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# CANARI Annual Report

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July 2011 - June 2012

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**"Growing together"**

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## Introduction

CANARI's new Strategic Plan 2011-2016 illustrates the significant learning and growth that has taken place in the Institute. CANARI now implements its work under 11 programme areas and has a re-energised commitment to show real results about how its work is improving participatory governance processes, ecosystem health and resilience, and contributing to sustainable livelihoods and greater equity.

During 2011-2012, CANARI worked in eleven countries and five overseas territories undertaking projects ranging from communicating lessons learnt from community forestry, working with stakeholders to analyse opportunities for environmental mainstreaming, managing a \$6.9 million grant programme for civil society organisations, training mentors and facilitators in participatory processes and tools, facilitating dialogue on what "green economy" means in the Caribbean context, and facilitating a participatory video process with fisherfolk to help them advocate for support to address their livelihood challenges. This annual report highlights some of the results being achieved.

The impressive range of work and innovation documented in this report, represent the hard work and dedication of CANARI's staff, Elected Partners (Directors on the Board), Associates, and partners across the Caribbean, and the support of many donors and technical assistance agencies that share CANARI's commitment to improving the well-being of Caribbean people.

Support to develop this annual report was given by the John D. And Catherine T. MacArthur Foundation through the MacArthur Award for Creative and Effective Institutions awarded to CANARI in 2009.



### *From our Chair*

The islands of the Caribbean and the people that live on them are struggling to successfully face the challenges of the 21st Century. We seek ways to adapt to increasing air temperatures, sea levels, and droughts, more intense rain events and storms, and acidification of our oceans as climate change becomes more apparent. At the same time globalization and flawed financial systems create and feed economic downturns and other development stresses that small islands cannot control. The opportunity and need for collaboration, innovation, participatory decision-making, and courage have become clearer and more critical. Within this context, the Caribbean Natural Resources Institute (CANARI) has been diligently working at the community, national and regional levels to find solutions that support sustainable natural resources management and more resilient Caribbean communities.

The year 2012 was a time of continued growth and planning for CANARI, which resulted in a new strategic plan, more complex projects, and the introduction of new or improved tools and approaches in support of rational resource management. The staff members of the CANARI Partnership are the drivers and creators of the successes of this year. The number of staff has grown over the past year and the group continues to be characterized by bright, dedicated and highly motivated professionals that have

internalized the philosophy and team approach of CANARI. The effective leadership of the Managing Partner, Nicole Leotaud, combined with the teamwork and great performance of the staff have made the work of the Elected Partners on the Board stimulating and worthy of all the effort.

The members of the CANARI Partnership continued to learn from each other over the past year even as we learned from our many partners in the region. The result is a stronger CANARI, more able to address the complex challenges of our time and contribute to regional and international efforts to achieve sustainability in our part of the world, now and in the future.

Sincere gratitude is extended to our Donors and the members of the CANARI Partnership, including our Associates and Programme Advisors, for your contributions to our successes and advancement over the past year.



*LaVerne E. Ragster, PhD.*



### *From our Executive Director*

As the impacts of the global financial crisis were being felt in the region, and sustainable development practitioners worldwide anticipated the landmark Earth Summit in Rio de Janeiro, Brazil (Rio+20) with a mix of enthusiasm and frustration, CANARI was challenged more than ever to strategically focus its work so that it can speak to global priorities while remaining relevant to addressing the problems and opportunities facing the Caribbean. We rose to meet this

challenge and it was a year of big changes and growth in CANARI, with the completion of our new Strategic Plan 2011-2016 which organised our work into eleven programme areas, with a tri-dimensional focus on thematic areas, strategies (how we work), and priority issues that we are addressing.

The Institute is working hard to better measure the results that we are delivering with and for our partners, analyse lessons that we are learning together, and communicate what we are doing and achieving to better influence policy and practice. We reached out to form new partnerships and strengthen ties with old friends. We tested new tools and methods, and developed a toolkit on facilitating participatory natural resource management to pull together our over 20 years of experience in this field in the Caribbean. We sought to develop synergies across our work, for example looking at the impact of climate change on rural livelihoods, and with the work of others – looking at opportunities for collaboration but also for the gaps where CANARI is strategically positioned to add value, for example, in documenting traditional knowledge about climate change and facilitating regional multi-stakeholder dialogue on what “green economy” means in the Caribbean context.

Looking ahead, we will continue to build on what has been achieved and focus on delivering the results outlined in our Strategic Plan 2011-2016 by working closely with our partners and keeping true to our commitment to innovation and continuous learning.



*Nicole Leotaud*

## CANARI's Programmes

CANARI's 2011-2016 Strategic Plan outlines a tri-dimensional approach to focus work on two Thematic Programmes, five Strategy Programmes, and four Issue Programmes, with strong interactions among the programmes. In this Annual Report, the Institute reports on ten of these programmes, but not the eleventh programme area, **Internal governance and operational systems** which is designated to enhance organisational performance for effective implementation of the Strategic Plan 2011-2016 .

The ten programme areas reported on in this section are as follows:

### Thematic Programmes:

1. Forests, Livelihoods and Governance
2. Coastal and Marine Livelihoods and Governance

### Issue Programmes:

1. Climate Change and Disaster Risk Reduction
2. Rural Livelihoods
3. Green Economy
4. Civil Society and Governance

### Strategy Programmes:

1. Research
2. Action Research and Learning
3. Communication
4. Capacity Building

## Forests, Livelihoods and Governance programme

### Introduction

As the world struggled with the global economic crisis and the impacts of climate change and climate variability, forest managers tried to manage responses to the use of forest resources, goods and services by concentrating efforts on developing forest policies based on a country's culture, its forest ecosystems and the stage of economic development<sup>1</sup>. An independent evaluation of CANARI's work on forest governance and livelihoods from 2005-2010<sup>2</sup>, reported that in the Caribbean, the work "had undoubtedly helped in developing a better understanding of what is participatory forest management and what is required to make it happen."<sup>3</sup> This year presented us with the opportunity to build on what had been achieved by working in 14 countries in the region, in four languages, to further research and document lessons learned and experiences and disseminate research findings and policy messages

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<sup>1</sup> State of the World's Forest 2012, Chapter 1, page 2.

<sup>2</sup> Report available at <http://www.canari.org/documents/canariforestlivelihoodsevaluationreport.pdf>

<sup>3</sup> See <http://www.canari.org/documents/canariforestlivelihoodsevaluationreport.pdf> for the independent evaluation report of the FAO funded "Participatory Forest Management: Improving policy and institutional capacity for development" project.

about how participatory approaches can contribute to sustainable forest-based livelihoods and conservation of forest goods and services.

### List of projects

- Participatory Forest Management: Improving policy and institutional capacity for development (Testing communication products)<sup>4</sup> (US\$50,000, August 2011 - January 2012,FAO)
- Sustainable forest management planning: Piloting community-based management planning for the sustainable use of forest resources in Trinidad and Tobago<sup>5</sup> (US\$10,000, December 2011 - June 2012,FAO)
- FAO Case studies in community forestry initiatives in the Caribbean<sup>6</sup> (US\$18,500, January 2011-January 2012,FAO)
- Building capacity for participatory forest management for good governance in the Caribbean region<sup>7</sup> (US\$135,000, September 2010 - January 2012, FAO)

### Results

- Used electronic media to facilitate the sharing of lessons learned and experiences in forest management among 24 forest managers from eight countries in the region
- Built capacity of five community groups (from Tobago, Trinidad, St Vincent, Dominica, and Grenada) to develop sustainable forest-based livelihoods via training, small grants, mentoring, and exchanges among communities
- Built capacity of 24 forest managers from eight countries to facilitate participatory forest management processes
- Networks created and enhanced sharing of experiences and lessons among a cadre of 24 forest managers from eight countries on participatory forest management initiatives
- Documented analysis of 14 case studies of community forestry and livelihood benefits and lessons learned communicated to 50 stakeholders to influence policy to mainstream community forestry approaches in the Caribbean
- Participatory forest management planning process facilitated in one rural community in north Trinidad in collaboration with the Forestry Division
- Various communication products developed to disseminate lessons and recommendations to key target audiences and build knowledge on how participatory forest management approaches can contribute to sustainable forest-based livelihoods and conservation of forest goods and services

