



Caribbean Natural Resources Institute



Background

The Caribbean Natural Resources Institute (CANARI) is a non-governmental organisation that is engaged in participatory natural resource management throughout the islands of the Caribbean since 1989 (but born out of an initiative started in 1976 in Dominica). CANARI's office is based in Trinidad and it is legally a non-profit organisation registered in Saint Lucia, the United States Virgin Islands and Trinidad and Tobago. It has 501(c) (3) status in the United States and charitable status in Trinidad and Tobago.

This regional technical institute is committed to applying innovative and creative approaches that facilitate and promote participatory approaches to natural resource governance to conserve biodiversity, enhance ecosystem goods and services, and enhance livelihood benefits and well-being of the poor. By mixing creativity, science and innovation while maintaining 'a people focus', CANARI has systematically built its portfolio of results, strengthened its reputation, and become one of the leading Caribbean institutes in this field.

CANARI's work focuses on creating avenues for equitable participation and effective collaboration to manage the resources critical to development



Vision and mission

The Institute's vision is "A Caribbean people committed to responsibility and stewardship for natural and cultural resources through governance founded on equitable and effective participation aimed at improving the quality of life for Caribbean people."

In order to achieve this vision, CANARI's mission is "Promoting and facilitating equitable participation and effective collaboration in the management of natural resources critical to development in the Caribbean islands, so that people will have a better quality of life and natural resources will be conserved, through action learning and research, capacity building and fostering partnerships."

Although the Institute's mandate is broadly facilitating participation of all stakeholders in decision-making and ensuring a better quality of life for all Caribbean people, CANARI's primary focus is giving voice to the marginalised (especially civil society and local communities) and strengthening livelihoods of the rural poor, whose livelihoods are largely dependent on natural resources.

Where we work

CANARI's geographic focus is all islands of the Caribbean - the independent countries as well as the overseas dependencies and territories of the United Kingdom, France, the Netherlands and the United States.

The facilitation of regional approaches is challenging - partly because of the diversity in language, culture, and political systems and also because there is no single governance structure for these states - however, CANARI has learned through its extensive work, that the natural resource governance issues faced across the Caribbean islands are similar and that there is value in sharing knowledge and collaboration. CANARI actively works to facilitate regional networking and Caribbean-wide programmes and projects.

The value of CANARI's regional approach is illustrated in the words the member of another NGO:

"I think I have learned a lot from CANARI. They have also helped me to establish a better working relationship with the rest of the Caribbean people. Not only the countries and organisations, but the people – to have a better understanding of the culture and the way we should work together."

CANARI is one of the few organisations, civil society or governmental, that is implementing an extensive and inclusive regional approach in the Caribbean.

Stakeholders

CANARI works with the full range of stakeholders in the islands of the Caribbean who have rights to, interests in, or formal or informal responsibilities for all natural resources.

These include people in rural communities; community-based organisations (CBOs); local, regional and international non-governmental organisations (NGOs); media; academic institutions; donors and technical assistance organisations; government and intergovernmental agencies; and the private sector.

CANARI's work brings all stakeholders together; across sectors and at local, national, regional and international levels to build relationships and foster collaboration to the benefit of all people in the islands of the Caribbean.

Values and Principles

CANARI has been putting its core values into practice and refining its operating principles for over 20 years. The Institute prides itself in its adaptability; its commitment to excellence, innovation,

integrity, and learning; and its respect for all stakeholders. It actively designs its processes to overcome power imbalances and to promote fairness. It favours the use of multi-stakeholder approaches and seeks Caribbean solutions to Caribbean problems.

The organisation embraces diversity in terms of its research, its partnerships and most importantly, its people. Collaboration is more than a value to CANARI, it is its way of working in partnership with other like-minded organisations and people to achieve common goals.



Civil society groups in Tobago used a 3D model of the island in an innovative process facilitated by CANARI to develop an agenda for action on climate change.

Our programmes

For 2011-2016, CANARI will use a tri-dimensional approach to focus its work on two Thematic Programmes, five Strategy Programmes, and four Issue Programmes among which there will also be strong interactions using several strategies to achieve the desired results, and simultaneously address key issues. The programmatic focus will ensure that a strategic and comprehensive results- and process-oriented approach is adopted.

