

**Strategic planning for sustainable development  
in the Francophone Caribbean: a capacity building programme  
for sustainable consumption and production**

**Report on the First Meeting of the regional Action Learning Group (ALG)**

Garraway Hotel, Roseau, Dominica,  
13 – 14 April 2010

**Summary**

This report presents the main agreements reached and points discussed at the inaugural meeting of the Action Learning Group (ALG) established as part of a regional programme piloted by the Francophonie and aimed at promoting sustainable modes of consumption and production (SCP) in Dominica, Haiti and Saint Lucia. This meeting covered a wide range of topics, including: a review of concepts and methods relevant to SCP; a review of the design of the regional programme with specific recommendations for objectives, activities and implementation arrangements at national and regional levels; a presentation and discussion of the usefulness and relevance of ALGs; and the formulation of decisions regarding the composition and role of this ALG. The meeting reached consensus on various elements regarding the future of this programme, and provided an excellent platform for collaboration among the national, regional and international partners involved.

**Résumé**

Ce rapport présente les principales conclusions obtenues et les principaux points débattus lors de la rencontre inaugurale du Groupe de Recherche et d'Action (GAA) mis sur pieds dans le cadre du programme régional piloté par la Francophonie et dont l'objet est de promouvoir des modes de consommation et de production durables (MCPD) à la Dominique, en Haïti et à Sainte Lucie. Cette rencontre a porté sur nombre de thèmes, notamment : une revue des concepts et méthodes pertinents pour les MCPD ; un examen du programme régional avec des recommandations spécifiques sur les objectifs, les activités et les mécanismes de mise en œuvre aux niveaux régional et national ; une présentation et une discussion de l'utilité et de la pertinence des GAAs ; et la formulation de décisions concernant la composition et le rôle de ce Groupe. La réunion a amené à un consensus autour de nombre de points relatifs à l'avenir de ce programme, et a fourni une excellente plateforme pour la collaboration entre les partenaires nationaux, régionaux et internationaux impliqués.

## **1. Background**

This report presents the main points discussed and agreements reached at the first meeting of the regional Action Learning Group (ALG) established as part of the regional programme entitled “Strategic planning for sustainable development in the Francophonie Caribbean: a capacity-building programme for sustainable consumption and production”, which is coordinated by the *Institut de l'énergie et de l'environnement de la Francophonie* (IEPF), a subsidiary body of the *Organisation Internationale de la Francophonie* (OIF) (see concept note at Appendix 1).

The overall objective of the programme is to enhance the national policy framework for sustainable development in the three member countries of the Francophonie (Dominica, Haiti and Saint Lucia), by strengthening the capacities of the main actors involved in the formulation and implementation of policies and instruments towards the adoption of sustainable patterns of consumption and production in selected sectors and support for strategies and actions designed to reduce poverty.

The programme has therefore been designed at two levels:

- a regional component which will be implemented throughout the three years of the project (April 2010-March 2013), with joint activities related to training, sharing of experiences and best practices, mutual learning, and formulation and dissemination of guidelines and methodologies. As far as possible, the project will encourage networking and collaboration among the three participating countries as well as other countries and institutions in the Caribbean region (especially from the French *départements* of Guadeloupe and Martinique) and other SIDS interested in the process; and
- a national component in each of the three countries, which will take place over a period of two-and-a-half years (April 2010-September 2012) and will be implemented by a national body, with the support of the IEPF, UNEP and the other regional and international partners in the project, and in collaboration with all stakeholders at the local and national level.

This meeting came at the end of a long period of gestation that began with the formulation, by the *Organisation internationale de la francophonie* (OIF) and its *Institut de l'énergie et de l'environnement de la francophonie* (IEPF), of a programmatic framework for sustainable development in the francophone small island developing states (SIDS) which was presented by the OIF at the International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States held in Mauritius in January 2005.

The IEPF subsequently convened a regional workshop which was held in Dominica in November 2005, with the participation of the three Member States of the Francophonie in the Caribbean region (Dominica, Haiti and Saint Lucia), at which it was agreed to explore opportunities of collaboration in the region in support of national strategies for sustainable development.

Between 2007 and 2009, the IEPF established and facilitated the work of a Steering Committee, supported the conduct of three national studies on the status of national strategic planning for sustainable development, and convened three regional workshops

that allowed for an assessment of progress made and challenges encountered in the countries and at regional level, and for the design of the regional programme that was the focus of the present meeting.

The meeting was funded primarily by IEPF, with assistance from the United Nations Environment Programme (UNEP), and facilitated by the Caribbean Natural Resources Institute (CANARI).

## **2. Objectives**

The specific objectives of this first meeting of the ALG were to:

- launch the ALG and confirm functions, membership and mode of operation;
- build a collective understanding of the value of and the processes involved in action learning so that the approach can be built into all components of the programme;
- build consensus on the roles of ALG members;
- begin the process of experience sharing and analysis of lessons learnt; and
- agree on work plans, including fundraising targets and tasks, and define next steps for the ALG and the other regional activities and for the three national projects

The meeting began with an introduction of all participants and of their relationship to the programme, with each country providing a short summary of its activities to date and its expectations from this meeting (see Appendix 2 for full list of participants). In a brief presentation, Tounao Kiri of the IEPF shared his expectation that the programme will eventually lead to the strengthening of national sustainable development strategy processes and capacities in the three countries. He welcomed the regional approach of the programme, and stressed the value of field projects that will allow for the actual demonstration of SCP and the benefits it can bring.

The agenda for the meeting is attached at Appendix 3.

## **3. Processes, methods and approaches**

The representative from the Caribbean Community (CARICOM) Secretariat, Garfield Barnwell, described his organisation's role in promoting the agenda of sustainable consumption and production in the region, and pledged support toward this initiative. He presented the context of the region's involvement in the United Nations' Marrakech process and in related international and regional mechanisms and programmes, and described the specific role of the CARICOM Secretariat. He noted that in order to support this Marrakech process, four parallel working groups have been established in the region, focusing on the following themes:

- human settlements;
- policy instruments and analytical tools;
- ways to promote SCP patterns; and
- tools for changing production patterns.

His presentation (see Appendix 4) also offered a broad overview of the policy environment and economic performance of the region, and identified some of the main challenges faced by Caribbean countries, taking into account the great diversity of the situations that exist within the region.

Tounao Kiri then presented background information on the IEPF and its programme on national strategies for sustainable development, and identified the main elements of the international sustainable development agenda that are directly relevant to this regional programme, including:

- the International Standards Organisation (ISO) 26000 standard, which will be based on voluntary compliance but is likely to have significant impact on the behaviour and impact of a wide range of institutions;
- the development by CARICOM of a proposal for a 10-year framework of programmes on SCP (the “10YFP”) which encompasses a wide spectrum of activities at national, regional and international levels, with support from the United Nations Environment Programme (UNEP) and the United Nations Department of Economic and Social Affairs (UNDESA);
- the formal five-year review of the implementation of the Mauritius Strategy that the United Nations will carry out in September 2010, with regional preparatory meetings and a SIDS day to be held on 10 May at the Commission on Sustainable Development (CSD);
- the planned evaluation of UNDESA in 2011; and
- the Rio + 20 process.

The full presentation is attached at Appendix 5.

In this context, it was noted that Barbados has taken the role of focal point on SCP implementation at regional level. It was also observed that countries in the region are taking different approaches to SCP depending on their priorities and policy directions (e.g. Barbados already has a draft paper on a Green Economy, while Guyana is focusing on low-carbon) but that all countries are viewing SCP in relation to the importance of the natural resource base to their development.