### Featured project

In 2011, the Government of the Republic of Trinidad and Tobago approved a new Forest Policy giving stakeholders authority to participate in management of the nation's forests. There are many communities engaged in forest-based livelihoods in Trinidad and Tobago, but none have attempted to develop a formal plan to sustainably manage the use of the resources on which their livelihoods depend. CANARI, the Forestry Division of Trinidad and members of the community of Brasso Seco (a remote village on the southern slopes of Trinidad's Northern Range), implemented a pilot project to formulate a community-based site plan for sustainable use of forest resources. Community members reported that

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<sup>4</sup><http://www.canari.org/testingcommproducts.asp>

<sup>5</sup><http://www.canari.org/forestsustain.asp>

<sup>6</sup>[http://www.canari.org/ta\\_rp2.asp](http://www.canari.org/ta_rp2.asp)

<sup>7</sup><http://www.canari.org/forestparticipate.asp>

they felt empowered and increased their capacity for the use of Global Positioning Systems (GPS), photography, shooting video, data capture and storage and event planning and coordination.



*Interest among participants remains high and the F&L [Forest and Livelihoods] series has resonance among persons in positions to make a difference at the community level."*

- Noel Bennett, Rural Sociologist,  
Forestry Department, Jamaica.

**Photo at left:** Forest managers from the region facilitating sessions with community members at Holywell, Blue and John Crow Mountain National Park, Jamaica.



**Photo at left:** Forest manager conducting an evaluation after meeting with a community in Dominica.

## Coastal and Marine Livelihoods and Governance programme

### Introduction

Coastal and marine resources are important to livelihoods for many in the islands of the Caribbean. The region depends on these resources for food security and generating income. Efforts to develop a Common Fisheries Policy and Regime for the Caribbean at the Caribbean Community (CARICOM) level and large initiatives such as the Caribbean Large Marine Ecosystem (CLME) project and the Caribbean Challenge sought to improve the ways aquatic resources in the region are managed.

CANARI implemented several small projects during this period to re-establish our work on coastal and marine issues. These projects shared CANARI's core belief of participatory natural resource management with stakeholders in the region, and found synergies with other organisational programmes including both the *Rural Livelihoods* and *Communication* programmes.

### List of projects



- Stakeholder identification and analysis of the shrimp and groundfish fishery in the Guianas-Brazil Shelf (US\$14,300, June 2011 – September 2011, FAO)
- Adaptive capacity for MPA governance in the eastern Caribbean (US\$2,400, February 2012 – June 2012, CERMES)
- Participatory video: An advocacy tool to help the Blanchisseuse fishing community to communicate their challenges and develop partnerships to solve them (US\$5,000, November 2011 – December 2011, IDRC)<sup>8</sup>
- Stakeholder identification and analysis of the large pelagic and flyingfish fisheries in the wider Caribbean (US\$23,025, January 2012 – July 2012, CRFM)

## Results

- Increased understanding of the capacity needs of national and regional fisherfolk to participate in fisheries governance including the ecosystem-based approach to fisheries management (EAF)
- Increased capacity of fisherfolk in one community in Trinidad and Tobago (Blanchisseuse) to participate in fisheries governance through use of new media (participatory video) for advocacy to influence policy
- Increased understanding of the importance of participatory approaches including EAF to effective governance among fisheries management authorities in Trinidad and Tobago, Barbados, Grenada, St. Vincent and the Grenadines and Martinique
- Built capacity to facilitate participatory management of fisheries including EAF among fisheries management agencies in four countries (Guyana, Brazil, Suriname and Trinidad and Tobago)
- Improved understanding among MPA managers in Grenada, Saint Lucia and St. Vincent and the Grenadines of the use of different networking and learning strategies (including action research and learning, mentoring and coaching) to optimise the contributions of MPAs to livelihoods

## Featured project

In November 2011, CANARI and University of the West Indies (UWI) mFisheries implemented a pilot project in the use of participatory video to help the fisherfolk of Blanchisseuse to communicate challenges faced in their community to partners who can help them to address them. The video, entitled *“Fish for Gas: the Challenge for Blanchisseuse Fishermen”*<sup>9</sup> highlighted the inadequate supply of ice and non-existent cold storage facilities in the community and inadequate fuel supply for fishing vessels. The fisherfolk later used the video to meet with partners who could help them address those challenges with great success. One private organisation supplied the fisherfolk with an ice machine while the Trinidad & Tobago National Petroleum Marketing Company Limited tentatively agreed to supply the fisherfolk with fuel for their use only, once an appropriate parcel of land was identified to install the fuel pump.

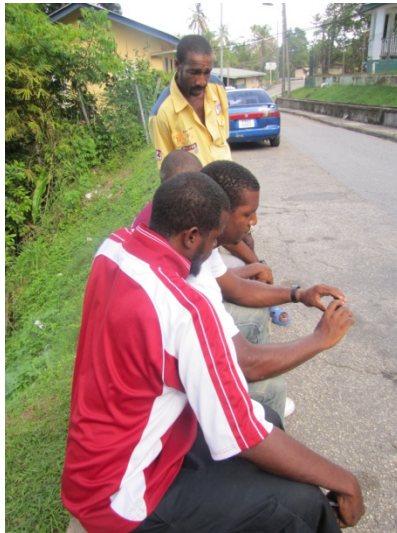
*“We have seen a lot of improvements based on the video that was done. I would like to [thank] CANARI ...because it was a useful and worthwhile exercise for an entire community.”*

- Dexter Black, President of the Blanchisseuse Fisherfolk and Marine Life Association

<sup>8</sup> <http://canari.org/cm1.asp>

<sup>9</sup> <http://www.youtube.com/watch?v=8SFnazhiu9Y>

**Photo at right:** Participants from Brazil (left) and Guyana (right) learn the value of communication to being a good facilitator in the regional workshop for the project *Stakeholder Identification and Analysis in the Shrimp and Groundfish Fisheries in the Guianas-Brazil Shelf*.



**Photo at left:** Fisherfolk in Blanchisseuse, Trinidad and Tobago, determine the quality of their video before editing.

## Climate Change and Disaster Risk Reduction programme

### Introduction

The global climate change focus remained split between technocrat discussions on mitigation of future scenarios at various high-level meetings from Durban (2011) to Doha (2012), and grassroots efforts in adaptation to address present realities in Caribbean islands. But the impact of a 'frankenstorm' in North America in a major metropole, however brought the perception of creeping sea level rise and storm surge to a sobering standpoint that action is far more critical than words.

CANARI took steps to ensure that building awareness and promoting action on climate change issues in this Programme, was even more widely underscored, by mainstreaming these actions across projects in its other programmes including *Forests, Livelihoods and Governance* and *Rural Livelihoods*.

Headway was made in collaborative work with the Caribbean Community Climate Change Centre (CCCCC) on development of regional climate change communication for public education and outreach. The Programme continues to benefit from CANARI's participation in international and regional meetings and on the Civil Society Sector Sub-Committee for the Comprehensive Disaster Management programme managed by the Caribbean Disaster Emergency Management Agency (CDEMA). In Trinidad and Tobago, relationships were developed and strengthened with key stakeholders, resulting in institutional collaborations and participation on key committees.

CANARI continues to adopt a strategic approach to work in this programme, which seeks to improve policy support for climate change adaptation as well as building resilience of community livelihoods through on the ground actions.