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

Thematic Programmes:

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



Communities dependent upon natural resources for livelihoods undertake participatory management through community forestry

Strategy Programmes:

- 1. Research:** To develop and implement research to build understanding of participatory natural resource governance issues, approaches, and results.
- 2. Action Research and Learning:** To engage key change agents in action research and learning processes on participatory natural resource governance to expand knowledge and understanding, enhance the competencies of the actors involved, and facilitate practical problem-solving and effecting change.
- 3. Communication:** To effectively communicate knowledge to build awareness, understanding and commitment of stakeholders and to influence policy for participatory natural resource governance in CANARI's programmes and projects.
- 4. Capacity Building:** To build capacity for participatory natural resource governance and sustainable natural resource-based livelihoods through conducting training, coaching, mentoring, small grants, training of trainers and mentors, and influencing the capacity building programmes of others.
- 5. Internal governance and operational systems:** To enhance organisational performance for effective implementation of the Strategic Plan 2011-2016.



CANARI trained a group of mentors to support community based organisations and NGOs involved in conservation in Caribbean biodiversity 'hotspots'

Issue Programmes

- 1. Climate Change and Disaster Risk Reduction:** To improve resilience of livelihoods and ecosystems to climate change and related disasters by building the capacity of stakeholders, particularly those most vulnerable to climate change, to participate effectively in ecosystem management and develop appropriate responses to climate change, through research, action learning, capacity building and application and communication of lessons learned.
- 2. Green Economy:** To effectively and equitably engage stakeholders in developing a model of economic development for the Caribbean that facilitates ecological sustainability and social equity.
- 3. Rural Livelihoods:** To support rural communities with the development of sustainable natural resource-based livelihoods through building capacity, catalysing partnerships and influencing policy to create an enabling institutional environment.
- 4. Civil Society and Governance:** To enhance the capacity of civil society stakeholders to participate equitably and effectively in the governance of natural resources, through research and action learning, innovative capacity building programmes and communication and application of lessons learnt.

CANARI develops projects to achieve its objectives and to contribute to delivery of results under its various programme areas.



CANARI trained fisherfolk from across the Caribbean in the ecosystem approach to fisheries management (EAF) and built their knowledge on climate change impacts and adaptation strategies to strengthen their livelihood sustainability

Our organisation

Board of Directors: CANARI's legal governing body is a Board of Directors. Elected Board members hold the positions of Chair, Treasurer and Secretary.

Staff: CANARI has a small technical staff with considerable experience and expertise across the Caribbean in CANARI's areas of interest, supported by highly effective and efficient administrative and financial staff and headed by an Executive Director.

The CANARI Partnership: The Partnership is made up of elected members on the Board of Directors (called Elected Partners) who are persons chosen for their regional profile as change agents, their expertise in CANARI's thematic and issue areas and their overall ability to add value to CANARI's work. The Partnership also includes the Executive Director (called the Managing Partner) and elected senior staff (called Staff Partners), and is reflective of CANARI's participatory culture. The Partnership is responsible for oversight and strategic direction of the Institute.

CANARI Associates: are individuals who have a strong commitment to CANARI's mission. They are usually previous Partners or staff, who through long association with and loyalty to CANARI, have agreed to devote time voluntarily to furthering the interests of the Institute, and whose expertise adds value to the organisation and its work. Associates also provide a flexible human



CANARI Partners (2012-2013) L-R Front row: Heather Blanchard, Arielle Jean-Baptiste, LaVerne Ragster (CANARI Chair), Lisa James, Franklin McDonald L-R Back row: Felix Finisterre, McHale Andrew, Zakiya Uzoma-Wadada, Yves-André Wainwright.

resource pool that can be drawn upon as needed to undertake paid consultancies for CANARI.

CANARI Programme Advisors: support CANARI in achieving its mission in a range of ways including: identifying potential opportunities and partnerships for CANARI; and providing advice

on the development, implementation, and evaluation of CANARI's work at the strategic, programme, and project levels. They often have a long association with and loyalty to CANARI and have promoted the interests of the Institute through giving strategic advice and guidance.

Strategic Alliances and Partnerships: CANARI works through developing partnerships with key stakeholders around the Caribbean and internationally; drawing on additional and complementary expertise and experience, expanding geographic reach, and leveraging the influence and action of better positioned stakeholders. Some of these relationships have evolved into formal strategic alliances and partnerships.