At various points during the meeting, the ALG benefited from technical inputs from the representative from UNEP, Luc Reuter, who provided useful background information on and references to global processes and processes in other regions, and who made a presentation on “Planning for Change” (see Appendix 6) and on SCP indicators (see Appendix 7). Documents describing these methods and instruments were made available to all participants.

In the discussions that followed these presentations, it was noted that these instruments would be useful in capacity building in the three participating countries and in the region as a whole. It was also mentioned that UNEP could consider the possibility of training trainers in the region, and that this ALG could consider reviewing and tailoring the methodologies and adapting them to the specific needs and conditions of the region.

The following points were also noted:

- the existence of expert networks facilitated by the IEPF, and the fact that there is currently no participation of Caribbean experts in these networks;
- the need to acknowledge the specific situation of Haiti, following the devastating earthquake of 12 January, and the decision that the CARICOM Secretariat will provide a focal point to coordinate programmes of activities;

- the need for SCP approaches to offer tangible benefits to people, as there is a noticeable “policy development fatigue” in the region, and there is an urgent need for employment and other economic and social benefits.

Thanks to the various background presentations, a clearer picture of the role of the programme partners emerged:

- CARICOM playing the lead facilitating role at the regional level;
- UNEP contributing to raising awareness and building capacity for the 10 Year Framework, assisting government in meeting their reporting obligations and helping in fundraising;
- IEPF offering to support the participating countries through seed funding, fundraising, financial and administrative coordination, and oversight;
- CANARI) facilitating regional activities; and
- the three countries implementing concrete projects at the national level while participating in and benefiting from regional processes.

On the basis of all these elements, the meeting observed that there is very little activity in the field of SCP in this region, but that there is increased momentum thanks to the recent CARICOM-UNEP regional workshop in Georgetown, this IEPF initiative and preparations for the CSD. It is therefore critical to sustain the process and give life to this regional programme, even if it only involves three countries at the start.

#### **4. The ALG approach**

Sarah McIntosh of CANARI presented the principles and methods involved in operations of action learning groups (ALG), based on CANARI’s extensive experience in establishing and facilitating such bodies. She noted the value of the action learning process, because it provides the basis for experiential learning, therefore allowing participants to:

- address problems and issues that are complex and cannot be easily resolved;
- find solutions to underlying root causes of problems;-
- determine new policy and strategic directions and maximise new opportunities; =and
- generate creative ideas.

The action learning process is characterised by:

- acquisition of knowledge that is directly relevant to the participating countries, institutions and communities;
- experiential learning;
- collaborative learning in groups through comparative analysis and sharing; and
- creative complex problem solving.

A copy of the presentation is attached at Appendix 8.

In the discussion that followed, it was emphasised that one of the challenges to the successful operation of ALGs is that of keeping momentum, especially in light of the high cost of regional travel. Participants therefore encouraged the use of electronic communication and noted that it should be possible for this ALG to take advantage of

other regional events to arrange meetings. It was also noted that SCP is a very broad domain, and that this ALG will require a wider range of expertise than a sector-specific process.

## **5. Regional analysis of SCP status and agenda**

The ALG conducted a brief analysis of policy gaps in the area of SCP, in order to identify opportunities for policy development and reform. While the SCP approach is relevant and applicable to all sectors, it was agreed that there are sectors which are a priority to review, either because of the urgency of needs or because of demand and existing policy and institutional commitments. These include:

- energy: a regional energy policy exists, it now needs to be refined to include tariffs and other instruments. Because of the complexity of the sector and the large number of stakeholders, this is a domain where there are many on-going initiatives and opportunities to influence. The CARICOM Secretariat is currently drafting a roadmap;
- small and medium-size enterprises (SME): there is an on-going CARICOM study of the status of SME capacity in 14 countries, and this offers opportunities for linkages;
- technology; and
- waste management.

In all sectors and initiatives, it will be important to link the SCP work with the climate change mitigation and adaptation agenda that is critical to this region.

In small groups and plenary discussions, a number of specific instruments and approaches were also identified, that can be used for the promotion of SCP and that the programme should therefore test, refine and apply, including:

- pricing (especially in the energy sector);
- incentives;
- natural resource valuation; and
- application of SCP technologies.

It was also agreed that the programme should aim to formulate general principles and practical guidelines that could then be disseminated through the CARICOM processes, the IEPF and other channels.

The need for a clearer identification of national focal points for SCP and for their empowerment was also stressed. It was noted that the low level of activity to date and the slow momentum in the SCP agenda in the region are most likely responsible for the current lack of enthusiasm and participation. If the SCP agenda is to be promoted, there will be a need for strong champions at various levels.

## **6. Programme design**

The ALG confirmed the relevance and suitability of the overall design of the programme, with three national projects and regional components focusing on learning, capacity-building and policy development. At various stages in the discussions, a number of useful recommendations were made, notably:

- it should be kept in mind that the ultimate purpose of the programme and its national components is to help consolidate national policies and strategies for

sustainable development. The national and regional components should therefore be designed and implemented in ways that will allow for linkages to and impacts on national policies and strategies;

- action learning should remain at the heart of project design and implementation;
- communication should be in the appropriate language depending on the target audience, primarily Haitian Creole, English and French;
- the programme should also aim to disseminate its results beyond the region, especially to other SIDS, so a mechanism will need to be identified to do this. The IEPF should play a lead role in this regard, using instruments such as [MediaTerre](#) and considering the possibility of opening an SCP portal with downloadable materials available, and with the option of a link to [CANARI's site](#);
- for dissemination, other networks such as SIDSNET should also be used;
- while the main purpose of the programme will be to disseminate the products that it generates through the national components and action learning, it should also make available relevant information, tools and guidelines from other regions and institutions.

## 7. Status of national projects

The meeting conducted a brief review of the current status of national projects, which can be summarised as follows:

	Dominica	Haiti	Saint Lucia
Title of project	<i>Identify, document and promote the policies and instruments required for sustainable production and consumption in the public housing sector</i>	<i>Identify, test and document options, opportunities and requirements for sustainable patterns of consumption and production in the energy sector</i>	<i>Identify, test and assess the options and requirements in a pilot sub-sector towards sustainable patterns of production and consumption in the tourism sector</i>
Focus	Proposed focus remains adequate, no change needed	Geographic focus may change Need greater involvement of local authorities	Proposed focus (laundry sub-sector) remains adequate, no change needed
Country commitment	Need for greater awareness and more explicit commitment at the level of the Permanent Secretary and the Minister, Ministry of Housing Need to clarify the distribution of roles between the Environmental Coordinating Unit and the Ministry of Housing	This is challenging in light of current conditions and the obstacles to internal coordination Need for sensitisation of all agencies concerned	Need for formal endorsement by relevant Ministry, especially at level of Permanent Secretary responsible for environment
Steering Committee	Existing Committee needs expanding, with private sector and broader range of skills	Needed at two levels: a national steering committee and local/site level group	OK, but possibility of review at a later stage
Stakeholder buy-in	Need for stakeholder identification as a basis for assessment of support	Need for stakeholder identification as a basis for assessment of support	Need for stakeholder identification as a basis for assessment of support
Activities	Suitable as already designed	Need for a clearer linkage with forest protection issues	Need for clear linkages with other sectors and mechanisms to apply lessons within larger tourism sector and to other sectors
Capacity	Capacity assessment needed as the basis for capacity development plan	Capacity assessment needed as the basis for capacity development plan	Capacity assessment needed as the basis for capacity development plan
Funding	Fundraising needed	Caribbean Development Bank (CDB) approached, need to address CDB concern about impact of funding on the ground Opportunity to submit to CARICOM for support	Fundraising needed
Other observations	Possibility of linking with urban development programmes	Need to strengthen linkages with CARICOM processes	



## **8. Recommendations regarding the national components**

On the basis of this review of current status, participants from the three countries identified the following needs and recommendations in relation to their respective national components.

