



Caribbean Natural Resources Institute

Strategic Plan 2011–2016



CANARI Strategic Plan 2011–2016



Caribbean Natural Resources Institute (CANARI)

September 2012

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1. Introduction

1.1 About the document

CANARI's Strategic Plan 2011-2016 is a framework that clarifies where the Institute is now, where it wants to go, and how it will get there. It looks at what problems we are addressing, what critical issues we must respond to, and what difference we want to make. It reflects on what capacity we have and what should our priorities be in moving towards fulfilment of the results we want to achieve.

Implementation of the vision and mission is laid out in eleven programme areas. Within these, several sub-plans will be developed to provide more detailed guidance on programme implementation, fundraising, communication, and monitoring and evaluation. Annual plans will be developed and annual reports produced to track progress and lessons learnt.

The Strategic Plan 2011-2016 will be used primarily by CANARI staff, Elected Partners, Associates, and Programme Advisors to guide development, implementation, and evaluation of the Institute's work. It will be used to inform external partners about the Institute, what it is seeking to achieve and how. It will therefore guide them in the identification of opportunities for support, participation, sharing of information, coordination of initiatives, and collaboration. It communicates clearly what the Institute is about and thus enables ongoing constructive input and feedback from stakeholders on the work being done.

1.2 Overview of the strategic planning process

The strategic planning process included:

- internal review conducted by staff in December 2010 of the organisational management systems and processes;
- internal reviews conducted by staff in December 2010 of the thematic programmes, including consideration of the findings of an independent evaluation of work conducted under the Forests and Livelihoods programme from 2007 through 2010;
- focus group meetings held in Barbados, Dominica, Jamaica, Saint Lucia, and Trinidad and Tobago for CANARI's 20th anniversary, which took place in November and December 2009 and January 2010 and involved discussions

with 72 persons from academia, Community Based Organisations (CBOs), government, Non-Governmental Organisations (NGOs), and technical and donor agencies;

- focus group meetings and interviews with key stakeholders held in January and February 2011 in the Dominican Republic, Haiti, Jamaica, and Trinidad and Tobago;
- a discussion on CANARI's Facebook page asking for feedback on CANARI's most significant contribution to changing how people participate in natural resource management in the islands of the Caribbean over the last five years, what are the priority needs or challenges in the region that CANARI can contribute to addressing, and how it can do this;
- a regional workshop in February 2011 in Trinidad to review the internal and external environments to obtain agreement on the context and assumptions which informed the Plan, as well as to review the vision, mission, values and operating principles;
- an internal workshop held in May 2011 to outline the key programmes;
- internal drafting and review by staff;
- review and input by CANARI staff, Elected Partners and Associates, and external partners; and
- revision and final review by staff and Elected Partners before final approval in August 2011.

Funding support to assist with development of this Strategic Plan was received from the MacArthur Foundation through its MacArthur Award for Creative and Effective Institutions.

2. About CANARI

2.1 Who we are and how we work

CANARI is an independent regional technical institute in the Caribbean that facilitates and promotes participatory approaches to natural resource governance to conserve biodiversity, enhance ecosystem goods and services, and enhance livelihood benefits and well-being of the poor.

CANARI places strong emphasis on multidisciplinary research, capacity building and communication for awareness-building as well as policy-influence. The Institute works directly with the full range of stakeholders in the islands of the Caribbean who have rights to, interests in, or formal or informal responsibilities for natural resources, in order to facilitate avenues for their equitable and effective participation in decisions about the use and management of these resources. Stakeholders include people in rural communities, CBOs, NGOs, media, academic institutions, donors and technical assistance organisations, government and intergovernmental agencies, and the private sector. CANARI's work brings together individuals across sectors and at the local, national, regional and international level to build relationships and foster collaboration.

CANARI's work has been highly commended and in 2009, CANARI received the MacArthur Award for Creative and Effective Institutions in recognition of its achievements. More information on CANARI's history, thirty years of work in participatory natural resource management in the Caribbean, and its operating systems are documented in a case study.

2.2 Geographic focus

CANARI has its office in Trinidad. It is legally a non-profit organisation registered in Saint Lucia, the United States Virgin Islands and Trinidad and Tobago. It has 501(c) (3) status in the United States and charitable status in Trinidad and Tobago. Its geographic focus is the islands of the Caribbean, including all thirteen independent countries as well as the departments of France, autonomous countries and special municipalities within the Kingdom of the Netherlands, the dependent territories of the United Kingdom and the associated commonwealth and territory of the United States. This encompasses thirty-one island states or overseas territories (many of which are multi-island) and covers five languages including Creole, Dutch, English, French, and Spanish. Facilitating regional approaches across the Caribbean are challenging partly because of this diversity and also as there is currently no single governance structure that brings these states and territories together.

However, CANARI's focus recognises that there are many similarities in the natural resource management issues faced by Caribbean islands, regardless of political context or language, and there is therefore value in facilitating sharing across all islands.

CANARI engages the wider Caribbean (namely the continental countries bordering the Caribbean Sea, including those with islands as part of their territory) only where it can take lessons that will benefit islands and/or it can build partnerships for wider regional projects.

2.3 Governance and the CANARI team

CANARI's legal governing body is a Board of Directors. Elected Board members hold the positions of Chair, Treasurer and Secretary. In 2001, CANARI established an innovative internal operating structure, the Partnership, designed to leverage more effectively the collective skills of elected Board members and senior staff, to improve the working relationship between the two groups, to give senior staff a more formal role in governance, and to better reflect the participatory culture of the organisation. Under the Partnership structure, Board members are designated as 'Elected Partners' and the Executive Director as 'Managing Partner'. Senior technical staff with management responsibilities can be appointed as 'Staff Partners'.

CANARI Partners have collective responsibility for oversight of the Institute and for ensuring the appropriate use of the Institute's funds. Elected Partners are authorised to represent the Institute with the approval of the Managing Partner. They provide strategic direction and develop strategy; they provide policy guidance for good governance, including financial oversight; they assist with networking and developing and maintaining the Institute's image; they are responsible for oversight and selection of the Executive Director and setting human resource management policies; and provide general moral support and technical advice to staff. Their responsibilities are formalised in Terms of Reference and the Institute has also adopted a Conflict of Interest Policy.

CANARI staff work as a close team to implement the mission and values of the Institute including through developing strategy, shaping programmes, implementing projects and plans, sourcing funding, conducting monitoring and evaluation, developing operational policies and procedures, developing partnerships and maintaining the organisation's image. Staff draw on Elected Partners, Associates, Programme Advisors, and consultants as appropriate.

CANARI Associates are usually CANARI ex-staff or ex-Elected Partners. They are considered as members of the CANARI family who through long association with and loyalty to CANARI have agreed to devote time voluntarily to furthering the interests of the Institute and offering their expertise in the field of participatory natural resource management in the Caribbean islands. Associates support CANARI in achieving its mission and provide benefits to the Institute in a range of ways including: representing CANARI's interest; identifying potential opportunities and partnerships for CANARI; and providing advice on the development, implementation, and evaluation of CANARI's work at the strategic, programme, and project levels. The institutional memory that they provide is invaluable, they assist with networking and developing and maintaining the organisation's image, and they also assist with coaching current staff. They provide a flexible human resource pool that can be drawn upon as needed to undertake paid consultancies for CANARI. This allows CANARI to maintain a smaller team of staff but to have access to

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

"Doing by learning" produced very valuable outcomes to individuals and communities under the "Forests and Livelihood project". I believe that CANARI was very successful in demonstrating the role that we all have to play as custodians of the environment and specifically in protecting our natural resource base. The benefits are many and are shared by many. It is now well understood by many stakeholders within the region, the need for "active" and "meaningful participation" and its positive impacts on natural resource management and people's livelihood.

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

*Gordon Patterson, Forestry Department,
Grenada (CANARI Facebook post, 2010)*

additional experts versed in CANARI methods when needed. The role of Associates is outlined in a formal Terms of Reference.

CANARI Programme Advisors support CANARI in achieving its mission in a range of ways including: identifying potential opportunities and partnerships for CANARI; and providing advice on the development, implementation, and evaluation of CANARI's work at the strategic, programme, and project levels. They often have a long association with and loyalty to CANARI and have promoted the interests of the Institute through giving strategic advice and guidance.

CANARI also uses expert consultants when needed to assist with development and implementation of projects.

2.4 CANARI's strengths

CANARI is widely respected as one of the most effective, focused and credible civil society organisations in the Caribbean, including by governments and other stakeholders in the region as well as international bodies. Its strong image was developed through years of experience and demonstrated expertise in participatory natural resource management. Its qualified and committed staff and documentation and publication of its work and lessons learnt are evidence of its value and achievements towards its vision and mission.

The Institute demonstrates exceptional facilitation skills, commitment to participatory processes, and continuous commitment to implementation of its values and principles through its work. CANARI

practices good internal governance, including through the Partnership arrangement between staff and Elected Partners. CANARI is a mature organisation, with strong and effective internal operational policies and procedures, including established mechanisms for recovery of administrative costs.

2.5 CANARI's internal challenges

Although CANARI has advanced capacity and internal policies and systems, there are still several key challenges that it will work to address under this new Strategic Plan 2011-2016.

A key challenge that CANARI is still working to address is how to operate effectively across the region by improving its tri-lingual language capacity and outreach to other islands from its base in Trinidad. CANARI will aim to recruit native French and Spanish speakers as well as to build the capacity of other staff in additional languages. It will also

explore expanding its use of internet technologies (including social media and virtual meetings) to communicate and network with other islands as well as using its network of CANARI Elected Partners, Associates, Programme Advisors and other partners to build a stronger presence in islands across the region.

