



# Caribbean Natural Resources Institute

Annual Report • July 2012 - June 2013



*"Innovation and Partnerships"*



# Introduction

CANARI continued to implement work during 2012-2013 under the 11 programme areas outlined in its Strategic Plan 2011-2016. Under these programmes a wide variety of projects were implemented towards fulfilling CANARI's mission of *"Promoting and facilitating equitable participation and effective collaboration in the management of natural resources critical to development in the Caribbean islands, so that people will have a better quality of life and natural resources will be conserved, through action learning and research, capacity building, communication and fostering partnerships."*

Multiple linkages were made across CANARI's programmes. For example a project was undertaken to pilot the use of an innovative Information Communication and Technology (ICT) tool, participatory three-dimensional modelling (P3DM). This was applied to collect local knowledge on climate change impacts and potential adaptation measures and involved a combination of capacity building, research, and communication for awareness and policy influence.

CANARI's mandate is across the breadth of the Caribbean islands and this year CANARI worked with partners and implemented projects across 21 countries or territories<sup>1</sup>, increasing its work and communications in Spanish and French. The Institute continued to play a strong role in facilitating regional exchanges, for example among civil society organisations working in biodiversity conservation across 11 countries as part of the Critical Ecosystem Partnership Fund (CEPF) Caribbean programme.

CANARI worked with partners ranging from rural women operating small businesses, to leading civil society organisations managing and co-managing protected areas, to development economists interested in economic transformation in the Caribbean, to government agencies coordinating national climate change adaptation efforts, to global think tank leaders interested in influencing the post-2015 dialogue on new sustainable development goals, to regional and international inter-governmental agencies supporting new policies and programmes for sustainable fisheries management and participatory governance.

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.

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<sup>1</sup> **Independent countries:** Antigua and Barbuda, Bahamas, Barbados, Commonwealth of Dominica, Dominican Republic, Cuba, Grenada, Haiti, Jamaica, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Trinidad and Tobago. **French territories or departments:** Martinique. Kingdom of the Netherlands: Curaçao. **Caribbean UKOTs:** Anguilla, Bermuda, Cayman Islands, British Virgin Islands. **Associated to the United States:** Puerto Rico and United States Virgin Islands (St. Croix, St. John and St. Thomas)



## From our Chair

This year the CANARI Partnership continued its evolution and development as a learning organisation in an environment of change and opportunities to demonstrate leadership in the region. The roll-out of the Strategic Plan for 2011-2016 took on new energy from the input of fully engaged CANARI Associates, Programme Advisors, Elected Partners, and Staff that participated in an interactive strategic workshop in January 2013. There has been much excitement generated by the creation of a variety of communication vehicles to get the word out regarding the mission and outputs of the Institute to our stakeholders and the Region in general. The Institute demonstrated its leadership capacity through professional and effective management of large initiatives like the Critical Ecosystem Partnership Fund, facilitating the continued development of the Action Learning Group for the Green Economy Programme, and serving as the chair of the IUCN Caribbean Regional Committee. The activities and outputs of the year regarding action learning and research, capacity building, communications and fostering partnerships that are outlined in this annual report exhibit a high level of realisation of CANARI's mission. The Partnership also focused on its own development during this year through the improvement of internal systems and the continued professional development of the people that give life to the CANARI mission and strategic plan. As a consequence of the contributions and commitment of all members of the CANARI Partnership, many partnerships, regionally and internationally, have been strengthened this year and new opportunities to fund and support CANARI programmes have been revealed. A great deal of gratitude and appreciation are offered to the Elected Partners for their contributions of time and for their support of CANARI's mission over the past year. The entire Partnership under the leadership of the Executive Director, Nicole Leotaud, should feel proud of the accomplishments outlined in this report and of the continued development of CANARI as an outstanding civil society institution in the Caribbean. Thank you all for your contributions to the success of CANARI.



A handwritten signature in green ink, which appears to be 'LaVerne E. Ragster'.

LaVerne E. Ragster, PhD.



## From our Executive Director

In the past year global discussions shifted from lamenting the disappointing results from the Earth Summit in Rio de Janeiro, Brazil (Rio+20) to seeking to influence multiple related initiatives that are converging to a global dialogue on development of post-2015 sustainable development goals. Preparations also began for the global conference on Small Island Developing States (SIDS) scheduled for 2014 in Samoa. CANARI's work in the Caribbean islands was seen to be increasingly relevant to these global debates. Our on-the-ground work meant that we can bring a sense of local realities to regional and global policy debates. Our connections across the islands, and work with all types of stakeholders from local to global levels, meant that we could leverage our networks to share knowledge and bring multiple perspectives to debate of an issue. I am especially excited about the collaborations this year with local, national, regional and international partners. CANARI staff, Elected Partners, Associates and Programme Advisors identified new strategic partners and engaged them in knowledge sharing and collaboration in areas as wide ranging as climate change adaptation, economic transformation in the Caribbean, fisheries management and governance, community forestry, protected area management for biodiversity conservation and sustainable livelihoods, and developing small community enterprises to address rural poverty. Innovative approaches were explored including on sustainable financing of protected areas, approaches to facilitating community climate change adaptation, and action learning approaches for transformation of policy and practice. Innovative information and communication tools were identified and tested, including participatory three-dimensional modelling (P3DM), participatory video, social media for communication. A new area explored with partners was the development of tailored smart phone applications to support participatory natural resource management. CANARI continues to be a leader in innovation and partnerships for participatory approaches to managing natural resources to improve the well-being of Caribbean people. We invite you to join our efforts!



Nicole Leotaud





CANARI is using a tri-dimensional approach to focus work on two Thematic Programmes, five Strategy Programmes, and four Issue Programmes. There are strong interactions among the programmes, so for example a Thematic Programme will use several strategies to achieve the desired results, and will simultaneously address key issues.

# 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.

## 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
5. Internal Governance and Operational Systems

The *Internal Governance and Operational Systems* programme is reported on under the section "Inside CANARI". Reports on the other 10 CANARI programmes follow in this section.

# Forests, Livelihoods and Governance programme

## Introduction

The programme has accumulated a considerable body of knowledge over the years and an extensive network of forest managers<sup>2</sup> who are partnering with CANARI to promote and facilitate participatory forest governance for conservation of forest goods and services and development of sustainable livelihoods based on the use of forest resources.

Globally, forests are increasingly being seen as an important resource for climate change mitigation and adaptation. The United Nations Food and Agriculture Organisation (FAO) is promoting the value of forests for food security both directly through forest food products and indirectly by the ecosystem services that they provide such as supplying water and stabilising soil. Globally as well as across the Caribbean, forests are an important resource supporting livelihoods of poor rural communities.

Under CANARI's *Forests, Livelihoods and Governance programme*, lessons learnt from initiatives on community forestry and sustainable forest-based livelihoods over recent years in the Caribbean were analysed and communicated. Efforts also focused on building the capacity of rural community groups to participate in watershed management and development of sustainable forest-based livelihoods. A preliminary study was conducted of the impact of climate change on forests and potential mitigation and adaptation actions for the Caribbean.

## List of projects

- **Capacity building for watershed management stakeholders in Trinidad and Tobago**<sup>3</sup> (US\$60,000, August 2012 - July 2014, supported by the Royal Bank of Canada [RBC])
- **Regional knowledge sharing initiative on improved governance and influencing policy for community forestry and sustainable forest-based livelihoods**<sup>4</sup> (US \$40,000, August 2012 - March 2014, supported by the United Nations Food and Agriculture Organisation [FAO])
- The preparation of a background document on Forestry and Climate Change in the Caribbean (US\$7,000, April 2013 - August 2014, supported by the United Nations Food and Agriculture Organisation [FAO])

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2 Individuals from forestry departments and other government agencies with responsibility for managing forests (e.g. environmental management departments, protected area departments) non-governmental organisations (NGOs), and community-based organisations (CBOs).

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

4 [http://www.canari.org/forests\\_regknow.asp](http://www.canari.org/forests_regknow.asp)

- Improving Forest and Protected Area Management in Trinidad and Tobago: Monitoring and evaluation needed for effective PA management and biodiversity conservation (US\$2,500, March – August 2013, technical assistance to the FAO for the Government of Trinidad and Tobago)

## Results

- Knowledge and capacity was enhanced of 12 community groups in Trinidad and Tobago to participate in watershed management.
- Knowledge about community forestry and sustainable forest-based livelihoods in the Caribbean was documented and communicated through a guideline on community forestry in the Caribbean islands (**English**<sup>5</sup>/ **French**<sup>6</sup>/ **Spanish**<sup>7</sup>), a "**how-to**" **guide**<sup>8</sup> for use of radio in communications in the Caribbean, a short **video**<sup>9</sup> on forest managers' experiences on climate change and a **power point presentation**<sup>10</sup> on facilitating participatory forest management.
- Capacity of nine forest managers from the region to share knowledge and experiences and to communicate messages on forest management was built.
- Input was made into development of a full proposal by the Government of Trinidad and Tobago to the Global Environment Facility (GEF) for improving forest and protected area management in Trinidad and Tobago, specifically focusing on: stakeholder participation, communication, and monitoring and evaluation.

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5 <http://www.canari.org/documents/CMGuidelines7english.pdf>

6 <http://www.canari.org/documents/CMGuidelines7french.pdf>

7 <http://www.canari.org/documents/CMGuidelines7spanish.pdf>

8 <http://www.canari.org/documents/Ontheair12Mar.pdf>

9 <http://www.youtube.com/watch?v=cvISqseECjs&list=UU-tyl9LCv8VfFcyih60lkOQ>

10 [http://www.canari.org/forests\\_regknow.asp](http://www.canari.org/forests_regknow.asp)

# Featured project: Capacity building for watershed management stakeholders in Trinidad and Tobago

The impact of forest removal and the current and expected impacts of climate change compromise the availability of freshwater, a critical resource in Trinidad and Tobago. This negatively affects human populations and human livelihoods. A CANARI project aims to contribute to improving availability of freshwater through improving the effectiveness of community watershed management programmes, building the capacity of community groups involved in watershed management and enhancing public education and awareness on watershed management. The design of activities is guided by a capacity assessment of groups involved in the project. Groups enthusiastically participated in a national workshop to plan how the project would be implemented and receive training on organisational management and communication.