### List of projects

- Formulating a civil society agenda for action on climate change in Saint Lucia<sup>10</sup> (US\$36,250, July 2011 – December 2011, Embassy of the Federal Republic of Germany)
- Pilot project: Community action to build climate change resilience in Trinidad and Tobago<sup>11</sup> (US\$50,000, January 2012 - February 2013, UNDP GEF SGP)

### Results

- Promoted and facilitated participatory development of policies and plans for building resilience to climate change and other risks in civil society in Saint Lucia.
- Built capacity of key stakeholders in Caura Valley, Trinidad in using participatory video for climate change adaptation planning.
- Community members in Caura Valley, Trinidad are communicating with key agencies to build public awareness to climate vulnerable livelihoods and natural resources, and to take collaborative action to address these vulnerabilities.
- Civil society organisations in Saint Lucia are mobilised, energised, and supported to work collaboratively to address the impacts of climate change on natural resources and associated livelihoods.
- Civil society organisations in Saint Lucia are communicating to government about what are the priorities for climate change adaptation and mitigation and what role civil society can play.

### Featured project

Community members from Caura Valley, co-ordinated by two main stakeholder groups - the Caura Valley Village Council and the Caura Valley Farmers' Association - came together to learn about and take action on climate change impacts on their community. The process involved a workshop to build awareness of climate change and vulnerability assessments which the community undertook via interviews, focus group discussions and transect walks. Documentation of issues and subsequent identification of causal problems and solutions were captured through photographs and video, and the production of a participatory video and photojournal. The community also built their knowledge of practical solutions in an information sharing session and field trip to learn about rainwater harvesting systems. The photojournal and participatory video were used by the community for meetings with key stakeholders to outline the actions that the community will be undertaking to address climate change and including public education.

*"Wet season is when the rain fall; dry season is when the sun shine. It don't have no season again."*  
- Malachi, Caura Valley resident

<sup>10</sup> See <http://www.canari.org/ccddr3.asp>

<sup>11</sup> See <http://www.canari.org/ccddr4.asp>

**Photo at right:** Caura Valley farmer outlining impacts experienced due to changing climatic conditions.



**Photo at left:** Caura Valley community members brainstorm on resilience-building measures for addressing climate change impacts.

## Rural Livelihoods programme

### Introduction

In 2007, more than half of the world's population lived in urban areas. As of 2011, in small Caribbean states approximately 57% of the total population still live in rural areas and are heavily dependent on natural resources for their livelihoods including those found in forests and along the coasts. Many of these communities are also some of the poorest within countries and are less developed than their urban counterparts.

The *Rural Livelihoods Programme* seeks to find ways to help rural communities to sustainably use their natural resources to develop small businesses. The relatively new programmatic area is closely tied to both the *Forests, Livelihoods and Governance* and the *Coastal and Marine Livelihoods and Governance Programmes*, as forest and coastal and marine resources are present in rural areas.

Between July 2011 and June 2012, CANARI piloted a methodology for assisting community groups based in rural districts, through a two phased project in Trinidad and Tobago funded by the JB Fernandes Memorial Trust I. CANARI plans to refine and replicate this process in other islands of the Caribbean, to assist in the improvement of rural livelihoods and poverty reduction.

## List of projects

- Improving livelihoods through enterprise development based on the sustainable use of natural resources<sup>12</sup> (US\$100,000, January 2010 – November 2011, JB Fernandes Memorial Trust I)
- Making it happen: Developing sustainable small businesses in rural communities in Trinidad and Tobago<sup>13</sup> (US\$75,000, January 2012 - November 2012, JB Fernandes Memorial Trust I)

## Results

- Increased understanding of the need for effective communication by stakeholders in four rural communities in Trinidad and Tobago
- Increased understanding of the needs of rural communities by eight key support agencies in Trinidad and Tobago
- Increased understanding among eight support agencies in Trinidad and Tobago of their own capacity development needs to support rural livelihood development
- Increased understanding of the capacities needed to establish small businesses within four rural communities in Trinidad and Tobago
- Increased capacity of four rural communities in Trinidad and Tobago to establish small businesses based on the sustainable use of natural resources
- Increased networking among the groups within four rural communities in Trinidad and Tobago
- Built relationships between four rural community groups in Trinidad and Tobago and a leading community group (Nature Seekers) that can offer support and mentoring
- Four rural community groups in Trinidad and Tobago are developing business plans for natural resource-based businesses

## Featured project

Between January 2010 and December 2011, (CANARI) identified and worked with six communities in Trinidad and Tobago that were interested in developing small businesses based on the sustainable use of natural resources (e.g. forests, fisheries, etc.). CANARI assisted communities in identifying their income-generating project ideas, and helped them work through the next steps, linking them with agencies that can assist in making their ideas a reality. The six communities that participated in this project were Blanchisseuse, Brasso Seco, Heights of Aripo, Plum Mitán, Lopinot and Speyside.

*"The project was very wonderful, informative and educational. We were able to meet a lot of funders and this should happen more regularly [so that] other groups [will] be informed [of] what is happening."*

- Rupert 'Smokey' McKenna, Speyside resident

*"This was one of the best days of my life."*

- Arveon Debisette, Blanchisseuse resident

**Photo at left:** Natural resource based products that are sold from rural communities in Trinidad and Tobago.



<sup>12</sup> <http://www.canari.org/rurallivelihood1.asp>

<sup>13</sup> <http://www.canari.org/rurallivelihood3.asp>





**Photo at left:** Members of a community based organisation speak with representatives of two key support agencies about assistance for one of their business ideas.

## Green Economy programme

### Introduction

The Caribbean was reeling from the effects of the global financial crisis especially on its tourism sector, which is the largest economic sector and is critical for many island economies. “Green economy” was one of the themes for the Rio+20 Summit and became a buzzword frequently cited by policy makers and technocrats. CANARI built on work started at the end of 2010 to facilitate a regional dialogue on what this means in the Caribbean context. People felt that issues such as economic equity and good governance were critical. Current economic models create economic and social inequities and degrade or destroy natural resources.

CANARI focused on continuing the dialogue within the region, working closely with the International Institute for Environment and Development (IIED) and the Green Economy Coalition to share this Caribbean perspective in international discussions, and on developing a plan for a multi-stakeholder action research and learning process driven by Caribbean stakeholders to test and advocate for a more equitable approach to economic development in the Caribbean. CANARI’s particular area of focus in this effort was under our *Rural Livelihoods Programme*. Related work on sustainable consumption and production and environmental mainstreaming deepened our understanding of the complex issues involved.

### List of projects

- The search for a *new* economy in the Caribbean Phase 2: Communicating the draft Caribbean position paper on green economy in the Caribbean (US\$15,600, December 2011 – January 2012, supported by IIED)<sup>14</sup>
- The search for a *new* economy in the Caribbean Phase 3: Communication, policy influence, developing a programme of work for a Caribbean Green Economy Action Learning Group (US\$40,000, February – October 2012, supported by IIED)<sup>15</sup>
- Strategic planning for sustainable development in the Francophone Caribbean: A project for capacity building in sustainable patterns of consumption and production (US\$35,194, July 2011 – June 2012,

<sup>14</sup> See [http://www.canari.org/ge\\_projectb.asp](http://www.canari.org/ge_projectb.asp)

<sup>15</sup> See [http://www.canari.org/ge\\_projectc.asp](http://www.canari.org/ge_projectc.asp)

supported by the United Nations Environment Programme [UNEP] and the *Institut de l'énergie et de l'environnement de la Francophonie* [IEPF], a subsidiary body of the Organisation Internationale de la Francophonie [OIF])<sup>16</sup>

- Environmental mainstreaming in the British Virgin Islands (BVI) (US\$30,550, December 2011 – May 2012, supported by the Joint Nature Conservation Council)<sup>17</sup>

