

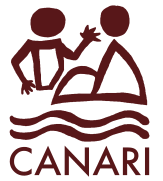
# Caribbean Natural Resources Institute

annual report • july 2014 - june 2015

## Shifting Paradigms in Policy and Practice

# CANARI Annual Report

July 2014 - June 2015



## Shifting Paradigms in Policy and Practice

## Highlights: Top three things we were excited about in 2014-2015

Over the 2014-2015 period, the Caribbean Natural Resources Institute (CANARI) implemented initiatives and worked closely with partners to catalyse, influence and support shifts in policy and practice guided by its Strategic Plan 2011-2016. This occurred at many levels and across spheres. Three highlights that we are excited about are:

### **1. Changing the practice of participation by using innovative tools to engage stakeholders:**

CANARI continued to pioneer use of participatory video (PV) and participatory three-dimensional modelling (P3DM) as innovative information and communication technology (ICT) tools that can be used to effectively engage a wide range of stakeholders in activities ranging from research on local knowledge to advocacy to give voice to marginalised stakeholders. These methods build stakeholder capacity and social networks (for example PV empowers a group and allows them to communicate their ideas directly to decision-makers and/or other groups), are cost effective (for example P3DM allows capture, storage and presentation of vast quantities of up-to-date data) and facilitate collection of local knowledge that can be integrated with scientific information (for example via GIS maps produced from models). CANARI is also using its website, social media and internet-based tools to communicate with stakeholders.

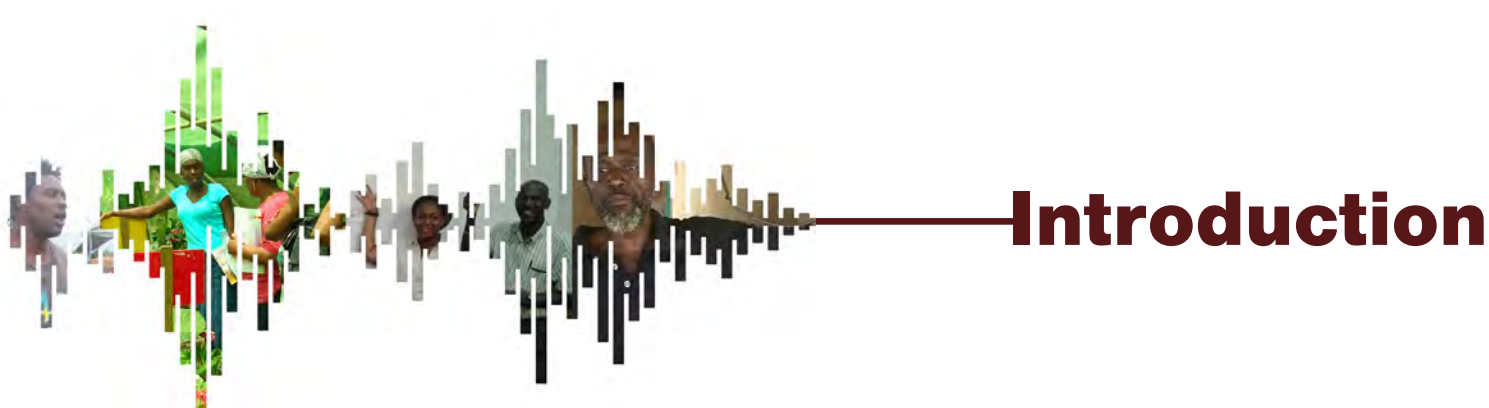
### **2. Catalysing and supporting shifts in economic development models to benefit the poor:**

CANARI is catalysing new thinking across the region on how small and micro-enterprises (SMEs) can be engines for transforming Caribbean economies. CANARI focuses on enterprises in rural communities that sustainably use natural resources and has piloted a process to support communities to identify and develop businesses through a combination of training, coaching, mentoring and small grants. CANARI is coordinating a regional SME Action Learning Group to directly engage entrepreneurs and support agencies in the research and peer learning. This work is examining the characteristics of SMEs that make them suitable engines of green economic development, including their innovativeness and resilience to changing conditions, importance to poor and vulnerable groups, roots in local communities and stewardship of resources. CANARI is recommending changing policy and practice to improve access to finance and resources, building capacity through mentoring and coaching, supporting 'greening' of SMEs themselves, and facilitating collaboration among developmental support agencies and entrepreneurs to help SMEs drive transformation to more environmentally sustainable and socially equitable economic development in the Caribbean.

### **3. Influencing participatory approaches in regional programmes:**

CANARI engaged with partners in developing and implementing regional programmes and projects to support them with integration of effective approaches to engaging stakeholders. The Institute is providing technical advice to the Ministers of Environmental Sustainability in the Eastern Caribbean. It prepared a stakeholder participation strategy and communication plan for implementation of the Strategic Action Programme for the Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+) project. CANARI inputted on design of the Climate Change Adaptation in the Eastern Caribbean Fisheries Sector (CC4Fish) project and is advising on development of sustainable livelihoods through membership in the Eastern Caribbean Marine Management Area Network Livelihood Working Group (ECMMAN LWG). CANARI will support effective stakeholder engagement and communication in the Integrating Water, Land and Ecosystems Management in Caribbean Small Island Developing States (IWEco) project.





This annual report highlights work across the eleven programme areas in CANARI's Strategic Plan 2011-2016<sup>1</sup>, including a brief overview of institutional strengthening efforts and a summary financial report.

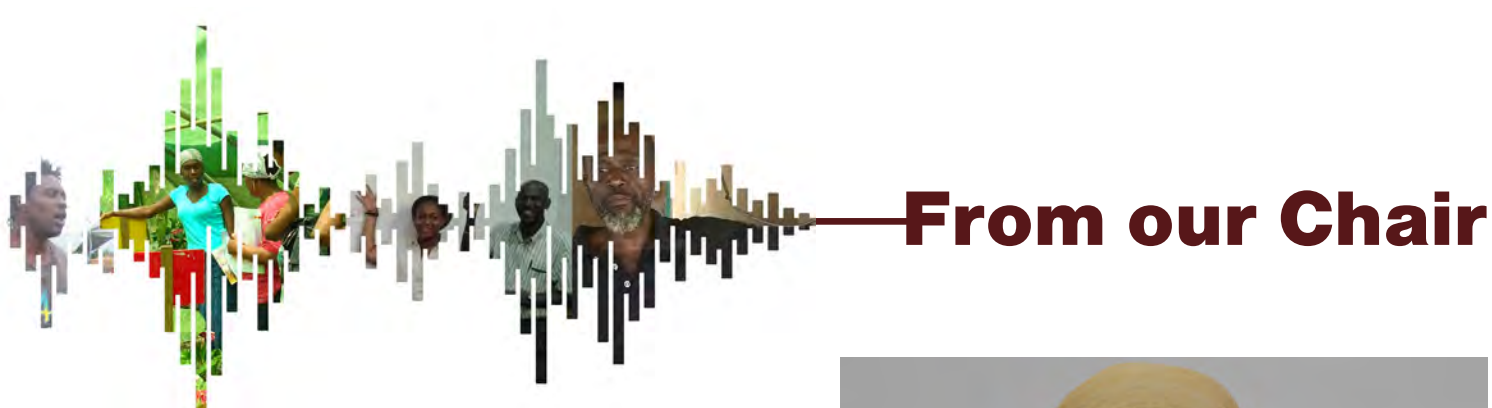
The theme of this report "Shifting paradigms in policy and practice" was chosen recognising CANARI's continued innovation in work it is implementing as well as collaboration with partners to catalyse, influence and support shifts in policy and practice. This included:

- supporting civil society organisations to implement actions to conserve biodiversity and develop sustainable livelihoods under grants awarded under the Critical Ecosystem Partnership Fund (CEPF) programme in the Caribbean islands;
- supporting fisherfolk to build strong networks and promoting and facilitating avenues for them to have an effective voice in fisheries governance and management;
- exploring with partners how community enterprises can be more effectively supported to drive transformation to more environmentally sustainable and socially equitable economic development in the Caribbean;
- building the capacity of terrestrial protected area professionals from across the Caribbean in facilitating participatory approaches to effectively engage local communities, other government agencies, civil society organisations, academia and the private sector;
- continuing to test innovative information and communication technology (ICT) tools such as participatory video (PV) and participatory three-dimensional modelling (P3DM) to facilitate stakeholder engagement;

- advocating for and leading integrated and inclusive processes for building resilience across sectors to the related impacts of climate change and natural disasters, including assessing needs for mainstreaming across sectors, community-based adaptation using ecosystem-based approaches and 'climate-proofing' rural livelihoods;
- promoting more effective engagement of stakeholders in implementation of regional projects and programmes and supporting the design and implementation of mechanisms for meaningful participation;
- conducting an action learning process to identify the requirements for developing and negotiating a strong Caribbean position on the post-2015 agenda – one that is rooted in broad-based stakeholder input and sound technical advice – and explore what role CANARI as an independent organisation could play to support this.

The efforts and achievements highlighted in this report are due to the hard work and dedication of CANARI's staff, Elected Partners (Directors on the Board), Associates, Programme Advisors and partners across the Caribbean and the support of many donors and technical assistance agencies who share CANARI's commitment to *"Promoting and facilitating equitable participation and effective collaboration in the management of natural resources critical to development in the Caribbean islands, so that people will have a better quality of life and natural resources will be conserved, through action learning and research, capacity building, communication and fostering partnerships."*

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



## From our Chair

The Caribbean Natural Resources Institute 2014-2015 Annual Report documents in detail the outstanding contribution that the Institute continues to make towards sustainable natural resource management, policy development and capacity building at all levels in the Caribbean, as the region attempts to cope with the challenges of its vulnerability to climate change. CANARI's approach to development has remained constant over the years, with interactive participation and action learning as the fundamental strategies upon which new ideas and models are being conceptualized and implemented, towards creating the change that is required to ensure the sustainable development of the Small Island Developing States of the Caribbean.

The theme of this year's report is "Shifting paradigms in policy and practice" and it indicates how CANARI has responded to opportunities to lead, inform, influence change, guide and negotiate at national, regional and international levels at the same time, bringing the messages of civil society and facilitating interactive participatory processes in a number of decision making fora. Paradigms are indeed being shifted with CANARI's use of participatory video and three-dimensional modelling, to give voice to fisherfolk and community based organisations in the region so that their vision, their knowledge, their experiences and their challenges can be heard and given due consideration by policy and decision makers. Fisherfolk also had the opportunity for direct policy influence as CANARI supported the participation of fisherfolk from the region in one regional and two international conferences, including the World Small Scale Fisheries Congress. Action learning has been the strategy utilised to assist CARICOM representatives to prepare and negotiate a Caribbean position for the 2015 Sustainable Development Goals



**Zakiya Uzoma-Wadada**

process and also to build the capacity of and advocate for small and micro enterprises in the region, to lead in the establishment of a Caribbean green economy.

The innovative, inspiring and successful work of CANARI is built on a foundation of both internal and external partnerships. Internally, the team comprises Elected Partners, Staff Partners, Associates, Programme Advisors, diligent and efficient technical and administrative staff led by Managing Partner Nicole Leotaud. Externally productive and rewarding partnerships have been established with strong regional and international networks and organisations, the details of which are contained in this report. The report also includes a detailed account of the financial contribution from the various donors, to whom we are very thankful for their continued support and confidence in CANARI.

It is with pride and pleasure that we present our 2014-2015 Annual Report to you.



# **CANARI's Programmes**

Forests and Livelihoods and Governance

Coastal and Marine Livelihoods and Governance

Climate Change and Disaster Risk Reduction

Rural Livelihoods

Green Economy

Civil Society and Governance

Research

Action Research and Learning

Communication

Capacity Building

# Forests, Livelihoods and Governance Programme

## Introduction

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

Several new projects were recently developed that contribute to the programme's goal to reduce poverty. A recent project is conducting research on the linkages between social protection, natural resource management, women's and overall people's empowerment and poverty alleviation in fisheries and forestry-dependent communities in two Caribbean islands (Trinidad and St. Vincent). This work is funded by the United Nations Food and Agriculture Organisation (FAO). CANARI is also managing another FAO-funded project in St. Vincent and the Grenadines to support eight forest based entrepreneurs to develop their community enterprises.