**“When you come to a CANARI workshop you actually work and learn while having fun.”**

Cristo Adonis, Santa Rosa First People Carib Community in Trinidad and Tobago



Dennis Sammy, of Nature Seekers tells how Nature Seekers built their capacity in watershed management



A member of SUNDEW builds her skills to communicate the work of her organisation

# Coastal and Marine Livelihoods and Governance programme

## Introduction

Coastal and marine ecosystems provide goods and services which are of considerable socio-economic importance as it relates to food security, poverty alleviation, foreign exchange earnings and the development of coastal communities in the small island developing states of the Caribbean. At the Wider Caribbean Region level, efforts continued under the Caribbean Large Marine Ecosystem (CLME) project to improve on the governance and management of the mainly shared living marine resources, while at the Caribbean Community (CARICOM) level, in anticipation of the approval of the Agreement establishing the Caribbean Community Common Fisheries Policy, the Caribbean Regional Fisheries Mechanism (CRFM) and the countries involved continued to develop and implement plans for the sustainable development of the region's living marine resources.

CANARI's work complemented these efforts as various small projects were implemented to support these and other regional initiatives. CANARI also assisted with promoting the increasing role being played by Caribbean fisherfolk in the region, by supporting the Caribbean Network of Fisherfolk Organisations (CNFO) in the preparation of a case study: Getting a seat at the table: fisherfolk empowerment for policy change in the Caribbean, which was presented to a global audience at the Dublin Conference on Hunger, Nutrition and Climate Justice.

This year a key four-year project to strengthen the capacity of Caribbean fisherfolk to participate in governance was secured and implementation begun. It is being funded by the European Union (EU) and implemented in partnership with the CNFO, the Centre for Resource Management and Environmental Studies (CERMES) of the University of the West Indies (UWI), CRFM, and Panos Caribbean. This will be a cornerstone project for CANARI to promote and facilitate participatory fisheries governance and management in the Caribbean.

## List of projects

- Stakeholder identification and analysis of the **large pelagic**<sup>11</sup> and **flyingfish**<sup>12</sup> fisheries in the wider Caribbean (US\$23,025, January – July 2012, technical assistance to the CRFM)
- Training in EAF and climate change for the Caribbean Network of Fisherfolk Organisations (US\$86,839, July – October 2012, technical assistance to the ACP Fish II programme)

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11 <http://www.caricom-fisheries.com/LinkClick.aspx?fileticket=6UkppPJ%2FJww%3d&tabid=87>

12 <http://www.caricom-fisheries.com/LinkClick.aspx?fileticket=rPS4eS1L3x8%3d&tabid=87>

- Involvement in the **Too Big To Ignore Working Group 4**<sup>13</sup> coordinated by UWI CERMES
- Facilitation of **Consultation on the implementation and mainstreaming of regional fisheries policies into small-scale fisheries governance arrangements in the Caribbean**<sup>14</sup> (US\$5,200, February 2013, technical assistance to the CTA/CRFM)
- Input into the **Caribbean Network of Fisherfolk Organisations (CNFO) case study on fisherfolk empowerment for policy change**<sup>15</sup> for the Dublin Conference on Hunger, Nutrition and Climate Justice
- **Enhancing food security from the fisheries sector in the Caribbean: Building the capacity of regional and national fisherfolk organisation networks to participate in fisheries governance and management**<sup>16</sup> (US\$1.37M, January 2013 – December 2016, supported by the European Union [EU])

## Results

- Understanding of the importance of participatory approaches, including the ecosystem approach to fisheries (EAF) to achieve effective governance, was improved among fisheries management authorities in Trinidad and Tobago, Barbados, Grenada, St. Vincent and the Grenadines and Martinique.
- Opportunities for fisherfolk engagement in development and implementation of regional fisheries policies were identified, and policy messages and advocacy strategies were developed.
- The global profile of the achievements of the Caribbean Network of Fisherfolk Organisations (CNFO) in influencing policy was increased.
- The capacity of fisherfolk leaders in 12 Caribbean countries (Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago) was built in:
  - Understanding climate change impacts on fisheries and developing potential adaptation actions
  - Appreciating EAF and its application in fisheries governance and management, including the role of fisherfolk in this process
  - Communication as a means of raising awareness of fisherfolk organisations (FFOs) and influencing policy

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13 <http://www.cavehill.uwi.edu/cermes/tbti.htm>

14 <http://www.caricom-fisheries.com/LinkClick.aspx?fileticket=i3ywcL2cS7w%3d&tabid=87>

15 [http://irishaid.ie/media/irishaid/allwebsitemedia/30whatwedo/HNCJ-conference-papers\\_final\\_small.pdf#page=45](http://irishaid.ie/media/irishaid/allwebsitemedia/30whatwedo/HNCJ-conference-papers_final_small.pdf#page=45)

16 <http://canari.org/cm2.asp>

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

On February 27, 2013, in Guyana, CANARI launched the EU funded project Enhancing food security from the fisheries sector in the Caribbean: Building the capacity of regional and national fisherfolk organisation networks to participate in fisheries governance and management. Its goal is to improve the contribution of the small scale fisheries sector to food security in the Caribbean islands through building the capacity of regional and national fisherfolk organisation networks to participate in fisheries governance and management. The project countries are Anguilla, Antigua and Barbuda, the Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago and Turks and Caicos Islands.

**“Most interactive and creative.  
Love the sessions. Learnt a lot.”**

Anonymous participant at the end of the  
ACP Fish II sponsored workshop in St.  
Kitts and Nevis in October 2012.



Horace Walters (right), Vernel Nicholls (centre) and Mitchell Lay (left) filming a clip that would later appear in the CNFO's climate change video on October 19, 2012.

The expected results include (i) strengthened capacity of the regional Caribbean Network of Fisherfolk Organisations (CNFO) to effectively represent its members to bring the voice of fisherfolk into regional fisheries governance and management policy and planning processes; (ii) strengthened capacity of national fisherfolk organisations, their network of primary organisations and individual leaders (in at least 8 project countries) to effectively network and communicate to influence policy on fisheries governance at the national and regional levels to improve food security; (iv) enhanced collaborative development and joint communication of key policy messages by fisherfolk at multiple levels to policy makers; and (v) improved participation of fisherfolk in national and regional processes for decision-making in governance and management of Caribbean fisheries. Implementation of this four year project started with the reviewing and updating of a needs assessment that was done for fisherfolk organisations in the region in 2003/04, by way of literature review and interviews, as well as development of Terms of Reference and identifying members for the Caribbean Fisherfolk Action Learning Group.

**“In a 2-day conference with 400 people, [the CNFO] had a palpable impact. By the second day, the word fisherfolk was on everyone’s lips and the Caribbean was back on the agenda of places where interesting things were happening around food security and climate change.”**

Tighe Geoghegan commenting in an e-mail on the CNFO’s participation in the Dublin Conference in April 2013.



Participants learn the value of time management at a CTA/ CRFM sponsored workshop in February 2013

# Climate Change and Disaster Risk Reduction programme

## Introduction

In June 2013, the United States President announced new actions to cut carbon pollution and improve domestic and international efforts to address climate change. Spurred on by extreme weather events in 2012, including "Frankenstorm Sandy", these actions include both mitigation efforts and adaptive strategies at the local level. Here in the Caribbean, the Jamaican government in 2012 established a Climate Change Department within a Ministry of Water Land, Environment and Climate Change. This was seen as a pioneering step in the region, presenting hope that this Department would co-ordinate climate change activities across Government and private sector, leading to more effective action on climate vulnerability.

These actions are significant to CANARI, which carries out varied yet connected areas of action in our Climate Change and Disaster Risk Reduction programme - research, community adaptation and communication for awareness and policy influence.

CANARI was provided with several opportunities over the year to promote this work in various regional fora including: a sub-regional meeting in Nevis hosted by the United Nations Educational, Scientific and Cultural Organisation (UNESCO), a knowledge fair hosted by the Global Environment Facility Small Grants Programme, United Nations Development Programme Trinidad office, and the biennial Caribbean Climate Outlook Forum (CariCOF) hosted by the Caribbean Institute of Meteorology and Hydrology (CIMH).

Collaborative work with the Caribbean Community Climate Change Centre (CCCCC) on development of regional climate change communication for public education and outreach moved one step further in February 2013, with the first meeting of regional partners on the setting up of an Action Learning Group.

At the global level, in April 2013 CANARI attended a United Nations Food and Agriculture Organisation (FAO) meeting of experts in assessing climate change vulnerability in fisheries and aquaculture held in Windhoek, Namibia hosted by the Global Partnership for Climate, Fisheries and Agriculture (PACFA).

## List of projects

- **Pilot project: Community action to build climate change resilience in Trinidad and Tobago**<sup>17</sup> (US\$50,000, January 2012 – February 2013, supported by the United Nations Development Programme Global Environment Facility Small Grant Programme [UNDP GEF SGP])

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<sup>17</sup> <http://www.canari.org/ccddr4.asp>

- **Formulating a civil society agenda for action on climate change in Tobago**<sup>18</sup> (US\$11,485, August 2012 – December 2012, supported by the Embassy of the Federal Republic of Germany)
- **Participatory research to enhance climate change policy and institutions in the Caribbean - ARIA Caribbean toolkit project**<sup>19</sup> (US\$90,000, January 2013 – December 2013, supported by the Climate and Development Knowledge Network [CDKN])
- Lessons learnt from social sciences - civil society interaction in policy formulation and planning for the social dimensions of environmental change in the Caribbean (US\$20,000, January 2013 – June 2013, supported by the United Nations Educational, Scientific and Cultural Organisation [UNESCO])
- **Promoting participatory information communication technologies (ICTs) for adding value to traditional knowledge in climate change adaptation, advocacy and policy processes in the Caribbean**<sup>20</sup> (US\$84,899, February 2012 – December 2013, Technical Centre for Agricultural and Rural Co-operation ACP-EU [CTA])

## Results

- Capacity of key stakeholders in Caura Valley, Trinidad was built in using participatory video and participatory photojournaling for community climate change adaptation planning.
- Community members in Caura Valley, Trinidad received training and undertook participatory action to address vulnerability to water scarcity by establishing a rainwater harvesting system at their community activity centre.
- A **civil society agenda to address the impacts of climate change in Tobago**<sup>21</sup> was developed and was used by civil society organisations in Tobago to communicate to government about what are the priorities for climate change adaptation and mitigation and what role civil society can play.
- Civil society organisations in Tobago were mobilised, energised, and supported to work collaboratively to address the impacts of climate change on natural resources and associated livelihoods.
- CANARI's participatory approach to research, communication and adaptive action on climate change with rural communities and civil society was shared with regional and global audiences to expand the body of knowledge and build capacity for climate change adaptation in the Caribbean.
- A three dimensional 1:10,000 scale model of the entire island and surrounding coastal areas of Tobago was developed by communities and other stakeholders across Tobago using participatory three-dimensional modelling (P3DM) to capture local and traditional knowledge of climate impacts on natural resources.
- Local and traditional knowledge on actions being used on the ground to adapt to climate change (including by local farmers and fisherfolk) was documented.