CANARI also faces the common challenge of all civil society organisations to effectively recover administrative costs, and will continue to explore additional mechanisms for doing this. Its dependence on project versus programmatic or framework funding is also a challenge, and CANARI has started to explore the feasibility of accessing framework funding to facilitate long-term programmatic work to deliver strategic results. CANARI has also established an endowment fund to contribute to its financial sustainability, and will be developing and implementing a fundraising strategy for this.

CANARI has also had limited success with influencing policy, despite strong work on the ground and documented evidence, and will place a strong focus on communication for awareness and policy influence. Although CANARI is well respected by stakeholders directly involved in participatory natural resource management, and most especially in the English-speaking Caribbean and international partners working there, there is a need to reach out to stakeholders in related sectors and in the Spanish, Dutch and French islands and the overseas countries and territories.

3. Context in the Caribbean

The current social, political, economic and environmental context in the Caribbean creates opportunities and enabling conditions for CANARI to achieve its mission, but also presents a number of challenges which it must address if it is to be effective. The issues as well as the opportunities and challenges are discussed in the sections below.

3.1 Regional fragmentation and opportunities for integration

Regional cooperation is hampered by the lack of a single governance structure that brings together all of the islands of the Caribbean. Efforts at regional integration have had mixed success, disappointing many stakeholders who passionately believe in the necessity for cooperation to build strength, resilience, and more independence from external forces for the region as a whole.

Although the aim of the establishment of the Caribbean Community (CARICOM) through the Treaty of Chaguaramas in 1973 was to foster economic integration through the creation of a common market with free movement of goods, services and people across the region, which was further enshrined in the 2001 Revised Treaty of Chaguaramas establishing the CARICOM Single Market and Economy (CSME), there has been depressingly little progress with integration. Barriers to free movement of people still exist, and trade issues between the CARICOM members periodically occur. The high cost of intra-regional transport with few air carriers and some of the highest shipping charges in the world (the overall cost of transportation and infrastructure is some 30 percent higher than the world average) are huge barriers, especially as 90 percent of imports and exports are carried by sea. Food security remains unaddressed as the cost of importing food escalates and the potential of some countries (for example Guyana and Dominica) to provide food for the rest of the region is not effectively utilised. However, the CARICOM continues to espouse its commitment to regional integration.

The Eastern Caribbean has made much more significant progress with integration, and plans to establish a Regional Assembly of the Organisation of Eastern Caribbean (OECS) in mid 2012 under the Treaty of Basseterre to facilitate even greater political and economic integration. Another political grouping in the Caribbean is the Association of Caribbean States (ACS), which includes the continental states bordering the Caribbean Sea in the Greater Caribbean. The establishment of the Caribbean Sea Commission was led by the ACS and is potentially a very significant opportunity to facilitate a regional and

coordinated approach to managing the region's valuable marine and coastal resources.

CANARI's commitment to regional approaches and its ability to work across all islands in the Caribbean and to bring together stakeholders from all islands, across political systems and language groupings, is a key strength. This must be employed and nurtured and innovations in communication technology and increasing access and use of internet-based and mobile communications are emerging opportunities for CANARI to use. CANARI can play a significant role in contributing to greater sharing of information and partnerships for sustainable development across the Caribbean.

3.2 Economic crisis and opportunities for a new approach to economic development

Returns from key economic sectors in the Caribbean have been decreasing. In the tourism industry, growth now brings only marginal net benefits to the region, largely because of the sector's heavy reliance on imported goods and services. The agricultural industry, long the mainstay of the rural economy, has been neglected into virtual stagnation. In the energy sector, unsustainable consumption and lack of investment are shrinking the benefit-cost ratio even in oil-producing countries such as Trinidad and Tobago. There is insufficient effort to create mutually reinforcing sectoral linkages, which could increase sectoral resilience while reducing dependency on imports. Levels of public debt have skyrocketed in recent years, with combined external and domestic debt ranging from over 70% to nearly 200%. The cost of debt servicing has been eroding state capacity, making this economic crisis feel especially acute. The burden of the adjustments that have been made to public services has been largely felt by those who need the services the most, thus contributing to further poverty and social inequity. Unsustainable global economic growth over the last few decades is breaching ecological limits, increasing social inequality and resulting instability, and intensifying the eventual magnitude of climate change. These interacting global developments are mirrored at the local level, threatening the political, economic, social and ecological viability of Caribbean states.

Per capita income ranges widely, from \$24,233 in Trinidad and Tobago to only \$949 in Haiti. Many Caribbean countries are classified as "middle income", but with wide, and growing, economic disparities. For example, St. Vincent and the Grenadines, Saint Lucia and Jamaica are all estimated to have poverty rates of around 30%. Levels of poverty and near-poverty have increased with the current economic crisis, with declining educational performance also contributing to rapidly increasing rates of unemployment. Poverty is often linked to issues of social inequality. The region has a large percentage of female-headed households, many below or close to the poverty line. Underproductive domestic sectors and dependence on volatile external markets have contributed to the persistence of poverty in the region.

Existing legal frameworks and regulations do not encourage improved economic practices or innovations that could create new, sustainable economic opportunities based on use of the region's declining natural resource base. In some cases, they actually encourage perverse practices and contribute to degradation of ecosystem goods and services.

Yet the region has the opportunity to use this global moment of crisis to its advantage, by developing an inter-connected and mutually reinforcing response aimed at building the

resilience of its natural, social and economic systems to both internal and external impacts and shocks. CANARI can contribute to a process of shifting to a new model of economic development that furthers social equity, environmental sustainability, cultural resilience, economic competitiveness and good governance. CANARI's work to build and enhance rural livelihoods through the sustainable use of natural resources can make an increasingly significant contribution if it can be supported by an enabling policy environment, including recognition in poverty reduction initiatives.

3.3 Disaster risk and opportunities for participatory approaches to building resilience

The region is highly vulnerable to natural hazards, including hurricanes, earthquakes, volcanic eruptions and landslides, which have caused tremendous loss of life as well as environmental, social and economic impacts (in some cases exceeding 180% of GDP). Climate change is expected to increase the frequency and intensity of hurricanes, droughts and other climate-related hazards. This vulnerability to the compounding effects of disasters, with their already degraded ecological systems, weak economies with high levels of poverty and social inequality, and high levels of dependency and/or connection with international systems, is most visible in Haiti, which is in an ongoing state of crisis. The current strategy of externalizing the costs of disasters on the assumption that the state or international aid agencies will cover them is unreliable and unsustainable.

Integrating resilience thinking into the Institute's work is vital. CANARI's work on building the capacity of rural communities to adapt to climate change, communicating to raise awareness of the issues, and supporting and facilitating civil society and community participation in adaptation policy and planning and can make a significant contribution to building on-the-ground resilience to these multiple risks. There is also an opportunity to conduct research on and promote the role of forest biodiversity in climate change adaptation, especially linked with initiatives under Reducing Emissions from Deforestation and



CANARI works with a group of community members to address resource management issues; this catalyses individual and group action and leads to broad community awareness, support and involvement. Here, a community member in Caura Valley, Trinidad who CANARI worked with discusses climate change impacts on farming with one of his colleagues.

Forest Degradation (REDD) and Payments for Ecosystem Services (PES) and building on existing coping and resilience strategies in the region. Research on the impacts of climate change on natural resources and associated livelihoods, and the documentation of traditional knowledge relevant to adaptation efforts are other niches that CANARI can help to address. CANARI can also contribute to efforts coordinated by the Caribbean

Community Climate Change Centre (CCCCC) in shaping the design of a climate change adaptation programme in the Caribbean region under new funding opportunities.

3.4 Weak civil society, political leadership and governance and the need for meaningful stakeholder participation

Divisive partisan politics in most countries reduces the ability of any government to achieve the political consensus required to make major policy shifts. Many countries are seeing shifts in the party in power with each election and policies put in place by one party are removed by the next. This and the short-term thinking of politicians with the rotation of civil servants across Ministries mean that short term policy approaches prevail. Multilateral organisations have a very high influence on economic policy and priorities for development. Corruption is generally widespread and high, with some exceptions .

A significant challenge to participatory governance in the Caribbean is the general weakening of organisations, starting with public agencies (largely as a result of contraction in fiscal revenue, a dramatic feature of many countries in the region, especially the smaller economies), and lack of or weak partnerships between civil society and government.

There has also been a weakening of civil society organisations at all levels. Over the past twenty years the influence of civil society on national and regional development has declined significantly. Some of the roles once played by NGOs have been captured by the state; financial support for civil society work has therefore declined; issues that created a sense of solidarity among civil society and academia in earlier decades are no longer on the table; and few young people are engaging in development action and debate. Volunteerism has declined and community ties are increasingly weakened as people spend much of the time working (sometimes in more than one job, in the informal economy, or in subsistence activities) and often travel to towns and cities for work. As a result, civil society organisations (CSOs) are becoming increasingly demoralised and dispersed, despite the continued leadership and engagement of a few.

Strengthening civil society and the enabling institutional environment for it to play an effective role in governance, with a focus on natural resources management, is a critical priority for CANARI to continue to address. CANARI needs to broaden and deepen its capacity building programme including through developing mentors, facilitating training of trainers programmes, and reinstating CANARI's training programme. CANARI can document and promote efficient civil society and government partnerships or alliances. CANARI also needs to find ways to be more effective in its policy influencing work, including engaging in formal national, regional and international processes and using innovative communication tools to present the voice of stakeholders and research-based evidence to inform policy change.