## List of projects

- **Field testing an approach to support forest-based businesses in the Caribbean** (US \$40,000, August 2013 – December 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])
- **Improving forest and protected area management in Trinidad and Tobago: monitoring and evaluation needed for effective protected area management and biodiversity conservation** (US\$2,500, March – August 2014, technical assistance to the FAO for the Government of Trinidad and Tobago)
- **Research on social protection to foster sustainable management of natural resources and reduce poverty in fisheries and forestry-dependent communities in two Caribbean islands** (US \$32,000, December 2014 – June 2015, supported by the United Nations Food and Agriculture Organisation [FAO])
- **Support to improve the effectiveness of forest-based community enterprises in St. Vincent and the Grenadines** (US\$32,000, December 2014 – December 2015, supported by the United Nations Food and Agriculture Organisation [FAO])
- **Taking it to the market** (US\$50,000, July 2014– July 2015; supported by the JB Fernandes Memorial Trust I)

## Results

- Knowledge and skills of 13 forest managers to design a small grant programme to build the capacity of community groups to sustainably manage forest-based businesses were increased
- Knowledge and awareness about the impacts of climate change on forest ecosystems and forest-based livelihoods were enhanced among senior forest managers from six countries in the region
- Knowledge and awareness about adding value to forest products in three rural community forest-based small businesses were enhanced

- Input into development of a full proposal by the Government of Trinidad and Tobago to the Global Environment Facility (GEF) for improving forest and protected area management in Trinidad and

Tobago, specifically focusing on: stakeholder participation, communication, and monitoring and evaluation was provided.

## Featured project

### Field testing an approach to support forest-based businesses in the Caribbean

**Working with a mentor led the way for us to show professionalism in the way we carry out our work and also helped us with the quality of work that is produced.**

Smithfield Local Forest Management Committee on working with a mentor to complete its small grant project.

Three forest-based community enterprises in the Caribbean received US\$5,000 grant funding from the Food and Agriculture Organisation of the United Nations (FAO) to develop the enterprises. Brasso Seco Tourism Action Committee (BS TAC) of Trinidad and Tobago, North Leeward Tourism Association (NLTA) of St. Vincent and the Grenadines and Springfield Local Forest Management Committee (Springfield LFMC) of Jamaica were all successful applicants of the project that required them to work with mentors to improve their enterprises.

The groups developed different aspects of their businesses. BS TAC purchased equipment to improve the production process and market tested its coffee and cocoa products with additional funding from JB Fernandes Memorial Trust I. Springfield LFMC built a structure to process its honey, learned to develop business plans and built awareness of the enterprise in the community to get buy-in from other residents. NLTA revised its proposal to operate an ecotourism venture from the community. The organisation plans to work with the tourism authority in St. Vincent and the Grenadines to train tour guides. It hosted its first tour on February 19<sup>th</sup>, 2015.



The three groups had varying experiences with the mentors and it is believed that this impacted the results of the grants. Where the mentor visited regularly and was readily available to the group, the grantee BS TAC was able to complete its grant activities. Where the mentor had limited involvement with the group, the grantee NLTA was unable to complete its activities.

The project helped to refine CANARI's understanding of the role that mentors can play in developing natural resource-based enterprises in the region. All three groups thought the project was a success and that it helped to develop their enterprises.



**Members of the Smithfield LFMC clear an area to build a structure for its honey production.** August 2014.



# Coastal and Marine Livelihoods and Governance Programme

## Introduction

In the wider Caribbean region, the Caribbean Large Marine Ecosystem (CLME) project, using a participatory approach, developed a 10 year “*Strategic Action Programme for the Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+ SAP)*”. The project document for the five year CLME+ project, intended to catalyse the implementation of the CLME+SAP was endorsed by GEF and cleared for implementation by the UNDP during the first quarter of 2015. CANARI's EU funded *Strengthening Caribbean Fisherfolk to Participate in Governance* project is a complementary project and is providing co-financing. CANARI contributed to the development of the project document through its role as the civil society organisation member of the CLME+ project Core Development Team (CDT). The Institute also provided additional technical assistance with developing components related to communication and stakeholder participation. During project implementation, CANARI will serve on the Project Steering Committee (PSC) and the Project Execution Group (PEG).

Within the Caribbean Community (CARICOM), following on the announcement of approval of the Caribbean Community Common Fisheries Policy by the Council for Trade and Economic Development in October 2014, the Caribbean Regional Fisheries Mechanism (CRFM) has embarked on the preparation of a Plan of Action for implementation of the policy.

CANARI's work continued to complement these efforts by promoting and facilitating participatory approaches to governance of living coastal and marine resources. This focused on contributing to the strengthening of the capacities of the Caribbean Network of Fisherfolk

Organisations (CNFO) and its member networks to participate in fisheries governance and management at the local, national and regional levels. During this year, CANARI in collaboration with its project partners (University of the West Indies - Centre for Resource Management and Environmental Studies [UWI-CERMES], Panos Caribbean, CNFO and CRFM) continued implementing the EU funded *Strengthening Caribbean Fisherfolk to Participate in Governance* project. The project is aimed at providing direct support to the fisherfolk organisations so that they can become effective partners in governance at the regional, national and local levels.

Through this project CANARI has been strengthening partnerships and synergies with several regional and global initiatives on governance of living coastal and marine resource and is strengthening its position as a leader in this field in the Caribbean. CANARI is strengthening its partnerships with key international and regional agencies (such as FAO, CRFM, OECS Commission and the CLME Project Coordination Unit) to influence and play a role in implementation of large regional and sub-regional projects. This is a key strategy to increase the reach and impact of the Institute beyond what it can achieve through its grant projects and technical assistance services.

## List of projects

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

- **Development of Communications Strategy and Delivery of Associated Products for the Successful Submission of the CLME+ Project Document to the GEF Secretariat** (US\$5,850, October 2014, technical assistance to the United Nations Development Programme [UNDP])
- **Development of Stakeholder Inventory and Involvement Plan to support CLME+ Project Document and GEF CEO Endorsement Letter development** (US\$11,345, October - November 2014, technical assistance to UNDP)
- **Research on social protection to foster sustainable management of natural resources and reduce poverty in fisheries and forestry-dependent communities in two Caribbean countries** (US\$32,000, January – June 2015, technical assistance to the United Nations Food and Agriculture Organisation [FAO])

## Results

- Production of a participatory video (PV) *Fishing for a living: North Coast facilities* by fisherfolk of Matura to Matelot, Trinidad and Tobago, which is advocating for improved onshore facilities. Nineteen participants from Balandra, Cumana, Matelot and Toco used PV to document their challenges in the fisheries sector.
- Convened the *Second Regional Workshop for the Caribbean Fisherfolk Action Learning Group (FFALG)*, The Bahamas, 20 - 24 October, 2014. This workshop developed the key elements of the constitution and a plan of action for the formalisation of the CNFO. It also produced a PV on Illegal, Unreported and Unregulated fishing which involved the FFALG and fishers from two landing sites in Nassau.
- Influenced the development of the programme of the Too Big To Ignore (TBTI) transdisciplinary learning cluster by participating in the conceptualisation of the cluster and preparation of the agenda for the *Second World Small-scale Fisheries Conference (2WSFC) Transdisciplinary Fisheries Workshop*, which was held in Mexico on 20 September 2014.
- Facilitated policy influence by Caribbean fisherfolk on global fisheries policy processes through sponsorship of two fisherfolk leaders to the 2nd World Small-Scale Fisheries Congress (2WSFC), Merida, Mexico, 21 - 26 September 2014. This conference was aimed at exploring options and opportunities for small-scale Fisheries, through seven distinct themes: economic viability; livelihoods and wellbeing; ecosystem stewardship; rights and access; food security and food sovereignty; governance and governability; and assessment and monitoring.
- Facilitated policy influence by Caribbean fisherfolk on Caribbean fisheries policy processes through sponsorship of a fisherfolk leader to the *Caribbean Week of Agriculture* held in Suriname, 6 - 12 October 2014. The Caribbean Week of Agriculture is seen as a vehicle to place agriculture and rural life on the “front burner” of regional integration activities, and to enable the key decision-makers in the public and private sectors to better acknowledge the importance of agriculture and rural life to the economic, social and environmental stability of the region.
- Facilitated policy influence by Caribbean fisherfolk on Caribbean fisheries policy processes through sponsorship of two fisherfolk leaders to participate in the *Gulf and Caribbean Fisheries Institute Conference (GCFI)* held in Barbados, 3 - 8 November 2014.
- Shared information on fisherfolk organisation influencing policy and building capacity by way of presentation of a paper *Fisherfolk Organisations influencing policy and building capacity in the Caribbean Community (CARICOM)* in plenary at the GCFI held in Barbados, 3- 8 November 2014. The paper is largely based on the outputs of the seven national fisherfolk workshops which were held for fisherfolk leaders and representatives from key public sector agencies (e.g. Fisheries Authorities and Cooperative Departments)

in Jamaica, Saint Lucia, St. Vincent and the Grenadines, Grenada, Barbados, Dominica and Suriname under CANARI's strengthening fisherfolk project.

- Launched the Fisherfolk Strengthening Fund (FSF) in September 2014. This Fund will provide small grants to strengthen the capacity of fisherfolk to participate in governance. All registered fisherfolk organisations (at the regional, national and local levels) in the 17 project countries are eligible. Sixteen applications were received, with eleven being recommended for approval.
- Participated in the development of the five year full sized project document to start implementation of the CLME+ Strategic Action Programme, as part of the CLME+ Project Core Development Team (CDT), particularly influencing how the programme communicates with, engages, and builds capacity of fisherfolk and other stakeholders.
- Strengthened partnership with the OECS Commission through ongoing participation in the *Eastern Caribbean Marine Management Area Network Livelihood Working Group (ECMMAN LWG)*. The purpose of the LWG is to provide guidance in the design, planning, selection and implementation of initiatives in support of associated and sustainable livelihoods for communities within the ECMMAN project sites.
- Influenced the development of the Global Action Programme for the implementation the Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries through participation in the FAO/Western Central Atlantic Fisheries Commission (WECAFC) Workshop on Strengthening organisations and collective action in fisheries: *Towards the formulation of a capacity development programme* held in Barbados, 4–6 November 2014, and the FAO Workshop on the Development of a Global Assistance Programme in Support of the Implementation of the Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication held in Rome, 8-11 December, 2014.
- Participated in the development of a draft concept note: *Caribbean implementation of global assistance programme for the implementation of the small-scale fisheries guidelines component 3 on empowering stakeholders – capacity development and institutional strengthening* under a FAO/UWI-CERMES/CANARI/CNFO/CRFM/ Japan International Cooperation Agency (JICA) - Caribbean Fisheries Co-management (CARIFICO) project partnership agreement. The four year proposal with an estimated budget of US\$990,000 has been submitted to the FAO.



## 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

**Miss Henry wishes to express her gratitude in the assistance she received in completing this document and the patience and latitude extended to us. This will assist her greatly when she needs to do a document such as this in the future**

Havlan Honeyghan, President, Jamaican Fishermen Cooperative Union (JFCU), on assistance provided to refine the JFCU's FSF project proposal.

On February 27, 2013, in Guyana, CANARI launched this EU funded project. Its goal is to improve the contribution of the small scale fisheries sector to food security in the Caribbean islands through building the capacity of regional and national fisherfolk organisation networks to participate in fisheries governance and management. The project countries are Anguilla, Antigua and Barbuda, the Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago and Turks and Caicos Islands. The expected results include: strengthened capacity of the regional Caribbean Network of Fisherfolk Organisations (CNFO) to effectively represent its members to bring the voice of fisherfolk into regional fisheries governance and management policy and planning processes; and strengthened capacity of national fisherfolk organisations, their network of primary organisations and individual leaders (in at least eight project countries) to effectively network and communicate to influence policy on fisheries governance at the national and regional levels to improve food security.