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18 <http://www.canari.org/ccddr5.asp>

19 <http://www.canari.org/ccddr7.asp>

20 <http://canari.org/ccddr6.asp>

21 <http://www.canari.org/documents/CivilsocietyagendaonclimatechangeinTobago2012.pdf>

## Featured project: Analysing climate change policy and institutions in Saint Lucia and Trinidad and Tobago: Piloting a Caribbean process

The World Resources Institute (WRI) has joined with CANARI and the Saint Lucia National Trust to pilot the tool, Adaptation: Rapid Institutional Analysis (ARIA) in the Caribbean region. The tool is being used in Saint Lucia and in Trinidad and Tobago to research the degree to which local institutions are prepared for and engaged in practical adaptation actions to deal with the impacts of climate change. The results from a first phase of research in each island are being shared with local civil society organisations in order to build their knowledge and to increase their capacity to advocate for progress in climate adaptation action in three priority areas that will be more deeply explored in a second phase of research. The project is expected to develop several communication products which will be disseminated using a variety of pathways including public forum, a case study, and via engagement of the local media.



Members of various civil society groups and Government institutions learn about the ARIA tool that is being used by CANARI to assess adaptation readiness of institutions in Trinidad and Tobago and Saint Lucia to climate change.

**"We can't tell the tourists when is the best time to visit Tobago anymore"**

Participant in the workshop to develop a civil society agenda for climate change in Tobago.



Civil society groups in Tobago use a 3-dimensional model to report on climate change impacts and to formulate and action agenda to address these impacts.

# Rural Livelihoods programme

## Introduction

As of 2012 in Caribbean small states, ~57% of the population was concentrated in rural communities – more than the global average of ~47%<sup>22</sup>. Many of these communities lack critical services such as health care and infrastructure such as pipe-borne water. Those communities, however, are endowed with natural resources that can be used to develop businesses and transform their communities. Unfortunately, these resources are underutilised because most community members either lack entrepreneurship skills or these skills are weak. In many cases they also lack legal access to the natural resources.

CANARI's Rural Livelihoods programme seeks to find ways to help rural communities to sustainably use their natural resources to develop small businesses to reduce rural poverty. The programme is closely tied to the Forests, Livelihoods and Governance and the Coastal and Marine Livelihoods and Governance programmes, as both resources are prevalent in rural areas.

CANARI is piloting methodologies for assisting rural community groups and individuals to develop small businesses based on the sustainable use of natural resources. The process began in 2010 with funding from the JB Fernandes Memorial Trust I that initially sought to assist six rural communities in Trinidad and Tobago. This has continued and the current phase focuses on working with four communities and documenting and promoting the approach and lessons learnt. Elements of the approach were used in a project to help 15 women from rural communities to not only establish and develop small businesses but to 'climate proof' those businesses as well, supported by the United Nations Entity for Gender Equity and the Empowerment of Women (UN Women). The best practices from the pilot will be adapted and applied in other islands of the Caribbean once funding is identified.

## List of projects

- **Making it happen: Developing sustainable small businesses in rural communities in Trinidad and Tobago**<sup>23</sup> (US\$75,000, January – December 2012, supported by the JB Fernandes Memorial Trust I)
- **Influencing policy and practice to support the development of rural livelihoods in Trinidad and Tobago**<sup>24</sup> (US\$75,000, June 2013 – June 2014, supported by the JB Fernandes Memorial Trust I)

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22 Data found on <http://data.worldbank.org/indicator/SP.RUR.TOTL.ZS/countries/1W-S3?display=graph>. Accessed on 29 July 2013.

23 <http://canari.org/rurallivelihood3.asp>

24 <http://canari.org/rurallivelihood3.asp>

- **Empowering rural women through improving livelihoods**<sup>25</sup> (US\$84,531, June 2012 – December 2013, supported by the United Nations Entity for Gender Equity and the Empowerment of Women [UN Women])

## Results

- Understanding was increased among 13 support agencies in Trinidad and Tobago of their own capacity development needs to support rural livelihood development.
- The capacities needed to establish small businesses within 12 rural communities in Trinidad and Tobago was analysed.
- Networking to share knowledge and provide peer support for developing community businesses was increased among community groups within four rural communities in Trinidad and Tobago and among 15 women from eight rural communities in Trinidad and Tobago.
- Four rural community groups in Trinidad and Tobago were developing business plans for natural resource-based businesses.
- Awareness was enhanced among 15 women from eight rural communities in Trinidad and Tobago about small businesses support services that are available to them and how climate change may impact their natural resource based businesses.

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<sup>25</sup> <http://canari.org/rurallivelihood2.asp>

## Featured project: Empowering rural women through improving livelihoods

In February 2013, 15 women from eight rural communities in Trinidad and Tobago began participating in a project sponsored by the United Nations Entity for Gender Equity and the Empowerment of Women (UN Women) to develop small businesses based on the sustainable use of natural resources. The 18-month project is also helping the women find ways to build their businesses' resilience to the impacts of climate change. The project began with an application process that was able to identify the most appropriate target audience for the project. The rural women learned about climate change, sustainability and natural resources. They were also able to assess the feasibility of their businesses. One of the major components of the project is that the women will be meeting together to discuss challenges associated with developing and establishing small businesses. The women will also be supported by a small grant to take actions to build the resilience of their businesses to climate change.



Women from eight rural communities in Trinidad and Tobago learning the value of working together to solve challenges.



The Blanchisseuse Fisherfolk and Marine Life Association in the process of building a house to smoke fish for sale.

**“Networks are fun even though they are challenging and they can help all members to grow their individual businesses and bring recognition...”**

Anonymous rural woman during the evaluation at the end of four training workshops sponsored by UN Women

# Green Economy Programme

## Introduction

Discussions at the Rio+20 Summit were inconclusive on the green economy theme, noting that this was context-specific. However, the concept continues to be explored across the globe although largely it is now a discussion about green growth being promoted by the Global Green Growth Institute and global consultancy firms. The contrasting green economy concept continues to be promoted globally by the United Nations Environment Programme and the Green Economy Coalition. Whereas green economy is about complete economic transformation, green growth is about finding new 'green' sources of growth by investing in new technologies and services, for example renewable energy.

In the Caribbean, CANARI has continued to lead a regional dialogue on what green economy means to the Caribbean and how this can bring about economic transformation for sustainable development. During this period the first meeting of the Caribbean Green Economy Action Learning Group (GE ALG) was held to refine a regional programme of work. Eight discussion papers on specific elements of the green economy agenda were produced by the GE ALG. A policy brief was developed explaining the action learning approach being used in this independent Caribbean-driven initiative, which links with and complements official governmental and intergovernmental processes.

These ideas are now finding their way into discussions being held as part of the global policy debate on the development of post-2015 Sustainable Development Goals and in preparations for the Small Island Developing States (SIDS) conference in Samoa in 2014. As part of this effort, CANARI joined the Independent Research Forum<sup>26</sup> (IRF). This is a collaboration of research institutes from across the globe, bringing together diverse analytical skills, cultural perspectives and networks to provide credible analysis and inform decision makers. The IRF provides an independent source of critical thinking, integrated analysis and awareness-raising on Sustainable Development Goals (SDGs) and a post-2015 development agenda.

CANARI also continued with related work in the United Kingdom Overseas Territories (UKOTs) to identify recommendations for environmental mainstreaming.

## List of projects

- **The search for a new economy in the Caribbean: Launching the programme of work for the Caribbean Green Economy Action Learning Group**<sup>27</sup> (US \$69,000, February – July 2013,

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<sup>26</sup> <http://www.irf2015.org/>

<sup>27</sup> [http://www.canari.org/ge\\_projecth.asp](http://www.canari.org/ge_projecth.asp)

supported by aid from the United Kingdom Government via the International Institute for Environment and Development (IIED))

- Developing a position paper on the post-2015 development agenda (US \$5,000, March – July 2013, supported by the Independent Research Forum via the World Resources Institute)
- **Environmental mainstreaming in Anguilla**<sup>28</sup> (US \$37,050, September 2012 – March 2013, supported by the Joint Nature Conservation Council [JNCC])
- Environmental mainstreaming in Bermuda and the Cayman Islands (US\$19,500, March, 2013 - April, 2013, supported by JNCC)

## Results

- CANARI Policy Brief 14 was produced on the GE ALG process and draft programme of work in English<sup>29</sup>, French<sup>30</sup> and Spanish<sup>31</sup>. Eight discussion papers<sup>32</sup> were produced exploring specific elements of a green economy in the Caribbean context.
- A Caribbean position on pathways to more socially equitable and environmentally sustainable economic development, based on ideas documented in the CANARI Policy Brief 13 (see in English<sup>33</sup>, French<sup>34</sup> and Spanish<sup>35</sup>), was refined and validated by the GE ALG at the regional meeting in Saint Lucia in May 2013. The importance of clearly defining and communicating this was emphasised.
- A regional research agenda and programme of work for the GE ALG was refined by the GE ALG at the regional meeting in Saint Lucia in May 2013. The **June 2013 draft programme of work**<sup>36</sup> produced outlines areas for action on research, communication (awareness and policy influence), and capacity building. Priority areas of work were identified as follows:
  - a. How can governments, the private sector and civil society collaborate on building a green economy?
  - b. Can triple bottom line methods be adapted for assessing public sector investment proposals (or business investments)? Where is there potential for uptake of such methods?
  - c. What kinds of policy measures, institutions and programmes are able catalyse, support and scale up sustainable micro, small and medium (SMME) development?
  - d. How can sustainable urban development be achieved in the Caribbean context?

