari.org/ge_projecth.asp)

<sup>31</sup> See [http://www.canari.org/ge\\_projecti.asp](http://www.canari.org/ge_projecti.asp)

## Results

- A Caribbean Small and Micro Enterprise Action Learning Group (SME ALG) was established, comprised of 17 small enterprise leaders and managers from agencies that support them from the Dominican Republic, Grenada, St. Vincent and the Grenadines, and Trinidad and Tobago, who have identified key challenges and practiced action learning to start looking at some of these, namely: (1) How can NGOs and Government agencies partner to provide support to SMEs? (2) How can we build individuals and culture in support agencies that show respect and ethics to facilitate equitable relationships? (3) What can support agencies do to facilitate the transition to a green economy?
- A small informal Caribbean Sustainable Development Action Learning Group was established, comprised of members of CARICOM delegations from New York involved in the post-2015 process, proposed members of the CARICOM Task Force working on this, individuals from national governments who will play a lead role in integrating sustainable development priorities into national policies and implementing related programmes and strategies, leaders from civil society organisations and academia working on priority sustainable development issues.

Two meetings were held in June and July 2014 where action learning was applied to look at challenges facing individual members of the SME ALG. For example, one challenge discussed was “what can support agencies do to facilitate the transition to a green economy?” As the exercise began and the action learning process took shape the challenge

Denis Mitchell, Regional Business Advisor with the Entrepreneurial Training Institute of the Incubation Centre of the National Entrepreneurship Development Company Ltd. speaking about his work to support SMEs in Trinidad.

SME ALG members found that action learning can be a useful tool for both support agencies and SME owners as it can assist in identifying challenges and solutions in an inclusive manner as well as allowing a group of people with varied expertise and experiences to focus on solving problems, facilitating discussions and identifying solutions in a way which is suitable to all rather than it being forced upon them. The cross section of business owners and support agencies throughout the region brings a broader outlook on the challenges, lessons learnt and ensures a wider sharing of experiences. SME ALG members all confirmed that they are change agents and are willing to challenge the status quo and take risks.



Word cloud developed by members of the Caribbean Small and Micro Enterprise Action Learning Group (SME ALG) when asked to describe how they feel about SMEs



# Communication programme

## Introduction

Communications continue to play a key role in achieving the desired results at all levels outlined in CANARI's 2011-2016 Strategic Plan. CANARI also values communication for its contribution to assuring the transparency and accountability of its work.

This work is guided by CANARI's Communication Strategy, which was drafted during the period and will be finalised in August 2014. The Strategy outlines how communications can best contribute to achieving the Strategic Plan results at several different levels. It also outlines the key target audiences that need to be influenced to achieve the desired results, as well as the range of products/tools and dissemination channels that will be used.

Substantial work to revise CANARI's website took place during the year and the new website will be launched in November/December 2014. The new website will be more dynamic, user-friendly to a variety of audiences and more comprehensive in its coverage of CANARI's work.

The Institute has continued its testing and use of innovative communication tools and social media to reach key target audiences. The GoToMeeting software was successfully used on many occasions to facilitate communications with partners across the region, with up to nearly 30 participants at a time. For example, CANARI facilitated webinars as part of its post-2015 sustainable development agenda advocacy work.

CANARI has continued to maintain its presence on social media via Facebook and YouTube in particular. Updates on CANARI projects and activities under the Critical Ecosystem Partnership Fund (CEPF) Caribbean islands programme, for which CANARI acts as the Regional Implementation Team, were posted on a regular basis. In particular, sharing of posts from the CEPF Facebook page, as well as from Caribbean grantees Facebook pages, has also generated activity on CANARI's Facebook page and may have contributed to an increase the number of 'likes' (600 as of August 2014). Most CANARI posts are also regularly shared by people who have liked our page. This is contributing to our visibility on this social media since when a post is shared, there is a mention that the person posted it 'via CANARI'.

Several publications were produced in hard copy while other documents were produced in electronic format. A key CANARI publication: *Facilitating participatory natural resource management: A toolkit for Caribbean managers* was translated into French and Spanish and graphic designed. The toolkit is designed to help formal and informal natural resource managers, as well as other independent persons, to build their skills, knowledge and experience to facilitate participatory processes that can effectively and equitably engage stakeholders in decision-making about how the resources should be managed. Other publications produced during the year are listed under "New publications" in this

annual report.

Several videos were also produced as part of ongoing CANARI projects such as the project for *Consolidating the role of civil society in biodiversity conservation in the Caribbean islands*, funded by the MacArthur Foundation, as well as the Royal Bank of Canada supported project for *Capacity building for watershed management stakeholders in Trinidad and Tobago*. These videos were all uploaded on CANARI's YouTube channel.