### Saint Lucia

- the Ministry of Commerce, Industry and Consumer Affairs should be part of the Steering Committee;
- the poultry sector could be considered for future projects;
- results # 1 and 2 in the current project document should be reworded to show how they will assist the sector, to emphasise the sustainable use of resources (e.g. energy, water and chemicals) and to show linkages with existing policy commitments (especially climate change);
- stakeholders have been identified, and include hotel operators, property owners, guests, the small and medium business sector, suppliers, Ministry of Health, and the utility companies;
- project design should include ways to incorporate action learning such as forums, site visits, video productions to capture the process and lessons learned, electronic dissemination of documents, reports and presentations;
- fundraising is a priority, and fundraising targets include the United Nations Industrial Development Organization (UNIDO), the CDB, the European Union, the Office of Private Sector Relations, and the *Agence Française de Développement* – French Cooperation;
- capacity needs include: energy audits, water use audits, OHS audits, legal and policy review, stakeholder engagement, business economics and communications. Both local expertise and consultants can be used, as long as work is implemented in ways that build local capacity, whether in public the sector, in private businesses or in civil society;
- the project will need some hardware for testing technologies and for research and monitoring.

### Haiti

The project will be implemented simultaneously at two levels:

- national level, focusing on:
  - fiscal aspects
  - regulations (health and energy in particular)
  - law enforcement
- local/regional level, focusing on:
  - funding, small grants for action on the ground
  - capacity building
  - forest and watershed areas to be protected or rehabilitated
  - job creation
  - technical experimentation

The issue of the selection of the project area still needs to be discussed. The north-east remains an option, but there are two other geographic areas that also meet the criteria of interest, namely Grande Anse and the south-east. Regardless of which zone is eventually selected, the national steering committee should include people from the three areas. A stakeholder assessment should be done in each zone as a basis for selection. There will also be need for a steering committee or action

learning group at the regional (project area) level, and it should integrate stakeholders from the two other areas, with all actors (local authorities, NGOs, businesses, gender, consumer, unions, etc.). Communication skills will also be needed in both committees (national and local).

The next step should be the advertising of the opportunity presented by this programme through a call for proposals from the three areas. At the same time, separate workshops on SCPs should take place in each of the three areas. The main agency for implementation at the local level should be the association of local government agencies.

Dominica

In order to inform their discussions, participants from Dominica conducted a brief analysis of their sector and component.

Opportunities	Strengths	Weaknesses	Threats
<ul style="list-style-type: none"> <li>• new technical personnel are now in place in the housing development sector and institutions</li> <li>• land use plans are being developed</li> <li>• new housing estates are being developed</li> <li>• new sustainable tourism guidelines are being developed (consideration of housing, forest cover, sewage disposal, etc. are captured in these guidelines)</li> </ul>	<ul style="list-style-type: none"> <li>• much work has been done on the formulation of a national shelter policy</li> <li>• new Ministry of Environment and Planning, with enthusiastic Minister</li> </ul>	<ul style="list-style-type: none"> <li>• political directorate too involved in the decisions on housing development</li> <li>• technical agencies not allowed to exercise their duties</li> </ul>	<ul style="list-style-type: none"> <li>• tardiness of policy implementation</li> <li>• lack of awareness of the general public and policy makers on SCP</li> </ul>

On this basis, it was concluded that:

- the focus should be all housing, not only public housing;
- the project should capitalise on the country's commitment to sustainable development. The SCP concept and approach are compatible with current government policy, but there is no explicit government commitment to SCP;
- the Steering Committee should include the ECU, the Ministries of Housing, Planning, and Social Development, and one representative of the private sector (5 members in all);
- stakeholders were identified, including: architects, engineers, the financial sector, legal institutions, the Bureau of Standards, the Kalinago Community, Environmental Health, Local Government Authorities, civil society organisations, NGOs, and contractors. A rigorous stakeholder analysis however is still needed;
- activities should include public awareness (use of media) on the concepts of sustainable development and SCP (using the ALG as a channel and source of communication);

- the project should aim at developing and promoting guidelines in sustainable housing; and
- the project should include presentations to policy makers.

### **9. Terms of reference of the regional Action Learning Group**

Draft terms of reference for the regional action learning group were presented, discussed and accepted, with the following comments and modifications:

- in the case of Haiti, the selection of civil society representation should not be subject to governmental endorsement;
- there should be representation of local government (Haiti) in the regional ALG;
- Saint Lucia's Department of Consumer Affairs should serve on the regional ALG;
- CARICOM's Sustainable Development Unit should be part of the ALG, and it should ensure good communication with other relevant units at the Secretariat, especially the Energy Desk;
- the interest of the Caribbean Environmental Health Institute (CEHI) should be ascertained and it should be invited to join the ALG; and
- both IEPF and UNEP, as international partners and supporters of the programme, and as sources of expertise, should be part of the ALG.

#### **Fundraising and project linkages**

Fundraising is now a priority. It was agreed among participants that the IEPF will assume the lead and coordinating responsibility for fundraising efforts, but other initiatives are welcome.

The next step should be a review of the existing draft proposal for the Haiti and the regional components, to be done jointly by Haiti, CANARI and IEPF, in order to strengthen the rationale for the project with SCP as a relevant area of sustainable development. The proposal should then be formally submitted to the CDB. In the case of Dominica and Saint Lucia, detailed proposals are needed, to be developed on the basis of existing outlines and work plans. A consolidated proposal should then be put together.

The following steps should also be taken to ensure that the programme receives the required endorsements:

- governmental support and endorsement should be communicated to the CDB, especially in the case of Haiti;
- Haiti should also communicate its support of the programme to the CARICOM Secretariat;
- the Secretary General of CARICOM should be informed of the programme and its national components;
- IEPF should communicate formally with the three countries to submit the project document to them, seeking agreement and endorsement.

Advantage should be taken of the upcoming session of the Commission on Sustainable Development to inform delegations and promote the programme. Specific actions were identified in this regard.

In the search for funding, a number of potential donors were identified and they will be approached as appropriate.



**Strategic planning for sustainable development  
in the Francophone Caribbean:  
a capacity-building project for sustainable production and consumption**

**CONCEPT NOTE**

April 2010<sup>1</sup>

**1. Background**

The *Institut de l'énergie et de l'environnement de la Francophonie* (IEPF), a subsidiary body of the *Organisation Internationale de la Francophonie* (OIF), is committed to collaborating with the three Member States of the Francophonie in the Caribbean (Dominica, Haiti and Saint Lucia) in order to strengthen their capacity to formulate and implement national strategies for sustainable development (NSSD). In order to conceive and guide this initiative, the IEPF has established a Steering Committee (*Comité de Pilotage*) which has carried out a number of background studies and has held three planning meetings, the third of which took place in Port au Prince, Haiti (27-29 April 2009). This document is the outcome of this process and of the first regional action learning group meeting which was held in Roseau, Dominica on 13 and 14 April 2010.

This work has confirmed the need to strengthen capacity in the field of strategic planning for sustainable development, but it has also highlighted the challenges faced by small island developing states (SIDS) in the formulation and implementation of integrated national strategies, because of institutional weaknesses as well as the diversity and complexity of issues to be addressed. In these countries, national strategies for sustainable development (NSSD) must therefore be seen more as mosaics of policy instruments than as discrete tools capable of integrating, in one location, the various dimensions of sustainable development, including adaptation to climate change and the reduction of emissions. The value of direct collaboration among the three Member States of the Francophonie in the region, with their shared Creole language, has also been recognised.