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28 [http://www.canari.org/ge\\_projectg.asp](http://www.canari.org/ge_projectg.asp)

29 <http://www.canari.org/documents/CANARIPB14English.pdf>

30 [http://www.canari.org/documents/CANARIPB14French\\_000.pdf](http://www.canari.org/documents/CANARIPB14French_000.pdf)

31 [http://www.canari.org/documents/CANARIPB14Spanish\\_000.pdf](http://www.canari.org/documents/CANARIPB14Spanish_000.pdf)

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

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

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

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

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

- Recommendations were developed for action research and learning in particular economic sectors and development processes in the Caribbean at the GE ALG regional meeting in Saint Lucia in May 2013 and draft workplans were started on the following three priority areas:
  - a. Inclusive governance processes: What kind of social compact is needed as a foundation for building a new economy?
  - b. How can integrated physical planning support transformation to a Caribbean green economy?
    - a. What is the role of small, medium and micro-enterprises, including the informal sector in green economies?
- Green economy and related initiatives taking place at global, regional and international levels were mapped and opportunities for influence by and collaboration with the GE ALG were identified. The following initiatives were identified as immediate priorities requiring follow up: national processes; CARICOM processes; UN initiatives; and the Green Growth Knowledge platform.
- GE ALG members further built their capacity, commitment and are actively collaborating to seek opportunities, partnerships and resources to implement the research agenda and programme of work in particular economic sectors and development processes in the Caribbean.
- CANARI collaborated with other members of the IRF to produce a position paper on framing a new approach to sustainable development post-2015.
- Analysis was done of the legal environment, state of knowledge and institutional capacity for environmental mainstreaming in Anguilla and recommendations made for how existing institutions and decision making processes in the British Virgin Islands can be used to integrate environmental issues into decision making.

## Featured project: The search for a new economy in the Caribbean

**The search for a new economy in the Caribbean: Launching the programme of work for the Caribbean Green Economy Action Learning Group: The Caribbean Green Economy Action Learning Group (GE ALG) continued to refine the vision for green economy in the Caribbean at their meeting in May 2013 in Saint Lucia. This vision involves:**

- promoting equitable distribution of economic benefits and effective management of ecological resources;
- being economically viable and resilient to both external and internal shocks;
- being more self-directed (more independent of external forces) and having greater self-reliance; and
- having as an objective being pro-poor and generating decent jobs and working conditions for local people.

“...a Caribbean response cannot be a reaction to externally imposed concepts or models – the new economy needs to be based on the region’s reality, innate attributes, indigenous talents and specific conditions. There is already consensus that a new approach is needed, but no one seems to know what to do. The need now is for some consistent, enlightened leadership that can help pull together a coherent vision.

Governments are unlikely to drive that initiative, but governments must step up with more strategic implementation of policies and strategies aimed at making a transition. So far, change has only come out of adversity; if change is to be proactive, there is a need for more creative thinking and purposeful, knowledge driven action learning.”

Mr. McHale Andrew, member of the GE ALG, CANARI Elected Partner and a Saint Lucian economist currently serving as Chief Executive Officer of Invest Saint Lucia in Discussion Paper #2



*Jazz in the South* was studied by the GE ALG as a case study of community-based development through arts and culture (see Discussion Paper #7)



Participants at the first meeting of the GE ALG conduct a mapping exercise on current green economy initiatives in the region

# 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 in decision-making.

During the year CANARI continued 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 using tools such as action research and learning, mentoring and coaching, training, peer exchange, networking, small grants, exchange visits, study tours and participatory video and photo-journaling.

## 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, supported by the John D. and Catherine T. MacArthur Foundation)
- **Critical Ecosystem Partnership Fund (CEPF) in the Caribbean Islands Biodiversity Hotspot**<sup>39</sup> (US\$729,217, October 2010 – September 2015, supported by CEPF)
- Fondes Amandes Community Reforestation Project (FACRP) strategic planning (US\$3,906, February - April 2013, supported by the FACRP)

## Results

- Enhanced networking amongst civil society organisations across the Caribbean islands continued through the IUCN Caribbean Regional Committee and under projects facilitated by CANARI (such as the CEPF Caribbean project).
- A cadre of 19 mentors from 10 countries in the region built on the process of action learning for effective mentoring and built their capacity in conducting community needs assessments,

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

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

enhanced their understanding of the different stages of NGO development, monitoring and evaluation and using participatory video as a tool for evaluation.

- 37 local NGOs and CBOs in the region successfully applied to the CEPF and are implementing biodiversity conservation projects which include organisational capacity building components such as the development of strategic plans and improving governance structures within organisations, development of business plans and financial management manuals and fundraising plans, development of organisational websites, training in website management and maintenance, and knowledge exchange among civil society organisations.
- Grants issued under the CEPF Caribbean programme are supporting civil society organisations to participate in biodiversity conservation across 11 countries and at the regional level in the Caribbean, including through work in:
  - o Facilitating participatory management planning of protected areas
  - o Developing participatory management arrangements for protected areas, including establishment of locally managed marine areas
  - o Engaging stakeholders, including local communities, in protected area management
  - o Developing networks for knowledge exchange for biodiversity conservation
  - o Supporting the creation of municipal reserves
  - o Assessing the potential for conservation agreements to contribute to community-based conservation and socioeconomic development
  - o Assessing the feasibility of and developing sustainable financing mechanisms including via establishment of private reserves for biodiversity conservation, promoting private sector sustainable finance mechanisms, and developing payment for environmental services (PES) schemes
  - o Assessing local and regional institutional capacity building needs and opportunities in biodiversity conservation and protected area management
  - o Managing invasive alien species
  - o Conducting baseline studies to assess the state of biodiversity, assessments of threats, and local socioeconomic conditions
  - o Estimating carbon sequestration values as a basis for negotiating community engagement in climate change adaptation
  - o Enhancing sustainable livelihoods for local communities around protected areas (e.g. via community ecotourism and agro-forestry)
  - o Building a framework for sustainable tourism in key biodiversity areas
  - o Conducting reforestation
  - o Developing integrated watershed management plans

- o Developing guidelines for management of vulnerable taxa
- o Conducting public awareness and advocacy
- o Strengthening policies and legal protection for protected areas, including via mainstreaming biodiversity conservation in a broader development agenda
- The FACRP community-based organisation developed their first 5-year strategic plan with the assistance of CANARI in facilitating the participatory strategic planning process. This involved stakeholder consultations with FACRP's key partners and internal reflection and planning.

## Featured project: Fondes Amandes Community Reforestation Project (FACRP) Strategic Planning

**Fondes Amandes Community Reforestation Project (FACRP) Strategic Planning:** The FACRP is an innovative community-based organisation (CBO) in Trinidad and Tobago working in the field of sustainable natural resource management since the early 1980's. The FACRP has grown from a small CBO to an organisation that has received numerous awards and recognition for its work. It has built a successful model of community forestry and natural resource management that can be adapted and applied across the Caribbean. CANARI supported the FACRP throughout the process of developing their first strategic plan by facilitating meetings with the staff, representatives of the board and members of the secretariat to determine key goals, objectives and components of the strategic plan. CANARI also facilitated a participatory stakeholder consultation which reached out to the FACRP's main partners from various sectors including civil society, government, schools, the private sector and the local community. CANARI also assisted the FACRP in reviewing core governance structures within the organisation that will help to improve the organisation's efficiency and effectiveness.

**"CEPF has helped to create networks at the national and regional level. We are beginning to see ourselves as CARIBBEAN. (CEPF) has contributed to the creation of a regional vision."**

A grantee partner from the Dominican Republic commenting on the 'Most Significant Change' that CEPF has brought to the Caribbean.



Stakeholders working on PEST and SWOT analyses during the Fondes Amandes Community Reforestation Project (FACRP) strategic planning stakeholder consultation

**"CEPF has contributed to strengthening synergies between public institutions, NGOs, local associations; it is working hand in hand to develop processes and taking due account of the communities living in the protected areas."**

A grantee partner from the Dominican Republic commenting on the 'Most Significant Change' that CEPF has brought to the Caribbean.



CEPF Grantees, other key civil society organisations, government partners and supporting agencies at a national focus group session in the Dominican Republic as part of the CEPF Caribbean mid-term evaluation process

# Research programme

## Introduction

Research is an integral part of many of CANARI's projects as all of CANARI's work is founded on knowledge developed through testing and analysis to build understanding on issues and potential solutions. Projects included capacity needs assessments, providing information to guide the region's response to the impacts of climate change, and building knowledge to guide better environmental management practices in the region. The research involved documenting and analysing both local/traditional and scientific knowledge and information was collected using a combination of traditional methods (desk reviews, interviews) and participatory methods (multi-stakeholder consultations, participatory video and participatory 3D modelling [P3DM]).

A research agenda was drafted by the Caribbean Green Economy Action Learning Group (GE ALG) as part of its programme of work, and priority areas for research were identified. These will be explored using a combination of traditional research techniques together with action research by the GE ALG.