3.5 Change in the rural landscape

The Caribbean islands are facing a continuing decline in the agricultural sector, driven by changes in international trade regimes removing preferential access for Caribbean markets as well as urban migration to seek employment opportunities and urban lifestyles. There are already shifts apparent in land use, with low lying agricultural lands falling fallow and reverting to natural cover. At the same time, there continues to be deforestation

and forest degradation in upper watersheds. The future for a rural Caribbean seems bleak, however, CANARI's continued work in developing sustainable rural livelihoods can make an important contribution to maintaining viable options for rural communities.

3.6 Participatory approaches in policy but not fully in practice

CANARI's work over the past twenty years tracks a clear shift in attitudes towards participatory natural resource management in the Caribbean. Policy makers and natural resource managers are increasingly enshrining the value of stakeholder participation in policies and legislative instruments. However, there still remains a significant gap between policy and practice, as silo thinking occurs within sectors and hampers an integrated approach. Civil society and rural communities are not effectively or equitably engaged in decision-making.

Effective participatory decision-making requires significant shifts in power relations, but many who talk about "effective participation and collaboration" are not at all interested in equity and power sharing. In addition, many stakeholders in both government and civil society have inadequate resources or skills to effectively lead or participate in such processes and arrangements. Moreover, relatively little research has been done in the region to examine what type of participatory processes result in, and the extent to which they have contributed to, livelihood benefits for the poor, conservation of biodiversity, and the enhancement of ecosystem goods and services.

CANARI needs to continue to build capacity for stakeholders to engage in and to facilitate participatory processes, including through expanding its training of trainers efforts. Mentoring, coaching, and small grants need to be used more extensively to complement training in long-term targeted capacity building programmes. CANARI also needs to expand its research programme to build evidence on the value of investing in what are perceived to be costly and challenging participatory approaches to natural resource management.



CANARI trained a team of regional mentors, which is ready to support Caribbean civil society organisations in natural resource management and biodiversity conservation. Donors such as the John D. and Catherine T. MacArthur Foundation have contributed to several CANARI projects to build regional capacity for biodiversity management and sustainable livelihoods.

4. Vision, mission, values, and operating principles

4.1 Vision

“A Caribbean people committed to responsibility and stewardship for natural and cultural resources through governance founded on equitable and effective participation aimed at improving the quality of life for Caribbean people.”

4.2 Mission

“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.”

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

4.3 Core values

CANARI operates from a very strong foundation of values:

- Diversity: We value and respect diversity in people, cultures, perspectives, languages, social systems. We seek to use diverse approaches in our work.
- Accountability: We are accountable to all of our stakeholders for results and processes used in our work.
- Equity: We seek to overcome power imbalances and ensure fairness, including in our internal working environment and participatory management approach.
- Excellence: We strive constantly to ensure a high standard of our work.
- Empowerment: We support self-organisation and building the voice of stakeholders.

- Innovation: We are flexible, adaptive, creative, and constantly seek to use new cutting-edge approaches in our work.
- Partnership: We are committed to meaningful collaboration with others.
- Integrity: We are committed to be honest and upright in all of our work.
- Respect and trust: We respect the value of all forms of knowledge, including traditional and local knowledge. We respect the rights of all stakeholders to participate in natural resource management. Building trust is an essential component of our work.
- Self-reflection and learning: We practice continuous reflection and learning in our programmes as well as our internal systems.
- Adaptability and resilience: We implement lessons learnt in an adaptive management approach and focus on building resilience in working with others.

4.4 Operating principles

CANARI applies several core operating principles:

- CANARI is strategic in our approach to our work: CANARI ensures that its work is strategic by assessing real needs, identifying priorities that we can address given our niche and capacity, identifying effective strategies to achieve results using participatory processes, and building partnerships with key actors at all levels (local, national, regional and international) and across sectors (government, civil society, and private). We develop strategic partnerships with donors who have similar interests and values and input into initiatives and processes being led by partners.
- CANARI uses a multi-stakeholder approach and builds alliances: CANARI works with all stakeholders from government, private sector, academia, civil society, local communities, media and intergovernmental and technical bodies – and works to facilitate effective dialogue among them and to build alliances for collaboration.
- CANARI is process and result oriented: We are focused on achieving clear results for change: in more participatory institutions for natural resource management; in more engaged and empowered social actors (individuals, communities, organisations); and in enhancing ecosystem goods, services and biodiversity. At the same time, we believe that facilitating processes that effectively and equitably engage stakeholders is just as important as the results achieved. Our focus on process is reflected in our Strategy Programmes – research, action research and learning, communication, and capacity building. We conduct participatory monitoring and evaluation processes that make us accountable to achieve results as well as to learn about how to conduct effective processes. We communicate the findings of assessments to our internal and external stakeholders.
- CANARI practices continuous self reflection and learning: We are a learning organisation and have established procedures to facilitate this. We facilitate participatory planning, implementation and evaluation processes for all of our

projects and programmes. We facilitate evaluation and reflection on our governance and operational systems in meetings of staff and the CANARI Partnership. We use a Learning Journal to systematically capture lessons and recommendations for adaptation.

- CANARI is evidence-based and promotes evidence-based policy making: We conduct 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.
- CANARI “walks the talk”: We practice participatory management in our programmes and projects, our governance, and our internal operations. CANARI staff effectively participate in decision-making including through their roles as project and programme managers, team members, members of the CANARI Partnership, and participation in the open meetings of the CANARI Partnership. We engage our stakeholders (including our donors) in planning, implementation and evaluation of our work.
- CANARI believes in Caribbean solutions to Caribbean problems: We believe in harnessing the wealth of expertise and capacity that exists in the Caribbean to address our problems. The contribution of international partners is valued, but solutions must be developed and led by Caribbean people.

4.5 Key concepts

CANARI has developed a clear understanding of key concepts used in its work, and these are listed in Appendix 1.



Members of the Brasso Seco community in Trinidad build capacity in the use of GPS as part of a process of participatory map-making in community forest management planning facilitated by CANARI. This is a key mechanism for participatory management of forests.

5. Strategic results

5.1 CANARI's approach to results

CANARI has a result-based approach to its work and understands results as specific physical, financial, institutional, social, environmental, or other benefits to a society, community, or group of people that it is seeking to contribute to through its work. This therefore includes changes in institutions, conditions of people and state of the environment. The Institute focuses on changing the behaviour and relationships of key stakeholders who through their actions make these results happen. Results are therefore defined and assessed in CANARI in a combined Logical Framework and Outcome Mapping approach. This will be further defined and elaborated in a Monitoring and Evaluation Strategy that will be used to assess implementation of this Strategic Plan.

5.2 Impacts

The overall long-term high level impacts that CANARI is seeking to achieve are:

1. There is improved governance of natural resources in the Caribbean islands and participatory approaches are mainstreamed in natural resource management institutions.
2. Natural resources are better managed so that biodiversity is conserved and the generation of ecological goods and services is maintained or enhanced.
3. There is increased sustainability and resilience of natural-resource based livelihoods of stakeholders, in particular rural communities, contributing to reduced poverty and enhanced quality of life of Caribbean people.
4. Economic development is more socially equitable and environmentally sustainable.

5.3 High-level outcomes

The above impacts will be achieved through outcomes that can be defined in two ways:

- a. as changes in the behaviour and relationships of key stakeholders (using an Outcome Mapping approach);

- b. as changes in institutions, conditions and state (using a Logical Framework approach).

CANARI evaluates outcomes using both complementary approaches. More specific outcomes for the strategic period are defined under each programme in Section 7 but high-level strategic outcomes are outlined below.

5.3.1 Outcomes as changes in behaviour and relationships of key stakeholders

1. Resource users from rural communities, especially the poor and marginalised, are effectively and equitably participating in natural resource governance processes for policy making, planning, and implementation. They have a strong voice and are equitably exerting influence in decisions related to natural resource governance. They are engaged in formal and informal collaborative arrangements for natural resource management. Rural communities have a collective vision for how they can sustainably use their natural resource base to improve their livelihoods and they are working collaboratively within their community to achieve this. They are successfully reaching out to engage partners (for example from government agencies, CSOs, inter-governmental agencies and academia) to support them in achieving their vision. They are developing enterprises and livelihood strategies that sustainably use natural resources and are resilient to climate change and other risks. They are exchanging ideas with and learning from other rural communities and collaborating to collectively advocate for their needs and to implement management and livelihood development strategies.
2. CSOs at local, national and regional levels are effectively and equitably participating in natural resource governance processes for policy making, planning, and implementation. They have a strong voice and are equitably exerting influence in decisions related to natural resource governance. They are effectively advocating on key issues. They are engaged in formal and informal collaborative arrangements for natural resource management. They are effectively networking with each other to share information and collaborate. They are engaged in meaningful and equitable partnerships with government agencies and local communities.
3. National government agencies with roles, responsibilities and interests in natural resource governance in the Caribbean are effectively facilitating and participating in participatory natural resource governance processes and supporting development of sustainable natural resource-based livelihoods.
4. Academic institutions are collaborating with other stakeholders, including resource managers (from government, civil society, and local communities), to conduct research that is relevant and contributing to building knowledge on how to effectively implement participatory natural resource governance approaches to conserve biodiversity, maintain ecological goods and services, and contribute to livelihoods and well-being. They are effectively communicating this knowledge to natural resource managers.