## Results

- Discussions held at key regional and national fora to increase awareness of key target audiences in the Caribbean on the concept of green economy, what this means in the Caribbean context, its link to sustainable development, and particularly how to improve poor people's prospects from green economy initiatives
- Formal establishment and launch of a Caribbean Green Economy Action Learning Group (GE ALG), a multi-stakeholder group representing key economic sectors (e.g. tourism, agriculture, energy), types of actors (government, private sector, civil society, and academia) and across the countries of the region to lead and coordinate the implementation of a regional programme of work on green economy
- Development of a post-Rio+20 draft regional programme of work for the GE ALG (their action research and learning agenda) covering four areas: communication (to build awareness and understanding); advocacy (to influence policy); action (to test/pilot green economy approaches via action learning projects); and internal capacity building of GE ALG members
- Advocacy, networking and partnership-building conducted through participation in international, regional and national meetings in the Caribbean to share information on, promote, and build support for what is being done in the Caribbean and to influence other green economy processes (e.g. in other SIDS)
- Development of a national strategy on green economy, including sustainable consumption and production (SCP), in Saint Lucia through consultations with national stakeholders and facilitation of a national workshop
- Refinement of a regional proposal on SCP - including pilot projects in Dominica, Haiti and Saint Lucia - through consultations with stakeholders in each of the three countries and a regional workshop
- Analysis of the legal environment, state of knowledge and institutional capacity for environmental mainstreaming in the BVI

## Featured project

The Caribbean Green Economy Action Learning Group (GE ALG) was launched in May 2012 and is comprised of persons representing a diversity of Caribbean perspectives across sectors and countries appointed in their individual capacity. The overall purpose of the GE ALG is to identify and promote ways in which "green economy" can advance sustainable development in the Caribbean through shaping visions, perspectives, positions and actions. This will require examining: What are the opportunities? What are the potential threats? What could be a Caribbean vision of economic development? The objectives of the GE ALG are to: a) build and share evidence-based knowledge to build understanding and capacity; b) advocate to influence policy and build commitment; and c) act to deliver transformational results.<sup>18</sup>

<sup>16</sup> See [http://www.canari.org/ge\\_projecte.asp](http://www.canari.org/ge_projecte.asp)

<sup>17</sup> See [http://www.canari.org/ge\\_projectf.asp](http://www.canari.org/ge_projectf.asp)

“In the Caribbean “the GE ALG process is the only available mechanism around that can make a significant contribution to the advancement of a green economy for sustainable development. At this time there is no other mechanism that can link the green economy processes now underway in several Caribbean countries and promote synergies between them and related international process.”

- Mr. Cletus Springer, member of the GE ALG and a native Saint Lucian currently serving as Director of Sustainable Development of the Organisation of American States (OAS)



**Diagram of GE ALG operational strategy**

## Civil Society and Governance programme

### Introduction

The majority of CANARI’s programmes and projects comprise elements that are relevant to the Civil Society and Governance programme. Through new technologies and increased understanding of the critical role of civil society in natural resource management in the Caribbean, civil society has more opportunities to effectively participate at the decision-making level. There is still a need; however, to build the capacity of both civil society and government partners to move from processes comprising token consultation to meaningful participation.

<sup>18</sup> See the draft programme of work for the GE ALG at <http://www.canari.org/documents/CaribbeanGEResearchagendaandprogrammediscussiondraftAug2012.pdf>



CANARI continues to use varied and innovative strategies to engage civil society and help build their capacity to more effectively manage natural resources and foster the exchange of lessons learned and best practices. These strategies include action research and learning, communication and capacity building using tools such as mentoring, training, peer exchange, networking, small grants, exchange visits, study tours and participatory video.

### List of projects

- Consolidating the role of civil society in biodiversity conservation in the Caribbean islands<sup>19</sup> (US\$475,000, January 2011 – December 2013, supported by the John D. and Catherine T. MacArthur Foundation)
- Critical Ecosystem Partnership Fund (CEPF) in the Caribbean Islands Biodiversity Hotspot<sup>20</sup> (US\$655,000, October 2010 – September 2015, supported by CEPF)
- Building civil society capacity for conservation in the Caribbean UK Overseas Territories<sup>21</sup> (US\$110,167, April 2009 – March 2012, supported by the Darwin Initiative, coordinated by the Commonwealth Foundation)
- Formulating a civil society agenda for action on climate change in Saint Lucia<sup>22</sup> (US\$36,250, July 2011 – December 2011, Embassy of the Federal Republic of Germany)

### Results

- Enhanced networking among National Trusts and other civil society organisations in Anguilla, British Virgin Islands, Cayman Islands, Montserrat, and Turks and Caicos Islands. Commitment built to deepen this collaboration through establishment of a biodiversity conservation network. CANARI is partnering with the UKOT National Trusts to provide support for establishing this network.
- Enhanced networking amongst civil society organisations across the Caribbean islands continues through the IUCN Regional Committee and under projects facilitated by CANARI (such as the CEPF regional project).
- A cadre of 19 mentors from 10 countries in the region established and providing capacity building support to CSOs in their countries, especially in the area of project design and proposal development.
- Capacity built of leading CSOs in the UKOTs, Antigua and Barbuda, Barbados, Dominica, Dominican Republic, Grenada, Jamaica, Haiti, Saint Lucia, St. Kitts and Nevis and St. Vincent and the Grenadines in key areas including strategic planning, monitoring and evaluation, financial management, fundraising and proposal writing, project management, leadership, mentoring, and communication for advocacy.
- 22 local NGOs and CBOs in the region successfully applied to the CEPF and are implementing biodiversity conservation projects which include organisational capacity building components.
- Civil society organisations in Saint Lucia mobilised, energised, and supported to work collaboratively to address the impacts of climate change on natural resources and associated livelihoods.
- Civil society organisations in Saint Lucia communicating to government about what are the priorities for climate change adaptation and mitigation and what role civil society can play.

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<sup>19</sup> See [http://canari.org/civil\\_sub1.asp](http://canari.org/civil_sub1.asp)

<sup>20</sup> See [http://canari.org/civil\\_sub5.asp](http://canari.org/civil_sub5.asp)

<sup>21</sup> See [http://canari.org/civil\\_sub3.asp](http://canari.org/civil_sub3.asp)

<sup>22</sup> See <http://www.canari.org/ccddr3.asp>

## Featured project

Since January 2011, CANARI has been supporting the development of a pool of mentors who can help strengthen the capacity of civil society organisations in the islands of the Caribbean so that they can play a larger and more effective role in biodiversity conservation. CANARI facilitated two participatory workshops which explored fundamental elements of what mentoring means in the Caribbean and the capacities needed to be an effective mentor, to building skills of the individual mentors in participatory facilitation, proposal development and writing, community needs assessment, monitoring and evaluation and participatory video, all the while using an action learning approach. The mentors have carried out workshops in their own countries to help build the capacity of CSOs to develop strong proposals for biodiversity conservation projects and have been supporting organisations on a one on one level to meet their individual goals.

*“These workshops have been phenomenal, like a lightning bolt striking twice... We have an opportunity for people to focus on getting it right in terms of management – management of biodiversity and empowering people – and the best way that we can do that is to facilitate persons in knowing how they can manage their resources”.*

- Donatian Gustave, mentor and Forest Officer, Ministry of Agriculture, Lands, Forestry and Fisheries in Saint Lucia



**Photo at left:** Mentors making their own participatory video as a tool for monitoring and evaluation during a training workshop in Grenada in July 2012

## Research programme

### Introduction

The call for evidence based decision making is perhaps stronger than it has ever been. Improvements in technology driving the almost instant dissemination of information across the globe has increased awareness and knowledge issues related to natural resource management and livelihoods around the world. Regional projects such as the Caribbean Large Marine Ecosystem (CLME) project are contributing to shared analysis and consensus building on natural resource management in the Caribbean. CANARI,

staying true to its operating principle of "Caribbean solutions to Caribbean problems"<sup>23</sup> has engaged Caribbean stakeholders in participatory research and documentation of case studies and local knowledge.