CANARI was involved in advocacy on the global post-2015 sustainable development agenda (to replace the Millennium Development Goals) and the identification of priorities for Small Island Developing States (SIDS) to be discussed at the Third International Conference of SIDS in Samoa in September 2014. This advocacy was through CANARI's membership of the Independent Research Forum (IRF), a collaboration of research institutes from across the globe that provides an independent source of critical thinking, integrated analysis and awareness-raising on the post-2015 agenda.

## List of projects

- **Critical Ecosystem Partnership Fund (CEPF) in the Caribbean Islands Biodiversity Hotspot** (US\$655,000, October 2010 – September 2015, supported by CEPF)
- **Capacity building for watershed management stakeholders in Trinidad and Tobago** (US\$60,000, Royal Bank of Canada, Blue Water Leadership Grant)
- **Independent Research Forum for a Sustainable Post-2015 Development Agenda** (US\$ 126,719, October 2013 – December 2015, supported by a grant from the Swiss Development Corporation via a subgrant from the World Resources Institute)
- **Consolidating the role of civil society in biodiversity conservation in the Caribbean islands** (US\$475,000, January 2011 – June 2014, supported by the John D. and Catherine T. MacArthur Foundation)
- **Empowering rural women through improving livelihoods** (US\$84,531, June 2012 – December 2013, supported by the United Nations Entity for Gender Equity and the Empowerment of Women [UN Women])

## Results

- A draft CANARI Communication Strategy was developed outlining key target audiences for awareness-building and advocacy
- 2 new CANARI products were published:
  - Case study on the use of participatory three-dimensional modelling (P3DM) to facilitate effective contribution of civil society in the Caribbean islands in planning for action on climate change
  - Policy Brief No. 15: Using traditional knowledge for decision-making on climate change



adaptation, advocacy and policy processes in the Caribbean was produced<sup>32</sup> and translated in French<sup>33</sup> and<sup>34</sup> Spanish

- CANARI publication: *Facilitating participatory natural resource management: A toolkit for Caribbean managers* was finalised (graphic design and layout) and translated in French and Spanish.
- Four webinars were held to refine sustainable development priorities for the Caribbean and provide technical input to contribute to a Caribbean position in the development of post-2015 Sustainable Development Goals (SDGs) and for the Third International Conference of SIDS being held in Samoa in September 2014
- Four videos were produced on techniques on soil erosion, capacity building for watershed managers, community action in watersheds, participants' evaluation of the project to improve the community-based management of watersheds in Trinidad and Tobago, funded by the Royal Bank of Canada under its RBC Blue Water Project Leadership Grant
- A blog was prepared for the IRF website and a second blog secured from a Caribbean stakeholder
- 45 news releases issued on activities under CANARI programmes via CANARI's website, 21 listservs, and to 119 Caribbean media
- Four issues of a quarterly newsletter were developed and disseminated to report on projects undertaken by grantees in the region and to share guidelines and resources of value to grantees by the Regional Implementation Team for the CEPF in the Caribbean
- The capacities of 80 members of civil society organisations in 5 countries (St. Vincent and the Grenadines, Grenada, Dominica, Barbados and Antigua and Barbuda) working in the areas of natural resource management and sustainable natural resource-based livelihoods were built
- Advocacy was conducted on the global post-2015 sustainable development agenda and SIDS priorities including through identification and communication of Caribbean priorities and provision of technical support to the United Nations (UN) Open Working Group (OWG), which is tasked with developing a proposal on the SDGs to present to the General Assembly in September 2014, and CARICOM delegations in New York which are involved in the OWG and SIDS processes. This included:
  - Facilitation of a national meeting of civil society organisations in Trinidad and Tobago to develop a common position<sup>35</sup> on priorities for the SIDS process in Samoa.
  - Co-facilitation of four IRF retreats with negotiators from countries that are members of the UN Open Working Group looking at topics such as universality and differentiation, developing a transformative agenda, and developing "SMART" sustainable development goals.

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32 <http://www.canari.org/documents/CANARIPolicyBrief15English.pdf>

33 <http://www.canari.org/documents/CANARIPolicyBrief15French.pdf>

34 <http://www.canari.org/documents/CANARIPolicyBrief15Spanish.pdf>

35 <http://www.canari.org/documents/ReportCSOmtgSamoa18Jul2014.pdf>

- Hosting of a series of webinars to refine sustainable development priorities for the Caribbean and provide technical input to contribute to a Caribbean position in the development of post-2015 Sustainable Development Goals (SDGs) and for the Third International Conference of SIDS being held in Samoa in September 2014. The reports highlight Caribbean priorities for: conservation and sustainable use of marine resources oceans and seas; climate change and disaster risk reduction; and economic development.
- Participation in a side event<sup>36</sup> at the UN High Level Political Forum in July 2014 on grounding the post-2015 development agenda in national experience.
- Facilitation of a meeting of Caribbean experts on the post-2015 and SIDS sustainable development priorities and development of recommendations on strategies to contribute to a strong Caribbean voice in these negotiations.
- Identification of case studies to:
  - increase the understanding of negotiators and in-country stakeholders on how international development goals and agreements can most effectively contribute to sustainable development progress on the ground in CARICOM countries;
  - contribute to strengthening the knowledge base and negotiating capacity of CARICOM countries in the post-2015 negotiations; and
  - identify pathways and mechanisms for governmental and non-governmental stakeholders in CARICOM countries to contribute meaningfully to CARICOM positioning in post-2015 negotiations.