5. Media are effectively reporting on issues, initiatives, results and knowledge about participatory natural resource governance and related livelihoods and biodiversity conservation.
6. Private sector businesses are effectively engaged in participatory natural resource governance processes. They are communicating and collaborating with other stakeholders and giving them equitable space in decision-making processes. They are supporting civil society and community initiatives in their corporate social responsibility programmes.
7. Inter-governmental agencies and Secretariats of Conventions are developing and implementing programmes that are driven by Caribbean needs and aspirations, relevant and responsive to the Caribbean island context, and are owned by Caribbean people and effectively engaging them. They are effectively collaborating with partners in the Caribbean at local, national and regional levels. They are seeking to influence policy that promotes and supports participatory approaches to natural resource governance, informed by knowledge generated by Caribbean programmes.
8. Secretariats of Caribbean inter-governmental political bodies are seeking to influence development of policy that promotes and supports participatory approaches to natural resource governance. They are engaged with non-governmental partners, including rural communities and CSOs, to give them a platform to present issues, needs and ideas and to effectively involve them in decision-making processes. They are practicing participatory approaches in their policy implementation work.
9. Donors are developing Caribbean programmes that respond to needs and aspirations of Caribbean people, and are suitable for the Caribbean island context. They are conducting participatory evaluations of the results of their work, and communicating the findings from these assessments to influence programmes of other donors and stakeholders. They are partnering with each other and Caribbean stakeholders to share information and engage in collaborative initiatives. If they are involved in policy influencing work, this is informed by knowledge generated by Caribbean programmes.

5.3.2 Outcomes as changes in institutional arrangements, processes and state

1. National and regional policies (formal and informal), laws and structures enable participatory approaches to natural resource governance in the Caribbean.
2. Participatory processes are used in national and regional policy development and planning in the Caribbean.
3. There is enhanced capacity of Caribbean stakeholders to facilitate and participate in participatory natural resource governance processes.
4. Natural resource governance policies and plans in the Caribbean address the development of sustainable livelihoods and well-being for rural communities alongside biodiversity conservation.

6. Partnerships

CANARI works through developing partnerships with key stakeholders around the Caribbean and internationally in order to work collaboratively drawing on additional and complementary expertise and experience, expand geographic reach, and take advantage of where other stakeholders are better positioned to influence or act.

CANARI develops partnerships in various areas of work, including:

- Conducting research
- Developing and influencing policies
- Communicating for awareness
- Action learning processes
- Capacity building
- Facilitating multi-stakeholder processes
- Developing and testing new and innovative tools
- Providing resources and technical support
- Helping to analyse issues and develop strategies
- Setting and maintaining a favourable policy environment
- Developing and implementing programmes and projects

CANARI believes in several key principles to guide its partnerships:

- shared vision and values: the collaborating organisations agree to form partnerships because they share a common vision of what should be achieved and they have common objectives. They seek to build partnerships on the basis of their current and projected niche(s) and strength(s);
- specificity: partnerships will only cover specific areas of cooperation and each partner organisation will retain the right to take independent and autonomous decisions on all matters outside of these specific areas. The partners are however encouraged to collaborate, both formally and informally, through communication and information sharing, mutual support and the constant exploration of opportunities for collaboration;

- ownership, equity and trust: collaborating organisations are owners and full participants in the arrangement, and the levels of their respective contributions to the partnerships should be somewhat comparable. All decisions regarding partnerships will be taken collectively and on the basis of consensus. All levels and structures within the partner organisations (governance boards, management, staff) will be fully informed and will be involved as appropriate;
- effective governance: mechanisms will be put in place to facilitate joint decision-making, and to avoid and resolve disputes. These mechanisms will be transparent and participatory to reinforce trust and ownership;
- value added and clear purpose: all partners are satisfied that partnerships have a purpose and that they are adding: (a) to their capacity, especially because each collaborating organisation, is bringing a unique set of skills and experiences into the partnership and (b) to their funding opportunities, especially by giving them access to sources that would not otherwise be available to them individually.

CANARI works with partners who are doing similar or relevant work to CANARI. The types of partners that CANARI engages with are extremely varied, and include for example:

- Donors, including private foundations
- Inter-governmental agencies and Secretariats for Multilateral Environmental Agreement and governmental agencies working at local, national and regional levels in natural resource management or related sectors
- CSOs – both CBOs and NGOs working at national, regional and international levels
- Natural resource users
- Research institutions and academia
- Private sector
- Media and opinion makers

CANARI has worked closely with a number of these partners over the years and has developed close working relationships and informal partnerships.

CANARI has developed a few formal partnerships (with written agreement) with organisations where there will be additional strategic benefits from collaborating.

1. The Karipanou Alliance for participatory natural resource management and governance established with the Centre for Resource Management and Environmental Studies (CERMES) and Panos Caribbean. This Partnership was established for the purpose of: increasing the policy and programme impact of its members; enhancing their ability to support and strengthen other organisations; facilitating synergies and the sharing of skills, technical resources and knowledge among Partners; and providing a mechanism for joint access to sources of funding that may not be available to the Partners individually (for example framework funding). Areas of collaboration are:

joint programming in selected areas, development of common methods for monitoring and evaluation, and the conduct of joint assessments of the impact of their work; preparation and dissemination of joint position statements on selected issues; and sharing of resources to increase efficiency and effectiveness, for example with joint representation at regional and international meetings, or common procurement of specific services.

2. The Caribbean Community Climate Change Centre (CCCCC) with which CANARI has a Memorandum of Understanding on communications and building community resilience and adaptive capacities to climate change.

CANARI will lead the implementation of the regional Public Education and Outreach (Communications) programme, with input from the CCCCC by: establishing a foundation for climate change awareness and capacity building through communications research on past PEO activities; establishing and facilitating a regional Action Research and Learning Group; developing advocacy tools and mechanisms to influence policy; and developing other components of the programme (e.g. capacity-building for “climate change champions”, developing outreach materials and pilot adaptation projects at community level).

3. The International Union for the Conservation of Nature (IUCN), where CANARI is a member and currently Chair of the IUCN Caribbean Regional Committee. In this role, CANARI is seeking to partner with IUCN on development and implementation of programmes, including advocacy to influence policy, with a particular focus on engagement of IUCN Caribbean members and members of IUCN Commissions from the Caribbean for collaboration on development and implementation of the IUCN Caribbean Programme.

CANARI will seek to deepen its existing partnerships and develop additional formal and informal partnerships based on the principles and rationale outlined above for partnerships to help implement this Strategic Plan.

Key Informed Partnerships

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

7. Programmes

7.1 The programmatic approach

During 2005-2010 CANARI shifted to a programmatic approach to its work. In 2007, five programme areas were defined, addressing thematic areas and issues:

1. Forests and Livelihoods
2. Coastal and Marine Livelihoods and Governance
3. Civil Society and Governance
4. Climate Change and Disaster Risk Reduction
5. Cross-cutting

This work contributed significantly to changes in policy and practice. Key partnerships were forged and opportunities for new partnerships identified. A strong foundation for future work was built.

However, it was recognised that there was an increasingly important and urgent need for CANARI's work on sustainable rural livelihoods and participatory governance in the face of the change in and vulnerability of Caribbean natural resources and the resulting vulnerability of the key economic sectors that are dependent on these resources (especially tourism and agriculture) as well as vulnerability of the poor who largely have natural resource-based livelihoods. A need was identified for new programmes focusing on livelihoods and green economy approaches. In addition, it was felt that there should be a systematic focus on the key strategies that CANARI uses in its work to facilitate consistency of application of tools and to ensure learning across all areas of CANARI's work. New programmes on strategies were needed. It was also felt that defining CANARI's work under various programmes would enable stronger internal focus, assessment of results, and communication with external stakeholders.

7.2 CANARI strategic areas of focus

For 2011-2016, CANARI will use a tri-dimensional approach to focus work on two Thematic Programmes, five Strategy Programmes, and four Issue Programmes. There will be strong interactions among the programmes, so that a Thematic Programme will use several strategies to achieve the desired results, and will simultaneously address key issues. However, the programmatic focus also on strategies and issues will ensure that a

strategic and comprehensive results- and process-oriented approach is taken in these areas as well.

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

Thematic Programmes:

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

Strategy Programmes:

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

Issue Programmes:

1. Climate Change and Disaster Risk Reduction: To improve resilience of livelihoods and ecosystems to climate change and related disasters by building the capacity of stakeholders, particularly those most vulnerable to climate change, to participate effectively in ecosystem management and develop appropriate responses to climate change, through research, action learning, capacity building and application and communication of lessons learned.

2. **Green Economy:** To effectively and equitably engage stakeholders in developing a model of economic development for the Caribbean that facilitates ecological sustainability and social equity.
3. **Rural Livelihoods:** To support rural communities with the development of sustainable natural resource-based livelihoods through building capacity, catalysing partnerships and influencing policy to create an enabling institutional environment.
4. **Civil Society and Governance:** To enhance the capacity of civil society stakeholders to participate equitably and effectively in the governance of natural resources, through research and action learning, innovative capacity building programmes and communication and application of lessons learnt.

The table below outlines for each of the eleven programmes what are the purpose, goal, objectives, and priorities for 2011-2016. These priorities will be elaborated in Programme Plans for the period, which will guide implementation including project development and fund-raising. However, they are not exclusive and CANARI will pursue other opportunities as they arise. The priorities will be updated through annual workplanning and programme and project planning, in response to lessons learned and new needs and opportunities which arise.