During July 2014 to June 2015, the activities implemented under the project included production of a participatory video Fishing for a living: North

Coast facilities by fisherfolk of Matura to Matelot, Trinidad and Tobago; convening of the Second Regional Workshop for the Caribbean Fisherfolk Action Learning Group (FFALG) in the Bahamas in October, 2014; sponsoring of fisherfolk leaders to the 2WSFC held in Mexico in September, 2014, the Caribbean Week of Agriculture in Suriname in October, 2014, the Gulf and Caribbean Fisheries Institute Conference in Barbados in November 2014; and launching of the Fisherfolk Strengthening Fund (FSF). In the case of the FSF, sixteen proposals were received from fisherfolk organisations in nine countries (Anguilla, Belize, Grenada, Guyana, Haiti, Jamaica, Saint Lucia, Trinidad and Tobago, Turks and Caicos), with eleven proposals being given conditional approval. Applicants were supported to refine their proposals and nine projects are now ready for implementation (two proposals for Trinidad were merged into one project, and three proposals from Saint Lucia were re-organised into two projects).



**FFALG members interviewing a vendor for the production of a PV on Illegal, Unreported and Unregulated (IUU) fishing, at Montagu Ramp, Nassau, The Bahamas**

# Climate Change and Disaster Risk Reduction Programme

## Introduction

The objectives of CANARI's *Climate change and disaster risk reduction programme* are to conduct research that contributes to improved livelihoods and effective responses to climate change, and to promote and facilitate participatory development of policies and plans for building climate resilience to climate change and other risks. In keeping with this, CANARI in collaboration with the World Resources Institute (WRI) and the Saint Lucia National Trust (SLNT) implemented the project to pilot use of WRI's Adaptation: Rapid Institutional Analysis (ARIA) toolkit to assess institutional readiness for climate change adaptation in Saint Lucia and Trinidad and Tobago. Other national policy support was provided through facilitating a participatory process to finalise Montserrat's climate change policy and to develop an accompanying action plan to guide implementation. This was done through technical assistance provided to the OECS Commission and the Government of Montserrat. This helped to build CANARI's capacity to facilitate other participatory policy and planning assignments for climate change adaptation. CANARI also facilitated participatory vulnerability assessment of the Scott's Head-Soufriere area in Dominica using participatory three-dimensional modelling.

CANARI was identified by the Fisheries Division, Ministry of Lands and Marine Resources to serve as the national consultant under the United Nations Food and Agricultural Organisation (FAO) GEF Project Preparation Grant (PPG) to prepare the full project for *Climate Change Adaptation in the Eastern Caribbean Fisheries Sector* (CC4Fish). The objective of the full project is to increase resilience and reduce vulnerability to climate change impacts in the Eastern Caribbean fisheries sector (Antigua and Barbuda,

Dominica, Grenada, Saint Lucia, St. Vincent and the Grenadines and Trinidad and Tobago), through introduction of adaptation measures in fisheries management and capacity building of fisherfolk and aquaculturists, as well as fisheries management implementation of an ecosystem approach to fisheries and mainstreaming of climate change. The PPG supported participatory development of the full project document, and generation of the necessary background information which will serve as the baseline for measurement of the achievements of the project. CANARI played a significant role in the development of the project, including facilitation of the national consultation for Trinidad and Tobago, preparation of the national consultant project design report for Trinidad and Tobago and participation in the inception and final regional workshops. The Institute has been identified to serve on the regional project steering committee during implementation of the project.

CANARI also continued to be involved in regional initiatives on climate change and disaster risk reduction. The Institute participated in the Meeting of Senior Officials & Council of Ministers on Environmental Sustainability, British Virgin Islands, 29 September and 1 October 2014, and continued to work with the Organisation of Eastern Caribbean States (OECS) Commission to develop an MOU on the development and implementation of sub-regional projects related to climate change and disaster risk reduction. CANARI also continued to serve as a member of the Civil Society Sub Sector Committee (CSSSC) of the Caribbean Disaster Emergency Management Agency (CDEMA), and has been identified as a key partner in assisting with implementation of outcomes addressing community resilience building as well as education and awareness under the Regional Comprehensive

Disaster Management Strategy and Programming Framework 2014-2024. CANARI was also invited by the United Nations Framework Convention on Climate Change (UNFCCC) Secretariat to contribute to knowledge sharing as part of implementation of the Nairobi Work Programme and signed on as a partner.

## List of projects

- **Participatory research to enhance climate change policy and institutions in the Caribbean: ARIA Caribbean toolkit pilot** (US\$90,000, January – December 2013, supported by the Climate and Development Knowledge Network [CDKN]).
- **Updating Montserrat's Climate Change Policy and developing an Action Plan** (US\$22,235, April – July, 2015, OECS Commission).
- Participatory Three Dimensional Modelling of Watersheds for the Project "Adaptation of Rural Economies and Natural Resources to Climate Change" (US\$49,192, December 2014 – May 2015, supported by the Deutsche Gesellschaft für Internationale Zusammenarbeit [GIZ])
- **Preparation of the full project investment for Climate Change Adaptation in the Eastern Caribbean Fisheries Sector (CC4Fish)**

(US\$5,000, October 2014 - May 2015, supported by the United Nations Food and Agricultural Organisation [FAO]).

## Results

- Assessed institutional readiness for climate change adaptation for Saint Lucia and Trinidad and Tobago, with findings reported in the technical report *Making Adaptation Work: An Institutional Analysis of Climate Change Adaptation in Trinidad and Tobago and Saint Lucia*<sup>2</sup>. Key recommendations for strengthening institutional arrangements were communicated in two policy briefs: *Enabling Civil Society in Saint Lucia to adapt to the impacts of climate change*<sup>3</sup> and *Strengthening Institutional Arrangements in Trinidad and Tobago to Facilitate Climate Change Adaptation Policy Formulation and Execution*<sup>4</sup>.
- Engaged stakeholders in Trinidad and Tobago in developing the national priorities to be addressed under the GEF-funded sub-regional Climate Change for Fish (CC4Fish) project.
- Engaged stakeholders in Montserrat to develop their National Climate Change Policy and Action Plan and submitted drafts to the Government of Montserrat.

<sup>1</sup> [http://www.canari.org/wp-content/uploads/2015/04/ARIA\\_Technical\\_paper161214.pdf](http://www.canari.org/wp-content/uploads/2015/04/ARIA_Technical_paper161214.pdf)

<sup>3</sup> <http://www.canari.org/wp-content/uploads/2015/04/SLU-PB-20-eng-draft-1100415.pdf>

<sup>4</sup> [http://www.canari.org/wp-content/uploads/2015/04/17StrengtheningTandTclimatechangeadaptation\\_000.pdf](http://www.canari.org/wp-content/uploads/2015/04/17StrengtheningTandTclimatechangeadaptation_000.pdf)



# Featured project

## Building resilience to climate change and natural disasters in Trinidad and Tobago

Trinidad and Tobago is particularly vulnerable to the adverse impacts of climate change such as those related to temperature increases, changes in precipitation, sea level rise and ocean acidification. The impacts of climate change and natural disasters on the ecosystems, and associated livelihoods and sectors, in the six target protected areas (PAs) in this project (Matura National Park, Caroni Swamp, Aripo Savannas, Trinity Hills, Nariva Swamp, and one to be determined) could be very significant. Likely impacts on natural ecosystems include exacerbation of the effects of poor land-use and deforestation, irreversible loss in biodiversity, and decreases in soil moisture which may accelerate forest loss; sediment erosion, inundation stress and increased salinity due to sea level rise which could impact mangrove stands, the ecosystems that they support and the ecosystem services that they provide; and precipitation change, warming, carbon dioxide fertilisation and emergent responses to herbivory and fire regime which could exert strong control on ecosystem functions and species composition of savanna ecosystem. Such impacts could have negative effects on livelihoods and sectors dependent on ecosystem goods and services from the six PAs.

This component of the project *Supporting participatory protected area management for conservation and sustainable livelihoods* is aimed at mainstreaming climate change adaptation and disaster risk management priority actions into

**Ecosystem-based approaches (EbA) are about promoting resilient ecosystems and using nature-based solutions to provide benefits to people, especially the most vulnerable... [These approaches] must be participatory, transparent, accountable, and culturally appropriate, while actively embracing equity and gender issues. EbA seeks to maximise social, economic and environmental benefits and minimise trade-offs.**

Nicole Leotaud, CANARI Executive Director during the plenary presentation at the Regional Forum on Solutions for Oceans, Coasts and Human Well-Being in Latin America and the Wider Caribbean Region (Blue Solutions), April 14-17, 2015, Mexico

protected area management and sustainable community development plans to maintain healthy ecosystems and build community resilience to the adverse effects of climate change and natural disasters. It will address the negative impacts of climate change and contribute to achieving the objectives of the National Climate Change Policy of Trinidad and Tobago as well as address the strategic goals in the Draft Comprehensive Disaster Management Policy Framework of Trinidad and Tobago.

The expected outputs include participatory vulnerability assessments for the six targeted PAs and six selected surrounding communities; climate change scenario models; economic evaluations of proposed climate change adaptations actions; management plans for the six targeted PAs and sustainable community development plans for the six selected communities including priority actions for CCA and DRM; implementation of on-the-ground adaptation actions from the management plans of the six targeted PAs and sustainable community development plans for six selected communities; evaluation of the implementation of the on-the-ground adaptation actions from the management plans and sustainable development community plans; and dissemination of the communication products, with lessons learned and recommendations.



**Some local farmers are converting to protective greenhouse farming to improve crop yields in the face of a changing climate**

# Rural Livelihoods Programme

## Introduction

Many rural communities in the Caribbean depend on the nearby natural resources for their livelihoods. In cases where these natural resources are protected by policies, the livelihoods of those communities are sometimes threatened or ignored in the management of the resources (e.g. oyster harvesters in the Caroni Swamp in Trinidad) leading to conflicts. This is one of the many causes of ineffective management of protected areas in the Caribbean.

CANARI's *Rural Livelihoods programme* seeks to support rural communities to develop sustainable natural resource-based livelihoods through building capacity, catalysing partnerships and influencing policy to create an enabling institutional environment. It also helps entrepreneurs to be engaged in the management of natural resources by linking them to the decision-makers. The programme is closely linked to the *Forests, Livelihoods and Governance*, *Coastal and Marine Livelihoods and Governance* and *Green Economy* programmes.

CANARI is continuing its pilot of methodologies to assist rural community groups and individuals to develop small businesses based on the sustainable use of natural resources. The process began with funding from the JB Fernandes Memorial Trust I that initially sought to assist six rural communities in Trinidad and Tobago. Elements of the methodology were used in projects funded by the United Nations Food and Agriculture Organisation (FAO) to develop forest-based businesses in three Caribbean islands. It was modified further in an ongoing project to assist forest enterprises in St. Vincent and the Grenadines. The methodology was used as the basis for the rural livelihoods component of CANARI's application to the Green Fund of Trinidad and Tobago. CANARI is also hoping to roll out the full methodology to five Caribbean countries in a regional proposal that is being drafted.

## List of projects

- **Taking it to the market** (US\$50,000, July 2014- July 2015; supported by the JB Fernandes Memorial Trust I)
- **Field testing an approach to support forest-based community enterprises in the Caribbean** (US\$33,000, July 2013- December 2014; supported by the FAO)
- **Research on social protection to foster sustainable management of natural resources and reduce poverty in forestry and fisheries-dependent communities in two Caribbean countries** (US\$32,000, January to June 2015; technical assistance to the FAO)
- **Support to improve the effectiveness and sustainability of forest based community enterprises in St. Vincent and the Grenadines** (US\$32,000, January to December 2015; supported by the FAO)

## Results

- Increased understanding among two community-based entrepreneurs of the needs for successful marketing of their products/ services.
- Increased understanding among two community-based entrepreneurs of the impact of sustainable use of natural resources on their enterprises.
- Improved understanding of the ways to use mentors to help forest-based enterprises to develop.
- Production of the guidelines on supporting the development of small and micro enterprises.
- Increased income and employment in one community in Trinidad and Tobago.