Based on this observation, the Steering Committee concluded that the best way for the IEPF to build capacity for strategic planning in these three countries would be to design and implement a regional project called “**Strategic planning for sustainable development in the Francophone Caribbean: a project for capacity building in sustainable patterns of consumption and production**”. *The general objective of this project is to enhance the national policy framework for sustainable development in the three member countries of the Francophonie (Dominica, Haiti and Saint Lucia), by strengthening the*

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<sup>1</sup> As formulated by the regional workshop held in Port au Prince, Haiti, 27-29 April 2009, and subsequently amended on the basis of consultations with project partners and the action learning group meeting in Roseau, Dominica on 13 and 14 April 2010..

## Appendix 1: Programme concept note

*capacities of the main actors involved in the formulation and implementation of policies and instruments towards the adoption of sustainable patterns of consumption and production in selected sectors.*

### 2. Overview of the project

The project has been designed at two levels:

- a regional component which will be implemented throughout the three years of the project (April 2010-March 2012), with joint activities related to training, sharing of experiences and best practices, mutual learning, and formulation and dissemination of guidelines and methodologies. As far as possible, the project will encourage networking and collaboration among the three participating countries as well as other countries and institutions in the Caribbean region (especially from the French *départements* of Guadeloupe and Martinique) and other SIDS interested in the process;
- a national component in each of the three countries, which will take place over a period of two-and-a-half years (April 2010-September 2011) and will be implemented by a national body, with the support of the IEPF, United Nations Environment Programme (UNEP), the other regional and international partners in the project, and in collaboration with all stakeholders at the local and national level.

The demonstration projects (national components) will use participatory methods with particular emphasis on action-based learning, thanks to: (a) the equitable participation of the main stakeholders in the conduct of the projects, through steering committees or similar mechanisms, (b) the detailed documentation of processes, results obtained and lessons learnt, (c) the participatory analysis and formulation of results and lessons, and (d) the dissemination of results to all stakeholders.

### 3. Regional component of the project

**Objective:** *Build capacity through the documentation and sharing of experiences from the national components, the participatory formulation of lessons and guidelines, and the dissemination of knowledge gained from relevant regional and international processes.*

#### **Expected results:**

- Sensitisation of policy-makers and managers to the importance of the approach to sustainable consumption and production and to the need for its implementation.
- Identification of needs and priorities for national policy reform and formulation processes in various sectors.
- Formulation and dissemination of methodological tools and approaches applicable to the specific conditions of SIDS.
- Enhanced capacity of managers and decision-makers to promote sustainable patterns of consumption and production.
- Active participation of the three countries in the Marrakech Process and in the preparation of the UN Commission on Sustainable Development (2010-2011).
- Networking and increased collaboration among Creole-speaking countries and their institutions.

**Summary of methodology:** throughout the three years of project implementation, joint activities in training, sharing of experiences and good practices, mutual learning and the formulation of guidelines and methodologies will be implemented. The project will encourage and facilitate networking and

## Appendix 1: Programme concept note

collaboration among the three participating countries and other actors, it will provide support to the national project components, and it will organise mutual learning through an action learning group that will meet at regular intervals throughout the duration of the project. This group will comprise representatives of the three countries, as well as national, regional and international experts and organisations, and it will be facilitated by the Caribbean Natural Resources Institute (CANARI).

### 4. National components of the project

***Dominica: Identify, document and promote the policies and instruments required for sustainable production and consumption in the public housing sector.***

#### **Expected results**

- Capacity building (including citizen's awareness and participation) in the field of energy efficiency and reduction of the environmental impacts of the public housing sector.
- Identification and formulation of policy, legal and fiscal measures and instruments required to promote sustainable housing, including the formulation of a code of good practice, which will promote the design of systems for the efficient use of energy and water, and the identification of ways to reduce the effects of natural disasters.
- Involvement of civil society and operators through communication instruments and campaigns, including the construction of an energy-efficient model home for demonstration.

**Summary of methodology:** the project will begin with a baseline study and policy analysis of the public housing sector. It will then examine, in a number of concrete cases of public housing programmes and projects, the policies, regulations, methods, tools and knowledge that would allow for a change in practice and enhanced impacts on sustainability, for example with the creation of green spaces or the use of guidelines, regulations, technologies and materials to increase energy efficiency, improve waste management or mitigate the impacts on drainage and erosion. This project will therefore benefit the public housing sector directly, but it should also be able to offer direct applications to other sectors, as it will allow for the testing of an approach that will then become transferable. The institution responsible for the coordination and implementation of the project will be the Environmental Coordinating Unit (ECU), working in collaboration with the Ministry of Housing.

***Haiti: Identify, test and document options, opportunities and requirements for sustainable patterns of consumption and production in the energy sector (focusing on a geographic area to be decided).***

#### **Expected results:**

- Understanding of the factors that determine the patterns of consumption and production that have the greatest impact on environment and biodiversity.
- Identification of the range of options available to rural communities in the use of energy and in energy production, and of their social, environmental and livelihood impacts.
- Enhancement of the capacity of stakeholders (local government, civil society, communities) to carry out projects in sustainable production of energy in rural areas and to evaluate the impact of such projects on livelihoods and the environment.
- Integration of energy issues in initiatives related to local development, natural resource management and adaptation to climate change in the pilot area.
- Identification of policy instruments and strategies required to promote sustainable production and consumption in the rural energy sector.
- Demonstration of the contribution of the "sustainable energy approach" to the integration of the social, economic and environmental dimensions in rural development.

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**Summary of methodology:** the project will build on and support existing capacities, projects and initiatives in Haiti, and will also help in the design and implementation of new pilot and experimental actions for the production of renewable energy in the selected region. It will provide expertise and examples that can inform future decisions and actions in specific aspects of energy, particularly biofuel production and the evaluation of the impact of that production on other services (soils, water and biodiversity in particular), and on food security, leading to the identification of suitable policy and legal instruments. Through the monitoring and analysis of these experiences (with a baseline study to be conducted at the beginning of the project), it will demonstrate and document activities and actions that can meet energy needs in a sustainable manner while directly benefiting local communities. The institution responsible for the coordination and implementation of the project at the national level will be the Ministry of the Environment, working in collaboration with local government and civil society organisations in the selected region and a national multi-sectoral action learning group to ensure wider dissemination of project learning.

***Saint Lucia: Identify, test and assess the options and requirements in a pilot sub-sector (laundry service), towards sustainable patterns of production and consumption in the tourism sector.***

### Expected results

- Evaluation of the impact of hotel laundry services on working conditions, such as health and security in the work place, protection of the environment, and sustainable use of resources.
- Review of the laws, regulations and policies relating to the operations of laundry services (work relations, protection of the environment and sustainable use of resources) and identification of policy gaps, issues and opportunities.
- Evaluation of the effectiveness of policy instruments (for example fiscal incentives and certification programmes in tourism) and formulation and dissemination of recommendations for improved policies and institutional arrangements.
- Sensitisation and mobilisation of the relevant sectors (business, policy makers, standards, etc.) through the formulation and dissemination of tools, guidelines and codes of good practice.