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36 [http://www.irf2015.org/sites/default/files/publications/HLPF2%20invite\\_web\\_0.pdf](http://www.irf2015.org/sites/default/files/publications/HLPF2%20invite_web_0.pdf)

## Advocacy on the post-2015 sustainable development goals and SIDS priorities

The international community is working to develop a set of post-2015 Sustainable Development Goals (SDGs) which will replace the Millennium Development Goals (MDGs) as the overarching global development framework after 2015. CARICOM Member States are seeking to identify regional priorities and effectively negotiate these in the post-2015 SDGs process. In parallel to this global policy process, CARICOM is also preparing for the Third International Conference on Small Island Developing States (SIDS) in September 2014 in Samoa. SIDS are calling for the sustainable development priorities that are developed in this process to be reflected in the post-2015 agenda. CARICOM Member States need to identify clear priorities for sustainable development in the Caribbean that they can put forward as a strong regional position in the UN negotiation process.



Plymouth, Montserrat, volcanic eruption, 1997



Clarendon, Jamaica, flood, 2002



Dennery, Saint Lucia, Flood, 2010



Earthquake, Dominica, 2004

Examples of vulnerability of the Caribbean to natural disasters presented by Ronald Jackson, Executive Director of the Caribbean Disaster Emergency Management Agency (CDEMA) at the webinar on Caribbean priorities for climate change and disaster risk reduction held May 16<sup>th</sup>, 2014 (courtesy CDEMA).

CANARI is contributing to this effort with other members of the Independent Research Forum (IRF), which facilitated four retreats and produced several technical publications for the United Nations (UN) Open Working Group (OWG), which is tasked with developing a proposal on the SDGs. CANARI is also providing direct technical support to CARICOM delegations in New York which are involved in the OWG and SIDS processes. Within the region, CANARI is working closely with partners from national governments, the CARICOM and OECS Secretariats, UN agencies in the Caribbean, and civil society to assist with development and effective negotiation of a strong and coherent regional perspective, reflecting priorities of Caribbean stakeholders and across countries, which will contribute to achieving real sustainable development results in the Caribbean.

As part of this work, CANARI is gathering information on sustainable development priorities in the Caribbean through participating in regional consultations, hosting a series of webinars on key topics, and conducting desk research and interviews with Caribbean leaders.

A Caribbean multi-stakeholder

expert group was convened in a two-day workshop in May 2014 to analyse priorities and determine strategies for ongoing action research and advocacy.



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*Higher, sustained income growth is necessary to ensure debt sustainability and reduce poverty. To be sustainable, growth needs to be export-driven, (provide) support for SMEs, broad-based (with sectoral diversification, inclusive (in terms of) income, age, gender, disability, etc., (and) environmentally responsible.*

**Justin Ram, Director of Economics at the Caribbean Development Bank, presentation for the Caribbean webinar on economic growth held May 23 2014**

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# Capacity Building programme

## Introduction

Capacity building continues to be a central focus of all of CANARI's projects with the target audiences for capacity building being civil society organisations and networks, including at the local community level, as well as government and inter-governmental agencies and academia. During this year, CANARI's work in capacity building crossed a number of programmes, spanned several technical areas and supported a variety of key stakeholders, all of which is reflective of the diverse nature of CANARI's capacity building strategy.

Capacity building strategies used were: mentoring, peer coaching, action learning, exchanges, training, small grants, participatory video, participatory Geographic Information Systems (GIS) mapping and online tools (Facebook, discussion forums).

Areas for capacity building were:

- Skills: advocacy, communications, participatory facilitation methods and tools (e.g. participatory video, participatory GIS modelling), networking, community planning, mentoring
- Technical areas: watershed management, organisational development, financial management and accounting, project development and proposal writing, monitoring and evaluation, participatory protected area planning and management, rural livelihood development, ecosystem-based approach to fisheries management (EAF) and fisheries governance, small business development

## List of projects

- **Consolidating the role of civil society in biodiversity conservation in the Caribbean islands** (US\$475,000, January 2011 – June 2014, John D. and Catherine T. MacArthur Foundation)<sup>37</sup>
- **Critical Ecosystem Partnership Fund (CEPF) in the Caribbean Islands Biodiversity Hotspot** (US\$729,217, October 2010 – September 2015, CEPF)<sup>38</sup>
- **Capacity building for watershed management stakeholders in Trinidad and Tobago** (US\$60,000, August 2012 - August 2014, Royal Bank of Canada)<sup>39</sup>