# Featured project

## Taking it to the market

**The Rural Livelihoods (programme) I strongly believe, is one of the most relevant, significant programmes I have seen and been involved in. Why? Communities are being transformed through the embodiment of empowerment, independence and industry, through starting a movement with natural resources which are available, taking them, using them sustainably and giving back to lives, to love and to communities, that is perhaps one of the most powerful thing that one can see unfold.**

Akosua Edwards, CANARI mentor.

In the fourth phase of the JB Fernandes Memorial Trust Fund-sponsored project in Trinidad and Tobago, two community-based organisations from rural communities worked with a mentor to help them to develop quality products to market them for sale. Both the Brasso Seco Tourism Action Committee (BS TAC) and the Brasso Seco Morne La Croix Farmers' Association (BSMLCFA) are working with a business expert to learn how to improve their production processes, conduct a market analysis, to market and sell their products and services and to evaluate their businesses. BS TAC was the recipient of a grant from the FAO through CANARI that enabled it to purchase equipment to improve the production of its cocoa and coffee products. It was able to test and market its products at the San Antonio Green Market in Santa Cruz. BS TAC also introduced three new products to its portfolio and saw an increase in its sales from 2013 to June 2015. BSMLCFA changed its direction and is now selling seedlings. The mentor helped the group to register its business. The group was able to record its first sales in 2015 and formed partnerships with other organisations in the community and the country to help it to grow.



**Rose Hall community in St. Vincent demonstrates its natural assets to the CANARI mentor**



# Green Economy Programme

## Introduction

The Caribbean Green Economy Action Learning Group (GE ALG) established by CANARI to identify and promote ways in which green economy can advance sustainable development in the Caribbean through shaping visions, perspectives, positions and actions identified Small and Micro Enterprises (SMEs) as a potential priority pathway to transform the regional model of economic development. Based on this, CANARI has been exploring how to catalyse and support development of SMEs that contribute to a green economy transformation via achieving triple-bottom line economic, social and environmental co-benefits. Much of this work is ongoing under CANARI's *Rural Livelihoods programme*. But CANARI also established the Caribbean SME Action Learning Group (SME ALG) to directly engage entrepreneurs and support agencies in the research and peer learning. A number of important knowledge products were developed and disseminated across the region.

Based on this and other learning from research and regional dialogue on green economy conducted under this programme since 2010, CANARI continued to work to influence economic development debates and actions across the Caribbean. As part of this, the Institute shared knowledge at the Caribbean Green Economy Conference held by the United Nations Environment Programme (UNEP) in Jamaica in February 2015. CANARI's work was featured by several presenters and in discussions, which emphasised the usefulness of the definition developed through consultation with Caribbean stakeholders that “A Green Economy in the Caribbean context aims

*for long-term prosperity through equitable distribution of economic benefits and effective management of ecological resources; it is economically viable and resilient, self-directed, self-reliant, and pro-poor.”* (CANARI Policy Brief 13<sup>5</sup>)

## List of projects

- **The search for a new economy in the Caribbean Phase 5: Action and learning about Small and Micro Enterprises as a pathway to a green economy in the Caribbean** (US\$58,680, March – September 2014, supported by aid from the United Kingdom Government via the International Institute for Environment and Development [IIED])<sup>6</sup>

## Results

- Facilitation of peer learning and research by a Caribbean Small and Micro Enterprise Action Learning Group (SME ALG) comprised of 17 small enterprise leaders and facilitators from agencies that support them from the Dominican Republic, Grenada, St. Vincent, and Trinidad and Tobago (see list of members<sup>7</sup> and Terms of Reference<sup>8</sup>). An Action Research and Learning Agenda<sup>9</sup> was produced by the SME ALG to reflect priority questions to explore how to catalyse and support SMEs.
- Communication of recommendations on the changes in policy and practice needed to enable SMEs to be drivers of economic transformation in the Caribbean in a policy brief Supporting SMEs to be pathways to a Caribbean green economy<sup>10</sup>.

5 <http://www.canari.org/wp-content/uploads/2014/09/13-Towards-a-green-and-resilient-economy-for-the-Caribbean-English.pdf>

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

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

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

9 <http://www.canari.org/wp-content/uploads/2014/12/SMEALG-Action-Research-and-Learning-Agenda.pdf>

10 <http://canari.org/documents/19SupportingSMEsforaCaribbeanGE.pdf>

- Production of a fact sheet<sup>11</sup> for SMEs outlining 10 simple steps that they can take to drive the green economy including using suppliers who use natural resources sustainably and supporting female and youth owned enterprises.
- CANARI's work on green economy, including the definition developed through stakeholder dialogue, is being featured in regional programmes and publications.

11 [http://www.canari.org/documents/10practicesofSMEsinGE\\_000.pdf](http://www.canari.org/documents/10practicesofSMEsinGE_000.pdf)

## Featured project

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

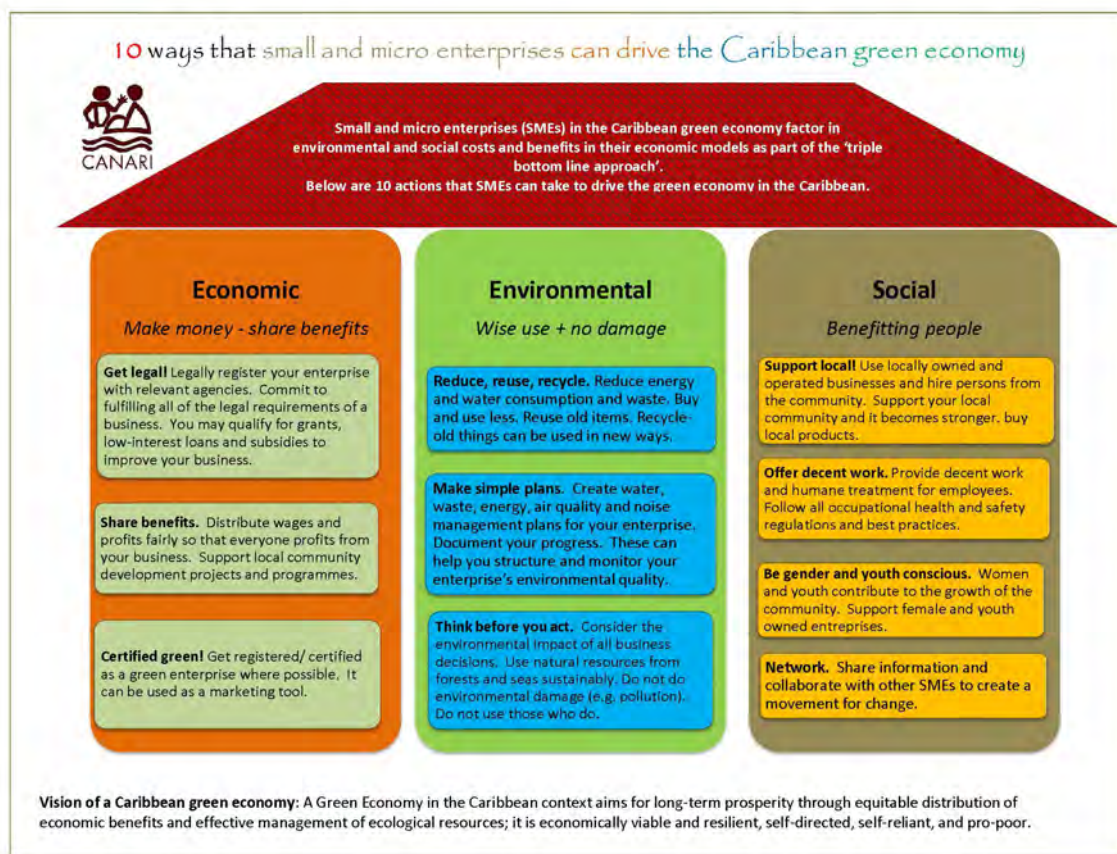
**If we do not actively shape the future it will impose itself on us in ways that are fundamentally at variance with our interests.**

Freundel Stewart, Prime Minister of Barbados at the Third International Conference on Small Island Developing States held in Samoa in September 2014.

Members of the Caribbean Small and Micro Enterprise Action Learning Group (SME ALG) participated in peer knowledge exchange at the Sustainability Expo hosted by the Market Access Rural Enterprise Project (MAREP) in Grenada. This expo presented an opportunity for entrepreneurs in Grenada to showcase their products through a combination of having a booth in which their products and services were displayed. As part of the Expo, CANARI facilitated capacity development workshops for entrepreneurs and MAREP staff.

The aims of the workshop for innovators and business owners were to prepare participants to pitch their businesses to investors and financiers and to facilitate sharing of experiences and lessons on starting, growing and developing a business within the Greenz Movement. The aim of the workshop for the MAREP business support staff was to assist in the sharing of experiences and lessons in developing robust and sustainable support for rural micro and small businesses.

Entrepreneurs and support agencies from the SME ALG were able to share their knowledge and experiences with their peers in Grenada. They recommended that more regional exchanges be facilitated and partnerships be forged to strengthen SMEs across the region.



**CANARI produced a flyer outlining concrete steps that SMEs can take to contribute to economic, social and environmental co-benefits.**



# Civil Society and Governance Programme

## Introduction

Enhancing the capacity of civil society stakeholders to participate equitably and effectively in the governance of natural resources is not an easily accomplished task. It is, however, the overarching goal that CANARI set for achieving key results under its *Civil Society and Governance programme* in the Institute's Strategic Plan 2011-2016. This past year CANARI has reinforced results under key projects and leveraged its partnerships to influence policy and practice to support the work of CSOs in natural resource management and governance throughout the Caribbean.

CANARI solidified and continued to build on almost five years of support to leading civil society organisations (CSO) and partners in its role as the Regional Implementation Team (RIT) for the Critical Ecosystem Partnership Fund (CEPF) in the Caribbean islands. Working with over sixty key local, national, regional and international CSOs over a significant period of time has provided CANARI with an opportunity to enhance their capacity using a multi-faceted approach including through the provision of small grants, peer exchange, networking, mentoring and coaching. As the CEPF Caribbean Islands programme comes to the end of its five year (2010-2015) investment, CANARI will be analysing and documenting the key lessons learned and best practices of coordinating and supporting the management of a grant programme for civil society in the Caribbean region. There has already been uptake of CANARI's best practices in this regard by the CEPF Secretariat and CEPF RITs in other regions, especially best practices in terms of the Institute's commitment to participatory processes and effective communication of results.

Importantly, the Institute partnered with two other CSOs in Trinidad and Tobago (Veni Apwonn and

Nature Seekers) to draft a brief targeted at policy makers entitled, *"Recommendations for improving the legal, fiscal and funding framework for an accountable, transparent and effective civil society sector in Trinidad and Tobago"*. This effort proposes a new framework designed to reduce unnecessary bureaucracy, stimulate corporate and individual giving, and develop an accountable and transparent non-profit sector in Trinidad and Tobago that can play an effective role in the country's development. Advocating for the civil society sector at large, this brief will undoubtedly support a more enabling institutional environment for civil society participation in natural resource governance.

CANARI continued to serve as Chair of the International Union for the Conservation of Nature (IUCN) Caribbean Regional Committee where it helped to coordinate the development of strategies and actions amongst the regional IUCN members.

## List of projects

- **Critical Ecosystem Partnership Fund (CEPF) in the Caribbean Islands Biodiversity Hotspot** (US\$968,538, October 2010 – October 2015, supported by CEPF)<sup>12</sup>

## Results

- Enhanced networking and sharing of experiences on biodiversity conservation amongst 50 stakeholders from civil society, government, donor agencies and local communities in the Dominican Republic through events coordinated under the CEPF Caribbean islands programme.
- Enhanced networking amongst civil society organisations across the Caribbean islands continued through the IUCN Caribbean Regional Committee and under projects facilitated by

<sup>12</sup> <http://www.canari.org/cepf-regional-implementation-team-in-the-caribbean-islands/>



CANARI (such as the CEPF Caribbean project).