### List of projects

- Participatory Forest Management: Improving policy and institutional capacity for development: Testing communication products<sup>24</sup> (US\$50,000, August 2011 - January 2012, FAO)
- FAO Case studies in community forestry initiatives in the Caribbean<sup>25</sup> (US\$18,500, January 2011- January 2012, FAO)
- Environmental mainstreaming in the British Virgin Islands<sup>26</sup> (US\$ 30,550, December 2011 – May 2012, JNCC)
- Developing a civil society agenda for climate change in Saint Lucia<sup>27</sup> (US\$ 36,250, July 2011 - December 2011, Embassy of the Federal Republic of Germany)
- Building civil society capacity for conservation in the Caribbean UK Overseas Territories: case studies<sup>28</sup> (US\$110,167, April 2009 - March 2012, Darwin Initiative)
- CLME case study of the shrimp and groundfish fishery of the Guianas-Brazil Shelf (US\$ 14,300, June 2011 - September 2011, FAO)
- Stakeholder identification and analysis of the large pelagic and flyingfish fisheries in the Wider Caribbean (US\$ 23,025, January 2012 - August 2012, CRFM)

### Results

- Nine case studies in the CANARI toolkit on facilitating participatory natural resource management documenting application of tools and methods
- Identification of recommended approaches and models for including stakeholders in governance of the large pelagic and flying fish fisheries in the region
- Identification of proposed actions to mainstream environmental issues into decision making in the BVI
- 14 case studies and a regional synthesis of community forestry practices in the Caribbean documenting best practices for improving livelihoods
- Evaluation of the results of various communication activities on influencing policy change in forest management from the bottom up in St. Vincent and the Grenadines
- Civil Society Climate Change Agenda for Saint Lucia produced outlining the role of civil society in adaptation policy and action
- Four case studies on the role of civil society in biodiversity conservation in the Caribbean

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<sup>23</sup> See CANARI Strategic Plan 2011-2016, section 4.4 for further description of CANARI's operating principles

<sup>24</sup> <http://www.canari.org/testingcommproducts.asp>

<sup>25</sup> [http://www.canari.org/ta\\_rp2.asp](http://www.canari.org/ta_rp2.asp)

<sup>26</sup> <http://www.canari.org/envmainstreambvi.asp>

<sup>27</sup> <http://www.canari.org/ccddr3.asp>

<sup>28</sup> [http://www.canari.org/civil\\_sub3.asp](http://www.canari.org/civil_sub3.asp)

## Featured project

The Caribbean is the most geopolitical complex region in the world. There are 45 states with diverse languages, cultures and histories. CANARI was hired under the Caribbean Sea Large Marine Ecosystem (CLME) project which was developed to address governance needs in several fisheries in the Caribbean including the large pelagic and flying fish fishery.

CANARI facilitated participatory stakeholder identification and analyses of regional and national stakeholders to understand the capacity, willingness and levels of influence of stakeholders for engagement in governance and management, paying particular attention to the precautionary and ecosystem approach to fisheries management (EAF). CANARI further analysed the challenges and constraints to stakeholder engagement in governance and management and made recommendations for stakeholder engagement in governance. These included development of a participation strategy, communication strategy, action learning groups, mentoring and coaching and the development of a financing strategy.

It concluded that stakeholder engagement in governance would be successful if stakeholders' capacities are built, if there is long-term support for the participatory measures and if there is institutionalisation of collaborative measures in policies, plans and legislation.



**Photo at left:** Participants in the CLME workshop in Barbados in early 2012 participating in stakeholder identification and analysis.

## Action Research and Learning programme

### Introduction

Action research and learning is an innovative experiential and participatory approach that is especially relevant to solve the complex and multi-dimensional problems facing the Caribbean (and indeed, the world) today.

CANARI has been testing and refining this approach in various projects for the past several years, including through establishing Action Research and Learning Groups (ARLGs) to build capacity of NGOs in its Civil Society and Governance and Green Economy Programmes.

Action research and learning involves structured engagement of stakeholders in “real” situations that offer opportunities for learning; shared analysis; and application of learning to advocacy processes aimed at changing policy, practice and behaviours. Stakeholders are engaged in a cycle of research and action that simultaneously: assists in practical problem-solving and effecting change; expands knowledge and understanding; and enhances the competencies of the actors involved. The cycle of critical reflection includes phases of planning, action, and critical review, leading again to planning. The 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.

### List of projects

- Building civil society capacity for conservation in the Caribbean United Kingdom Overseas Territories (UKOTs)<sup>29</sup> (US\$110,167, April 2009 – March 2012, supported by the Darwin Initiative, coordinated by the Commonwealth Foundation)
- The search for a *new* economy in the Caribbean Phase 3: Communication, policy influence, developing a programme of work for a Caribbean Green Economy Action Learning Group<sup>30</sup> (US\$40,000, February – October 2012, supported by IIED)
- Consolidating the role of civil society in biodiversity conservation in the Caribbean islands<sup>31</sup> (US\$475,000, January 2011 - December 2013, supported by the John D. And Catherine T. MacArthur Foundation)

### Results

- NGOs from the UKOTs built capacity to strengthen their organisations through peer sharing, reflection and analysis during discussions of the ARLG held under the Darwin project
- A conceptual model and description was developed to guide functioning of the GE ALG, which describes how the action research and learning process facilitates collaborative research with capacity building of members
- Mentors being trained under the MacArthur-funded project built their understanding of a new process for capacity building through peer support through reflective questioning that they can use with civil organisations

### Featured project

Leading NGOs from the Caribbean UKOTs participating in the Darwin project formed an ARLG, which met annually over the three-year period, to focus on specific areas of organisational strengthening. Capacity building took place through a mix of peer training and exchanges, facilitated discussion and analysis, and testing of approaches in their organisations supported by small grants issued under the project. NGO leaders reported strengthening of their organisations as a result of the project in many areas, including strategic planning, financial management, proposal writing and fundraising, facilitation of participatory processes, and networking for effective advocacy.

<sup>29</sup> See [http://www.canari.org/civil\\_sub3.asp](http://www.canari.org/civil_sub3.asp)

<sup>30</sup> See [http://www.canari.org/ge\\_projectc.asp](http://www.canari.org/ge_projectc.asp)

<sup>31</sup> See [http://www.canari.org/civil\\_sub1.asp](http://www.canari.org/civil_sub1.asp)





**Photo at left:** Una Mae Gordon (mentor from the Inter-American Institute for Cooperation in Agriculture [IICA]) uses a creative method being tested by mentors to draw out ideas on what is the community vision of members of the Rose Hill community group in Grenada.



**Photo at right:** CANARI used a flower to represent a blooming, strong NGO and UKOT NGOs involved in the ARLG drew smaller flowers on petals representing where they had strengthened specific areas in their organisations as a result of the Darwin project.

## Communication programme

### Introduction

Communications is an integral part of almost all of CANARI's projects to ensure that the results of research are effectively communicated (for example via technical reports, policy briefs, website pages, etc.) or capacity is built in communication as an integral part of participatory natural resource management approaches. However, several projects in 2011-2012 had a major and specific focus on communications, in the testing and use of new communication tools and building stakeholder capacity for communication.

CANARI's internal and external communications will be guided by a CANARI Communication Strategy which will be finalised in 2013. Ahead of its completion, staff have already adopted some key elements of the intended standards, including in the presentation of reports, project webpages, news releases and use of social media to document and share information on projects and activities. Policies for the use of CANARI's materials including the Institute's logo and photographs will also be incorporated in this Communication Strategy.