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37 [http://www.canari.org/civil\\_sub1.asp](http://www.canari.org/civil_sub1.asp)

38 [http://www.canari.org/civil\\_sub5.asp](http://www.canari.org/civil_sub5.asp)

39 [http://www.canari.org/forest\\_cb.asp](http://www.canari.org/forest_cb.asp)

- **Enhancing food security from the fisheries sector in the Caribbean: Building the capacity of regional and national fisherfolk organisation networks to participate in fisheries governance and management** (US\$1.37M, January 2013 – December 2016, supported by the European Union)<sup>40</sup>
- **Making it happen: Developing sustainable small businesses in rural communities in Trinidad and Tobago Phase III** (US\$75,000, June 2013 – June 2014, supported by the JB Fernandes Memorial Trust)<sup>41</sup>
- **Empowering rural women through improving livelihoods** (US\$84,531, June 2012 – December 2013, UN Women)<sup>42</sup>
- **The search for a new economy in the Caribbean Phase 5: Action and learning about Small and Micro Enterprises as a pathway to a green economy in the Caribbean** (US\$58,680, March – September 2014, supported by aid from the United Kingdom Government via the International Institute for Environment and Development [IIED])<sup>43</sup>

## Results

- 30 small grants and 44 large grants were issued to civil society organisations under the Critical Ecosystem Partnership Fund (CEPF) to support their work in biodiversity conservation in the region as well as dedicated funds for organisational capacity building support. This included various grants dedicated to, or with elements on, capacity building. Capacity building areas were diverse and ranged from protected area management and invasive species management to communication for knowledge exchange, awareness and advocacy for public sector policy reform.
- 15 representatives of local NGOs that are implementing CEPF grants in six Caribbean countries (The Bahamas, Dominican Republic, Haiti, Jamaica, Saint Lucia and St. Vincent and the Grenadines) were trained in financial management, including procurement, internal controls, accounting and reporting.
- 38 representatives from local and regional NGOs that are implementing CEPF grants in the region participated in a field visit to the Portland Ridge and Bight key biodiversity area in Jamaica to enhance their capacity in participatory protected area management.
- Knowledge and capacity of 12 community groups in Trinidad and Tobago to participate in watershed management were increased
- Capacity building priorities for fisherfolk organisations in the region were increased to participate in fisheries governance and management at the national and regional levels.

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40 <http://www.canari.org/cm2.asp>

41 <http://www.canari.org/rurallivelihood4.asp>

42 <http://www.canari.org/rurallivelihood2.asp>

43 [http://www.canari.org/ge\\_projecti.asp](http://www.canari.org/ge_projecti.asp)



- The Caribbean Fisherfolk Action Learning Group (FFALG) was established, comprised of 18 fisherfolk leaders and 3 leaders from national fisheries authorities as a community of change agents from across the region.
- A regional group of mentors was established and capacities of 21 mentors were developed to assist fisherfolk organisations in the 17 project countries in building their capabilities for fisheries governance.
- Understanding among 13 support agencies in Trinidad and Tobago of their own capacity development needs to support rural livelihood development was increased.
- Understanding of the capacities needed to establish small businesses within 12 rural communities in Trinidad and Tobago was increased.
- Capacities of groups/individuals in 12 rural communities in Trinidad and Tobago to establish small businesses based on the sustainable use of natural resources were increased.
- Networking among groups within four rural communities in Trinidad and Tobago was increased.
- Networking among 14 women from eight rural communities in Trinidad and Tobago was increased.
- Four rural community groups in Trinidad and Tobago started developing business plans for natural resource-based businesses.
- Awareness among 14 women from eight rural communities in Trinidad and Tobago about services that are available to them was increased.
- Understanding among 14 women from eight rural communities of the impacts of climate change on their natural resource based businesses was increased.
- A Caribbean Small and Micro Enterprise Action Learning Group (SME ALG) was established, comprised of 17 small enterprise leaders and facilitators from agencies that support them from the Dominican Republic , Grenada, St. Vincent, and Trinidad and Tobago (see list of members<sup>44</sup> and Terms of Reference<sup>45</sup>).