Forests, Livelihoods and Governance Programme	
<p>Programme rationale: Forests provide critical ecological goods and services that support populations in Caribbean islands, including building resilience to climate change and other risks. Many rural communities are highly dependent on forest resources for their livelihoods. Participatory approaches to governing and managing forest ecosystems can help to optimise contribution to livelihoods and quality of life while ensuring continued delivery of goods and services and conservation of biodiversity.</p>	
<p>Programme purpose: Improved livelihoods and reduced levels of poverty through participatory institutions for forest management that facilitate conservation, wise use and the equitable distribution of ecological goods and services that are critical to development.</p>	<p>Programme goal: To improve livelihoods and contribute to poverty reduction by promoting and facilitating sustainable use and governance of forests, building effective institutions and facilitating collaboration among key stakeholders, through participatory research, capacity building, and communication of lessons learned.</p>
<p>Programme objectives:</p> <ol style="list-style-type: none"> 1. To conduct research that contributes to building effective, collaborative forest governance institutions, through a better understanding of: <ol style="list-style-type: none"> a. approaches to participatory forest governance that work well in Caribbean islands; b. how to effectively build and maintain institutions and collaboration between key stakeholders; c. how participatory approaches to forest governance can contribute to equity, livelihoods and conservation of forest resources and under what circumstances; d. how participatory processes can equitably address the sometimes competing demands of conservation and livelihoods, particularly of the most disadvantaged. 2. To enhance capacity for effective, participatory forest governance in the Caribbean, at regional, national and local levels through: <ol style="list-style-type: none"> a. creation and support of a network/networks of forest managers in the region to share lessons learned and experiences; 	

- b. workshops, engaging stakeholders in action research and learning, small grants, technical assistance and facilitation of organisational and institutional development processes (including mentoring and peer support), and exchange visits;
 - c. demonstration and application of research lessons at local, national and regional levels
 - d. wide dissemination of research findings in formats that are relevant and accessible to all key stakeholders and provide tangible guidance for policy and action.
3. To influence policy for an enabling institutional environment for participatory forest governance through:
- a. supporting and facilitating the participatory development and implementation of forest management policies and plans;
 - b. promoting and infusing participatory approaches in regional projects, plans, programmes, structures, processes and policies;
 - c. catalysing and promoting the inclusion of innovative forest management concepts and technologies which suit the needs of small island states in the Caribbean.

Priority programme results 2011-2016:

1. Built capacity of rural communities to develop sustainable forest-based livelihoods, including via training, small grants, mentoring, and exchanges among communities
2. Built capacity of forest managers (from government, civil society, and communities) in facilitating participatory forest governance approaches
3. Participatory forest governance approaches, including community forestry, mainstreamed in national and regional forest policies and plans
4. Participatory forest management planning and policy development processes facilitated
5. CANARI's strong foundation of work in the independent countries of the English-speaking independent Caribbean states expanded to include the other Caribbean islands

Coastal and Marine Livelihoods and Governance Programme

Programme rationale: The Caribbean is, by definition, a coastal region, a region where coastal resource management is critical to sustainable human development. Yet the links between coastal management, sustainable livelihoods and poverty reduction are currently weak and the value in building resilience to climate change and other risks is under-appreciated. Valuable marine resources in the Caribbean Sea are shared and collaboration on management is essential but difficult. Participatory approaches to governance of coastal and marine resources can help to optimise contribution to livelihoods and quality of life while ensuring continued delivery of goods and services and conservation of biodiversity.

Programme purpose: Improved livelihoods and reduced levels of poverty through participatory institutions for coastal and marine resources governance that facilitate conservation, wise use and the equitable distribution of ecological goods and services that are critical to development.

Programme goal: To improve livelihoods and contribute to poverty reduction by promoting and facilitating sustainable use and governance of coastal and marine resources, building effective institutions and facilitating collaboration between key stakeholders, through participatory research, capacity building, and communication of lessons learned.

Programme objectives:

1. To conduct research that contributes to building effective, collaborative coastal and marine resources governance institutions, through a better understanding of:
 - a. approaches to participatory coastal and marine resources governance that work well in Caribbean islands;
 - b. how to effectively build and maintain institutions and collaboration among key stakeholders;
 - c. how participatory approaches to coastal and marine resources governance can contribute to equity, livelihoods and conservation of coastal and marine resources and under what circumstances;
 - d. how participatory processes can equitably address the sometimes competing demands of conservation and livelihoods, particularly of the most disadvantaged.
2. To enhance capacity for effective, collaborative participatory coastal and marine resources governance in the Caribbean, at regional, national and local levels through:
 - a. workshops, engaging stakeholders in action research and learning, small grants, technical assistance and facilitation of organisational and institutional development processes (including mentoring and peer support), and exchange visits;
 - b. demonstration and application of research lessons at local, national and regional levels;
 - c. wide dissemination of research findings in formats that are relevant and accessible to all key stakeholders and provide tangible guidance for policy and action.

Priority programme results 2011-2016:

1. Built capacity of local, national and regional fisherfolk networks to participate in fisheries governance
2. Built capacity of coastal and marine management authorities in participatory approaches essential in the Ecosystem-based Approach to Fisheries Management
3. Participatory coastal and marine management planning and policy development processes promoted and facilitated, including for Marine Protected Areas
4. Enhanced understanding of the conditions for optimising the contribution of Marine Protected Areas to livelihoods
5. Enhanced understanding of institutional arrangements outside of Marine Protected Areas that can provide conservation and livelihood benefits
6. Participatory coastal and marine resources governance approaches mainstreamed in national and regional policies and plans
7. National and regional policies and plans for coastal and marine resources governance address the development of sustainable livelihoods and well-being for coastal communities

Research Programme

Programme rationale: 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.

Programme purpose: Enhanced knowledge on participatory governance of natural resources so that people will have a better quality of life and natural resources will be conserved.

Programme goal: To develop and implement research to build understanding of participatory natural resource governance issues, approaches, and results.

Programme objectives:

1. To build understanding on:
 - a. how to facilitate and engage in participatory approaches to natural resource governance;
 - b. how participatory approaches contribute to ecosystem-based management and improve livelihood and conservation benefits and can equitably address the sometimes competing demands of conservation and livelihoods, particularly of the most disadvantaged;
 - a. strategies for building sustainable and resilient natural resource-based livelihoods;
 - b. how the traditional knowledge of resource users can best be shared and incorporated in the decision-making about the governance of natural resources;
 - c. how to effectively communicate to raise awareness and influence policy and practice;
 - d. how to effectively build capacity of stakeholders, especially civil society and rural communities, in the Caribbean, to participate in natural resource governance and to develop sustainable and resilient livelihoods;
 - e. how to effectively engage stakeholders in building resilience to climate change and other risks;
 - f. how to move towards a new approach to economic development in the Caribbean.

Priority programme results 2011-2016:

1. Documented knowledge on tools and methods for facilitating participatory natural resource governance
2. Documented case studies on participatory natural resource governance initiatives and conservation and livelihood impacts
3. Enhanced understanding of effective communication methods to build awareness and influence policy of key target groups

Action Research and Learning Programme

Programme rationale: CANARI uses an action research and learning approach to engage stakeholders in a participatory peer learning process to build understanding on issues and to test potential solutions. An action research and learning approach involves structured engagement of stakeholders in “real” situations that offer opportunities for learning; shared analysis; and application of learning to advocacy processes aimed at changing policy, practice and behaviours. Stakeholders are engaged in a cycle of research and action that simultaneously: assists in practical problem-solving and effecting change; expands knowledge and understanding; and enhances the competencies of the actors involved. The cycle of critical reflection includes phases of planning, action, and critical review, leading again to planning. The group of peers works together to address a complex problem by bringing together their diverse experiences, asking reflective and “out of the box” questions, testing new approaches, reflecting on results and lessons, and developing new questions and approaches before finally analysing lessons and recommendations. It is therefore ideally suited to address the complex challenges in natural resource governance.

Programme purpose: Enhanced knowledge base on and involvement of Caribbean stakeholders in developing solutions to key challenges for participatory governance of natural resources so that people will have a better quality of life and natural resources will be conserved.

Programme goal: To engage key change agents in action research and learning processes on participatory natural resource governance to expand knowledge and understanding, enhance the competencies of the actors involved, and facilitate practical problem-solving and effecting change.

Programme objectives:

1. To facilitate Action Research and Learning Groups and processes on:
 - a. climate change communication;
 - b. community adaptation to climate change and other risks;
 - c. mentoring to build capacity of civil society organisations;
 - d. facilitating participatory natural resource management approaches;
 - e. developing sustainable rural livelihoods;
 - f. how to move towards a new approach to economic development in the Caribbean.

Priority programme results 2011-2016:

1. Knowledge generated by Action Research and Learning Groups facilitated under CANARI's programmes
2. Increased capacity, commitment and action by stakeholders involved in action research and learning processes to implement and influence policies and practices for participatory natural resource governance

Communication Programme

Programme rationale: Effective communication of knowledge gained from CANARI's research and experience is important both to build awareness, understanding and commitment and to influence policy and practice. Communication needs to be appropriate to the needs of different target audiences. CANARI seeks to create channels for effective two-way communication and networking.

Programme purpose: Participatory natural resource governance approaches enshrined in policy and practice for natural resources management.