## List of projects

- **Environmental mainstreaming in Anguilla**<sup>40</sup> (US\$37,050, September 2012 – March 2013, supported by the Joint Nature Conservation Committee [JNCC] Support Company)
- Environmental mainstreaming in Bermuda and Cayman Islands (US\$19,500, March – April, 2013, supported by JNCC)
- **Promoting participatory information communication technologies (ICTs) for adding value to traditional knowledge in climate change adaptation, advocacy and policy processes in the Caribbean**<sup>41</sup> (US\$84,899, February 2012 – December 2013, Technical Centre for Agricultural and Rural Co-operation ACP-EU [CTA])
- **Developing a civil society agenda for climate change in Tobago**<sup>42</sup> (US\$11,485, September 2012, supported by the Embassy of the Federal Republic of Germany, Port-of-Spain)
- **Enhancing food security from the fisheries sector in the Caribbean: Building the capacity of regional and national fisherfolk organisation networks to participate in fisheries**

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40 [http://www.canari.org/ge\\_projectg.asp](http://www.canari.org/ge_projectg.asp)

41 <http://canari.org/ccddr6.asp>

42 <http://www.canari.org/ccddr5.asp>

**governance and management** (US\$1.37M, January 2013 – December 2016, supported by the European Union [EU])<sup>43</sup>

- Training of fisherfolk in ecosystem-based approach to fisheries management (EAF) and climate change (US\$84, 119, July – October 2012, ACP Fish II programme).
- Preparation of a background document on forest and climate change in the Caribbean (US\$7,000, June – August, 2013, supported by the United Nations Food and Agricultural Organisation [FAO])
- **The search for a new economy in the Caribbean: Launching the programme of work for the Caribbean Green Economy Action Learning Group** (US \$69,000, February – July 2013, supported by aid from the United Kingdom Government via the International Institute for Environment and Development [IIED])

## Results

- What actions must be taken to mainstream environmental issues into decision making in Anguilla, Bermuda and the Cayman Islands? (JNCC)
- How will climate change impact on natural resources and natural resource-based livelihoods in Tobago and what are the possible adaptation actions? (CTA)
- What are the priority climate change adaptation issues and actions and what role can civil society play in climate change adaptation policy development and actions on the ground in Tobago? (Embassy of the Federal Republic of Germany, Port-of-Spain)
- What capacities are needed by fisherfolk to engage in fisheries governance and management? (EU)
- What capacities are needed by fisherfolk to engage in ecosystem-based approach to fisheries management (EAF) and climate change adaptation? (ACP Fish II programme)
- How is climate change impacting on fisheries and fishing livelihoods in the Caribbean and what are the potential adaptation measures? (ACP Fish II programme)
- What are the impacts of climate change on forest and forest cover in the region and what are the climate change mitigation options for forest management? (FAO)
- How can Caribbean economies be transformed to transition to a new form of economic development which promotes equitable distribution of economic benefits and effective management of ecological resources; is economically viable and resilient to both external and internal shocks; is more self-directed (more independent of external forces) and has greater self-reliance; and has as an objective being pro-poor and generating decent jobs and working conditions for local people? (IIED)

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<sup>43</sup><http://canari.org/cm2.asp>

## Featured project: Environmental mainstreaming in Anguilla

**Environmental mainstreaming in Anguilla:** CANARI was contracted by the Joint Nature Conservation Committee (JNCC) Support Company to perform a study to identify short, medium and long term actions necessary to promote and establish a common understanding of what is needed to integrate environmental issues into the planning processes in Anguilla and promote green economic growth. The approach included a review and scoping study and national consultations. The review and scoping study provided a provisional assessment of gaps in knowledge, legal capacity and the capacity of government and wider society to act on knowledge and implement legislation to protect and manage the environment. This provisional assessment was then validated in the national consultation and additional gaps in knowledge, legal capacity and the capacity of government and wider society were identified. Key findings of the review and scoping study included that: (1) There is an extensive body of knowledge available on natural resource management in Anguilla. (2) The framework for natural resource management is made up of a range of policy documents and laws and regulations that have been developed in the absence of an approved integrated approach to environmental management. (3) Environmental issues are given less weighting than fiscal issues in decision making. The national consultations provided an extensive listing of recommendations to implement environmental mainstreaming.

The report provided to JNCC concluded by noting that the success of actions is strongly dependent on a change in commitment of key policymakers to give conservation of the natural environment a high priority in decision making. 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.



Chief Minister, Hubert Hughes, participates in special focus group on mainstreaming environmental issues into decision making in Anguilla.



CANARI interviews fisherfolk to get their input into mainstreaming environmental issues into decision making in Anguilla

# 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 continued testing and refining this approach and applying it across various projects. This year, two national Action Learning Groups were formed by civil society organisations in Jamaica and the Dominican Republic. Exchanges among peers were used to build knowledge and capacity for civil society participation in biodiversity conservation in the two countries. The first meeting of the recently established Caribbean Green Economy Action Learning Group (GE ALG) was held in May 2013 in Saint Lucia and a programme of work was drafted. Plans for establishment of a Fisherfolk Leaders Action Learning Group were begun.

## List of projects

- **Consolidating the role of civil society in biodiversity conservation in the Caribbean islands**<sup>44</sup> (US\$475,000, January 2011 - December 2013, supported by the John D. And Catherine T. MacArthur Foundation)
- **The search for a new economy in the Caribbean: Launching the programme of work for the Caribbean Green Economy Action Learning Group**<sup>45</sup> (US\$69,000, February – July 2013, supported by aid from the United Kingdom Government via the International Institute for Environment and Development [IIED])
- **Enhancing food security from the fisheries sector in the Caribbean: Building the capacity of regional and national fisherfolk organisation networks to participate in fisheries governance and management**<sup>46</sup> (US\$1.37M, January 2013 – December 2016, supported by the European Union [EU])

## Results

- A policy brief was developed outlining the action learning process being used in exploring

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

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

46 <http://canari.org/cm2.asp>

pathways towards economic transformation in the Caribbean (see in English<sup>47</sup>, French<sup>48</sup> and Spanish<sup>49</sup>).

- A **programme of work**<sup>50</sup> was developed by the Caribbean Green Economy Action Learning Group (GE ALG), including an outline of research questions and how these will be explored using an action learning approach.
- Plans for establishment of a Fisherfolk Leaders Action Learning Group were begun. The overall purpose of the ALG is to build a community of change agents from across the region that can lead, catalyse, facilitate and support effective participation of fisherfolk in governance and management of the small scale fisheries industry in the Caribbean. ALG members will be leaders in their fisherfolk organisations and will in turn build capacity of their organisations based on the learnings from the ALG. They will play an important role as catalysts for change in their respective countries and in the region through dissemination of project findings to their organisations and institutions and to targeted policy makers. This will be the core group of leaders from which a shared understanding and joint action will develop across the region for fisherfolk participation in fisheries governance and management.

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

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

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

50 [http://www.canari.org/documents/GEALGprogrammeofworkdraftJune2013\\_001.pdf](http://www.canari.org/documents/GEALGprogrammeofworkdraftJune2013_001.pdf)

## Featured project: The search for a new economy in the Caribbean

**The search for a new economy in the Caribbean: Launching the programme of work for the Caribbean Green Economy Action Learning Group (GE ALG):** In an action research and learning process, a group of peers identifies questions it wants to explore, takes action to investigate the questions and test approaches, and comes back to the group for collective analysis and learning. During their meeting in May 2013 in Saint Lucia, members of the GE ALG drafted initial work plans for how they would work collectively using an action learning approach to explore three priority areas:

- **Inclusive governance processes: What kind of social compact is needed as a foundation for building a new economy?**
- **How can integrated physical planning support transformation to a Caribbean green economy?**
- **What is the role of small, medium and micro-enterprises, including the informal sector in green economies?**

The GE ALG outlined preliminary research questions that they would like to explore and a strategy to conduct the research by GE ALG members working collectively and in partnership with others. They are seeking opportunities to further develop and implement these as action learning projects.

# Communication programme

## Introduction

Communication activities and training were integral to the execution of several projects spread over CANARI's programmes during the year. Among these activities were the piloting and use of new communication tools (such as participatory video and photo-journaling) which also served to build stakeholder capacity for communication.

CANARI continued to use a diverse array of written and audiovisual communication products to reach target audiences. These included technical reports, issue and discussion papers, policy briefs, media releases, videos, photo-journals, newsletters, web pages, blogs, and presentations.

Several publications were produced in hard copy while other documents were produced in electronic format. Some of these documents were also produced in Spanish and French as CANARI maintained its commitment to effectively serve all islands within the region. Publications produced during the year are listed under "New publications" in this annual report.

Dissemination of CANARI's publications took place via our website, Caribbean listservs, and direct mailings. Our publications were also placed on the **Scribd**<sup>51</sup> platform to enable access to a wider audience.

We also continued use of social media – via our **Facebook**<sup>52</sup> and **YouTube**<sup>53</sup> accounts - in our communication, to report on our programme and project activities, liaise informally with stakeholders and link with other organisations with common interest in participatory natural resource management.

CANARI also built the capacity of various stakeholders in communication. This included developing communication strategies (for awareness and policy influence), using video and participatory video for communication, photo-journaling, writing press releases, developing PowerPoint presentations and inter-personal communication and presentation skills. CANARI developed a toolkit on communication for biodiversity conservation and a guide to using radio in communications.

## List of projects

- Training in EAF and climate change for the Caribbean Network of Fisher Folk Organisations. (US\$86,839, July – October 2012, ACP Fish II programme)

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

52 <https://www.facebook.com/pages/Caribbean-Natural-Resources-Institute/159735514051858>

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

- **Making it happen: Developing sustainable small businesses in rural communities in Trinidad and Tobago**<sup>54</sup> (US\$75,000, January 2012 – November 2012, JB Fernandes Memorial Trust I)
- **Pilot project: Community action to build climate change resilience in Trinidad and Tobago**<sup>55</sup> (US\$50,000, January 2012 – February 2013, UNDP GEF SGP)
- **Critical Ecosystem Partnership Fund (CEPF) in the Caribbean Islands Biodiversity Hotspot**<sup>56</sup> (US\$655,000, October 2010 – September 2015, supported by CEPF)
- **Promoting participatory information communication technologies (ICTs) for adding value to traditional knowledge in climate change adaptation, advocacy and policy processes in the Caribbean**<sup>57</sup> (US\$78,000, February 2012 – December 2013, supported by the Technical Centre for Agricultural and Rural Co-operation ACP-EU [CTA])
- **Regional knowledge sharing initiative on improved governance and influencing policy for community forestry and sustainable forest-based livelihoods**<sup>58</sup> (US\$40,000, 2012, supported by the Food and Agriculture Organisation (FAO) ACP-FLEGT programme)
- **Consolidating the role of civil society in biodiversity conservation in the Caribbean islands**<sup>59</sup> (US\$475,000, January 2011 – December 2013, supported by the John D. and Catherine T. MacArthur Foundation)
- **Empowering rural women through improving livelihoods**<sup>60</sup> (US\$84,531, June 2012 – December 2013, supported by the United Nations Entity for Gender Equity and the Empowerment of Women [UN Women])
- **Capacity building for watershed management stakeholders in Trinidad and Tobago**<sup>61</sup> (US\$60,000, Royal Bank of Canada, Blue Water Leadership Grant)
- **The search for a new economy in the Caribbean: Launching the programme of work for the Caribbean Green Economy Action Learning Group** (US \$69,000, February – July 2013, supported by aid from the United Kingdom Government via the International Institute for Environment and Development [IIED])

## Results

- Fisherfolk from 14 countries enhanced their skills in development of simple communication products for awareness and advocacy.