- Collaboration with civil society organisations based in Trinidad and Tobago led to development of a draft brief titled, “Recommendations for improving the legal, fiscal and funding framework for an accountable, transparent and effective civil society sector in Trinidad and Tobago”.
- 68 local, regional and international civil society organisations are benefiting from CEPF support through 29 small grants and 48 large grants in six conservation corridors and 28 key biodiversity areas in Antigua and Barbuda, The Bahamas, Dominican Republic, Grenada, Haiti, Jamaica, Saint Lucia and St. Vincent and the Grenadines. These grants have achieved the following to date (the following results are to 30 June 2014, to be updated when CEPF Annual Report on the Logframe is completed in September 2015):
  - 25 grants integrated ecosystem services and biodiversity into key development plans, projects and policies, focusing on water resources management, reforestation, forest carbon, and sustainable tourism in Grenada, St. Vincent, Haiti, the Dominican Republic and Jamaica.
  - 21 key biodiversity areas in the Caribbean covering a total of 851,461 hectares have strengthened protection and management as guided by sustainable management plans.
  - 9 under-protected priority key biodiversity areas in the Dominican Republic, Grenada, Haiti and The Bahamas have been brought under new protection status.
  - 6 sustainable funding schemes promoted through 5 grants to support: forest carbon trading and payment for water resources management in the Dominican Republic; a payment for ecosystem services scheme to finance a reforested area in Haiti; conservation agreements in the Dominican Republic, Haiti and Jamaica; a national visitor fee system to channel revenue to a national fund in Jamaica; and a resort/attraction-based opt-in system to channel voluntary donations to KBAs in Jamaica.
- 3 co-management agreements for protected areas in the Dominican Republic and Haiti established.
- 7 grants in the Dominican Republic, Haiti, Jamaica and St. Vincent and the Grenadines integrated climate change, forest carbon and water resource management into policies, projects and plans.
- 134,000ha undergoing management improvements through 9 grants, in reforestation, sustainable tourism and livelihood development and sustainable agriculture.
- 7 grants in the Dominican Republic, Grenada and Jamaica contributed to public-private partnerships that mainstream biodiversity in the tourism sectors.
- 1 grant focused in the Dominican Republic, Haiti and Jamaica promoted private sector engagement in local conservation initiatives through conservation agreements.
- Over 38 civil society organisations strengthened organisational capacity through the development of strategic plans and improving governance structures within organisations, development of business plans and financial management manuals and fundraising plans, development of organisational websites, training in website management and maintenance, and knowledge exchange among civil society organisations.
- 11 local and regional initiatives supported to strengthen stakeholder involvement in biodiversity conservation in the Caribbean including:
  - ▶ the development of a national environmental network in Haiti
  - ▶ the development of a network of key local stakeholders in the Lagons du nord-est key biodiversity area in Haiti
  - ▶ support for an electronic public forum for

- the entire Dominican Republic environmental community
- ▶ the creation of the “Alianza para la Defensa de Bahoruco Oriental” in the Dominican Republic
- ▶ the creation of a stakeholder alliance for the Sierra de Bahoruco key biodiversity area in the Dominican Republic
- ▶ the creation of a local youth conservation network in Loma Quita Espuela in the Dominican Republic
- ▶ the development of stakeholder-led priority conservation actions for Macaya, Haiti
- ▶ local stakeholder networking in Foret des Pins, Haiti
- ▶ 6 regional initiatives focusing on sustainable tourism development, amphibian
- ▶ conservation, communications and networking for biodiversity conservation
- ▶ the creation of a new regional network, Nature Caribé

## Featured project

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

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

In December, 2014, CANARI collaborated with the CEPF Secretariat, Agence Française de Développement (AFD) and the French Embassy in the Dominican Republic to facilitate an event to share experiences in biodiversity conservation. This successful event consisted of CEPF grantees presenting the key results of their projects which

**The Civil Society Tracking Tool** has enabled the EAG to track its growth across the 2 years of funding under the CEPF. Though still a small, and struggling organisation, it has seen growth in the capacity of its staff, officers, biologists and volunteers. The tool also shows the rate of growth across the reports (EAG scored 67 points in the initial assessment and 77.5 in the final assessment). Finally, it shows the areas that need immediate attention by the organisation.

Environmental Awareness Group (EAG), Antigua and Barbuda noting the usefulness of the CEPF Civil Society Tracking Tool for their organisation.

Just today I presented a brownbag on what is now a “CEPF RIT Training Program.” I have led this since 2012 and you must know that the need and space for it really grew out of our initial RIT training with CANARI [in November 2010]. We returned to Washington, D.C. learning from CANARI’s interactive training ideas and model and said, “We must do this for CEPF.” We really took a lot of thoughts, feelings and lessons from CANARI and that training to heart.

Laura Johnson, CEPF Grants Manager, commenting on the changes made to the CEPF RIT global training programme based on what they learnt from CANARI’s implementation of the CEPF Caribbean Islands programme.

demonstrated versatile and innovative ways in which the organisations are working on the ground to conserve biodiversity in the country. Some of the ways in which they are transforming and improving key biodiversity areas (KBAs) include developing sustainable financing mechanisms, creating new private reserves, restoring forests, and developing participatory management plans for protected areas. The projects also demonstrated the interrelationships between the management of protected areas and the protection of habitats of endangered species, climate change adaptation and mitigation, support for ecosystem services, and sustainable livelihoods for local communities. The results achieved under the CEPF programme in the Dominican Republic have been highlighted through investments in communication and networking.

As the CEPF Caribbean Islands programme enters its final months of implementation, CANARI is working with its partners to develop strategies and implement actions that will help sustain conservation outcomes and leverage the incredible networks that have been built throughout the region.



**CANARI policy brief 20: Civil society organisations need to be made aware of the needs and the opportunities available to them to engage in national climate change adaptation efforts.**

# Research Programme

## Introduction

CANARI's work is evidence-based and promotes evidence-based policy making. The Institute conducts research to analyse lessons and recommendations and to test ideas. The knowledge built is used to guide our policy influencing, awareness building and capacity building efforts. All of CANARI's work is founded on knowledge developed through testing and analysis to build understanding on issues and potential solutions. Multidisciplinary research approaches are used, including traditional, natural and social science research methods and innovative participatory research approaches.

Over the year, CANARI continued to explore strategies for building sustainable and resilient natural resource-based livelihoods. A research project during this period examined the linkages between social protection, natural resource management, women and overall people's empowerment and poverty alleviation in fisheries and forestry communities in two Caribbean countries – Trinidad and Tobago and Saint Vincent and the Grenadines.

A second area of research focused on how the traditional knowledge of resource users can best be shared and incorporated in the decision-making about the governance of natural resources. Participatory three-dimensional Modelling (P3DM) was used to collect local knowledge of stakeholders on vulnerabilities to climate change in the southern tip of Dominica.

CANARI also completed a project looking at how to effectively engage stakeholders in building resilience to climate change and other risks. This piloted use of the Adaptation: Rapid Institutional Analysis (ARIA) toolkit to assess institutional readiness for climate change adaptation in Saint Lucia and Trinidad and Tobago. The key objectives of this project were

to (i) build civil society capacity by facilitating and supporting participatory research by civil society on climate change adaptation policy, institutions and actions (ii) engage government institutions and influence policy and adaptation processes by providing credible research that can serve as a baseline for ongoing improvements. This was done in collaboration with the World Resources Institute (WRI) and the Saint Lucia National Trust (SLNT).

## List of projects

- **Participatory research to enhance climate change policy and institutions in the Caribbean: ARIA Caribbean toolkit pilot** (US\$90,000, January 2013 – December 2015, supported by the Climate and Development Knowledge Network [CDKN]).
- **Participatory Three Dimensional Modelling of watersheds for the project “Adaptation of rural economies and natural resources to climate change** (US\$49,192, December 2014 – May 2015, supported by the Deutsche Gesellschaft für Internationale Zusammenarbeit [GIZ]).
- **Research on social protection to foster sustainable management of natural resources and reduce poverty in fisheries and forestry-dependent communities in two Caribbean countries** (US\$32,000, December 2014 – September 2015, supported by the United Nations Food and Agriculture Organisation [FAO]).

## Results

- Developed knowledge on priorities for strengthening institutional arrangements for climate change adaptation in Saint Lucia and Trinidad and Tobago, with findings reported in the technical report *Making Adaptation Work: An Institutional Analysis of Climate Change*



*Adaptation in Trinidad and Tobago and Saint Lucia*<sup>13</sup>. Key recommendations for strengthening institutional arrangements were communicated in two policy briefs: *Enabling Civil Society in Saint Lucia to adapt to the impacts of climate change*<sup>14</sup> and *Strengthening Institutional Arrangements in*

*Trinidad and Tobago to Facilitate Climate Change Adaptation Policy Formulation and Execution*<sup>15</sup>.

- Documented local knowledge on climate change vulnerabilities and priorities for adaptation in two communities in Dominica using participatory three-dimensional modelling.

13 [http://www.canari.org/wp-content/uploads/2015/04/ARIA\\_Technical\\_paper161214.pdf](http://www.canari.org/wp-content/uploads/2015/04/ARIA_Technical_paper161214.pdf)

14 <http://www.canari.org/wp-content/uploads/2015/04/SLU-PB-20-eng-draft-1100415.pdf>

15 [http://www.canari.org/wp-content/uploads/2015/04/17StrengtheningTandTclimatechangeadaptation\\_000.pdf](http://www.canari.org/wp-content/uploads/2015/04/17StrengtheningTandTclimatechangeadaptation_000.pdf)

## Featured project

### Research on social protection to foster sustainable management of natural resources and reduce poverty in fisheries and forestry-dependent communities



**This is helping me to find out what my [stakeholders] know.**

Agricultural Officer, Dominica in response to comments made by a farmer at the P3DM process to assess vulnerabilities to climate change.

The research project is aimed at generating diagnostic and actionable knowledge on the linkages between social protection, natural resource management, women and overall people's empowerment and poverty alleviation in fisheries and forestry communities in St. Vincent and the Grenadines and Trinidad and Tobago. In each country, the overarching social protection and poverty reduction policies (if these exist), and the range of social protection initiatives and how these affect fisherfolk and forest users in terms of building resilience of their livelihoods, are being examined.

So far, findings from the regional desk study have shown that there are a wide range of regional policies relevant to social protection in the Caribbean with two of these being the Caribbean Development Bank's Education Training Policy and Strategy which seeks to promote targeted education and training interventions for the development of marginalised groups such as the poor and vulnerable; and the

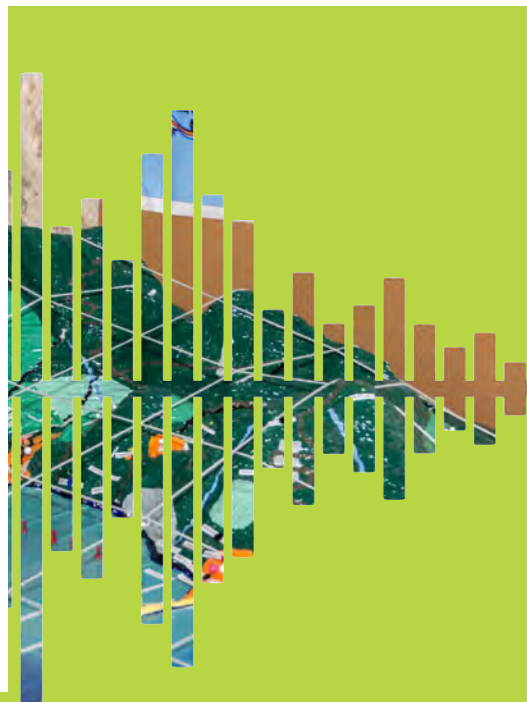
Caribbean Community Common Fisheries Policy which speaks to the improvement of the insurance environment for the fisheries sector. The Liliendaal Declaration on Climate Change Development also recognises the increased vulnerability of forest and fisheries livelihoods to the impacts of climate change and resource depletion.