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<sup>44</sup> <http://www.canari.org/documents/SMEALGMembers12aug2014.pdf>

<sup>45</sup> <http://www.canari.org/documents/GESMEALGTORdraft23Jun14.pdf>

# Consolidating the role of civil society in biodiversity conservation in the Caribbean islands

Strengthening the capacity of local and regional civil society organisations that receive grants from the Critical Ecosystem Partnership Fund (CEPF) Caribbean islands programme is a critical approach to ensure that concrete conservation results are achieved and sustained in the region. CANARI trained 15 representatives of local NGOs that are implementing CEPF grants

in six Caribbean countries (The Bahamas, Dominican Republic, Haiti, Jamaica, Saint Lucia and St. Vincent and the Grenadines) in financial management, including procurement, internal controls, accounting and reporting. The workshop used a variety of methods including plenary brainstorming and discussion, analysis of a case study and small group work. The link between strong financial management and biodiversity conservation can be clearly seen when civil society organisations have the capacity to effectively manage and report on donor funding, to stay within project budgets, to account for resources, to be transparent and consistent, and to demonstrate organisational credibility to donors and other partners. In addition, good record keeping of accounts provides an organisation with useful information that can be used to justify costs in future proposals and projects. The workshop participants were

*It was a dream when I came yesterday. Today it is a goal.*

**Beverly Damas, Manager, Entrepreneurial Development and Support Services, Youth Training and Employment Partnership Programme of the Government of Trinidad and Tobago, talking about her experiences as a member of CANARI's Small and Micro Enterprises Action Learning Group.**

able to share best practices and lessons learnt in financial management from their own organisations and confirmed that good financial management is not only useful - but critical to supporting civil society in biodiversity conservation.



CANARI conducting a monitoring site visit to a CEPF project in La Humeadora National Park in the Dominican Republic to support the local organisation, Fondo Pro Naturaleza, Inc. (PRONATURA) to effectively implement their project which is focused on participatory planning and management of a protected area.







## **Inside CANARI**

## Introduction

Under CANARI's Strategic Plan 2011-2016<sup>46</sup>, the *Internal Governance and Operational Systems* programme enables the Institute to strategically focus on developing critical areas of organisational capacity which allows it to effectively carry out its mission. These include building strategic leadership and human resource capacity, partnership building and monitoring and evaluation. CANARI continues to be supported in strengthening its organisational capacity through the MacArthur Award for Creative and Effective Institutions, which it received in 2009. This is being used to build capacity in fundraising, communication, networking, and monitoring and evaluation.

## Strategic leadership and human resource capacity

Strategic leadership of CANARI is the responsibility of the CANARI Partnership, which was led during the year by Dr. LaVerne Ragster. Nine Elected Partners, the Executive Director as Managing Partner, and two Staff Partners served on the Partnership. During the year, CANARI's Executive Director led a team of three Senior Technical Officers and two Technical Officers responsible for managing CANARI's programmes and executing projects under these programmes. Technical staff were ably supported by a Financial Officer and two Administrative Officers. This small but highly competent staff were assisted by six CANARI Associates and six Programme Advisors. Specialist consultants were contracted as needed and several volunteers also assisted with specific tasks during the year.

## Financial security and sustainability

CANARI continued to use its Finance Manual to guide financial management efficiency and accountability, including for recovery of administrative costs. By-laws of the Institute were amended at the Annual General Meeting held in February 2014 to guide management and development of the Institute's endowment fund and the Partnership appointed a sub-committee of the Board to manage this fund.

## Communication and public relations

Development of CANARI's Communication Strategy continued during the year. This outlines how communication can best contribute to achieving the Strategic Plan desired results at several different levels:

- the Communication Programme;
- the other Programmes;
- organisational marketing and public relations;
- the overall Strategic Plan.

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<sup>46</sup> <http://www.canari.org/documents/CANARI2011-2016EnglishStrategicPlan.pdf>



It outlines the key target audiences that need to be influenced to achieve the desired results, documents key messages for communication, and outlines the range of products/tools and dissemination channels that will be used. It documents how the Communication Strategy will be implemented and includes a Communication Strategy for the organisational messages that form the basis of CANARI's marketing strategy. It also provides templates for staff to use in developing Programme Communication Strategies, communication plans for each project, and for all communication products. The final components of the Communication Strategy are communication tips and best practices and a summary of the proposed approach to monitoring of activities and evaluation of results.

Key communication work implemented during the year included:

- Continued work towards complete restructuring of CANARI's website<sup>47</sup> to be more user-friendly, dynamic and interactive. New content was written and work to develop the content management system was begun.
- CANARI's current website content on programmes, projects and news and events continued to be updated on a regular basis.
- Use of social media (Facebook<sup>48</sup> and YouTube<sup>49</sup>) systematically in CANARI communications to report on our programme and project activities, engage informally with stakeholders and link with other organisations that have a common interest in participatory natural resource management.
- Use of Scrib<sup>50</sup> as another pathway to disseminate its publications.
- Increased use of virtual communication and facilitation of several webinars with participants from across the region.

## Information management

CANARI has a wealth of information relevant to participatory natural resource management in the Caribbean from its nearly 30 years of work. Implementation of some of the key recommendations from a comprehensive assessment of CANARI's information system started with improvements to CANARI's photodatabase and plans for reviewing CANARI's library collection and digitising key materials. CANARI continued to maintain an extensive database of contacts across the region and internationally. CANARI also strengthened its information security through investment in offsite backup.

