This case study reflects findings of a process using CANARI’s Local Green-Blue Enterprise Radar. This is a tool to help local community small and micro-enterprise assess how they are delivering ‘triple-bottom line’ benefits (economic, environmental and social) and good governance, and what are possible areas for improvement. A focus group session is facilitated with members of the enterprise and they are asked to assess how they think that the business is doing based on a set of indicators. Each indicator is discussed, and members agree on a ranking for each. The ranking for each indicator is placed on a spider diagram, which visually represents a snapshot of how the enterprise is delivering benefits. The rich discussion helps members of the enterprise work together to assess how they are doing and areas where they want to grow.

Introduction
The Three Bays Marine Protected Area (3Bays MPA) was established in 2014 and constitutes the second largest declared marine protected area in Haiti, covering over 75,000 hectares. It was designated to protect a complex system of valuable marine, coastal and terrestrial ecosystems along the north-eastern coast of Haiti. About 500,000 persons live in the area, with poverty and unemployment rates estimated as over 80%.

Alternative livelihood initiatives are developed to support income generation for the local communities through sustainable activities that reduce fishing pressure and offer an alternative to harvesting mangrove for charcoal production. In addition to its rich biodiversity, the area also has a rich cultural history and is home to several historical sites and fortifications that attract Haitian and international visitors.

Kowoperativ Ekotouris Twa Bè (KOOPEK-3B) is a rural, community-based ecotourism cooperative established in the 3Bays MPA in 2016. It provides artisanal fishery and kayaking tours.

KOOPEK-3B’s focus is on income generation through sustainable activities that reduce fishing pressure and offer an alternative to mangrove harvesting. The artisanal fishers who came together to establish KOOPEK-3B capitalise on the area's history and natural beauty. KOOPEK-3B’s kayaking tours allows visitors to explore mangrove ecosystems and tiny islands in Fort Liberté Bay and observe the ancient fortress at Fort Liberté and other historic sites from the unique vantage point of the sea.

**Economic benefits of the enterprise**
While all members of KOOPEK-3B are personally invested in building the cooperative, it is only those that conduct the tours that receive payment. Financial sustainability and creating more jobs are of concern and members are looking into the options of retailing food and craft items to visitors.

**Environmental benefits of the enterprise**
In the 3Bays MPA, KOOPEK-3B sought to connect people and nature through recreation. When people experience and benefit from nature, they are more likely to appreciate and care for it. The cooperative rates itself highly in terms of avoiding any form of pollution and contributes to the conservation of the biodiversity of the local ecosystem by protecting the mangrove. Fresh water is used to wash the kayaks and they agree that more mindful use of this water could be undertaken.

**Social benefits of the enterprise**
All members of the cooperative are given a voice and opportunities for earning wages are shared equally. While they have the necessary tools to ensure decent work (life jackets, gloves, container office and water), there is some additional training that members could benefit from. They continue to support buying and selling local items and plan to diversify their income by offering food and craft for sale. While KOOPEK-3B has support from partnerships with organisations like the Fondation pour la Protection de la Biodiversite Marine (FoProBiM), a non-profit organisation which co-manages the 3Bays MPA, they are aware that more needs to be done to build their network of stakeholder support.

**Governance of the enterprise**
KOOPEK-3B is confident that management of the cooperative is inclusive and involved. While the President is clear about the enterprise’s vision and encourages members to partake in the decision making, there are instances when decisions are made without group consultation. This area was identified as in need of improvement.
Knowledge sharing is celebrated both within the enterprise and with customers. Information is brought to the table frequently, albeit in an informal manner, and the community is encouraged to join the cooperative and build the membership.

**KOOPEK-3B Local Green-Blue Enterprise Radar**

The Radar for KOOPEK-3B was developed by members based on their self-assessment in June 2019. This identifies areas where they can strengthen their triple-bottom line and governance to continue to enhance their contribution to conservation of marine and coastal biodiversity and development of sustainable and resilient livelihoods.

**Local Green-Blue Enterprise Radar of KOOPEK 3B**

- **Environmental**
  - Avoids air pollution
  - Avoids soil pollution
  - Avoids water pollution
  - Practices sound water use

- **Economic**
  - Builds economic linkages
  - Builds financial sustainability
  - Creates jobs
  - Builds common vision

- **Social**
  - Ensures decent work
  - Fosters partnerships and networks
  - Enhances capacity and empowers
  - Gives opportunities to the marginalised

- **Governance**
  - Shares benefits
  - Fosters equity in benefits
  - Uses collective ownership and shareholding
  - Engages stakeholders
  - Shares decision making
  - Enhances voice
  - Captures and shares knowledge

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