Karipanou: In 2010, an alliance made up of CANARI, Panos Caribbean and the Centre for Resource Management and Environmental Studies (CERMES) was created, called Karipanou, a word derived from the Haitian Creole words "Karayib" meaning "Caribbean" and "pa nou" meaning "ours". The three organisations have a shared vision and shared values for natural resource management in the Caribbean and are combining their efforts for participatory management and governance of natural resources.

CANARI also has a Memorandum of Understanding with the Caribbean Community Climate Change Centre (CCCCC) to collaborate on projects that involve communications and building community resilience and adaptive capacities to climate change across the Caribbean.

CANARI has worked very closely for a number of years with several international organisations – the MacArthur Foundation, the United Nations Food and Agricultural Organisation (UN FAO), and the International Institute for Environment and Development (IIED) - in developing and implementing programmes in the Caribbean. Although no formal agreements exist, the common values and shared vision of these organisations with CANARI has led to collaborations and productive relationships that have contributed significantly to CANARI's development and the results that it has been able to achieve in the Caribbean.

CANARI's approaches

In its work of facilitating and supporting participatory natural resource management, CANARI draws on a variety of innovative approaches including:

- hands-on activities, interactive fieldtrips and guided facilitation at workshops,
- multidisciplinary action learning groups,
- action learning projects,
- policy briefs catering to decision makers,
- toolkit development,
- mentoring,
- participatory resource mapping,
- use of interactive and participatory communication tools such as radio dramas, participatory video, and community expos to showcase rural enterprises,
- small grants to civil society groups that do not yet have capacity to attract funding from donors

All of these approaches have been successfully used either individually or in combination within CANARI's projects. For example, under the European Commission funded "Practices and



Community groups in Saint Vincent and the Grenadines share experiences and exchange ideas to address project challenges

policies that improve forest management and livelihoods of the rural poor in the insular Caribbean", CANARI combined small grants to CBOs with low capacity with a mentor-facilitated action learning project.

CANARI continues to explore new and existing approaches and adapt them for its future work.



Forest stakeholders undertake an intuition mapping exercise at a CANARI workshop

CANARI is process and result oriented

CANARI is focused on achieving clear results for change: in more participatory institutions for natural resource management; in more engaged and empowered social actors (individuals, communities, organisations); and in enhancing ecosystem goods, services and biodiversity. At the same time, CANARI's belief is that facilitating processes that effectively and equitably engage stakeholders is just as important as the results achieved.

CANARI's focus on process is reflected in its Strategy Programmes – research, action research and learning, communication, and capacity building. Participatory monitoring and evaluation processes are conducted to support accountability in the achievement of results as well as to learn about how to conduct effective processes. During and at the end of the process, CANARI communicates the findings of assessments to its internal and external stakeholders.

CANARI's results

Some examples of results under CANARI's recent projects include:

Enhanced knowledge of the impacts of climate change on biodiversity: A regional project was funded by the MacArthur Foundation in 2009 to study the impacts of climate change on biodiversity. CANARI brought together researchers, civil society and government stakeholders working throughout the insular Caribbean to analyse what is known, and what is not known, about climate change impacts on terrestrial, coastal and marine biodiversity. The team identified research gaps and devised ways to collaborate, share information and build institutions to improve understanding of how climate change will affect the region. A key result of this project was the development of a research agenda of current needs that has the "buy in" and identifies priorities and niches for stakeholder research. The results also provided a qualitative baseline of climate change impacts on which future progress can be assessed.

Giving voice to resource users in rural communities: In 2011, CANARI, in collaboration with the University of the West Indies, successfully piloted the use of participatory video (PV) to aid fishers from Blanchisseuse, Trinidad to document the challenges facing them. The video that was produced, "Fish for Gas: The Challenge of fishing in Blanchisseuse" can be viewed on CANARI's YouTube channel. This video was presented to government policy-makers and was very effective in stimulating concrete action to



Caura Valley residents in Trinidad developed skills in participatory video while tackling climate change impacts in their community

address the problems. This project was funded by the International Development Research Centre.

Promoting and building capacity for participatory forest management to benefit livelihoods of the rural poor in the insular Caribbean: During 2007-2010, CANARI, through its Forests, Livelihoods and Governance Programme developed two large complementary projects: Participatory forest management: improving policy and institutional capacity for development funded by the National Forest Programme Facility of the Food and Agriculture Organisation of the United Nations and the European Commission funded Practices and policies that improve forest management and livelihoods of the rural poor in the insular Caribbean. The two projects served eight islands: Barbados, Commonwealth of Dominica, Grenada, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines and Trinidad and Tobago.