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47 <http://www.canari.org>

48 <http://www.facebook.com/pages/Caribbean-Natural-Resources-Institute/159735514051858>

49 <http://www.youtube.com/user/2011CANARI>

50 [http://www.scribd.com/CANARI\\_](http://www.scribd.com/CANARI_)

## Strategic partnerships

CANARI continued to engage with several strategic partnerships within the Caribbean and internationally including:

- Chairing the International Union for Conservation of Nature (IUCN) Caribbean Regional Committee<sup>51</sup>
- Serving as a founding member of Nature Caribé, a network of non-governmental organisations collaborating for the conservation and sustainable use of the natural resources of the Caribbean in the following areas of work: biodiversity conservation, sustainable livelihoods, and environmental governance.
- Serving as a member of the Independent Research Forum (IRF)<sup>52</sup>, which is a collaboration of research institutes from across the globe, bringing together diverse analytical skills, cultural perspectives and networks to provide credible analysis and inform decision makers. The IRF provides an independent source of critical thinking, integrated analysis and awareness-raising on Sustainable Development Goals (SDGs) and a post-2015 development agenda. This network is enabling CANARI to exchange ideas, debate policy issues, and access opportunities for influencing global policy debates.
- Contributing to the Too Big To Ignore (TBTI) Working Group 4 (WG4) on governance, which is being coordinated by the Centre for Resource Management and Environmental Studies of the University of the West Indies. TBTI is a research network and knowledge mobilisation partnership which was established to elevate the profile of small-scale fisheries, to argue against their marginalisation in national and international policies, and to develop research and governance capacity to address global fisheries challenges.
- Serving on the Caribbean Large Marine Ecosystem+ (CLME+) SAP Core Development Team which is leading in the development of a 5 year full sized project document to start implementation of the CLME+ Strategic Action Programme.
- Serving as a member of the Organisation of Eastern Caribbean States (OECS) - Eastern Caribbean Marine Managed Areas Network (ECMMAN) Livelihoods Group and providing guidance in the design, planning, selection and implementation of initiatives in support of associated and sustainable livelihoods for communities in project countries (Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines).
- Serving on the Civil Society Sub Sector Committee coordinated by the Caribbean Disaster Emergency Management Agency (CDEMA) and identification of potential role in assisting with implementation of community resilience building under the new regional Comprehensive Disaster Management Strategy 2014-2024.

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<sup>51</sup> <https://www.facebook.com/IUCNCaribbean>

<sup>52</sup> <http://www.irf2015.org/>

## Planning, monitoring and evaluation

CANARI's Annual Report for 2012-2013<sup>53</sup> reported on results and lessons learnt in implementation of the Strategic Plan 2011-2016. The Institute conducted a mid-term evaluation<sup>54</sup> of the Critical Ecosystem Partnership Fund (CEPF) Caribbean programme<sup>55</sup> as well as an evaluation of work done so far under its *Rural Livelihoods* programme.

Development of detailed plans to guide development of each of CANARI's 11 programmes continued. These plans outline programme purpose, goals, objectives, priority results, key areas of focus, key partners, target countries, target stakeholders, existing projects and targeted projects for development. An evaluation framework for each programme is presented, which includes an outcome challenge statement and indicators as changes of behaviour of key target groups (the outcome mapping approach) combined with indicators of change in institutions and state (the logical framework approach). The *Rural Livelihoods* programme plan<sup>56</sup> was finalised after input from stakeholders (rural communities and support agencies) and plans for three other programmes were started - Forests, Livelihoods and Governance; Coastal and Marine Resources, Governance and Livelihoods; and the Civil Society and Governance programmes.

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53 <http://www.canari.org/documents/CANARI2013AnnualReportfinal.pdf>

54 <http://www.canari.org/documents/CEPFCaribbeanmid-termevalexecutivesummaryreport.pdf>

55 [http://www.canari.org/civil\\_sub5.asp](http://www.canari.org/civil_sub5.asp)

56 [http://www.canari.org/documents/RLPPProgrammeplan31jan14\\_000.pdf](http://www.canari.org/documents/RLPPProgrammeplan31jan14_000.pdf)

# Who's who in CANARI

## CANARI staff members:

### Executive Director



Nicole Leotaud

### Senior Technical Officers



Terrence Phillips



Neila Bobb-Prescott



Anna Cadiz

### Technical Officers



Keisha Sandy



Lo'iza Rauzduel

### Financial Officer



Venash Ramberan

### Administrative Officers



Pat Franco



Anastacia Lee Quay

## Directors on CANARI's Board:

McHale Andrew  
Arielle Jean-Baptiste  
Heather Blanchard  
Felix Finisterre  
Lisa James  
Franklin McDonald  
LaVerne Ragster  
Dennis Sammy  
Yves-André Wainwright