**Summary of methodology:** the project rests on the hypothesis that, by focusing on this very specific sub-sector (laundry services), it will be possible to identify, test and validate policies and best practices that are relevant to the tourism sector generally, and also to other economic sectors. It will start with a baseline of the status of the sub-sector and an analysis of the policies that govern it, as well as a detailed environmental audit of the pilot businesses (one hotel and one laundry service). The project will then work with these two pilot businesses, and with the sub-sector as a whole, to identify, test and document measures, technologies and policy instruments that can move the sub-sector closer to environmental sustainability. These experiences will be documented and analysed to inform policy formulation and capacity-building activities in the tourism sector. The national institution responsible for the coordination and implementation of the project will be the Department of Sustainable Development and the Environment.

## 5. Project beneficiaries

The project will benefit a number of actors, and notably:

- planners, policy-makers and trainers in the participating countries and regional institutions, who will be involved in the learning processes and will be able to make use of the tools, guidelines and recommendations arising from the project;

## Appendix 1: Programme concept note

- planners, policy-makers and trainers in other countries, especially SIDS, who will be able to make use of the tools, guidelines and recommendations arising from the project;
- businesses, civil society organisations and communities involved in the three national pilot projects, who will benefit from the direct and indirect outcomes of these projects (capacity-building; policy reform; environmental, social and economic gains);
- the regional institutions involved in supporting, facilitating and implementing the various components of the project, as this will increase their capacity to serve francophone countries in the region and to promote sustainable consumption and production.

### 6. Institutional arrangements for implementation

This project will be implemented under the auspices of the *Organisation internationale de la Francophonie*, in partnership with the three governments concerned and with support from UNEP for certain aspects of the national capacity building. In each country, a focal point will be identified and a steering committee will be put in place. A regional body, the Caribbean Natural Resources Institute (CANARI), will be responsible for facilitating the regional operations (training, mutual learning, etc.), under the guidance of a Regional Committee (action learning group).

### 7. Budget

The total budget for this project is estimated at US\$ 1.5 million.



## Strategic planning for sustainable development in the Francophone Caribbean: capacity-building for sustainable consumption and production

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**Strategic planning  
for sustainable development  
in the Francophone Caribbean:  
capacity-building for sustainable  
consumption and production**

First Meeting of the regional  
Action Learning Group (ALG)  
Garraway Hotel, Roseau, Dominica,  
13 – 14 April 2010

***Draft agenda***

Objectives of the meeting

- launch the Action Learning Group (ALG) and confirm functions, membership and mode of operation
- build a collective understanding of the value of and the processes involved in action learning so that the approach can be built into all components of the programme
- build consensus on the roles of ALG members
- begin the process of experience sharing and analysis of lessons learnt
- agree on work plan, including fundraising targets and tasks, and define next steps for the ALG and the other regional activities
- review and confirm work plans, including fundraising targets and tasks, for the three national projects

Agenda

Tuesday 13 April

Morning:

- background to the meeting and introductions (IEPF)
- the value of action learning: presentation and discussion of the rationale, principles, methods and roles of group members (CANARI)
- introduction to the concept of sustainable consumption and production and to the Marrakech Process (UNEP)

**Planification stratégique  
pour le développement durable  
dans la Caraïbe francophone :  
renforcement des capacités  
pour des modes de consommation  
et de production durables**

Première réunion du Groupe d'Apprentissage  
et d'Action (GAA) régional  
Hôtel Garraway, Roseau, Dominique,  
13 – 14 avril 2010

***Projet d'ordre du jour***

Objectifs de la réunion

- lancer du Groupe d'Apprentissage et d'Action (GAA) et confirmation de sa fonction, sa composition et son mode de fonctionnement
- bâtir un consensus sur la valeur de l'apprentissage-action et sur ses processus afin que cette approche puisse être inscrite dans toutes les composantes du programme
- définir les rôles des membres du GAA
- engager le processus de partage d'expériences et d'analyse des leçons apprises
- adopter un plan de travail, avec des cibles et tâches de recherche de financement, et définir les prochaines étapes du GAA et des autres activités régionales, ainsi que des trois projets nationaux

Ordre du jour

Mardi 13 avril

Matinée:

- antécédents et introductions (IEPF)
- la valeur de l'apprentissage-action : présentation et discussion de la justification, des principes, des méthodes et des rôles des participants (CANARI)
- introduction au concept de consommation et de production durables et au Processus de Marrakech (PNUE)
- présentation des activités régionales en

## Appendix 3 : ALG meeting agenda

- presentation of regional activities in support of the Marrakech Process (CARICOM Secretariat)
- presentation of the three national projects (Dominica, Haiti, Saint Lucia): design, status, funding, work plans, preliminary lessons and observations

### Afternoon:

- introduction to SCP indicators (UNEP)
- group work
  - *Group a) National projects*
    - any adjustments to the project design based on findings of national studies
    - how action learning can be incorporated into the national projects
    - how lessons from the project will be communicated to key stakeholders at the national level
    - fundraising
  - *Group b) National and regional level*
    - review of policy gaps and how the programme can start to address them
- sharing of group conclusions in plenary session, discussion and formulation of recommendations
- identification and analysis of common threads and opportunities for comparative experiments and mutual learning

### Wednesday 14 April

#### Morning:

- review of the main activities to be undertaken as part of the regional component, and formulation of work plan
- review and finalisation of the role and composition of the ALG
- formulation of an initial communication strategy
  - internal (modes/action steps of maintaining contact between ALGs)
  - external (target audiences, products, pathways and identification of messages)
- formulation of a fundraising plan
- next steps

- cours en appui au Processus de Marrakech (Secrétariat du CARICOM)
- présentation des trois projets nationaux (Dominique, Haïti, Sainte-Lucie) : conception, statut, financements, plans de travail, leçons préliminaires et observations

### Après-midi:

- introduction aux indicateurs (PNUE)
- travail en groupe
  - *Groupe a) projets nationaux*
    - ajustements de conception nécessaires en fonction des résultats des études nationales
    - comment intégrer l'approche apprentissage-action dans les projets
    - comment les leçons des projets pourront être communiquées aux principales parties prenantes au niveau national
    - recherche de financements
  - *Groupe b) Niveau national et régional*
    - besoins en politiques et comment le programme peut commencer à y répondre
- mise en commun des travaux de groupes en session plénière, discussion et formulation de recommandations
- identification et analyse de tendances et d'opportunités pour des projets comparés et des apprentissages mutuels

### Mercredi 14 avril

#### Matinée:

- revue des principales activités à mettre en oeuvre dans le cadre de la composante régionale, et formulation d'un plan de travail
- revue et finalisation du rôle et de la composition du GAA
- formulation d'un projet de stratégie de communication
  - interne (modes/actions pour maintenir le contact entre sessions)
  - externe (audiences ciblées, produits, voies de communication et messages)
- formulation d'un plan de financement
- prochaines étapes

**CANARI workshop on Strategic Planning for Sustainable Development in the Francophone Caribbean:**

**"Capacity-Building for Sustainable Consumption and Production "**

Roseau , Dominica, 13 April, 2010

*Regional activities in support of the Marrakech Process*

*By Mr. Garfield Barnwell*

*Director, Sustainable Development*

*CARICOM Secretariat*

*Georgetown, GUYANA*

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## The Marrakech Framework and the Context of the Presentation

- Para.169 of the Marrakech meeting outcome document focuses on the importance of governments specifying SCP priorities to ensure effective and well targeted international cooperation
- Para.170 focuses on the importance of institutional and social capacity building as a major challenges for progress in SCP and the significance of the application of technology and the means of implementation.
- It is also important to note at the outset that in addressing SCP at the Marrakech meeting in June, 2003 some consideration was given to the importance of the proposition of greater convergence of "PRODUCTION, CONSUMPTION and NEEDS".