Programme goal: To effectively communicate knowledge to build awareness, understanding and commitment of stakeholders and to influence policy for participatory natural resource governance in CANARI's programmes and projects.

Programme objectives:

1. To develop and implement a communication strategy to guide systematic and strategic communications in CANARI's programmes and projects, including via:
 - a. using internet-based and mobile communication tools;
 - b. developing publications targeted at specific audiences.
2. To develop and use a communications research framework to evaluate the effectiveness and impact of communication by CANARI and others to determine the most appropriate strategies to reach key target audiences.
3. To explore and test new and innovative communication tools.

Priority programme results 2011-2016:

1. Communication strategy developed outlining key target audiences for awareness-building and advocacy, including regional technical inter-governmental bodies and Secretariats, government agencies with responsibility for natural resource management, government agencies working in

social and community development and poverty alleviation, leading NGOs at the local, national and regional level, key international partners involved in Caribbean programmes and policy initiatives, academic institutions in the Caribbean, and rural communities dependent on natural resources for their livelihoods

2. Communication products developed and disseminated to key target audiences including:
 - a. Restructured CANARI's website to be more user-friendly to a variety of audiences and more comprehensive in its coverage of CANARI's work
 - b. CANARI technical reports, policy briefs, guidelines, toolkits and other publications to communicate knowledge from CANARI's research to different target audiences
 - c. Innovative communication tools such as participatory video, radio dramas and magazines, mobile phones, and social media
3. Communication research framework developed and evaluations conducted on the impact of selected communication initiatives to enhance understanding of what communication products and pathways are most effective to reach key target audiences in the Caribbean island context

Capacity Building Programme

Programme rationale: CANARI identifies various elements of capacity that are important in participatory natural resource management, namely: world view/culture; structures; skills and knowledge; financial resources; relationships/linkages; and adaptive capacity . Capacity building is conducted by CANARI in a variety of ways including through training, coaching, mentoring, exchanges, small grants for piloting approaches, and individual or group study to build skills, knowledge, values and commitment. Exploring innovative tools that facilitate participatory approaches is a priority focus. CANARI uses several key tools to engage stakeholders in its work, which are outlined in the CANARI Toolkit for Participatory Natural Resource Management. This Toolkit is continually expanded and refined to include new tools and case studies of their application. These tools are used by CANARI across its programmes but specific development, testing, assessment and documentation on the tools is included within this Capacity Building Programme.

Programme purpose: Participatory approaches enshrined in policy and practice for natural resources governance.

Programme goal: To build capacity for participatory natural resource governance and sustainable natural resource-based livelihoods through conducting training, coaching, mentoring, small grants, training of trainers and mentors, and influencing the capacity building programmes of others.

Programme objectives:

1. To develop, test, assess and document tools that can facilitate participatory natural resource governance approaches.
2. To enhance the capacity of resource users to develop resilient and sustainable livelihoods.
3. To enhance the capacity of all stakeholders to effectively participate in management of natural resources.
4. To build a cadre of facilitators and mentors in the region who can design and facilitate participatory processes and mentor civil society and rural communities.
5. To enhance the capacity of resource users, civil society, academia, government and the media to effectively communicate to build awareness, understanding and commitment and to influence policy and practice.

Priority programme results 2011-2016:

1. Grants issued to support the work of civil society and communities under the Critical Ecosystem Partnership Fund (CEPF) and other small grant programmes managed by CANARI
2. Built capacity of civil society leaders across the Caribbean, including through using action learning, coaching and mentoring, and peer exchange
3. Built capacity of trainers and mentors to facilitate participatory processes and to mentor CSOs and rural communities
4. CANARI's flagship training programme re-established to offer open training opportunities outside of projects
5. CANARI's Toolkit on Participatory Natural Resource Management in capacity building programmes revised with new tools, concepts and case studies
6. Regional conference on participatory protected area management held in 2013 and on a topic to be determined in 2016
7. Innovative approaches (including social media, Participatory 3D Mapping (P3DM) and participatory video) tested as tools for facilitation and capacity building

Internal Governance and Operational Systems programme

Programme rationale: CANARI's experiences with creating systems for organisational strength and sustainability are documented in a case study . CANARI received the MacArthur Award for Creative and Effective Institutions in recognition of its achievements, and this Award provided funding to further build the organisation's capacity. For effective implementation of the Strategic Plan 2011-2016, specific challenges that CANARI needs to address include:

- continuing to function as a learning organisation, focusing both on process and results;
- maintaining the high quality of CANARI's work;
- finding, developing and retaining the right staff for effective implementation of diverse programmes while ensuring that the organisation remains innovative , cutting-edge and demonstrates the concept of participatory management;
- building capacity in the use of new and innovative tools and technologies, particularly for communication and Web-based and Geographic Information System (GIS)-based tools;
- building written and verbal language capacity to be able to reach Creole-, French- and Spanish-speakers.
- securing the financial resources to implement its programmes while also ensuring financial security and sustainability of the organisation;
- ensuring that the organisation has systems in place for effective recovery of administrative costs;
- overcoming the limitations of being based in Trinidad and Tobago and ensuring geographic reach across the islands.

Programme purpose: CANARI is a strong, effective and sustainable organisation that delivers results under its vision, mission and programmes.

Programme goal: To enhance organisational performance for effective implementation of the Strategic Plan 2011-2016.

Programme objectives:

1. To develop the strategic leadership capacity within CANARI.
2. To develop and implement an effective and efficient organisational structure for CANARI which would facilitate the organisation's optimal functioning.
3. To build CANARI's human resource management capacity to enable the organisation to effectively carry out its mandate.
4. To examine technological and infrastructural requirements and identify gaps which may impact delivery of programmes.
5. To review and develop inter-organisational linkages with a view to establishing and/or maintaining effective strategic partnerships.
6. To ensure the financial sustainability of the organisation through efficient financial management systems and enhanced fundraising for project as well as administrative costs.
7. To develop and implement a public relations strategy to improve CANARI's profile.
8. To develop and implement an information management system to ensure that knowledge amassed by CANARI in its over 20 years of operation is organised and accessible.
9. To conduct monitoring and evaluation of results and lessons for accountability and learning.

Priority programme results 2011-2016:

1. Adequate qualified staff recruited to implement CANARI programmes, including with language capacity
2. Staff capacity building undertaken as an organisational priority
3. CANARI Programme Advisors appointed and supporting implementation of CANARI programmes
4. Internship programme developed and supporting implementation of CANARI programmes
5. Projects under the Karipanou partnership developed and implemented
6. Strategic partnerships developed for implementation of the Strategic Plan and as a strategy for seeking framework funding
7. Finance Manual with policies and procedures guiding financial management efficiency and accountability, including for recovery of administrative costs
8. Plan for building and managing the endowment fund developed and implemented
9. CANARI Public Relations Strategy developed and implemented, including via a CANARI Brochure and summary version of the Strategic Plan
10. CANARI Annual Reports published reporting on results and lessons in implementation of the Strategic Plan
11. CANARI website restructured under new programmes and made more comprehensive and user-friendly
12. All CANARI publications digitised and made available on CANARI's website
13. Effective dissemination of CANARI publications
14. Up to date database of CANARI projects available on CANARI's website
15. Social media used effectively in Communication and Capacity Building Programmes
16. CANARI Monitoring and Evaluation Strategy developed and implemented to evaluate programmes

Climate Change and Disaster Risk Reduction Programme

Programme rationale: The Caribbean islands are extremely vulnerable to the impacts of climate change and other risks. Ecosystems play a key role in building resilience, but are also negatively impacted. Associated natural resource-based livelihoods are in turn highly vulnerable. Tackling the issues raised by climate change and other risks is essential in building resilience for biodiversity conservation, sustainable livelihoods and quality of life.

Programme purpose: Improved resilience to climate change and related disasters, particularly in the most vulnerable communities, through effective participatory management of ecosystems and viable actions in response to climate change and other risks.

Programme goal: To improve resilience of livelihoods and ecosystems to climate change and related disasters by building the capacity of stakeholders, particularly those most vulnerable to climate change, to participate effectively in ecosystem management and develop appropriate responses to climate change, through research, action learning, capacity building and application and communication of lessons learned.

Programme objectives:

1. To conduct research that contributes to improved livelihoods and effective responses to climate change, including analysis and/or testing of:
 - a. effective tools and methods to facilitate participatory management of the ecosystems which underpin greater resilience to climate change and sustainable livelihoods;
 - b. communication strategies that increase understanding of, and stimulate appropriate responses to, climate change;
 - c. ways in which traditional knowledge can be used to reduce vulnerability to climate change;
 - d. successful community-level adaptation strategies, including a review of how approaches used elsewhere, and particularly in other small island states, can be applied in Caribbean islands.
2. To build the capacity of key stakeholders, particularly civil society and local communities, in tools and methods for participatory ecosystem management and the development of effective response strategies.
3. To enhance stakeholders' knowledge of climate change and their ability to respond effectively by increasing their understanding of climate change impacts and response options.
4. To promote and facilitate participatory development of policies and plans for building resilience to climate change and other risks.
5. To promote and facilitate mainstreaming of climate change adaptation that addresses biodiversity conservation and livelihood concerns in national and regional policies.