At the national level, Trinidad and Tobago has a very wide range of social protection programmes and initiatives aimed at reducing poverty (national poverty rate 16.7%). These include social employment programmes such as the Community-based Environmental Protection and Enhancement Programme (CEPEP) and conditional cash-transfer programmes like the Targeted Conditional Cash Transfer Programme (TCCTP). While most government programmes are universal, some like the Forestry Incentive Programme and Agricultural Incentive Programme are specifically targeted at small-scale fishers and forest-users. The non-inclusion of self-employed persons in the country's social insurance system is a key area of concern in terms of providing social protection for small scale fishers and forest users who are typically classified as self-employed.

St. Vincent and the Grenadines has faced several economic shocks caused by the loss of preferential trade arrangements for export of its bananas to the European Union, several natural disasters (storms and hurricanes) and the economic downturn that began in 2008. These have led to high underemployment and unemployment and, consequently high incidences of poverty (>40%), particularly in rural communities. The Government has actively sought to address these problems through several policies and initiatives such as the Social Welfare Programme, the National Insurance Scheme and the Basic Needs Trust Fund. Fisherfolk and forest users are included in the general population served by these policies/initiatives.



**Model created by the community of Soufriere-ScottsHead-Gallion at the southern end of Dominica showing their areas of vulnerability to climate change**



# Action Research and Learning Programme

## Introduction

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

This was applied in a project under CANARI's *Green Economy programme* seeking to explore how to nurture Small and Micro Enterprises (SMEs), including those operating in the informal or semi-formal sectors, to be an engine for green and inclusive economic transformation in the Caribbean. The Caribbean Fisherfolk Leaders Action Learning Group also continued under the *Coastal and Marine Livelihoods and Governance programme*.

CANARI also used an action research and learning approach as part of an advocacy project under CANARI's Communication programme, which is engaging with development of the global Post-2015 sustainable development agenda and promoting priorities of Small Island Developing States (SIDS) at the Third International Conference on SIDS in September 2014 in Samoa. As an independent regional organisation outside of the formal inter-governmental processes, CANARI tried different approaches in its attempt to support Caribbean countries in achieving strong negotiating positions in the global sustainable development initiatives taking place in 2014-2015. A paper was written analysing the experiences and lessons from the process that can be of use to governments of small-island and other resource-constrained countries engaging in global sustainable development processes, as well as

institutions offering those countries technical advice and support.

## List of projects

- **The search for a new economy in the Caribbean Phase 5: Action and learning about Small and Micro Enterprises as a pathway to a green economy in the Caribbean** (US \$58,680, March – September 2014, supported by 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** (US\$1.37M, January 2013 – December 2016, supported by the European Union).
- **Providing independent, rigorous, and timely expert analysis to inform the Post-2015 Sustainable Development Goals process** (US\$91,719, October 2013 – March 2015, supported by a sub-grant from the World Resources Institute [WRI] under a grant from the Swiss Development Corporation to the Independent Research Forum [IRF]).

## Results

- Facilitation of the Caribbean Small and Micro Enterprise Action Learning Group (SME ALG) which was established and comprised of small enterprise leaders and managers from agencies that support them, and sharing of knowledge on how to catalyse and support SMEs to achieve economic, social and environmental co-benefits and be a pathway to economic transformation in the Caribbean.

- Facilitation of the Caribbean Fisherfolk Leaders Action Learning Group as a useful forum for regional knowledge exchange and collaboration and strengthening of the Caribbean Network of Fisherfolk Organisations.
- Lessons identified on developing and negotiating a strong Caribbean position on the Post-2015 agenda that is rooted in broad-based stakeholder input and sound technical advice.

## Featured project

### Providing independent, rigorous, and timely expert analysis to inform the Post-2015 Sustainable Development Goals process

**6** The Caribbean experience demonstrates the value of regional cooperation and institutions in overcoming the capacity constraints of small states, not only in international negotiations but also through regional frameworks to guide the development of national post-2015 implementation strategies and related policies.

From the CANARI case study Small countries, big voices? Learning from Caribbean experiences in the post-2015 negotiation process.

CANARI conducted an action learning process focused on identifying the requirements for developing and negotiating a strong Caribbean position on the Post-2015 agenda – one that is rooted in broad-based stakeholder input and sound technical advice. The primary stakeholders in the process were the CARICOM country negotiators who have been participating as a bloc in the UN Open Working Group on the sustainable development goals (SDGs) and other aspects of the Post-2015 agenda. A wider circle of stakeholders participated in individual activities or as targets for advocacy. In addition, the CANARI team had its own action-learning agenda to understand how a non-governmental technical organisation could best engage in a global policy process.

Activities included: facilitation of retreats and providing advice to CARICOM negotiators in New York; organisation of webinars with regional experts on critical themes and sharing recommendations with negotiators; organisation of a workshop for representatives of the CARICOM negotiating team, regional sustainable development experts and other stakeholders to share perspectives on regional



priorities and lessons from previous experiences in global negotiations; participation in and presentations at regional meetings; facilitation of a meeting to develop and document a civil society position on sustainable development priorities in Trinidad and Tobago; participation at the Samoa conference as a representative of civil society and member of the official Trinidad and Tobago delegation;



**Dr Ken Leslie and Dr Neville Trotz of the Caribbean Community Climate Change Centre (CCCCC) speak on a panel at the Third International Conference on SIDS in Samoa on Caribbean climate change priorities**

research on how Caribbean SIDS can use regional policy harmonisation to bridge national and global policy arenas and overcome capacity constraints based on experiences from the Eastern Caribbean; and preparation of a briefing paper outlining a Caribbean strategic position on Post-2015 based on information collected on Caribbean sustainable development priorities.

Lessons were learned on: supporting negotiators; mobilising and giving voice to civil society; marshalling regional expertise; developing national and regional consensus on post-2015 priorities; and negotiating effectively.



# Communication Programme

## Introduction

Over the period, the goals and objectives of CANARI's Communication programme and the Institute's Communication Strategy have continued to guide efforts to communicate the organisation's work.

A key achievement was the launch of the new CANARI website, with a much more dynamic, user-friendly and modern design. This new website features CANARI current and past projects, and while the amount of information to be shared remains quite substantial, it is now presented in a more structured way, making the website easier to navigate.

As a member of the Independent Research Forum (IRF 2015), CANARI has continued to work with Caribbean stakeholders and negotiators to provide support with identification and communication of Caribbean priorities for sustainable development and a framework for negotiating these in terms of instilling resilience in economic, natural, social and political systems, as well as lessons on negotiation in global policy processes with CARICOM negotiators involved in the Post-2015 process. The experience and expertise acquired by CANARI through its active involvement in the Post-2015 sustainable development agenda as an IRF member will be leveraged to position the Institute as a regional CSO with the potential to play a key role in implementation, monitoring and reporting on the SDGs.

CANARI's work on the Post-2015 development agenda was documented in a case study which highlights the action research and learning process in which it sought to support Caribbean countries in achieving strong negotiating positions in the global sustainable development initiatives.

CANARI has continued to explore and test new and innovative communication tools such as participatory video (PV). As part of the EU funded regional project

to strengthen Caribbean fisherfolk to participate in governance, the Fishing for a living PV was produced, and gave fisherfolk of the north coast of Trinidad an opportunity to document common challenges in the fishing industry and bring about change.

In addition to this, other more traditional communication products were produced over the period, namely four policy briefs and one technical report on a wide range of issues such as institutional arrangements for climate change adaptation in Saint Lucia and Trinidad and Tobago, tools for participatory management of protected areas, small and micro enterprises as pathways to a Caribbean green economy, and climate resilience. Three case studies and a blog were also produced as outputs of the work done by CANARI on the post-2015 sustainable development agenda. Project results and milestones achieved by CSOs implementing biodiversity conservation projects funded by the Critical Ecosystem Partnership Fund (CEPF) programme in the Caribbean islands hotspot continued to be featured in three issues of the CEPF Caribbean quarterly e-newsletter.

CANARI has continued to maintain its very active presence on social media via Facebook, YouTube, and Twitter. A steady increase in the number of 'likes' on CANARI's Facebook page was noted over the period (893 likes as of 28 June, 2015). In addition to almost daily posts on CANARI projects and related activities, the Institute's Facebook page is now also being updated with posts on natural resource management news of relevance to the region, which are being regularly shared by regional and international organisations on their own Facebook pages. CANARI's Facebook page is also linked to its Twitter account, so that posts are also shared and 'favorited' via this particular channel. These approaches have certainly contributed to an increased audience being reached through these platforms.

As per the priority results of the Communication programme of work included in CANARI's Strategic Plan for 2011-2016, dissemination of publications was targeted towards promoting clear messages to priority target groups. In particular, one key CANARI publication was widely disseminated to a wide range of stakeholders (via email and direct mailing): *Facilitating participatory natural resource management: a toolkit for Caribbean managers*, as well as CANARI's Annual Report 2013-2014.

## List of projects

- **Critical Ecosystem Partnership Fund (CEPF) in the Caribbean Islands Biodiversity Hotspot** (US\$968,538, October 2010 – September 2015, supported by CEPF)
- **Strengthening Caribbean fisherfolk to participate in governance** (US\$1.37M, January 2013 – December 2016), supported by the European Union
- **Consolidating the role of civil society in biodiversity conservation in the Caribbean islands**<sup>16</sup> (US\$475,000, January 2011 – June 2014), supported by the John D. and Catherine T. MacArthur Foundation
- **Providing independent, rigorous, and timely expert analysis to inform the Post-2015 Sustainable Development Goals process** (US\$91,719, October 2013 – March 2015) supported by a sub-grant from the World Resources Institute [WRI] under a grant from the Swiss Development Corporation to the Independent Research Forum (IRF)
- A case study was produced examining the circumstances that catalysed and sustained the participation of the Caribbean in the international sustainable development process.
- A case study was produced on regional policy harmonisation as a bridge between global and national policy arenas with a focus on the St. George's Declaration on Principles for Environmental Sustainability in the Eastern Caribbean.
- A case study was produced on an action research and learning process used by CANARI to support Caribbean countries in achieving strong negotiating positions in the global sustainable development initiatives taking place in 2014-2015.
- A participatory video was produced to document challenges faced by fisherfolk in north-east Trinidad.
- Publications and other communications products were developed under various CANARI projects included policy briefs, case studies, Facebook posts, news releases, a blog and these were disseminated to key target audiences via Caribbean listservs, direct mailings, face-to-face meetings, and postings on CANARI's website and Facebook site.
- 10 news releases were issued on activities under CANARI programmes via CANARI's website, 21 listservs, and to 119 Caribbean media.

## Results

- A blog was produced on lessons for effective negotiation on the Post-2015 agenda from early experiences with environmental diplomacy in the Caribbean.

<sup>16</sup> [http://canari.org/civil\\_sub1.asp](http://canari.org/civil_sub1.asp)

# Featured project

## Participatory video by fisherfolk in north-east Trinidad

*"Fishermen need to organise themselves into cooperatives and associations to make certain claims and demands and for them to be heard".* This was one of the messages from fisherfolk along the north coast of Trinidad. Fisherfolk from the Matura to Matelot area worked together to create a participatory video that highlighted the challenges they faced with inadequate fishing facilities. They pointed out that many of these fishing facilities are developed without fisherfolk's input in their design. Poor maintenance has also resulted in insufficient security and lost livelihoods.