## The Marrakech Framework and the Context of the Presentation cont'd

- Finally, the call in the Johannesburg Plan of Implementation, Chapter III, for actions at all levels to:

" Encourage and promote the development of the 10-year framework of programmes in support of regional and national initiatives to accelerate the shift towards SCP to promote social and economic development within the carrying capacity of ecosystems ..." (Para.15)

## An Overview of the Caribbean Economy

This presentation has two goals:

- 1) To characterise the investment process required towards the formulation and implementation of strategic components for a SCP programme in the Caribbean;
- 2) To identify area(s) of activities that will contribute to the support actions on SCP in the Caribbean

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## The Macroeconomic Framework

- The fundamental challenge of policy making in this framework in the Caribbean is how to generate sustained levels of economic growth with equity
- maintaining a healthy environment
- Reducing vulnerability to economic, social and environment shocks
- These issues are germane to the workings of the economies in the Caribbean

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## The Macroeconomic Framework cont'd

- In existing policy frameworks policy choices have to be made
- Under existing circumstances, the context of given fiscal restraints
- Cost effective assessment have to be made on the basis of those circumstances;

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### Some Stylised Facts on the Caribbean Economies

- Caribbean economies are at different stages of development but all heavily reliant on the natural resource base
- Most of the economies are experiencing declining economic growth
- Foreign Direct Investment important factor in the growth process
- Fiscal space limited
- Challenges of Disaster Management and Climate Change
- Lack of technological sophistication

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### Some Stylised Facts on the Caribbean Economies

- Given that Caribbean economies are at different stages of development care needs to be taken of the prescriptions and the use of policy instruments
- Use of Policy Instruments must be based on the availability of information and stage of development
- Region experience in the use of economic incentives for environmental management

### A snap shot on the performance of the Caribbean Economy

Table 1

	1965	1970	1975	1980	1985	1990	1995	2000	2007
Barbados	1,400	2,100	2,800	3,500	4,200	4,900	5,600	6,300	7,000
Belize	1,200	1,500	1,800	2,100	2,400	2,700	3,000	3,300	3,600
Costa Rica	1,100	1,400	1,700	2,000	2,300	2,600	2,900	3,200	3,500
Cuba	1,300	1,600	1,900	2,200	2,500	2,800	3,100	3,400	3,700
Dominican Republic	1,000	1,200	1,400	1,600	1,800	2,000	2,200	2,400	2,600
Guatemala	900	1,100	1,300	1,500	1,700	1,900	2,100	2,300	2,500
Honduras	800	1,000	1,200	1,400	1,600	1,800	2,000	2,200	2,400
Jamaica	1,500	1,800	2,100	2,400	2,700	3,000	3,300	3,600	3,900
Nicaragua	700	900	1,100	1,300	1,500	1,700	1,900	2,100	2,300
Panama	1,600	1,900	2,200	2,500	2,800	3,100	3,400	3,700	4,000
Paraguay	1,700	2,000	2,300	2,600	2,900	3,200	3,500	3,800	4,100
Peru	1,800	2,100	2,400	2,700	3,000	3,300	3,600	3,900	4,200
Trinidad and Tobago	1,900	2,200	2,500	2,800	3,100	3,400	3,700	4,000	4,300
Venezuela	2,000	2,300	2,600	2,900	3,200	3,500	3,800	4,100	4,400
Yemen	1,100	1,300	1,500	1,700	1,900	2,100	2,300	2,500	2,700
Zimbabwe	1,200	1,400	1,600	1,800	2,000	2,200	2,400	2,600	2,800

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Table 2

	1990	1995	2000	2007
Barbados	0.85	0.88	0.91	0.94
Belize	0.75	0.78	0.81	0.84
Costa Rica	0.70	0.73	0.76	0.79
Cuba	0.80	0.83	0.86	0.89
Dominican Republic	0.65	0.68	0.71	0.74
Guatemala	0.60	0.63	0.66	0.69
Honduras	0.55	0.58	0.61	0.64
Jamaica	0.78	0.81	0.84	0.87
Nicaragua	0.50	0.53	0.56	0.59
Panama	0.82	0.85	0.88	0.91
Paraguay	0.72	0.75	0.78	0.81
Peru	0.70	0.73	0.76	0.79
Trinidad and Tobago	0.80	0.83	0.86	0.89
Venezuela	0.88	0.91	0.94	0.97
Yemen	0.60	0.63	0.66	0.69
Zimbabwe	0.65	0.68	0.71	0.74

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Table 3

	1965-70	1970-75	1975-80	1980-85	1985-90	1990-95	1995-00	2000-07
Barbados	4.5	3.5	2.5	1.5	0.5	-0.5	-1.5	-2.5
Belize	3.5	2.5	1.5	0.5	-0.5	-1.5	-2.5	-3.5
Costa Rica	3.0	2.0	1.0	0.0	-1.0	-2.0	-3.0	-4.0
Cuba	2.5	1.5	0.5	-0.5	-1.5	-2.5	-3.5	-4.5
Dominican Republic	2.0	1.0	0.0	-1.0	-2.0	-3.0	-4.0	-5.0
Guatemala	1.5	0.5	-0.5	-1.5	-2.5	-3.5	-4.5	-5.5
Honduras	1.0	0.0	-1.0	-2.0	-3.0	-4.0	-5.0	-6.0
Jamaica	4.0	3.0	2.0	1.0	0.0	-1.0	-2.0	-3.0
Nicaragua	1.0	0.0	-1.0	-2.0	-3.0	-4.0	-5.0	-6.0
Panama	3.5	2.5	1.5	0.5	-0.5	-1.5	-2.5	-3.5
Paraguay	3.0	2.0	1.0	0.0	-1.0	-2.0	-3.0	-4.0
Peru	2.5	1.5	0.5	-0.5	-1.5	-2.5	-3.5	-4.5
Trinidad and Tobago	4.0	3.0	2.0	1.0	0.0	-1.0	-2.0	-3.0
Venezuela	5.0	4.0	3.0	2.0	1.0	0.0	-1.0	-2.0
Yemen	2.0	1.0	0.0	-1.0	-2.0	-3.0	-4.0	-5.0
Zimbabwe	2.5	1.5	0.5	-0.5	-1.5	-2.5	-3.5	-4.5

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Table 4

	Agriculture		Mining and oil		Manufacturing		Construction		Services	
	2007	2000	2007	2000	2007	2000	2007	2000	2007	2000
Barbados	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Belize	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Costa Rica	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cuba	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Dominican Republic	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Guatemala	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Honduras	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Jamaica	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Nicaragua	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Panama	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Paraguay	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Peru	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Trinidad and Tobago	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Venezuela	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Yemen	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Zimbabwe	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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## Economic Growth in the Caribbean

- Economic growth is a necessary condition thought not sufficient for overall development
- From the information provided it is observed that:
  - (i) For the last decade that the growth performance has been different among the countries
  - (ii) Countries tend to trend towards a 2% GDP per capita with 4 countries exhibiting a performance above the 2% ( ) and 3 below trend ( )

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## Economic Growth in the Caribbean (cont'd)

- Looking at economic growth by decades, it should be noted: that output per capita grew faster in 1960's than 1970's than 1990's and 2000 in most countries;
- Other important points to note is that the 1960's and 1970's were periods of ISI while 1990's and 2000 are periods characterised by liberalisation of policy reforms
- The 1980's is where the average number of growth crises was the highest where there were approximately a period of 3.2 years in decline followed by the 1990's with 2.6 years

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## Foreign Direct Investment (FDI)

- Public policy in the Caribbean has been strongly emphasising the role of FDI as a catalyst for growth
- Often this has led to the creation of the distinction in investment regimes for FDI and private domestic investment
- This has been motivated by the view that FDI provides capacity through interaction with local firms and purchase complementary services
- The Literature suggest that whether or not these are possible depends on the objective of FDI

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## Foreign Direct Investment cont'd (FDI)

- The development of local capacity to benefit from FDI and requires an enabling environment, given problems with low levels of technological sophistication of domestic firms in the sub-region.
- Questions arise as to whether these benefits accrue!
- These issues are further complicated by the fact that the ratio of FDI to GDP is quite high relative to most middle income countries but per capita growth rates have been flat for many countries in the sub- region
- What does this situation suggest – very low productivity; are there threshold effects in relation to the impact of FDI on GDP (investment to GDP too low); level of domestic investment too low; what is required to increase productivity in the Caribbean?