Priority programme results 2011-2016:

1. Increased understanding of the impacts of climate change and other threats on natural resources and associated livelihoods and potential response options
2. Traditional knowledge relevant to climate change adaptation in the Caribbean documented and communicated
3. Built awareness and capacity of rural communities and resource users on climate change and adaptation options
4. Community-led adaptation processes facilitated and supported
5. Enhanced capacity of technical agencies (government, inter-governmental and civil society) to

facilitate and support community climate change adaptation

6. Participatory development of climate change adaptation policies and plans, including through development and implementation of national civil society agendas
7. National and regional climate change policies address mechanisms for building resilient livelihoods and enable participatory approaches to adaptation, including community-led adaptation process

Green Economy Programme

Programme rationale: Current economic models create economic and social inequities and degrade or destroy natural resources. Exploring the opportunity of new “green economy” approaches to economic development can help to contribute to achieving sustainable development in the Caribbean. Related issues include environmental mainstreaming, sustainable consumption and production, and rural enterprise development.

Programme purpose: A new model of economic development that ensures that natural resources are conserved and distribution of economic benefits is equitable, and so contributes to achieving the goal of sustainable development in the Caribbean.

Programme goal: To effectively and equitably engage stakeholders in developing a model of economic development for the Caribbean that facilitates ecological sustainability and social equity.

Programme objectives:

1. To facilitate dialogue among Caribbean stakeholders to elicit ideas and perspectives on economic development challenges and opportunities.
2. To coordinate participatory action research and learning on key questions on how to develop and implement new models of economic development for the Caribbean.
3. To communicate lessons, models, best practices and recommendations to raise awareness on how to develop and implement new models of economic development for the Caribbean.
4. To advocate to key stakeholders in the Caribbean and internationally to influence policy for development and implementation of new models of economic development for the Caribbean.
5. To build capacity of Caribbean stakeholders on how to develop and implement new models of economic development for the Caribbean.

Priority programme results 2011-2016:

1. Caribbean Green Economy Action Learning Group facilitated and stakeholders collaborating to develop and test new models of economic development
2. Policy influenced nationally, regionally, and internationally on how to enable and implement new approaches to economic development
3. Application of green economy principles to strengthen economic opportunities for small and medium enterprises by rural communities tested

Rural Livelihoods Programme

Programme rationale: Rural communities in the Caribbean are highly dependent on natural resources, including for subsistence use, informal enterprises, small businesses, and the provision of essential ecological goods and services. There are many commonalities in issues and potential solutions across forest- and coastal and marine-based livelihoods and addressing these in a programmatic approach can facilitate a systematic and strategic approach.

Programme purpose: Sustainable rural livelihoods based on the use of natural resources established, maintained or strengthened.

Programme goal: To support rural communities with the development of sustainable natural resource-based livelihoods through building capacity, catalysing partnerships and influencing policy to create an enabling institutional environment.

Programme objectives:

1. To conduct research on how to manage ecosystems to protect and enhance the provision of goods and services for sustainable and resilient livelihoods.
2. To develop and test a process for building the capacity of rural communities to develop sustainable small businesses based on the use of natural resources
3. To build the capacity of rural communities to develop sustainable livelihoods resilient to climate change and other risks, including via facilitating exchanges and sharing of information between rural communities
4. To catalyse partnerships and build the capacity of partners to effectively support rural communities to develop sustainable livelihoods.
5. To communicate to influence policy for development of an enabling institutional environment that supports rural communities to develop sustainable livelihoods.

Priority programme results 2011-2016:

1. Targeted rural communities in Trinidad and Tobago mentored and supported to develop small collaborative enterprises based on the sustainable use of natural resources
2. Process piloted in Trinidad and Tobago expanded to other Caribbean islands and new communities
3. Advocacy and capacity building of support agencies conducted to build an enabling institutional environment for rural enterprises

Civil Society and Governance Programme

Programme rationale: Civil society can play a key role in governance and management of natural resources, but is often excluded due to power imbalances or capacity gaps. Addressing this issue is fundamental in achieving participatory decision-making that protects natural resources and improves quality of life.

Programme purpose: Improved livelihoods and governance through the effective participation of civil society in the management of natural resources.

Programme goal: To enhance the capacity of civil society stakeholders to participate equitably and effectively in the governance of natural resources, through research and action learning, innovative capacity building programmes and communication and application of lessons learnt.

Programme objectives:

1. To conduct research on how civil society can effectively participate in collaborative natural resource governance institutions, through a better understanding of:
 - a. what types of institutional arrangement are most effective in fostering equitable participation of civil society stakeholders;
 - b. what type of governance structure is most appropriate for Caribbean civil society organisations participating in conservation and sustainable development initiatives;
 - c. how civil society participation can improve the transparency and accountability of decision-making and governance of natural resources.
2. To enhance capacity of civil society and their partners for effective, collaborative governance of natural resources, at regional, national and local levels.

To influence policy and practice to catalyse and support development of an enabling institutional environment for civil society participation in natural resource governance.

Priority programme results 2011-2016:

1. A civil society network in the Caribbean British, Dutch and French overseas countries and territories established and operating to facilitate sharing of information and collaboration
2. Enhanced networking to share information, provide peer support, and among civil society organisations across all islands, through the IUCN Regional Committee and networking facilitated under CANARI projects
3. A cadre of trainers and mentors from at least 15 islands trained and supporting CSOs, including in CANARI projects
4. Targeted training and action learning conducted to enhance capacity of leading CSOs (at regional, national and local levels) in key areas (e.g. strategic planning, monitoring and evaluation, financial management, fundraising and proposal writing, project management, leadership, and communication for advocacy)
5. Advocacy and capacity building conducted targeting policy makers in government to create a more enabling institutional environment to support the work of civil society



Regional fisherfolk learn about adaptation strategies for climate change in St. Kitts. CANARI facilitates sharing of experiences among stakeholders to provide opportunities and ideas for securing sustainable livelihoods.

8. Implementation, monitoring, and evaluation of the Strategic Plan

8.1 Implementation

Implementation of the Strategic Plan will be facilitated via the development of:

- Programme Plans for 2011-2016 that will detail specific priorities, targets, and measurable results and indicators and guide project development and fundraising;
- Annual Workplans for the Institute corresponding to the financial year (July 1st – June 20th), which will reflect existing funded projects as well as priority projects to be funded and actions to be addressed; and
- detailed project plans which cover the period for the project and may therefore span several financial years.

8.2 Monitoring and evaluation

The overall aim of monitoring and evaluation (M&E) in CANARI will be to collect, manage and use information on its work at the strategic, programme, and project levels to guide management and decision-making to improve its contribution to facilitating participatory natural resource governance in the Caribbean.

Under this there will be two main purposes for doing M&E: accountability and learning.

- **Accountability:** CANARI will seek to collect information to demonstrate results at three different levels: upward accountability towards the donor and relevant authorities; horizontal accountability towards the various stakeholders involved in implementing the programme, within and external to CANARI; and downward accountability towards the stakeholders being targeted. Accountability questions will: examine whether initiatives are being implemented as planned (including use of inputs of money and other resources, meeting deadlines, delivering results) and if not, why not; and seek to prove merit through examining how CANARI's work is contributing to positive change (i.e. how is it making a difference).
- **Learning:** CANARI will actively and systematically assess what lessons are being learnt from its work to increase its knowledge and understanding to: improve planning and management for enhanced efficiency and effectiveness; assess potential for replication; and build organisational capacity.

CANARI will monitor and evaluate results (impacts, outcomes, and outputs) of its programmes and projects. The Outcome Mapping approach, which focuses on assessing results as changes in the behaviour or relationships of stakeholders, will be used to complement the traditional Logical Framework (Logframe) approach to planning and measuring results. M&E will be participatory and use innovative tools and methods to effectively engage stakeholders.

The results will be communicated to the various target audiences, including via Annual Reports that will report on progress on implementing the Strategic Plan, results achieved and lessons learnt.

More specific guidance will be detailed in a CANARI M&E Strategy, as well as in the specific programme and project plans developed.

Appendix 1: Key concepts

CANARI has developed an understanding of key terms and concepts to guide its work as follows

<p>Participatory action research</p>	<p>Participatory action research engages stakeholders in a cycle of research and action that simultaneously:</p> <ul style="list-style-type: none"> • assists in practical problem-solving and effecting change • expands knowledge and understanding • enhances the competencies of the actors involved <p>The cycle of critical reflection includes phases of planning, action, and critical review, leading again to planning.</p> <p>Action research seeks to remove the gap/power imbalance between the deciders and the doers, the researcher and people being researched. Action research is therefore performed collaboratively and within a mutually acceptable ethical framework.</p> <p>Action research achieves the action outcomes by:</p> <ul style="list-style-type: none"> • involving stakeholders in the planning and action • being flexible and responsive to the situation and the people involved • returning to the planning point of the cycle in response to new research findings
<p>Action learning</p>	<p>Action learning is a process that involves a small group working on real problems, taking action, and learning while doing so. It is a powerful programme that creates dynamic opportunities for individuals, teams, leaders and organisations to successfully adapt, learn and innovate.</p> <p>Key concepts in action learning are:</p> <ul style="list-style-type: none"> • Learning and team development as important as solving the problem • Groups charged with implementing solution as well as solving the problem • Membership not reserved to experts or involved people • Questions form a critical part of process Learning Coach used to help members to achieve clarity and optimise learning • Urgent and complex problems requiring unique systems thinking <p>The action learning cycle involves planning, acting, reflecting and exploring leading again to planning.</p> <p>Benefits of action learning are that it:</p> <ul style="list-style-type: none"> • Develops leaders and teams of leaders • Promotes and facilitates problem solving • Develops systems-thinking and creativity • Builds teams • Creates learning cultures and learning organisations