## Associates:

Nicole Brown  
Leida Buglass  
Tighe Geoghegan  
Sarah McIntosh  
Betty Perry-Fingal  
Yves Renard

## CANARI Programme Advisors:

**Forest Livelihood and Governance programme:** Marilyn Headley, Howard Nelson

**Coastal and Marine Resources and Governance programme:** Patrick McConney

**Green Economy programme:** Steve Bass, Cletus Springer

## New publications

- CANARI 2013. Policy Brief No. 15: Using traditional knowledge for decision-making on climate change adaptation, advocacy and policy processes in the Caribbean. Laventille: CANARI  
<http://www.canari.org/documents/CANARIPolicyBrief15English.pdf>
- CANARI 2013. Informe de Políticas No. 15: Uso de los conocimientos tradicionales en los procesos de toma de decisión sobre el cambio climático en el Caribe. Laventille: CANARI  
<http://www.canari.org/documents/CANARIPolicyBrief15Spanish.pdf>
- CANARI 2013. Précis de Politique No. 15: L'utilisation des savoirs traditionnels dans le cadre des processus de prise de décision relatifs au changement climatique dans la Caraïbe. Laventille: CANARI  
<http://www.canari.org/documents/CANARIPolicyBrief15French.pdf>
- CANARI 2014. Case study on the use of participatory three-dimensional modeling to facilitate effective contribution of civil society in the Caribbean islands in planning for action on climate change. Laventille: CANARI
- Caribbean Journal of International Relations and Diplomacy, 2013. Caribbean Small Islands Developing States (SIDS): A civil society perspective on priorities for sustainable development. The University of the West Indies, St. Augustine.  
<http://journals.sta.uwi.edu/iir/index.asp?action=viewArticle&articleId=398&galleyId=357>

## Other publications

- Geoghegan, T., Leotaud, N., Bass, S. (eds). (2014). Green economies in the Caribbean: perspectives, priorities and an action learning agenda. IIED, London.  
<http://pubs.iied.org/pdfs/16572IIED.pdf?>
- Leotaud, N. and C. Eckelmann. "Participatory forest management in the Caribbean". Article in ETFRN News 56: Towards productive landscapes. 2014. Awaiting publication.
- McIntosh, S. Green economy: catalysing and supporting sustainable small, medium and micro enterprise development. Sir Arthur Lewis Institute for Social & Economic Studies, The University of the West Indies, 2014. *Awaiting publication*.  
<http://www.canari.org/documents/CANARIpaperSMMEs-SALISESConf170314.pdf>
- Rauzduel, L. and N. Leotaud. Rethinking Caribbean economic development: A green economy approach. Sir Arthur Lewis Institute for Social & Economic Studies, The University of the West Indies, 2014. *Awaiting publication*.  
[http://www.canari.org/documents/CANARIpaperonGE\\_SALISESConf170314.pdf](http://www.canari.org/documents/CANARIpaperonGE_SALISESConf170314.pdf)