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## Fiscal Situation in the region

- Overall the fiscal deficit in the MDCs as a per cent of GDP was 2.1 % in 2006; 1.8% in 2007 and 0.6% in 2008
- Except for Trinidad and Tobago and Suriname, no other country in the MDCs registered a consistent surplus over this period
- For the OECS, the overall deficit was 3.5% in 2006, 3.6% in 2007 and 2.2% in 2008
- Except for Dominica, no other country in the OECS had a consistent surplus and several countries had deficits between 6% and 10% in some years.

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## Public Debt

- Public Debt is a major problem for most countries in the region
- For MDCs, as a whole , the total public debt to GDP ratio was 70.7% in 2008 and among the group, Barbados and Jamaica had debt ratios to GDP in excess of 100%
- A similar scenario face many OECS countries

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### Natural Disasters

- Many countries in the Caribbean are affected by hurricanes and other natural disasters which have increasingly been posing significant challenges for the region
- Some estimates have indicated that between 1960 and 1990, the number of catastrophes have increased five fold and damages have increased by a factor of nine
- Some of the increase is due to demographic changes as a result of urbanisation, other relate to the increasing cost of infrastructure
- There has also been significant lost of life

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### Climate Change

- Work on the impact of Climate Change in the Caribbean is on-going
- Preliminary estimates according to the World Bank estimates on the impact of the potential costs of climate change on all CARICOM countries is estimated at US\$9.9 billion in the total Gross Domestic Product (GDP) in 2007 US\$ or about 11.3% of the total annual GDP of all 20 CARICOM countries per annum after 2030 (Member States and Associate Member States)

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### Technological sophistication

- Recent official reports have indicated that the system of innovation in the LAC region have been falling behind competitors from elsewhere measured on the basis of patents.
- In the literature a lack of technological sophistication is a reflection in the technological content of exports.
- Between 1985 -2000 export of primary products from CARICOM were 41.7% and 21.1%

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### Policy Choices and SCP

- Several Challenges:
  - (i) Caribbean integration, like that in other developing areas, presently shares a vision of locating itself in a world whose future rests on the promotion of multilateralism and the competitiveness of economic actors
  - (ii) In context of SCP and the opportunities for Caribbean a sound strategic approach based on Small and medium-sized enterprises is required

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### SCP – Small and Medium sized Enterprises (SME)

- Recognising that enterprise have a key role to play in achieving SCP and sustainable development as supplier of the goods and services required by society, as a source of job creation and as active participants in community life for the Caribbean greater attention should be given this component.

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### SCP – Small and Medium sized Enterprises (SME)

- SMEs have the potential to contribute significantly to balance growth and development with equity in the region
- SMEs contribution to employment particularly self-employment
- One among many studies in the region point out that SMEs contribute about 70 % of employment in the region
- SMEs can promote forward and backward linkages in the economy, boost skills and innovation in the economy
- SMEs offer opportunities for the maximising of the best of regional integration

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### Technological sophistication (cont'd)

- For natural resource – Based manufactured goods were 39.3% and 34.3%
- Intermediate technology manufacture goods was 5.7% and 11.6%
- High technology manufactured goods were 6.0% and 1.0%

25

**THANK YOU**

26

**Atelier Planification Stratégique pour le DD**  
**Roseau du 13 au 14 avril 2010**

Contexte Stratégique de l'IEPF/OIF

Touao KIRI  
 Responsable de programme

Institut de l'énergie et de l'environnement de la francophonie IEPF

IEPF — Touao KIRI

**Que fait l'OIF/IEPF?**

Appui aux processus d'élaboration et de mise en œuvre des SNDD

**Objectif**  
 Renforcer, dans les pays en développement de l'espace francophone, la dynamique d'élaboration et de mise en œuvre de stratégies nationales de développement durable

**Approche :**

- Appui méthodologique
- Renforcement des connaissances et de l'information,
- Revue par les pairs
- Contribution au financement

**Difficultés rencontrées :**

- Dans les pays, ayant leurs SNDD, l'expertise existe mais n'est pas disponible pour des actions de coopération
- Dans les pays souhaitant élaborer leurs SNDD, cette expertise repose sur quelques personnes
- Les interlocuteurs nationaux ne sont pas toujours faciles à identifier (Qui dirige le processus?)
- Les approches d'élaboration des SNDD ne sont pas uniformes d'un pays à un autre.

**Résultats :**

- Appel à proposition
- Expériences Niger, CI, Burkina, Caraïbes
- Un Guide méthodologique produit
- Un Réseau francophone des Commissions nationales de développement durable
- Des ateliers Caraïbe sur les SNDD
- Séminaires nationaux (Togo, Niger, Burkina)
- Des rencontres au Niger,
- Des participations à différents forums mondiaux

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**DEFINITION :**

« Une Stratégie Nationale de Développement Durable (SNDD) est un **processus** de planification stratégique **participatif** et récurrent destiné à atteindre, de manière équilibrée et intégrée à **tous les niveaux** (du niveau national au niveau local), des **objectifs économiques, sociaux et environnementaux**, dans une perspective **d'équité** intra et **intergénérationnelle** ». Cf Guide IEPF

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**SNDD: Une démarche en 9 points**

1. Exprimer une volonté politique claire,
2. S'organiser
3. Faire un état des lieux
4. Adopter une vision collective à long terme.
5. Définir les orientations ou les axes prioritaires
6. Préciser les objectifs opérationnels
7. Elaborer le plan/programme d'actions
8. Préciser les modalités de mise en œuvre
9. Préciser les modalités de suivi/évaluation

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**Bref Historique**

1. 2005: Adoption du Cadre Stratégique Décennal de l'OIF,
2. 2006: Constat d'inexistence d'activités dans les Caraïbes et décision d'études Prospectives
3. 2007: Études Nationales: Décision d'approche Régionale
4. 2008: Atelier Régional à Port-au-Prince: Structuration institutionnel du Projet.
5. 2009: Mobilisation des Partenaires: PNUE;
6. 2010: Démarrage