Fisherfolk along the north coast of Trinidad took part in a three day workshop in August to create a participatory video about a major issue that affected them. They chose to present the effect of inadequate facilities on their livelihoods. The workshop was facilitated by CANARI and Nature Seekers, which also provided technical assistance. Fisherfolk crafted the messages, drew the storyboard, captured the images, chose the music and learned to edit videos. The final editing was completed by Kyle Mitchell of Nature Seekers. The video can be seen on YouTube at <https://www.youtube.com/watch?v=Gw4Tffu4tZQ>.



A fisher shows his concerns about the facility in Cumana, north-east Trinidad

Excellent work [with the CEPF Caribbean newsletter]. Good examples for other countries in the region and elsewhere, to follow, especially where it comes to climate change adaptation activities, with regards to the dry forests as well. I also enjoyed reading about the work of WRI in helping countries mainstream biodiversity conservation into the development control process. Rather instructive. Please keep these great articles coming.

Anita James, Biodiversity Focal Point for Saint Lucia, via a post on GLISPA listserv, 28 December 2014.



# Capacity Building Programme

## Introduction

Over the past year, CANARI expanded the reach of its capacity building programme to new organisations and networks at various levels including local communities, non-governmental organisations, government and intergovernmental agencies, academia and individual change agents across a variety of sectors. CANARI's *Capacity Building programme* continued to span several technical areas across a number of different programmes within the Institute which is reflective of the diverse nature of the programme's strategy and approach.

Capacity building strategies used were: mentoring, peer coaching, action learning, exchanges and study tours, 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 participatory protected area planning and management, organisational development, financial management and accounting, project development and proposal writing, monitoring and evaluation, rural livelihood development, ecosystem-based approach to fisheries management (EAF) and fisheries governance, small business development.

## List of projects

- **Critical Ecosystem Partnership Fund (CEPF) in the Caribbean Islands Biodiversity Hotspot** (US\$968,538, October 2010 – September 2015, CEPF)<sup>17</sup>
- **Enhancing food security from the fisheries sector in the Caribbean: Building the capacity of regional and national fisherfolk organisation networks to participate in fisheries governance and management** (US\$1.37M, January 2013 – December 2016, supported by the European Union)<sup>18</sup>
- **Design and facilitation of a terrestrial protected area management training course for protected area professionals in the Caribbean** (US\$31,000, January-August 2015, IUCN BIOPAMA)
- **Study tour of participatory protected area planning and management for Haitian protected area authorities** (US\$16,348, December 2014 – June 2015, UNDP Haiti)

## Results

- 29 small grants and 48 large grants were issued to civil society organisations under the Critical Ecosystem Partnership Fund (CEPF) to support their work in biodiversity conservation in the region as well as dedicated funds for organisational capacity building support. This included various grants dedicated to, or with elements on, capacity building. Capacity building areas were diverse and ranged from protected area management and invasive species management to communication for knowledge exchange, awareness and advocacy for public sector policy reform.

<sup>17</sup> <http://www.canari.org/cepf-regional-implementation-team-in-the-caribbean-islands/>

<sup>18</sup> <http://www.canari.org/strengthening-caribbean-fisherfolk-to-participate-in-governance/>

- Production of a participatory video (PV) *Fishing for a living: North Coast facilities* by fisherfolk of Matura to Matelot, Trinidad and Tobago, which is advocating for improved onshore facilities. Nineteen participants from Balandra, Cumana, Matelot and Toco used PV to document their challenges in the fisheries sector.
  - Convened the *Second Regional Workshop for the Caribbean Fisherfolk Action Learning Group (FFALG)*, The Bahamas, 20 - 24 October, 2014. This workshop developed the key elements of the constitution and a plan of action for the formalisation of the CNFO. It also produced a PV on Illegal, Unreported and Unregulated fishing which involved the FFALG and fishers from two landing sites in Nassau.
  - Launched the Fisherfolk Strengthening Fund (FSF) in September 2014. This Fund will provide small grants to strengthen the capacity of fisherfolk to participate in governance. All registered fisherfolk organisations (at the regional, national and local levels) in the 17 project countries are eligible.
- Sixteen applications were received, with eleven being recommended for approval.
- Participatory protected area management training course designed for terrestrial protected area managers in the Caribbean region. The training course consists of three modules including engaging stakeholders and developing partnerships for protected area management; participatory protected area design and management planning; and developing sustainable livelihoods.
  - 27 protected area professionals from government and civil society representing 11 Caribbean countries trained in participatory terrestrial protected area management.
  - 12 Haitian protected area technical staff and government officials participated in a study tour of participatory protected area planning and management in Trinidad and Tobago to help inform the design and implementation of the new Haitian National Protected Area Agency.

## Featured project

### Design and facilitation of a terrestrial protected area management training course for protected area professionals in the Caribbean

**We built our organisation on one key lesson... empowerment is the most important success factor**

Dennis Sammy, Nature Seekers

With the support from the IUCN Biodiversity and Protected Areas Management Programme (BIOPAMA), CANARI designed and facilitated a 5-day training course for terrestrially-focused protected area (PA) management professionals from the Caribbean region. The course consisted of three modules including:

Module 1: Engaging stakeholders and developing partnerships for protected area management

Module 2: Participatory protected area design and management planning

Module 3: Developing sustainable livelihoods

27 PA professionals from 11 Caribbean countries representing both government agencies and civil society organisations with mandates for and active engagement in PA management participated in the course. This diversity enriched discussions bringing a range of perspectives on and experiences in terrestrial PA management.

CANARI facilitators used interactive and participatory methods to deliver the course. A case study approach was used to illustrate each module through focusing on 'real life' examples from the Caribbean.

This was supplemented by interactive discussion and sharing among participants, drawing on their own experiences. Some of the interactive methods used were individual reflection, small group work, plenary discussion and role play. A two-day field visit to the Matura National Park in Trinidad and Tobago was a core element of the training course, allowing participants to put theory into practice by applying methods and tools learned under the course modules. Participants worked in groups, supported by Nature Seekers (a well-established community-based organisation with a co-management arrangement for the PA) and the Forestry Division to do a rapid stakeholder identification and analysis; a capacity needs assessment



**Haitian protected area authorities share experiences with staff of the Ministry of Environment and Water Resources and the Environmental Management Authority in Trinidad and Tobago during a study tour of participatory protected area planning and management**



6

**Great facilitation, fun-filled group exercises, and exceptional all-round participation and camaraderie! I am confident that the knowledge and skills gained would propel this 'new breed' of participatory PA management and stakeholder identification/analysis gurus to make the change necessary at the individual, organisational, household, community and national levels to make PA management relevant and beneficial to society and nature.**

Andrew Lockhart, Superintendent - Marine and Terrestrial Parks, National Parks, Rivers and Beaches Authority, St. Vincent and the Grenadines commenting on the terrestrial protected area management training course

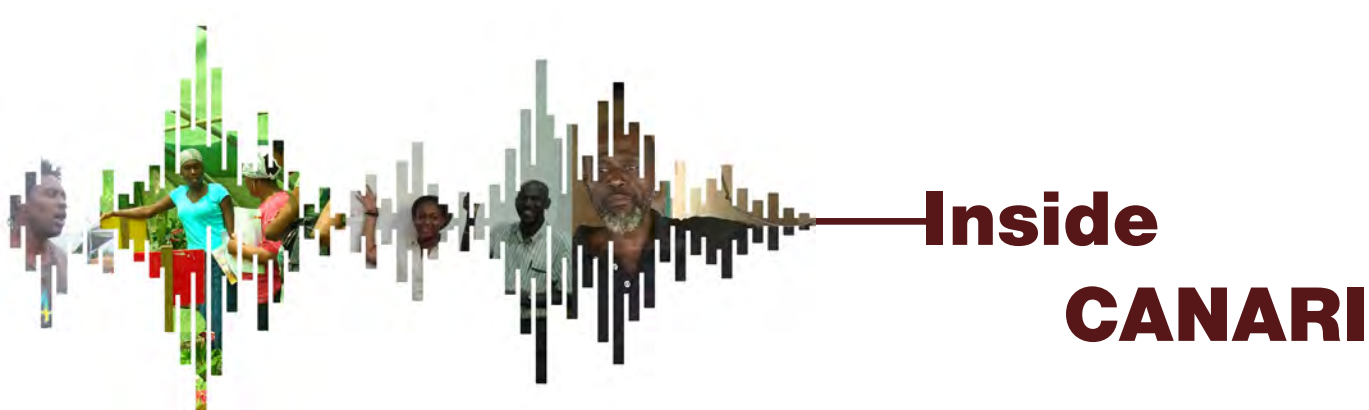
of the PA management institution; and an assessment of the value chain and feasibility of a local resource based enterprise. Participants noted the value of the training course to their everyday work and management approach.



**Protected area professionals from the Caribbean proudly present the body map they created to demonstrate the characteristics of an entrepreneur as part of the session on developing sustainable livelihoods during the training course on participatory protected area planning and management**







# Inside CANARI

## Introduction

Under CANARI's Strategic Plan 2011-2016<sup>19</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 continued to be supported in strengthening its organisational capacity through the MacArthur Award for Creative and Effective Institutions, which it received in 2009. This was used during the year to contribute to development of a new CANARI website and new strategic partnerships and programmes of work.

## 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 up to February 2015, when Zakiya Uzoma-Wadada was elected as the new Chair. Ten Elected Partners served up to the Annual General Meeting in February 2015, when terms of five of these ended. One new Partner (the new Chair) was appointed, leaving a total of six Elected Partners to serve on the Partnership alongside the Executive Director as Managing Partner and one Staff Partner. During the year, CANARI's Executive Director led a team of two Senior Technical Officers and three Technical Officers responsible for managing CANARI's programmes and executing projects under these

programmes. Technical staff were ably supported by a Financial Officer and two Administrative Officers. This small but highly competent staff were assisted by six CANARI Associates and six Programme Advisors. Specialist consultants were contracted as needed and several volunteers also assisted with specific tasks during the year.

## Financial security and sustainability

CANARI continued to use its Finance Manual to guide financial management efficiency and accountability, including for recovery of administrative costs. The annual audit for FY'2014 (July 2013 – June 2014) was conducted by Stephen L. Joachim, Chartered Accountant.

## Communication and public relations

Development of CANARI's Communication Strategy was completed. This outlines how communication can best contribute to achieving the Strategic Plan.

Key communication work implemented during the year included:

- Launch of CANARI's new website<sup>20</sup> with a much more dynamic, user-friendly and modern design. This new website features CANARI current and past projects, and while the amount of information to be shared remains quite substantial, it is now

<sup>19</sup> <http://www.canari.org/documents/CANARI2011-2016EnglishStrategicPlan.pdf>

<sup>20</sup> <http://www.canari.org>

presented in a more structured way, making the website easier to navigate.

- Use of social media (Facebook<sup>21</sup> and YouTube<sup>22</sup>) systematically in CANARI communications to report on our programme and project activities, engage informally with stakeholders and link with other organisations that have a common interest in participatory natural resource management.
- Use of Scribd<sup>23</sup> as another pathway to disseminate its publications, with 116 CANARI documents published on this site. Some staff also have publications on Research Gate<sup>24</sup>.

## Information management

CANARI continued implementation of some of the key recommendations from a comprehensive assessment of CANARI's information system and did an extensive clean-up of its library collection and continued to maintain an extensive database of contacts across the region and internationally.