The projects successfully used, developed and refined methodologies such as action learning, study tours, exchange visits and mentoring. Highlights of the results include:

- Analysis of the opportunities and constraints for stakeholder participation in forest policy, institutions and management in each country
- Assessments of national capacity and the development of capacity building strategies in all project countries



Forest managers learn new techniques in communication and engagement of forest stakeholders

- Building the capacity of a regional cadre of trainers to facilitate participatory forest management approaches
- Supporting community organisations to implement community forestry initiatives
- Documenting participatory forest management case studies, livelihood benefits and lessons learnt

- Sharing of information and networking across the Caribbean on participatory forest management initiatives and lessons at a 2010 regional conference on forests and livelihoods involving government forest management agencies, CBOs, NGOs, academic and intergovernmental technical agencies

Facilitating opportunities for sustainable rural livelihoods: CANARI has a long history of work with rural communities to build and improve livelihoods based on the use of natural resources. A recent initiative in Trinidad and Tobago, funded by the JB Fernandes Trust, involves CANARI working with a few communities to help identify opportunities and develop small community enterprises.

Developing, promoting, and testing implementation of a Caribbean vision on “green economy”: CANARI facilitated a regional dialogue with a range of stakeholders across the Caribbean to build a vision on new approaches to economic development in the Caribbean. Ideas on what green economy means in the Caribbean context were widely promoted at national and regional fora in the Caribbean, and at international events. In 2012, CANARI established and is facilitating a multi-stakeholder regional Caribbean Green Economy Action Learning Group, which will engage in testing approaches, analysis, advocacy, awareness-building and capacity building.

Supporting civil society to play an effective role in biodiversity conservation: Funding by the MacArthur Foundation and the Darwin Initiative supported building the capacity of civil society leaders in Haiti, Dominican Republic, Jamaica, Trinidad and Tobago, and five territories of the United



Project activities in the Caribbean biodiversity 'hotspots' within the Critical Ecosystem Partnership Fund Caribbean programme managed by CANARI engage and support civil society groups in biodiversity conservation efforts.

Kingdom (Anguilla, British Virgin Islands, Cayman Islands, Montserrat, Turks and Caicos). Organisational strengthening was conducted using a combination of action learning, training, peer coaching, and small grants to support concrete organisational improvements. In addition, CANARI is acting as the Regional

Implementation Team managing implementation of the Critical Ecosystem Partnership Fund (CEPF) in the Caribbean, which provides grants to civil society organisations in 15 countries to work on biodiversity conservation.

Testimonial

“CANARI has made very valuable contributions in changing how people/communities think and participate in natural resource management in the region. ‘The participatory approach’ facilitated by CANARI was very instrumental in bringing grass roots people /communities together in many islands, getting them to understand the need for their participation and playing an active role.

‘Doing by learning’ produced very valuable outcomes to individuals and communities under the ‘Forests and Livelihood project’.

I believe that CANARI was very successful in demonstrating the role that we all have to play as custodians of the environment and specifically in protecting our natural resource base.

The benefits are many and are shared by many.

It is now well understood by many stakeholders within the region, the need for ‘active’ and ‘meaningful participation’ and its positive impacts on natural resource management and people’s livelihood.

I also believe that the Action Learning Group (ALG) established in 2007 under the forest and livelihood project strengthened CANARI’s position in demonstrating and changing people’s perception and participation in resource management. The skills, knowledge and experience that were contributed by the group to research and capacity building catalysed change to significant levels within the region.”

Gordon Patterson, Forestry Department, Grenada (from a Facebook post in 2011)

Awards

In 2009, the John D. and Catherine T. MacArthur Foundation selected CANARI as one of the winners of the prestigious MacArthur Award for Creative and Effective Institutions, making it the first-ever winner from the Caribbean. CANARI is using the award to strengthen the organisation's capacity to effectively deliver results under its vision, mission and programmes.



CANARI received the MacArthur Foundation Award for Creative and Effective Institutions in 2009. Then Executive Director, Mrs. Sarah McIntosh and Dr. Patrick McConney (Elected Partner/Director on the Board, second from right) received the Award on behalf of CANARI.



Contact us

Interested in finding out more about CANARI? Log on to our website, like us on Facebook interact with us on our page and share our work with friends and colleagues! Check out our videos on CANARI's YouTube channel and leave us your comments. You can also reach us by e-mail and call or fax us. Our contact information is provided below.

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