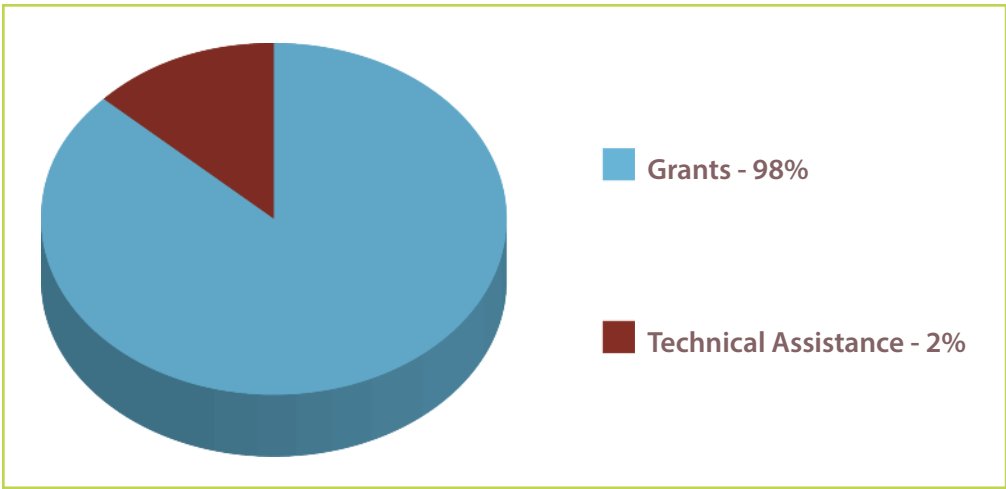




## **Financial summary**

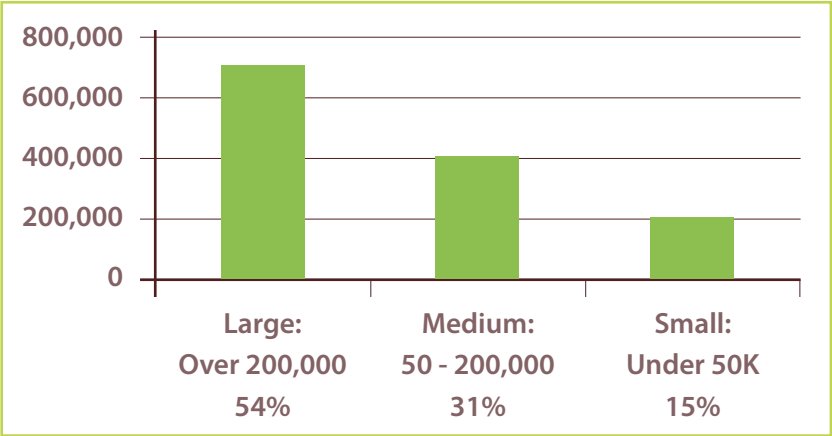
Over the July 2013 – June 2014 financial year, CANARI’s annual budget was US\$1,330,045, which was a nine percent increase from the previous financial year. Ninety-eight percent of CANARI’s funding was accessed via grants and two percent from contracts to provide technical assistance. A range of sizes of grants were received, four grants were for large regional projects (above US\$200,000). CANARI received funding from a range of types of donors, primarily inter-governmental organisations, international NGOs, corporate sponsors and private foundations.

Revenue by type



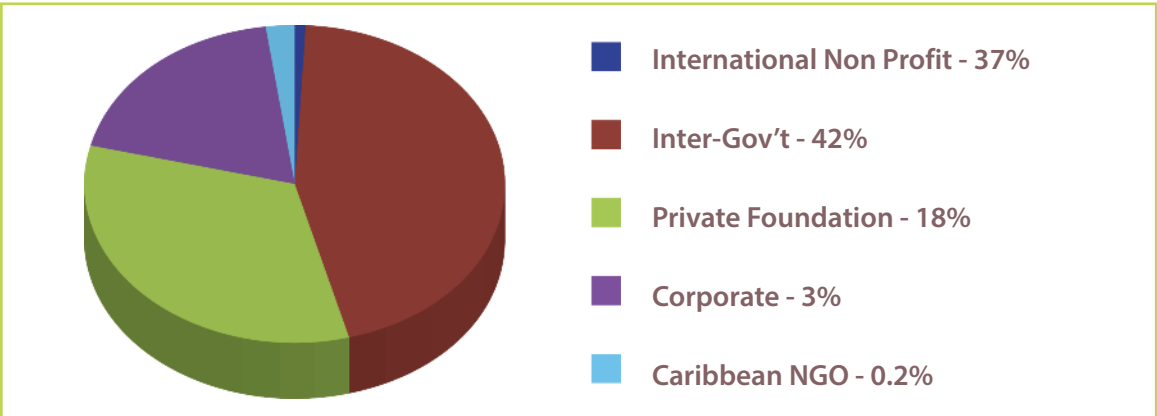
Income (US\$)	Actual
Grants	1,304,578
Technical Assistance	25,467
Total	1,330,045

# Revenue by size of grant and technical assistance contract



Income	US\$	%
Large: Over 200K	711,741	54%
Medium: 50-200K	409,877	31%
Small: Under 50K	208,427	15%
Total	1,330,045	100%

# Revenue by donor category



## CANARI's donors

CANARI is grateful to the following organisations for financial support, either via grants or technical assistance contracts, for the period July 2013 – June 2014:

<b>Support: Grants</b>	<b>Amount (US\$)</b>
Critical Ecosystem Partnership Fund	416,489
John D. and Catherine T. MacArthur Foundation	106,376
MacArthur Award for Creative and Effective Institutes	46,858
United Nations Food and Agriculture Organisation	47,570
J.B. Fernandes Memorial Trust I	89,434
Royal Bank of Canada	36,082
United Nations Entity for Gender Equality and the Empowerment of Women	44,298
European Union	295,252
Climate and Development Knowledge Network	59,540
International Institute for Environment and Development	16,620
World Resources Institute	76,259
NatureServe	1,996
Caribbean Development Bank	78,268
Technical Centre for Agricultural and Rural Co-operation	(9,896)
United Nations Educational, Scientific and Cultural Organisation	(568)
<b>Total Grants</b>	<b>1,044,388</b>

<b>Contracts: Technical Assistance</b>	
Africa Caribbean Pacific programme of the European Union	15,701
United Nations Food and Agriculture Organisation	7,609
Fondes Amandes	2,157
<b>Total Technical Assistance</b>	<b>25,467</b>
<b>Grand Total</b>	<b>1,330,045</b>





# Contact CANARI

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