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54 <http://www.canari.org/rurallivelihood3.asp>

55 <http://www.canari.org/ccddr4.asp>

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

57 <http://www.canari.org/ccddr6.asp>

58 [http://www.canari.org/forests\\_regknow.asp](http://www.canari.org/forests_regknow.asp)

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

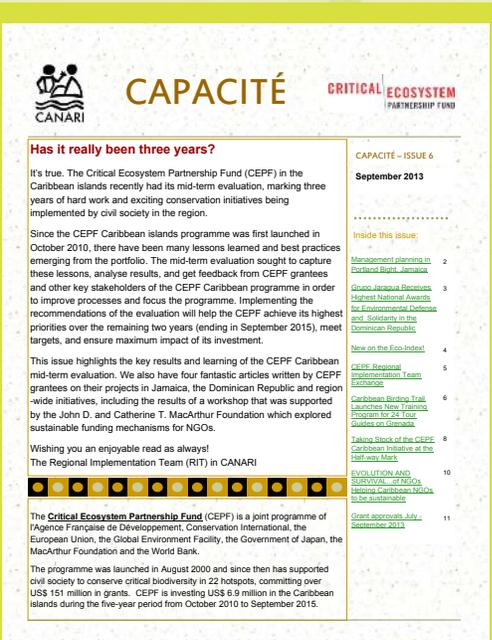
60 <http://www.canari.org/rurallivelihood2.asp>

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

- A Communication Strategy for the Caribbean Network of Fisherfolk Organisations was developed focusing especially on communicating about the ecosystem approach to fisheries and climate change impacts and adaptation measures.
- Communication and networking skills were built among four rural communities and with key agencies in Trinidad and Tobago.
- Community members in Caura Valley, Trinidad developed two communication products - a photojournal and a 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.
- Five issues of a quarterly newsletter were developed and disseminated to report on projects undertaken by grantees in the region and to share guidelines and resources of value to grantees by the Regional Implementation Team for the CEPF in the Caribbean.
- A three-dimensional 1:10,000 scale model of Tobago was created to capture local and traditional knowledge of climate impacts on natural resources. A video documentary was produced to document the process.
- 21 facilitators from across the region used participatory video to evaluate the P3DM process.
- A 'how to' guide for use of radio in communications was developed to benefit forest managers in the region.
- An issue paper on participatory natural resource management and communicating for conservation toolkit was translated into French and Spanish.
- 15 rural business women in Trinidad and Tobago enhanced their capacity in communication for awareness building and advocacy.
- Representatives from 15 community reforestation groups in Trinidad and Tobago enhanced their communication skills.
- CANARI Policy Brief 14 was produced on the GE ALG process and draft programme of work in English, French and Spanish. Eight discussion papers were produced exploring specific elements of a green economy in the Caribbean context.

# Featured project: Capacity building for watershed management stakeholders in Trinidad and Tobago

Capacity building for watershed management stakeholders in Trinidad and Tobago: Reforestation groups in Trinidad and Tobago carry out a very valuable role in protecting and maintaining watersheds. Their work helps secure habitats for wildlife, reduce erosion and enable the 'winning of water' for the local population. These teams face many challenges in carrying out their work and the successes gained when they are able to surmount these obstacles are largely taken for granted. In a communication training workshop facilitated by CANARI using a Royal Bank of Canada Leadership Grant in July 2013, reforestation teams built skills in communication to promote the work of their groups, build awareness and communicate their challenges to key audiences. For many, the experience of this workshop was eye-opening, and led to greater understanding of the elements and value of communication to their work.



Cover design of Capacité Issue #4 newsletter, produced quarterly by the Regional Implementation Team for the key Critical Ecosystem Partnership Fund in the Caribbean



Members of watershed reforestation groups in Trinidad and Tobago develop information posters in a communication workshop facilitated by CANARI to promote their activities.

**"CANARI colleagues - Just skimmed the most recent Capacité newsletter. Great publication and really good work under the Critical Ecosystem Partnership Fund!"**

Senior Programme Officer, Caribbean Environmental Health Institute (CEHI)

# 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 and inter-governmental agencies and academia.

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

Areas for capacity building were:

- Skills: Advocacy, communications, participatory facilitation methods and tools (e.g. participatory video, participatory GIS modelling), networking, community planning, mentoring
- Technical areas: including climate change adaptation and resilience building, organisational development, project development and proposal writing, monitoring and evaluation, protected area management, livelihood development, ecosystem-based approach to fisheries management (EAF)

## List of projects

- **Consolidating the role of civil society in biodiversity conservation in the Caribbean islands**<sup>62</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>63</sup> (US\$729,217, October 2010 – September 2015, CEPF)
- **Supporting community action to build resilience to climate change using participatory video and photo journals in Caura, Trinidad**<sup>64</sup> (US\$50,000, January 2012 – February 2013, UNDP GEF SGP)
- **Promoting participatory information communication technologies (ICTs) for adding value to traditional knowledge in climate change adaptation, advocacy and policy processes in**

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

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

64 <http://canari.org/ccddr4.asp>

**the Caribbean**<sup>65</sup> (US\$81,250, February 2012 – December 2013, Technical Centre for Agricultural and Rural Co-operation ACP-EU [CTA])

- **Capacity building for watershed management stakeholders in Trinidad and Tobago**<sup>66</sup> (US\$60,000, August 2012 - August 2014, Royal Bank of Canada)
- Training in EAF and climate change for the Caribbean Network of Fisherfolk Organisations (US\$86,839, July 2012 – October 2012, ACP Fish II)
- **Strengthening Caribbean fisherfolk to participate in governance**<sup>67</sup> (US\$1,371,143 , January 2013 - December 2016, supported by the European Union [EU])

## Results

- 19 small grants and 34 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. This included various grants dedicated to, or with elements on, capacity building. Capacity building areas were diverse and ranged from protected area management and invasive species management to communication for knowledge exchange, awareness and advocacy for public sector policy reform.
- Continued to build 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 16 community members from Caura Valley in Trinidad in how to conduct climate change vulnerability assessments; how to build, install and maintain a rainwater harvesting system; and how to communicate for advocacy using a participatory video that focused on public health issues and a participatory photo-journal which focused on water security - both emerging issues identified by the community as due to climate change impacts.
- Built capacity of 22 trainee facilitators from the Caribbean islands (representing civil society, government, inter-governmental partners and academia) in how to use participatory 3D modelling (P3DM) through facilitating a training of trainers workshop in participatory approaches as well as building a P3DM model of Tobago.
- Built capacity of 23 watershed management stakeholders representing 12 civil society organisations in Trinidad and Tobago to develop plans to improve their capacity to function more effectively as organisations.
- Built capacity of the Caribbean Network of Fisherfolk Organisation (CNFO) to understand an ecosystem-based approach to fisheries management (EAF) and climate change and the impacts

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65 <http://canari.org/ccddr6.asp>

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

67 <http://canari.org/cm2.asp>

on fisheries, how EAF can be applied in fisheries governance, and the role of fisherfolk in this.

- Built skills within the CNFO to communicate and develop relationships for advocacy and policy influence as part of governance.
- Built capacity of members of the CNFO to act as trainers and in turn build capacities of their member fisherfolk organisations in EAF and climate change through developing an action plan for implementation.
- 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.

## Featured project: Promoting participatory information communication technologies (ICTs) for adding value to traditional knowledge in climate change adaptation, advocacy and policy processes in the Caribbean

Promoting participatory information communication technologies (ICTs) for adding value to traditional knowledge in climate change adaptation, advocacy and policy processes in the Caribbean: In October 2012, CANARI, in partnership with the University of the West Indies (UWI), the Tobago House of Assembly (THA) Division of Agriculture, Marine Affairs, Marketing and the Environment, and the Partners with Melanesians facilitated the development of a three-dimensional model of Tobago to assist with the development of plans to deal with the impacts of climate change. The model, built over a period of two weeks, with the input of 106 residents of the island of Tobago, captured 83 layers of information about the island. These included updated locations of topographic features as well as spatial information on landslide prone areas, hunting grounds for specific species of animals and zones where coastal erosion is taking place. It could have taken years to collect this amount of information if customary methods of data collection were used. Residents of Tobago related anecdotes about the island, exchanged observations about the effects of climate change on their livelihoods and shared lessons on adaptation practices which help buffer the impact of climate change on natural resources. This method integrates indigenous spatial knowledge (local peoples' knowledge of where things are located) with elevation data (height of the land and depth of the sea) to produce stand-alone, scaled and geo-referenced relief models. P3DM is a tool which CANARI is interested in applying widely across its programmes to facilitate multi-stakeholder processes.