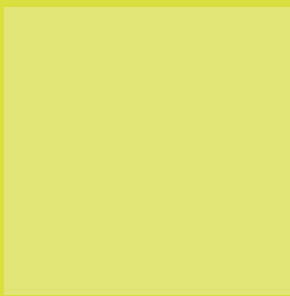
Action learning (and research) groups	Action learning (and research) groups are multi-stakeholder groups working together to learn about (and research) a specific issue.
Capacity building	Capacity building is conducted through training, coaching, mentoring, and individual or group study to build skills, knowledge and values. CANARI identifies various elements of capacity that are important in participatory natural resource management, namely: world view/culture; structures; skills and knowledge; financial resources; relationships/linkages; and adaptive capacity.
Civil society organisations	Civil society organisations are non-profit, non-governmental organisations operating at international, regional, national or local levels. They include non-governmental organisations (NGOs) and community-based organisations (CBOs). Media and academia are identified separately by CANARI.
Coaching	Coaching is the process of helping a person or organisation to build specific skills, knowledge and experience through hands-on support provided in the execution of a task.
Communication	Communication is a two-way process of dialogue to share information with and get information from key target audiences.
Evaluation	Evaluation is the systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. It is conducted at a specific point or at the end of an intervention. The aim is to determine the relevance and fulfilment of objectives, efficiency, effectiveness, results and sustainability. An evaluation should provide information on lessons learned and the worth or significance of an activity, policy or program.
Livelihood	Livelihoods comprise the capabilities, assets and activities required for having a means of living. This includes the concept of well-being and quality of life. Types of livelihood assets are: natural, human, social, financial, physical, political, and cultural.
Governance	Governance is a social process of decision-making and the process by which these decisions are implemented (or not implemented) via various institutions.
Mentoring and mentors	Mentoring is a process of sharing knowledge, skills, experiences, insights and opinion to provide strategic advice and guidance to help people make decisions to achieve their desired objectives. Mentors are trusted counsellors or advisors.

Monitoring	Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders with information on the extent of progress and achievement of objectives.
Participation	<p>Participation in the context of natural resource management can be described as a process that:</p> <ul style="list-style-type: none"> • facilitates dialogue among all actors; • mobilises and validates popular knowledge and skills; • encourages communities and their institutions to manage and control resources; • seeks to achieve sustainability, economic equity and social justice; and • maintains cultural integrity . <p>Various types of participation are distinguished, for example by considering the level of stakeholder involvement in decision-making as a measure of the depth of the participatory process or by classifying types in relation to power issues .</p>
Policy	Policy includes formal policy, laws and regulations and also includes informal policy which may be unwritten rules, guidelines or common practice.
Policy makers	Policy makers include not only those in a country with formal responsibility for making policy, usually a group of elected political representatives, but also the technical officers in government at all levels who contribute to drafting and recommending policy, as well as the range of stakeholders from civil society organisations, other government agencies, academia, media, inter-governmental bodies, and donor and technical assistance agencies who also contribute to influencing, recommending and drafting policy.
Resource management community	Individuals or organisations involved in guiding the effective use of natural resources (directly or indirectly for example through work in policy influence, sustainable livelihoods, education) including government agencies with responsibility for managing natural resources (e.g. environmental management departments, protected area departments) as well as non-governmental organisations (NGOs), community-based organisations (CBOs) , individuals engaged in deriving a livelihood from the use of natural resources, the private sector (consultants) and academia.
Stakeholders	Stakeholders in natural resource management are the individuals, groups and organisations that are involved in or may be affected by a change in the conditions governing the management and use of a resource, space or sector.

Endnotes

- 1 CANARI 2009. Thirty Years in Support of Participatory Natural Resource Management: the experience of the Caribbean Natural Resources Institute (CANARI). CANARI Technical Report No.387: 38pp. Available in English at http://www.canari.org/documents/387ThirtyYearsinSupportofParticipatoryNaturalResourceManagementtheexperienceofCANARI_000.pdf, in French at <http://www.canari.org/documents/CaseStudyFrenchfinal.pdf> and in Spanish at <http://www.canari.org/documents/CANARICasestudySpanish.pdf>.
- 2 Antigua and Barbuda, Bahamas, Barbados, Commonwealth of Dominica, Dominican Republic, Cuba, Grenada, Haiti, Jamaica, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, and Trinidad and Tobago.
- 3 There are four French territories or departments: Guadeloupe, Martinique, Saint-Barthélemy and Saint Martin.
- 4 Aruba, Curaçao, and Sint Maarten are autonomous countries within the Kingdom of the Netherlands and Bonaire, Sint Eustatius (also known as Statia) and Saba (the BES islands) are special municipalities with closer ties to the central government.
- 5 There are six Caribbean UKOTs: Anguilla, Bermuda, Cayman Islands, Montserrat, Turks and Caicos, and the British Virgin Islands (which consists of the main islands of Tortola, Virgin Gorda, Anegada and Jost Van Dyke, along with over fifty other smaller islands and cays).
- 6 Puerto Rico is a self-governing commonwealth in association with the United States. The United States Virgin Islands (St. Croix, St. John and St. Thomas) is a territory of the United States.
- 7 Some material from this section was drawn from CANARI's 2012 Policy Brief #13, *Towards a green and resilient economy for the Caribbean*, available in English at <http://www.canari.org/documents/CANARIGrEcoPB13-2012final.pdf>, in French at <http://www.canari.org/documents/CANARIGreenEconomyPB-Fr..pdf> and in Spanish at <http://www.canari.org/documents/CANARIGEPB13SpanishJuly2012.pdf>.
- 8 Pinnock, F.H. and I.A. Ajagunna. 2012. The Caribbean Maritime Transportation Sector: Achieving Sustainability through Efficiency. Caribbean Paper No. 13. The Centre for International Governance Innovation: Waterloo. (Accessed at <http://www.cigionline.org/sites/default/files/no.13.pdf> on 23 March 2012)
- 9 ECLAC. 2008. *Public Debt Sustainability in the Caribbean*. Port of Spain, Trinidad: Economic Commission for Latin America and the Caribbean.
- 10 ECLAC figures on the impact of Hurricane Ivan on Grenada and The Cayman Islands.
- 11 See Transparency International's 2011 report on the Corruption Perceptions Index. (Accessed at <http://cpi.transparency.org/cpi2011/> on 23 March 2012)
- 12 This has included work on green economy, environmental mainstreaming, sustainable rural livelihoods, and sustainable consumption and production.
- 13 See Krishnarayan, V., T. Geoghegan and Y. Renard. 2002. Assessing Capacity for Participatory Natural Resource Management. Caribbean Natural Resources Institute Guidelines Series 3. Laventille: CANARI.

- 14 CANARI 2009. Thirty Years in Support of Participatory Natural Resource Management: the experience of the Caribbean Natural Resources Institute (CANARI). CANARI Technical Report No.387: 38pp. Available in English at http://www.canari.org/documents/387ThirtyYearsinSupportofParticipatoryNaturalResourceManagementtheexperienceofCANARI_000.pdf, in French at <http://www.canari.org/documents/CaseStudyFrenchfinal.pdf> and in Spanish at <http://www.canari.org/documents/CANARICasestudySpanish.pdf>.
- 15 Also see concept sheets in CANARI 2011. Facilitating participatory natural resource management: A toolkit for Caribbean managers. Laventille: CANARI.
- 16 See Krishnarayan, V., T. Geoghegan and Y. Renard. 2002. Assessing Capacity for Participatory Natural Resource Management. Caribbean Natural Resources Institute Guidelines Series 3. Laventille: CANARI.
- 17 This is drawn from Department for International Development. 1999. Sustainable Livelihoods Guidance Sheets. <http://www.eldis.org/vfile/upload/1/document/0901/section2.pdf> as well as from CANARI's own research with Caribbean stakeholders who feel that political and cultural assets should be considered separately.
- 18 CERMES. "Good governance under the Common Fisheries Policy and Regime (CFP&R)." CERMES Policy Perspectives. 5 May 2008. http://cermes.cavehill.uwi.edu/PolicyPerspectives/CERMES_Policy_Perspective_05May08.pdf (accessed March 23, 2012).
- 19 Renard, Y. & M. Valdés-Pizzini. 1994. Hacia la participación comunitarian: lecciones y principios guías en el Caribe. Paper presented at the Workshop on Community Participation in Environmental Management and Co-management in the Dominican Republic. Santo Domingo, Dominican Republic 27 – 29 October, 1994. CANARI Communication no. 55:8 pp.
- 20 For example see Borrini-Feyerabend, G. 1996. Collaborative management of protected areas: tailoring the approaches to the context, Issues in Social Policy. Gland: International Union for the Conservation of Nature.
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- 22 Geoghegan, T.Y. Renard and N.A. Brown. 2004. Guidelines for Participatory Planning: A Manual for Caribbean Natural Resource Managers and Planners. Caribbean Natural Resources Institute Guidelines Series 4. Laventille: CANARI.



Caribbean Natural Resources Institute

The Caribbean Natural Resources Institute (CANARI) is a regional technical non-profit organisation which has been working in the islands of the Caribbean for over 20 years. Our mission is to promote and facilitate equitable participation and effective collaboration in the management of natural resources critical to development in the Caribbean islands, so that people will have a better quality of life and natural resources will be conserved, through action learning and research, capacity building and fostering partnerships.

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