## Strategic partnerships

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

- Chairing the International Union for Conservation of Nature (IUCN) Caribbean Regional Committee<sup>25</sup>
- Serving as a founding member of Nature Caribé<sup>26</sup>, a network of non-governmental organisations collaborating for the conservation and sustainable use of the natural resources of the Caribbean in the following areas of work: biodiversity conservation, sustainable livelihoods, and environmental governance.
- Serving as a member of the Independent Research Forum (IRF)<sup>27</sup>, which is a collaboration of research institutes from across the globe, bringing together diverse analytical skills, cultural perspectives and networks to provide credible analysis and inform decision makers. The IRF provides an independent source of critical thinking, integrated analysis and awareness-raising on Sustainable Development Goals (SDGs) and a post-2015 development agenda. This network is enabling CANARI to exchange ideas, debate policy issues, and access opportunities for influencing global policy debates.
- Contributing to the Too Big To Ignore (TBTI) Working Group 4 on governance, which is being coordinated by the Centre for Resource Management and Environmental Studies of the University of the West Indies. TBTI is a research network and knowledge mobilisation partnership which was established to elevate the profile of small-scale fisheries, to argue against their marginalisation in national and international policies, and to develop research and governance capacity to address global fisheries challenges.
- Serving on the Caribbean Large Marine Ecosystem+ (CLME+) Core Development Team which is leading in the development of a 5 year full sized project document to start implementation of the CLME+ Strategic Action Programme.
- Serving as a member of the Organisation of Eastern Caribbean States (OECS) - Eastern Caribbean Marine Management Areas Network (ECMMAN) Livelihoods Group and provided guidance in the design, planning, selection and implementation of initiatives in support of associated and sustainable livelihoods for communities in project countries (Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines).

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

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

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

24 <http://www.researchgate.net/>

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

26 <http://naturecaribe.org/>

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

- Serving on the Civil Society Sub Sector Committee coordinated by the Caribbean Disaster Emergency Management Agency (CDEMA) and identification of potential role in assisting with implementation of community resilience building under the new regional Comprehensive Disaster Management Strategy 2014-2024.
- CANARI was also invited by the United Nations Framework Convention on Climate Change (UNFCCC) Secretariat to contribute to knowledge sharing as part of implementation of the Nairobi Work Programme and signed on as a partner.

## Planning, monitoring and evaluation

CANARI's Annual Report for 2013-2014<sup>28</sup> reported on results and lessons learned in implementation of the Strategic Plan 2011-2016. A mid-term evaluation and a monitoring mission were conducted of the EU fisherfolk strengthening project, resulting in identification of results achieved to date and recommendations for project implementation for the remaining period.

Development of detailed plans to guide development of each of CANARI's 11 programmes continued and the plan for the Coastal and Marine Livelihoods and Governance programme was drafted and will be finalised in consultation with key stakeholders. 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

### CANARI staff members:

Executive Director: *Nicole Leotaud*

Senior Technical Officers: *Terrence Phillips, Anna Hadeed*

Technical Officers: *Keisha Sandy, Loïza Rauzduel, Melanie Andrews*

Financial Officer: *Venash Ramberan*

Administrative Officers: *Patricia Franco, Anastacia Lee Quay*

### Directors on CANARI's Board:

McHale Andrew (term ended in February 2015)

Arielle Jean-Baptiste

Noel Bennet

Heather Blanchard (term ended in February 2015)

Felix Finisterre (term ended in February 2015)

Lisa James

Franklin McDonald (term ended in February 2015)

LaVerne Ragster (term ended in February 2015)

Dennis Sammy

Zakiya Uzoma-Wadada

Yves-Andre Wainwright

### Associates:

Nicole Brown

Leida Buglass

Tighe Geoghegan

Sarah McIntosh

Betty Perry-Fingal

Yves Renard

### CANARI Programme Advisors:

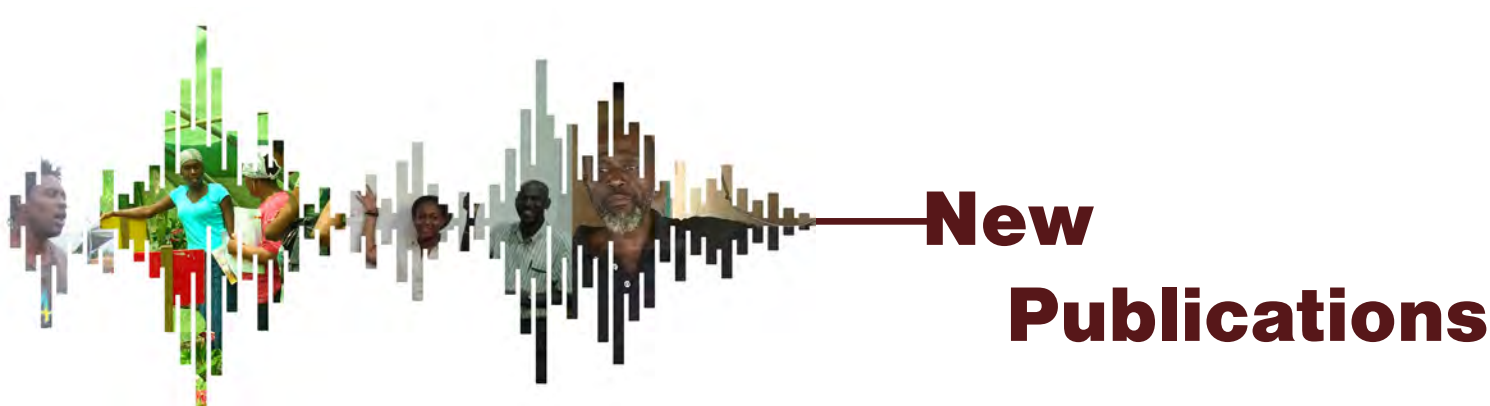
Forest Livelihood and Governance programme: *Marilyn Headley, Howard Nelson*

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

Green Economy programme: *Steve Bass, Cletus Springer*

Civil Society and Governance programme: *Zakiya Uzoma-Wadada*

<sup>28</sup> <http://www.canari.org/wp-content/uploads/2015/02/CANARI-AR-2013-14-final-230115.pdf>




## Published by CANARI

- CANARI 2014. *Strengthening institutional arrangements in Trinidad and Tobago to facilitate climate change adaptation policy formulation and execution*. Policy Brief No. 17. Laventille: CANARI. <http://www.canari.org/strengthening-institutional-arrangements-in-trinidad-and-tobago-to-facilitate-climate-change-adaptation-policy-formulation-and-execution/>
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- Geoghegan, T. 2015. Regional policy harmonisation as a bridge between global and national policy arenas: The St. George's Declaration on Principles for Environmental Sustainability in the Eastern Caribbean. Case Study. CANARI, Port of Spain. <http://www.canari.org/wp-content/uploads/2015/04/Geoghegan-St-Georges-Declaration-case-study-final.pdf>
- Geoghegan, T. and Leotaud, N. 2015. *Small countries, big voices? Learning from Caribbean experience in the post- 2015 negotiation process*. Case Study. Laventille: CANARI. <http://www.canari.org/wp-content/uploads/2014/12/Caribbean-SDGs-case-study-final-23June20151.pdf>
- Springer, C. 2015. *Fulfilling the promise: Strengthening environmental diplomacy in the Caribbean*. Case Study. Laventille: CANARI. <http://www.canari.org/wp-content/uploads/2015/04/Springer-Caribbean-SD-experience-final1.pdf>

## Other publications

- FAO 2014. *Forests and climate change in the Caribbean*. Forest and Climate Change Working Paper 13. <http://www.fao.org/documents/card/en/c/c34802da-3b5c-4c32-998b-1ee2ad750ade/>
- Leotaud, N. and C. Eckelmann. 2014. *Participatory forest management in the Caribbean*. Article in ETFRN News 56: Towards productive landscapes. <http://www.canari.org/wp-content/uploads/2015/02/4.3Leotaud-Eckelmann1.pdf> or file:///C:/Users/nicole/Downloads/4.3Leotaud-Eckelmann%20(3).pdf

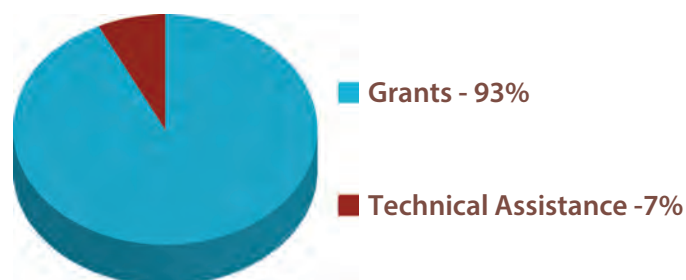


# Financial Summary

Over the July 2014 – June 2015 financial period, CANARI's annual budget was US\$849,359, which was a thirty six percent decrease from the previous financial year. Ninety-three percent of CANARI's funding was accessed via grants and seven percent from contracts to provide technical assistance.

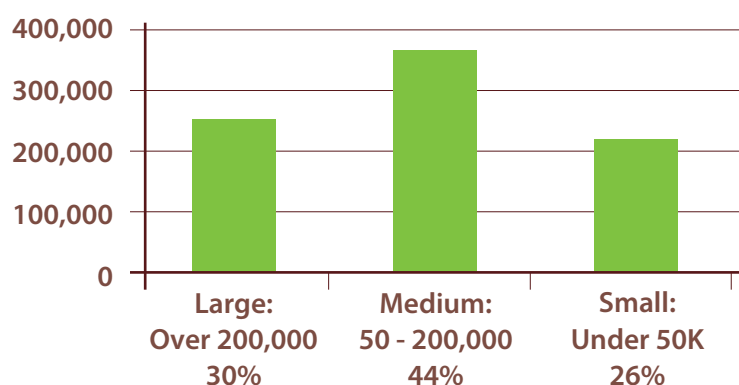
A range of sizes of grants were received, one grant was for a large regional project (above US\$200,000). CANARI received funding from a range of types of donors, primarily inter-governmental organisations, international NGOs and private foundations.

## Revenue by type



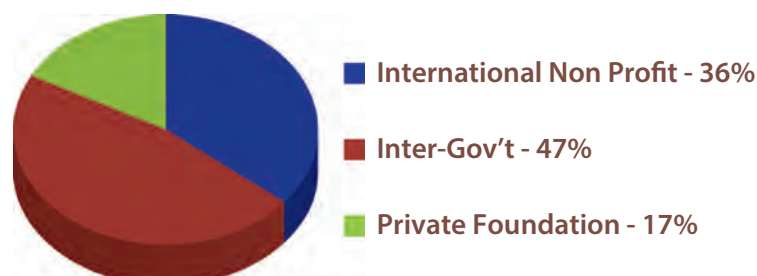
Income (US\$)	Actual
Grants	787,524
Technical Assistance	61,835
Total	849,359

## Revenue by size of grant and technical assistance contract



Income	US\$	%
Large: Over 200K	254,367	30%
Medium: 50-200K	370,472	44%
Small: Under 50K	224,520	26%
Total	849,359	100%

## Revenue by donor category





## CANARI's donors

CANARI is grateful to the following organisations for financial support, either via grants or technical assistance contracts, for the period July 2014 – June 2015:

<b>Support: Grants</b>	<b>Amount (US\$)</b>
Critical Ecosystem Partnership Fund (CEPF)	182,157
John D. and Catherine T. MacArthur Foundation	103,369
MacArthur Award for Creative and Effective Institutions	15,192
United Nations Food and Agriculture Organisation (FAO)	28,289
J.B. Fernandes Memorial Trust I	25,946
European Union EuropeAid programme	254,367
Climate and Development Knowledge Network (CDKN)	(2,648)
International Institute for Environment and Development (IIED)	37,849
World Resources Institute (WRI)	84,946
The International Union for the Conservation of Nature (IUCN)	9,901
Deutsche Gesellschaft Fur Internationale (GIZ) GmbH	48,156
<b>Total Grants</b>	<b>787,525</b>

<b>Contracts: Technical Assistance</b>	
United Nations Food and Agriculture Organisation (FAO)	4,977
International Institute for Environment and Development (IIED)	750
Organisation of Eastern Caribbean States (OECS)	20,584
United Nations Development Programme (UNDP)	16,349
Caribbean Large Marine Ecosystem (CLME)	13,325
United Nations Office for Project Services (UNOPS)	5,850
<b>Total Technical Assistance</b>	<b>61,835</b>
<b>Grand Total</b>	<b>849,360</b>



## **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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Fernandes Business Centre

Building 7, Eastern Main Road,

Laventille, Trinidad. W.I.

Tel: (868) 626-6062 • Fax: (868) 626-1788

Email: [info@canari.org](mailto:info@canari.org) • Website: [www.canari.org](http://www.canari.org)