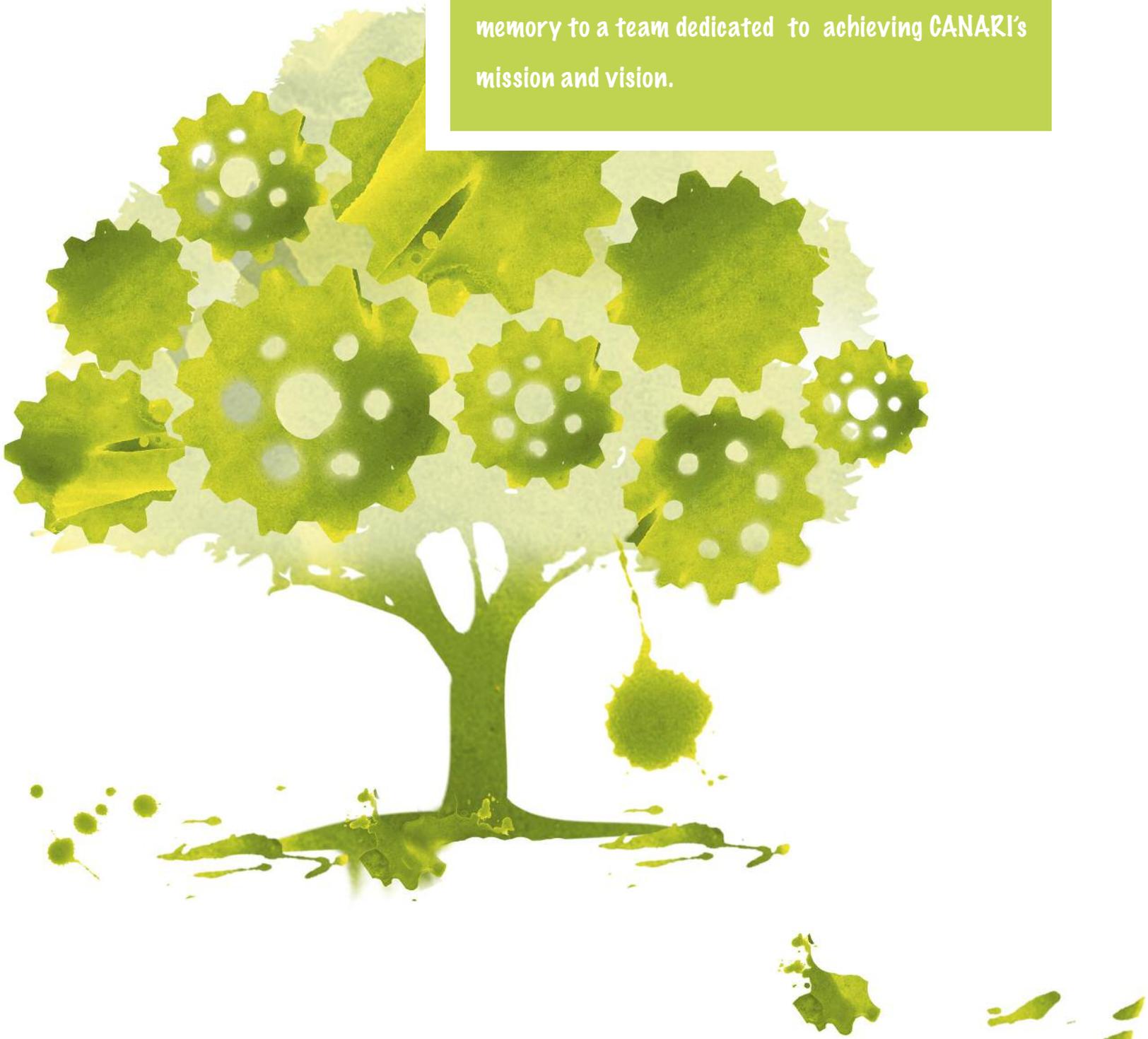
**"Whenever I attend a CANARI workshop and I learn something new, I come back and attempt to put into practice in my organisation."**

Dennis Sammy, Managing Director of Nature Seekers in Trinidad and Tobago at RBC 1<sup>st</sup> training workshop - Matura - May 2013



Yolande, from the Caura Valley community, shares information on the photo-journal developed by the community to advocate for climate change adaptation action on water issue

The CANARI family comprises its staff as well as Elected Partners (Directors on the Board), Associates, and Programme Advisors. This close-knit network brings a breadth of expertise as well as institutional memory to a team dedicated to achieving CANARI's mission and vision.



# Inside CANARI

## Introduction

Under CANARI's **Strategic Plan 2011-2016**<sup>68</sup>, the *Internal Governance and Operational Systems* programme enables the Institute to strategically focus on developing critical areas of organisational capacity which allows it to effectively carry out its mission. These include building strategic leadership and human resource capacity, partnership building and monitoring and evaluation. CANARI continues to be supported in strengthening its organisational capacity through the MacArthur Award for Creative and Effective Institutions, which it received in 2009. This is being used to build capacity in fundraising, communication, networking, and monitoring and evaluation.

## Strategic leadership and human resource capacity

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

## Financial security and sustainability

CANARI updated its Finance Manual in January 2013, which outlines policies and procedures guiding financial management efficiency and accountability, including for recovery of administrative costs. CANARI's endowment fund is currently valued at just over US\$100,000; discussions started on strategies to further develop and manage this.

## Communication and public relations

Development of CANARI's Communication Strategy began, which outlines key elements and standards used in our internal and external communications. This provides a guidebook for staff to

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

ensure that CANARI's communications are becoming much more systematic, targeted, timely and enabling the intended reach and impact among stakeholders. Key elements implemented during the year included:

- Publication and dissemination of CANARI's 2011-2016 Strategic Plan via full and summary versions in English, French and Spanish.
- Creation of a CANARI Brochure to be used with a technical audience to raise awareness of CANARI's work, results and values that demonstrate credibility so as to strengthen partnerships and build support.
- Complete restructuring of CANARI's website<sup>69</sup> to be more user-friendly, dynamic and interactive. 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. Content of the redesigned and newly developed sections is currently being reviewed.
- Improvements to CANARI's current website, which was updated on a regular basis with progress on programmes, projects and news and events.
- Use of social media (Facebook<sup>70</sup> and YouTube<sup>71</sup>) systematically in CANARI communications to report on our programme and project activities, engage informally with stakeholders and link with other organisations that have a common interest in participatory natural resource management.

## Information management

CANARI has a wealth of information relevant to participatory natural resource management in the Caribbean from its nearly 30 years of work. Efforts to organise this information and make it more accessible were started during the year. This included:

- restructuring the website under the 11 new programmes and restructuring project pages to make them more comprehensive and user-friendly
- providing electronic versions of all CANARI publications on CANARI's website
- improving dissemination of CANARI publications via use of Caribbean specialised listservs and targeted mailings
- developing an up to date database of all CANARI projects available on CANARI's website
- uploading CANARI publications on the Scribd<sup>72</sup> platform for access by a wider audience

A comprehensive assessment of CANARI's information system with recommendations for improvement was also undertaken during the year.

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

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

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

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

## Strategic partnerships

CANARI made significant advancements in developing Caribbean partnerships, for example:

- CANARI's projects, and particularly work under the **CEPF Caribbean programme**<sup>73</sup>, enabled CANARI to further expand and deepen its partnerships across the islands, most particularly in Haiti and the Dominican Republic.
- CANARI developed and started implementation of a four-year project<sup>74</sup> to strengthen the capacity of fisherfolk to participate in governance in collaboration with Karipanou alliance partners - Panos Caribbean and the Centre for Resource Management and Environmental Studies of the University of the West Indies (UWI CERMES). The Caribbean Network of Fisherfolk Organisations (CNFO) and the Caribbean Regional Fisheries Mechanism (CRFM) are also partners on this initiative.
- A partnership for implementation of a programme on community climate change adaptation in the Caribbean was established with researchers from the three campuses of the University of the West Indies as well as a team from the University of the Virgin Islands. The Caribbean Community Climate Change Centre (CCCCC) and the United Nations Food and Agriculture Organisation (FAO) were also involved as advisory partners.
- The Caribbean Green Economy Action Learning Group is an informal network of experts across different sectors from around the region who collaborated with CANARI on developing a joint programme of work<sup>75</sup> on green economy in the Caribbean.
- CANARI continued to act as Chair of the International Union for Conservation of Nature (IUCN) Caribbean Regional Committee<sup>76</sup>, and led the contingent of Caribbean IUCN members at the IUCN World Congress in Jeju in September 2012. There, the members successfully lobbied for increased attention to the Caribbean in IUCN's programme and negotiated new partnerships. Caribbean IUCN members continued to exchange information and explore opportunities for collaboration. This contributed to building an informal network of leading civil society organisations working across ten countries / territories in the insular Caribbean.

At the global level, CANARI joined the Independent Research Forum (IRF)<sup>77</sup>, which is a collaboration of research institutes from across the globe, bringing together diverse analytical skills, cultural perspectives and networks to provide credible analysis and inform decision makers. The IRF provides an independent source of critical thinking, integrated analysis and awareness-raising on Sustainable Development Goals (SDGs) and a post-2015 development agenda. This network is enabling CANARI to exchange ideas, debate policy issues, and access opportunities for influencing global policy debates.

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

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

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

76 <https://www.facebook.com/IUCNCaribbean>

77 <http://www.irf2015.org/>

## Planning, monitoring and evaluation

CANARI's Annual Report for 2011-2012 reported on results and lessons learned in implementation of the Strategic Plan 2011-2016. The Institute completed its Monitoring and Evaluation Strategy in January 2013 and this was used to guide development and evaluation of CANARI's programmes and projects. This included the mid-term evaluation of the CEPF Caribbean programme, which will be completed by September 2013<sup>78</sup>.

Development of detailed plans to guide development of each of CANARI's 11 programmes was also started. These plans outline programme purpose, goals, objectives, priority results, key areas of focus, key partners, target countries, target stakeholders, existing projects and targeted projects for development. An evaluation framework for each programme is presented, which includes an outcome challenge statement and indicators as changes of behaviour of key target groups (the outcome mapping approach) combined with indicators of change in institutions and state (the logical framework approach).

## 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.



78 See [http://www.canari.org/civil\\_sub5.asp](http://www.canari.org/civil_sub5.asp) for the evaluation framework and reports produced to date.

## **CANARI staff members:**

Executive Director: Nicole Leotaud

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

Technical Officers: Loïza Rauzduel, Keisha Sandy

Financial Officer: Venash Ramberan

Administrative Officers: Anastacia Lee Quay, Pat Franco

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

MacHale Andrew (Elected Partner)

Heather Blanchard (Elected Partner and Treasurer)

Felix Finisterre (Elected Partner)

Lisa James (Elected Partner and Secretary)

Arielle Jean-Baptiste (Elected Partner)

Franklin McDonald (Elected Partner)

LaVerne Ragster (Elected Partner and Chair)

Yves-Andre Wainwright (Elected Partner)

Nicole Leotaud (Managing Partner)

Neila Bobb-Prescott (Staff Partner)

Anna Cadiz (Staff Partner)

## **Associates:**

Nicole Brown

Leida Buglass

Tighe Geoghegan

Sarah McIntosh

Betty Perry-Fingal

Yves Renard

## **CANARI Programme Advisors:**

Marilyn Headley, Howard Nelson: Forest Livelihood and Governance programme

Patrick McConney: Coastal and Marine Resources and Governance programme

Steve Bass, Cletus Springer: Green Economy programme

Zakiya Uzoma-Wadada: Civil Society and Governance programme

## New publications

Andrew, M. 2013. Triple bottom line methods for assessing public investment: the case of Invest Saint Lucia. Caribbean Green Economy Discussion Group: Discussion Paper #2. Laventille: CANARI.