### List of projects which incorporated a communication focus/training in communication

- Stakeholder identification and analysis in the shrimp and groundfish fisheries in the Guianas-Brazil Shelf (US\$ 23,025, January 2012 - August 2012, CRFM): CANARI was asked to develop a communication strategy for the Caribbean Large Marine Ecosystem case study on the shrimp and groundfish fisheries
- Testing communication products<sup>32</sup> (US\$50,000, August 2011 - January 2012, FAO): Forest management stakeholders (NGOs and Governmental agencies) in St. Vincent and the Grenadines developed and tested a range of communication products to promote participatory forest management (community caravan, newspaper series, radio drama and magazine, script for a television documentary)
- Participatory video: An advocacy tool to help the Blanchisseuse fishing community to communicate their challenges and develop partnerships to solve them<sup>33</sup> (US\$5,000, November 2011 – December 2011, IDRC): Fisherfolk developed their own participatory video and used this product in meetings with key stakeholders to advocate for improvements to support their livelihood activities
- Building capacity for participatory forest management for good governance in the Caribbean region<sup>34</sup> (US\$135,000, September 2010 - January 2012, FAO): Forest managers participated in a workshop which built capacity in communication techniques
- Building civil society capacity for conservation in the Caribbean UK Overseas Territories (UKOTs)<sup>35</sup> (US\$110,167, April 2009 – March 2012, supported by the Darwin Initiative, coordinated by the Commonwealth Foundation): included workshop on communication for representatives of civil society organisations and the production of a communication toolkit for Caribbean civil society groups involved in biodiversity conservation
- Making it happen: Developing sustainable small businesses in rural communities in Trinidad and Tobago<sup>36</sup> (US\$75,000, January 2012 - November 2012, JB Fernandes Memorial Trust I): included a workshop to build communication and networking skills among rural communities and with key agencies
- Pilot project: Community action to build climate change resilience in Trinidad and Tobago<sup>37</sup> (US\$50,000, January 2012 - February 2013, UNDP GEF SGP): Community members developed two communication products - a photojournal and participatory video - for use in advocacy meetings with key stakeholders as part of their climate change resilience building plan and were exposed to training in video editing

### Results

- CANARI communication strategy: The communication strategy is currently being drafted. However, even without a formal strategy, new approaches are being applied and communications are becoming much more systematic, targeted and timely.
- Restructuring of CANARI's website: CANARI's website is currently being restructured to be more user-friendly, dynamic and interactive. Team discussions were held among members of staff to get their input on the vision for the new CANARI website. The main objectives are: to improve the

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<sup>32</sup> <http://www.canari.org/testingcommproducts.asp>

<sup>33</sup> <http://www.canari.org/cm1.asp>

<sup>34</sup> <http://www.canari.org/forestparticipate.asp>

<sup>35</sup> [http://www.canari.org/civil\\_sub3.asp](http://www.canari.org/civil_sub3.asp)

<sup>36</sup> <http://www.canari.org/rurallivelihood3.asp>

<sup>37</sup> <http://www.canari.org/ccddr4.asp>

accessibility of CANARI materials and publications, to make the website more comprehensive in its coverage of CANARI's work, and to reflect work conducted under the 11 programme areas. Though not yet active, the new website structure has been designed and some of the programme and project pages have already been updated according to the new structure on the current site.

- CANARI Brochure: This brochure is being created for a technical audience to raise awareness of CANARI's work, results and values that demonstrate credibility so as to strengthen partnerships and build support. The brochure will disseminate succinct information on CANARI, and assist in promoting our results. It will feature key aspects of our work, the range of stakeholders with whom we work, geographic diversity in our work and different kinds of projects and approaches we utilise.
- Use of internet and social media: The website is being updated on a regular basis with progress on programmes and projects. Social media, notably Facebook and YouTube, are used systematically in CANARI communications. Online fora were set up to facilitate communication and exchanges among stakeholders and project participants under the Green Economy programme of work, and for the pool of mentors created under a MacArthur-funded project and is still being tested.
- Publications: Several publications were developed during the period including: newspaper series, policy briefs, toolkits, posters, technical reports, and issue papers.
- Audiovisual tools: CANARI explored using and building civil society capacity in the use of audiovisual tools such as radio dramas, radio magazines, participatory videos, maps, photos and photojournals.
- Built capacity in communication: Several projects included elements to build the capacity of stakeholders in effective communication, as listed above.

### Featured project

Working with the Forestry Division in St. Vincent and the Grenadines, CANARI was able to test a variety of communication products to promote a participatory approach to forest management (pfm). This 2011 project, which formed part of a five-year programme funded by the United Nations Food and Agriculture Organisation (UN FAO) featured the participation of several stakeholders in the development of these products, which included an entertaining radio magazine programme comprising a mini radio drama series, *vox populi* segments and 'conscious' songs that served to build awareness and encourage positive attitudes and people's involvement in forest management. A community caravan showcased the work of groups and organisations whose activities and livelihoods are linked to forests and provided opportunities for sharing experiences, challenges and successes. A series of newspaper articles and posters on the theme of pfm were produced and distributed to forest managers in seven other Caribbean islands that initiated programmes for greater stakeholder involvement in forest management.



*"Agencies need to be trained to be more like CANARI"*

- Dexter Black, Blanchisseuse, Trinidad and Tobago.  
Participant in the Rural Livelihoods Project  
workshop on communication and networking.

**Photo at left:** Representatives of local NGOs and National Parks Division in St. Vincent and the Grenadines at a workshop to develop radio magazines that convey messages on the role of stakeholders in participatory management of forests.





**Photo at right:** Civil society stakeholders in Saint Lucia learn about the various forms of communication in interactive exercises conducted by CANARI to guide the promotion of their climate change agenda.

## Capacity Building programme

### Introduction

Capacity building is an integral part of all of CANARI's projects. Target audiences for capacity building were civil society organisations and networks, including at the local community level, as well as government agencies.

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

Areas for capacity building:

- Skills: Advocacy, communications, participatory facilitation methods and tools (e.g. participatory video, participatory GIS), networking
- Technical areas: including climate change adaptation, forest management planning, organisational development, project development and proposal writing, monitoring and evaluation, protected area management, livelihood development

### List of projects

- Consolidating the role of civil society in biodiversity conservation in the Caribbean islands<sup>38</sup> (US\$475,000, January 2011 – December 2013, John D. and Catherine T. MacArthur Foundation)
- Critical Ecosystem Partnership Fund (CEPF) in the Caribbean Islands Biodiversity Hotspot<sup>39</sup> (US\$655,000 October 2010 – September 2015, CEPF)
- Building civil society capacity for conservation in the Caribbean UK Overseas Territories<sup>40</sup> (US\$110,167, April 2009 – March 2012, Darwin Initiative, coordinated by the Commonwealth Foundation)
- Supporting community action to build resilience to climate change using participatory video and photo journals in Caura, Trinidad<sup>41</sup> (US\$50,000, January 2012 – February 2013, UNDP GEF SGP)

<sup>38</sup> See [http://canari.org/civil\\_sub1.asp](http://canari.org/civil_sub1.asp)

<sup>39</sup> See [http://canari.org/civil\\_sub5.asp](http://canari.org/civil_sub5.asp)

<sup>40</sup> See [http://canari.org/civil\\_sub3.asp](http://canari.org/civil_sub3.asp)

- Promoting participatory information communication technologies (ICTs) for adding value to traditional knowledge in climate change adaptation, advocacy and policy processes in the Caribbean<sup>42</sup> (US\$84,899, February 2012 – December 2013, Technical Centre for Agricultural and Rural Co-operation ACP-EU [CTA])
- Building capacity for participatory forest management for good governance in the Caribbean region<sup>43</sup> (US\$135,000, September 2010 – January 2012, FAO)
- Participatory Forest Management: Improving policy and institutional capacity for development<sup>44</sup> (Testing communication products) (US\$50,000, August 2011 – January 2012, FAO)
- Sustainable forest management planning: Piloting community-based management planning for the sustainable use of forest resources in Trinidad and Tobago<sup>45</sup> (US\$10,000, December 2011 – June 2012, FAO)
- FAO Case studies in community forestry initiatives in the Caribbean<sup>46</sup> (US\$18,500, January 2011 – January 2012, FAO)

## Results

- Eight small grants and 17 large grants 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.
- Eight small grants were issued to civil society organisations in the UK Overseas Territories in the Caribbean (Anguilla, British Virgin Islands, Cayman Islands, Montserrat and the Turks and Caicos Islands) to build organisational capacity and implement strategic organisational priorities, including the participatory development of strategic plans, advocacy manuals, fundraising plans and campaigns and establishment of national environmental networks.
- Built capacity of 19 mentors from 10 countries in the Caribbean to conduct effective mentoring of civil society organisations and community groups, through using an action learning approach, peer exchange and facilitation of participatory processes.
- Built capacity of five community groups (in Tobago, Trinidad, St Vincent, Dominica, and Grenada) to develop sustainable forest-based livelihoods via training, small grants, mentoring, and exchanges among communities.
- Built capacity of one community in north Trinidad to conduct forest management planning for forest conservation and the development of sustainable livelihoods
- Built capacity of 24 forest managers from eight countries to facilitate participatory forest management processes via training and coaching to apply skills to facilitate a participatory process in their home countries
- CANARI's Toolkit on Participatory Natural Resource Management revised with new concepts, tools and case studies.
- Innovative approaches tested as tools for facilitation and capacity building include participatory video for advocacy, participatory evaluation, community planning, action learning, participatory GIS (PGIS) mapping and mentoring.