CANARI 2011. Strategic Plan 2011-2016 Summary: A Snapshot. Laventille: CANARI.

CANARI 2011. Plan Stratégique 2011-2016: Un aperçu. Laventille: CANARI.

CANARI 2011. Plan Estratégico 2011-2016. Laventille: CANARI.

CANARI 2013. Participating in managing forest: A guide to community forestry in the Caribbean islands. CANARI Guidelines Series No.7. Laventille: CANARI.

CANARI 2013. La participation dans la gestion forestière : Un guide de foresterie communautaire pour les îles de la Caraïbe. CANARI Les guides pratiques N. 7. Laventille: CANARI.

CANARI 2013. Participación en la gestión forestal: Una guía para la silvicultura comunitaria en las islas del Caribe. CANARI Serie de Guías. Laventille: CANARI.

CANARI 2013. Supporting Green Economy Pathways in the Caribbean through Action Learning. CANARI Policy Brief No. 14. Laventille: CANARI.

CANARI 2013. Favoriser les transitions vers l'économie verte à travers l'apprentissage par l'action dans la Caraïbe. CANARI Précis de politique N.14. Laventille: CANARI.

CANARI 2013. Apoyando las Direcciones de la Economía Verde en el Caribe a través del Aprendizaje Activo. CANARI Informe de Políticas No. 14. Laventille: CANARI.

CANARI 2013. Caribbean Green Economy Action Learning Group: Programme of Work June 2013. Laventille: CANARI.

Carter, S. 2013. The policy flux: Current green economy policy initiatives in the Caribbean. Caribbean Green Economy Discussion Group: Discussion Paper #6. Laventille: CANARI.

Dominique, A. And Y. Renard 2013. Community-based development through arts and culture: Case study from Laborie, Saint Lucia. Caribbean Green Economy Discussion Group: Discussion Paper #7. Laventille: CANARI.

Marrero Baez, Y. 2013. The Green Economy Factory. Caribbean Green Economy Discussion Group: Discussion Paper #1. Laventille: CANARI.

Marrero Baez, Y. 2013. From a "doorstep economy" to a green economy: a case study of Cuba. Caribbean Green Economy Discussion Group: Discussion Paper #3. Laventille: CANARI.

McIntosh, S. 2013. Catalysing and supporting sustainable small, medium and micro enterprise development. Caribbean Green Economy Discussion Group: Discussion Paper #4. Laventille: CANARI.

Moore, W. 2013. Green economy in practice: The Barbadian perspective. Caribbean Green Economy Discussion Group: Discussion Paper #5. Laventille: CANARI.

Witter, M. 2013. Regional economic uncertainties and risk– the next 10 years. Caribbean Green Economy Discussion Group: Discussion Paper #8. Laventille: CANARI.



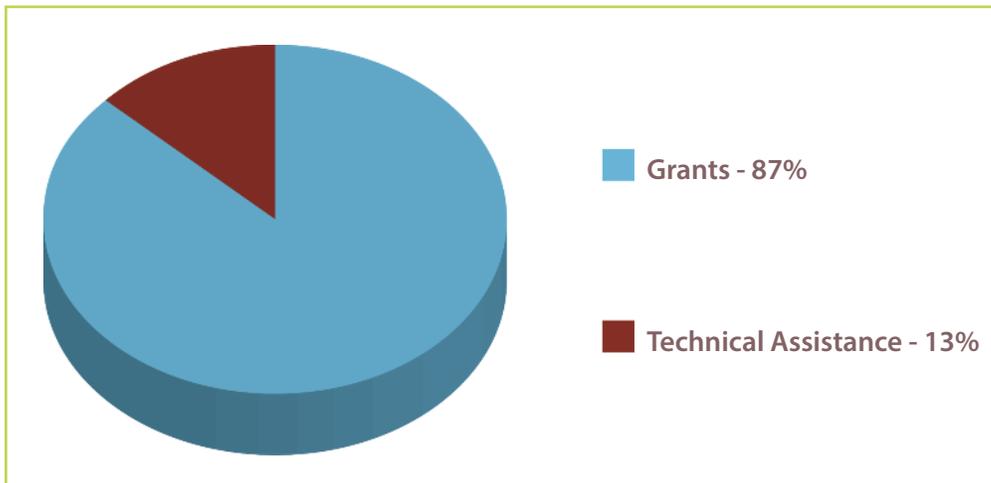


CANARI's programmes are supported by a diverse funding base, including grants from multilateral institutions and private foundations. CANARI supplements its grant funding with consultancies for technical assistance projects that are consistent with its vision, mission and strategic objectives.

# Financial summary

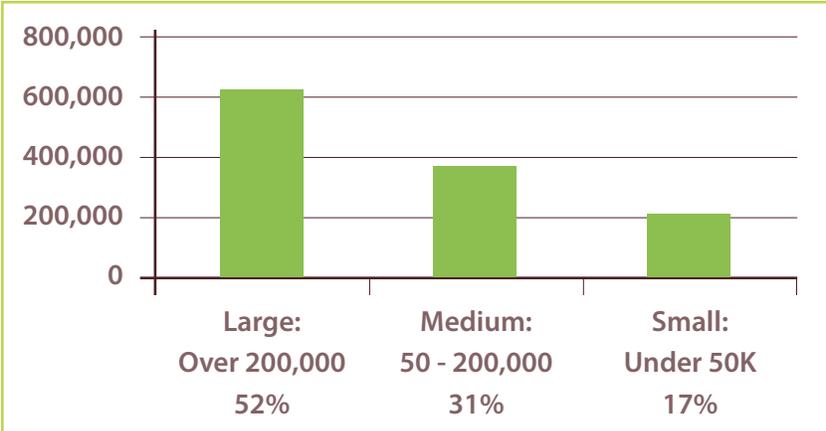
## Revenue by type

Over the July 2012 – June 2013 financial period, CANARI's annual budget was US\$1,211,833, which was a twenty five percent increase from the previous financial year. Eighty-seven percent of CANARI's funding was accessed via grants and thirteen percent from contracts to provide technical assistance. A range of sizes of grants were received, four grants are for large regional projects. CANARI received funding from a range of types of donors, primarily governmental, inter-governmental, international NGOs and private foundations.



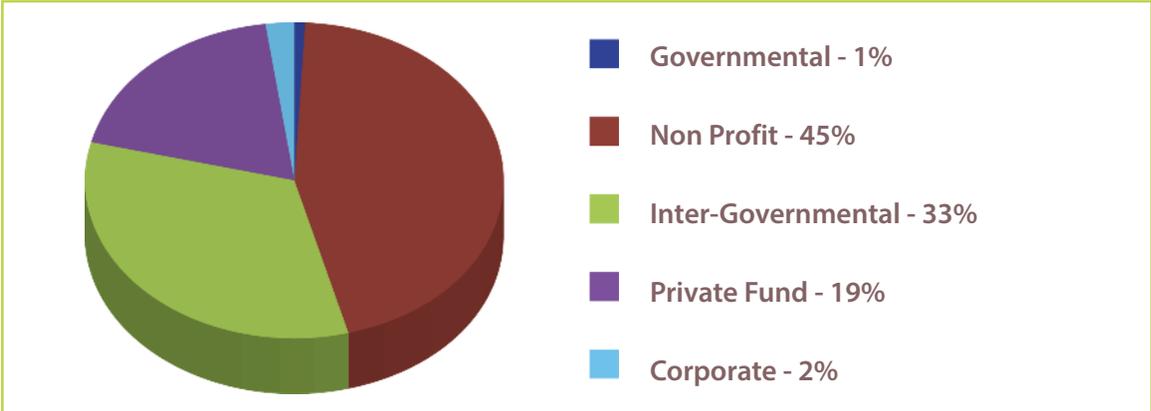
Income (US\$)	Actual
Grants	1,044,388
Technical Assistance	167,445
<b>Total</b>	<b>1,211,833</b>

# Revenue by size of grant and technical assistance contract



Income	US\$	%
Large: Over 200K	629,079	52%
Medium: 50-200K	371,113	31%
Small: Under 50K	211,641	17%
<b>Total</b>	<b>1,211,833</b>	<b>100</b>

# Revenue by donor category



# CANARI's donors

CANARI is grateful to the following organisations for financial support, either via grants or technical assistance contracts, for the period July 2012 – June 2013:

<b>Support: Grants</b>	<b>Actual</b>
Critical Ecosystem Partnership Fund	409,187
John D. and Catherine T. MacArthur Foundation	104,423
MacArthur Award for Creative and Effective Institutes	86,133
United Nations Food and Agriculture Organisation	47,963
J.B. Fernandes Memorial Trust I	42,614
Federal Republic of Germany	13,651
Global Environment Facility Small Grant Programme administered by the United Nations Development Programme	35,012
Technical Centre for Agricultural and Rural Co-operation	86,105
Royal Bank of Canada	22,432
United Nations Entity for Gender Equality and the Empowerment of Women	27,537
European Union	29,336
United Nations Educational, Scientific and Cultural Organisation	20,568
Climate and Development Knowledge Network	33,108
International Institute for Environment and Development	80,922
World Resources Institute	2,394
Darwin Initiative	1,999
NatureServe	1,004
<b>Total Grants</b>	<b>1,044,388</b>

<b>Contracts: Technical Assistance</b>	
Africa Caribbean Pacific programme of the European Union	60,677
Caribbean Regional Fisheries Mechanism	9,416
Fondes Amandes	1,749
International Union for Conservation of Nature	48,773
Joint Nature Conservation Committee	46,831
<b>Total Technical Assistance</b>	
<b>Grand Total</b>	<b>167,445</b>

# Contact CANARI

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Join us on Facebook: Search for Caribbean Natural Resources Institute

View our YouTube channel: CANARI2011

Check out CANARI publications on our Scribd page: [www.scribd.com/CANARI](http://www.scribd.com/CANARI)





## **Caribbean Natural Resources Institute**

The Caribbean Natural Resources Institute (CANARI) is a regional technical non-profit organisation which has been working in the islands of the Caribbean for over 20 years. Our mission is to promote and facilitate 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.

### **For more information please contact:**

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