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<sup>41</sup> See <http://canari.org/ccddr4.asp>

<sup>42</sup> See <http://canari.org/ccddr6.asp>

<sup>43</sup> See <http://canari.org/forestparticipate.asp>

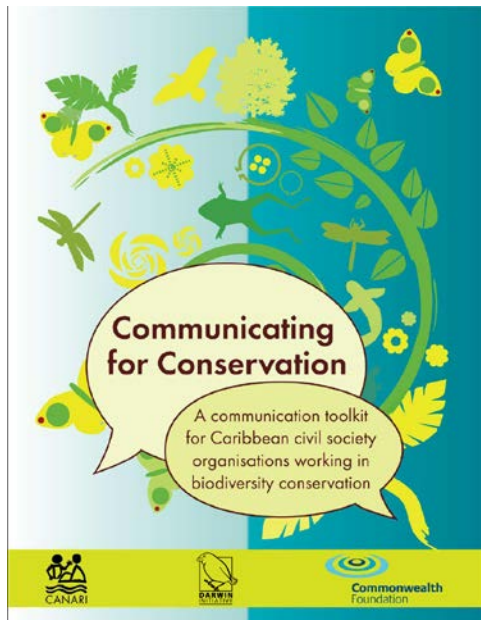
<sup>44</sup> See <http://canari.org/testingcommproducts.asp>

<sup>45</sup> See <http://www.canari.org/forestsustain.asp>

<sup>46</sup> See [http://www.canari.org/ta\\_rp2.asp](http://www.canari.org/ta_rp2.asp)

## Featured project

In the final year of the three-year project *"Building civil society capacity for conservation in the Caribbean UK Overseas Territories"* (Darwin Initiative/Commonwealth Foundation), CANARI produced the electronic publication *"Communicating for Conservation: A communication toolkit for Caribbean civil society organisations working in biodiversity conservation"*. This toolkit aimed at mobilising others to take action in biodiversity conservation through building their knowledge, and promoting advocacy and positive change in attitudes and behaviour. The toolkit features guidelines and practical steps to identify and address communication needs in project activities in biodiversity conservation.



**At left:** Cover design of the CANARI-produced toolkit "Communicating for conservation: a communication toolkit for Caribbean civil society organisations working in biodiversity conservation"

## Inside CANARI

### Introduction

The new CANARI Strategic Plan 2011-2016, outlining 11 programme areas, was completed after an extensive participatory process engaging staff, Directors, Associates, and other stakeholders. Under the new plan, CANARI created a programme area for Internal Governance and Operational Systems to enable the Institute to strategically focus on developing critical areas of organisational capacity to enable it to effectively carry out its mission. These include building strategic leadership and human resource capacity, partnership building and monitoring and evaluation. CANARI was supported in strengthening its organisational capacity through the MacArthur Award for Creative and Effective Institutes, which it received in 2009. This was used to build capacity in fundraising, communication, networking, and monitoring and evaluation. The John D. And Catherine T. MacArthur Foundation also provided additional support for the development of CANARI's new Strategic Plan.

The development of partnerships is key to CANARI's approach and CANARI continued to develop the Karipanou alliance with partners Panos Caribbean and the Centre for Resource Management and Environmental Studies (CERMES) of the University of the West Indies to promote and facilitate participatory natural resource management and governance in the Caribbean. CANARI's role as Chair of the International Union for Conservation of Nature (IUCN) Caribbean Regional Committee continued and contributed to raising CANARI's profile, facilitating useful networking with Caribbean NGO and government IUCN members, as well as providing opportunities to represent Caribbean issues and conduct policy influence. Work under various projects enabled CANARI to expand and deepen its partnerships across the islands, most particularly in Haiti and the Dominican Republic, and with stakeholders working in various sectors, including poverty alleviation and disaster risk management.

### Who's who in CANARI

The team of people that achieves the results we set out to obtain during each year of our operation is equipped with individual strengths, however, the combined 'partnership' effort is what makes CANARI an effective organisation. Staff, Elected Partners (Directors on the Board), Associates and Programme Advisors, working alongside regional and international partners and donors are able to produce and sustain the type of action, change and growth that is needed for the sustainable management of natural resources and people's livelihoods in the Caribbean islands.

								
<i>Nicole Leotaud</i>	<i>Neila Bobb- Prescott</i>	<i>Anna Cadiz</i>	<i>Celeste Chariandy</i>	<i>Keisha Sandy</i>	<i>Loiza Rauzduel</i>	<i>Venash Ramberan</i>	<i>Patricia Franco</i>	<i>Anastacia Lee Quay</i>

### **CANARI staff members:**

Executive Director: *Nicole Leotaud*

Senior Technical Officers: *Celeste Chariandy, Neila Bobb-Prescott, Anna Cadiz*

Technical Officers: *Loïza Rauzduel, Keisha Sandy*

Financial Officer: *Venash Ramberan*

Administrative Officers: *Anastacia Lee Quay, Pat Franco*

### **CANARI Partners (Directors on CANARI's Board):**

Aleyda Capella

Felix Finisterre

Lisa James

Patrick McConney (Director until February 2012)

Franklin McDonald

LaVerne Ragster (new Chair from February 2012)

Cletus Springer (Chair until February 2012)

Yves-Andre Wainwright

Zakiya Uzoma-Wadada

Nicole Leotaud (Executive Director)

Neila Bobb-Prescott

### **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

Buglass, L. 2011. Consorcio Ambiental Dominicano (CAD): Una década de trabajo en red y desarrollando alianzas estratégicas para promover la conservación y la gestión participativa de los recursos naturales en la República Dominicana. CANARI Reporte Técnico No. 394, Laventille, Trinidad.

Buglass, L. 2011. Consorcio Ambiental Dominicano (CAD): A decade of networking and developing strategic partnerships to promote the conservation and participatory management of natural resources in the Dominican Republic. CANARI Technical Report No. 396, Laventille, Trinidad.<sup>47</sup>

Buglass, L. 2011. Une décennie de collaboration et de création de partenariats stratégiques pour la promotion de la conservation et la gestion des ressources naturelles en République dominicaine. Rapport technique No. 399. CANARI, Laventille, Trinidad.

CANARI 2011. Facilitating participatory natural resource management: A toolkit for Caribbean managers. Laventille, CANARI.<sup>48</sup>

CANARI 2011. Treinta años apoyando el manejo participativo de los recursos naturales - La experiencia del Instituto Caribeño de Recursos Naturales (CANARI - Caribbean Natural Resources Institute) CANARI Reporte Técnico No. 395, Laventille, Trinidad.

CANARI 2012. Building capacity to facilitate stakeholder participation in forest management in the Caribbean islands. CANARI Policy Brief N°. 12 4pp.<sup>49</sup>

CANARI 2012. Communicating for conservation: A communication toolkit for Caribbean civil society organisations working in biodiversity conservation. Laventille, CANARI.<sup>50</sup>

CANARI 2012. Towards a green and resilient economy for the Caribbean. CANARI Policy Brief N°. 13 4pp.<sup>51</sup>

CANARI 2012. Hacia una economía verde y resiliente para el Caribe. CANARI Informe de Políticas N°. 13.<sup>52</sup>

CANARI 2012. Vers une économie verte et résiliente dans la Caraïbe. CANARI Précis de Politique N°. 13.<sup>53</sup>

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<sup>47</sup> [http://www.canari.org/documents/CADcasestudyEnglishfinal\\_001.pdf](http://www.canari.org/documents/CADcasestudyEnglishfinal_001.pdf)

<sup>48</sup> [http://www.canari.org/documents/CANARIPNRMToolitFinalJan2012\\_003.pdf](http://www.canari.org/documents/CANARIPNRMToolitFinalJan2012_003.pdf)

<sup>49</sup>

[http://www.canari.org/documents/12Buidingcapacitytofacilitatestakeholderparticipationinfoestmanagement\\_002.pdf](http://www.canari.org/documents/12Buidingcapacitytofacilitatestakeholderparticipationinfoestmanagement_002.pdf)

<sup>50</sup> <http://www.canari.org/documents/CANARICommunicatingforConservation-toolkit2012.pdf>

<sup>51</sup> <http://www.canari.org/documents/CANARIPB13GEEng-Oct12.pdf>

<sup>52</sup> <http://www.canari.org/documents/CANARIPBonGE13SpanishOct12.pdf>

Cooper, G. 2011. Half a century of civil society participation in biodiversity conservation and protected area management: A case study of Bonaire. CANARI Technical Report No. 397, Laventille, Trinidad.<sup>54</sup>

McIntosh, S. 2011. Endowment funds - the route to financial sustainability for civil society organisations or just a distraction? CANARI Technical Report No. 398, Laventille, Trinidad.<sup>55</sup>

McIntosh, S. 2011. Participatory approaches to biodiversity conservation: a case study of the Montserrat Centre Hills. CANARI Technical Report No. 400, Laventille, Trinidad.<sup>56</sup>

2011. Civil society agenda to address the impacts of climate change in Saint Lucia<sup>57</sup>

2012. CEPF Caribbean Newsletter Issue 1, June 2012<sup>58</sup>

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<sup>53</sup> <http://www.canari.org/documents/CANARIPB13GEFrench-Oct12.pdf>

<sup>54</sup> [http://www.canari.org/documents/Bonairecasestudyfinal\\_000.pdf](http://www.canari.org/documents/Bonairecasestudyfinal_000.pdf)

<sup>55</sup> [http://www.canari.org/documents/Endowmentfundfinal\\_002.pdf](http://www.canari.org/documents/Endowmentfundfinal_002.pdf)

<sup>56</sup> <http://www.canari.org/documents/CentreHillsTechRepJan12.pdf>

<sup>57</sup> <http://www.canari.org/documents/CANARISLUAgendadraft4.pdf>

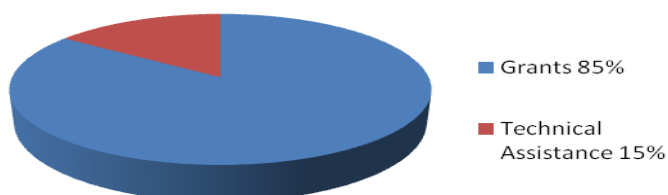
<sup>58</sup> <http://www.canari.org/documents/CEPFCaribbeanNewsletterIssue1June2012.pdf>



## Financial summary

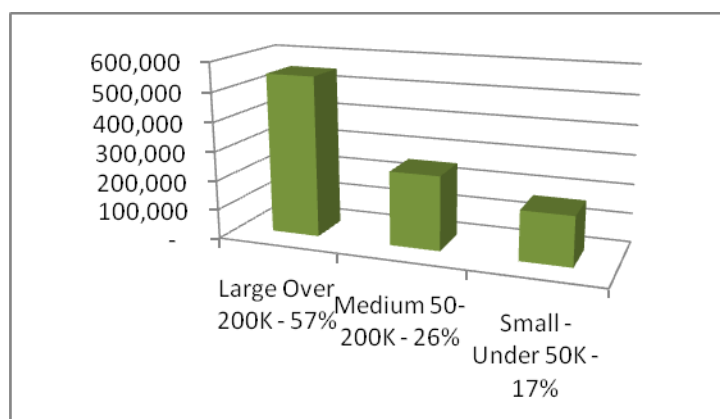
### Revenue by type

Over the July 2011- June 2012 financial period, CANARI's annual budget was US\$971,520, which was an eight percent increase from the previous financial year. Eighty-five percent of CANARI's funding was accessed via grants and fifteen percent from contracts to provide technical assistance. A range of sizes of grants were received, but most were large grants (over US\$200,000) for regional projects. CANARI received funding from a range of types of donors, primarily governmental, inter-governmental, international NGOs and private foundations.



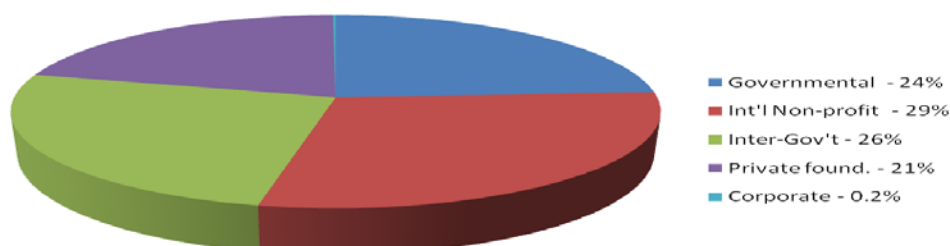
Income	Actual
Grants	823,458
Technical Assistance	148,062
<b>Total</b>	<b>971,520</b>

### Revenue by size of grant and technical assistance contract



Income	\$	%
Large: Over 200K	549,442	57%
Medium: 50-200K	253,223	26%
Small: Under 50K	168,855	17%
<b>Total</b>	<b>971,520</b>	<b>100%</b>

### Revenue by donor category





## CANARI's donors

CANARI is grateful to the following organisations listed for financial support, either via grants or technical assistance contracts, for the period July 2011 - June 2012:

Support: Grants	Amount
Critical Ecosystem Partnership Fund	237,185
Darwin Initiative	159,605
John D. and Catherine T. MacArthur Foundation	138,322
MacArthur Award for Creative and Effective Institutes	14,332
United Nations Food and Agriculture Organisation (FAO)	124,004
J.B. Fernandes Memorial Trust I	50,070
Federal Republic of Germany	34,766
Global Environment Facility Small Grant Programme administered by the United Nations Development Programme	20,487
Institut de l'Energie et de l'Environnement de la Francophonie (IEPF) a subsidiary body of the Organisation Internationale de la Francophonie	20,012
United Nations Environment Programme (UNEP)	10,000
Technical Centre for Agricultural and Rural Co-operation (CTA)	6,255
International Development Research Centre (IDRC)	4,799
Royal Bank of Canada (RBC)	1,486
United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)	1,275
Centre for Resource Management and Environmental Studies (CERMES )	860
<b>Total Grants</b>	<b>823,458</b>

<b>Contracts: Technical Assistance</b>	
International Institute for Environment and Development (IIED) & Commonwealth Foundation	46,475
Joint Nature Conservation Committee (JNCC)	35,094
United Nations Food and Agriculture Organisation (FAO)	28,441
Caribbean Regional Fisheries Mechanism (CRFM)	27,116
Caribbean Disaster Emergency Management Agency (CDEMA)	7,065
Centre for Resource Management and Environmental Studies (CERMES )	2,400
Africa Caribbean Pacific programme of the European Union (EU-ACP )	1,471
<b>Total Technical Assistance</b>	<b>148,062</b>
<b>Grand Total</b>	<b>971,520</b>

## Contact CANARI

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