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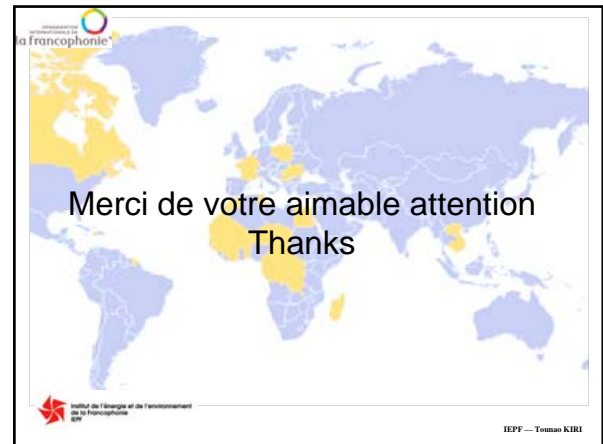
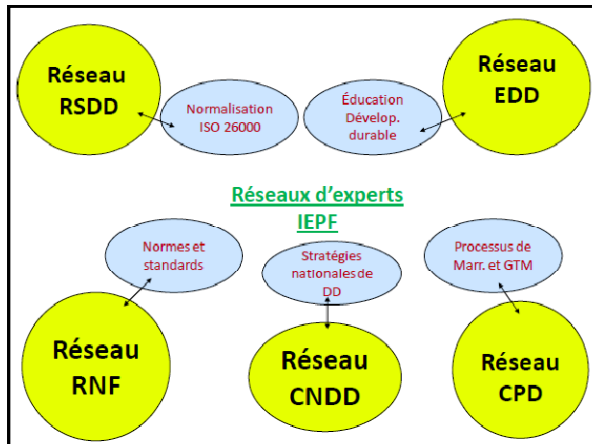
**Vision**



1. Les Agendas internationaux:
  1. ISO 26000
  2. 10 YFP de la Région Caraïbes (CARICOM)???
  3. 10 YFP de UNDESA en 2011,
  4. Évaluation NSDS de UNDESA en 2011,
  5. RIO+20 en 2012,
2. Aspirations de l'OIF.
  1. NSDS des trois pays,
  2. Une approche Régionale
  3. Des Projets de terrain capitalisés

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## Appendix 5 IEPF presentation



## Green Economy and Planning for Change

Luc Reuter  
UNEP, DTIE Paris

Castries – St. Lucia, 9-10<sup>th</sup> April 2010

Luc Reuter - UNEP - 2010



1




“The objective of the **Green Economy Initiative** is to make and communicate a strong and convincing economic case for greening economies and creating decent green jobs by investing in a new generation of assets (social, natural, human, and financial)“

Luc Reuter - UNEP - 2010

2

### Today’s challenges:

- ❖ If the ecological footprint of those nine billion people mirror the consumption patterns of the United States or of Europe, then we are heading for trouble on an almost unimaginable scale.
- ❖ 2008 the year where the world witnessed a deep food, credit and energy crises with millions of people being plunged into poverty, uncertainty and chaos.

Green economy vs. old brown economy

Luc Reuter - UNEP - 2010

3




### What is Green Economy Initiative ?

- ❖ Launched in October 2008 by UNEP
- ❖ Mobilize the international community and countries individually, towards investments in key sectors and in 'natural' infrastructure such as forests and soils.
- ❖ Best bet for real growth, reducing ecological scarcity, combating climate change and triggering a high-quality employment boom in the 21st century.
- ❖ A range of specific measures aimed at assisting poorer countries to reach the Millennium Development Goals (MDGs) and to green their economies.

Luc Reuter - UNEP - 2010

4






### Green Economy wins:

- ❖ Jobs will be created, wealth sustained and inequality reduced.
- ❖ By 2030 following the planned financial stimulus packages, 20 million jobs **could** be created in green sectors (whereas the fossil fuel industry accounts today for 2 million jobs).
- ❖ « Green investments » generates big profits
- ❖ Green entrepreneurs with the help of governments can make the difference.
- ❖ Globalization means global social and economic coordination => Climate change

Luc Reuter - UNEP - 2010

5






### The UNEP Global Green New Deal

- ❖ Demonstrating that Greening is a new engine for growth, sizing sectoral opportunities, addressing hurdles & enabling conditions
- ❖ GGND was a key document of the 2009 G20 in London.
- ❖ Addressing both “Developed World” and “Developing World” circumstances
- ❖ International Components : Urgent reforms to international architecture.
- ❖ National Components : Green priorities for Fiscal spending, and reforms to national architecture

Luc Reuter - UNEP - 2010

6



## Green economy implementation

**Who:** Economies, such as China, the Republic of Korea, France, the United Kingdom, and the United States, are already committing part of their stimulus packages to green investments

**How:**

- ❖ Raising the energy efficiency of old and new buildings;
- ❖ Renewable energies including wind, solar, geothermal,...
- ❖ Sustainable transport including hybrid vehicles, high speed rail and bus rapid transit systems;
- ❖ Planet's ecological infrastructure including freshwaters, forests, soils and coral reefs;
- ❖ Sustainable agriculture including organic production

Luc Reuter - UNEP - 2010 7

## Areas for GE implementation:

- ❖ Sustainable cities
- ❖ Sustainable buildings
- ❖ Renewable energy
- ❖ Sustainable transport
- ❖ Clean technologies and energy efficiency
- ❖ Agriculture
- ❖ Forests
- ❖ Waste management
- ❖ Water
- ❖ Fisheries

Luc Reuter - UNEP - 2010 8




## Enabling conditions: legislation/standard setting

- ❖ Fiscal policy reform
- ❖ Financing and investment
- ❖ Development, transfer of technology and capacity building
- ❖ Trade policies and markets
- ❖ Information, awareness, education, and participation
- ❖ Private sector and public-private partnership
- ❖ Transparency, monitoring, and accountability
- ❖ Sustainable consumption
- ❖ Integrated policy-making
- ❖ GGND international coordination

Luc Reuter - UNEP - 2010 9




**Merci**

[Luc.reuter@unep.org](mailto:Luc.reuter@unep.org)

Luc Reuter - UNEP - 2010 10






Developing National Sustainable Consumption and Production Programmes





Planning for Change and the Development of SCP Indicators


Luc Reuter, UNEP-DTIE  
Castries – St. Lucia, 9-10<sup>th</sup> April 2010



The Millennium Development Goals




- End poverty & hunger
- Universal Education
- Gender Equality
- Child Health
- Maternal Health
- Combat HIV/AIDS
- Environmental Sustainability
- Global Partnership



Take Home Messages


- Ecological and social systems are increasingly **turbulent**
- This will continue until our economy is re-established within **ecological limits**
- These trends are compounded by **unequal distribution** and a rising consumer class
- Given the link between **environment and poverty**, SCP provides an opportunity to address both social and environmental problems
- The need to **redesign** much of our economy heralds an exciting and challenging time for all who choose a sustainable path into the future.



Sustainable Consumption & Production


“The production and use of goods and services that respond to basic needs and bring a better quality of life, while minimising the use of natural resources, toxic materials and emissions of waste and pollutants over the life cycle, so as not to jeopardise the ability to meet the needs of future generations.”

Norwegian Ministry of Environment, Oslo Symposium, 1994.




Key principles on managing process

- Ensure national **commitment** and leadership
- Initiate a **multi-stakeholder** process
- Base the programme on comprehensive and reliable **analysis**
- Define **objectives**, targets and indicators
- **Integrate** with existing national strategies
- Develop sectoral SCP **action plans**



Political process

- Identify an **influential** person to lead the initiative, designate a strong lead **institution** or form an **inter-ministerial** advisory group
- Make clear the **benefits** of SCP (and dispel any misconceptions) early in the process
- Understand an SCP programme is a **long term** process of continuous improvement
- Consider **linking** SCP with a new or existing national strategy to ensure higher profile
- **Engage** all levels of society and solicit wide support from within and outside the country.




### Technical process

- Understand and focus on **local problems**
- Draw on available **technical** know-how locally and internationally
- Include technical experts in multi-stakeholder **committee**
- **Link** with regional and international bodies such as UNEP
- **Develop** indicators to measure progress.




### Participatory process

- Clarify the extent of **participation** possible and necessary
- Carefully select, engage and ensure ongoing involvement of **stakeholders** from all relevant groups
- Make use of mechanisms such as round tables, workshops, public consultations, multi-stakeholder dialogues, radio and Internet
- Make use of **prevailing processes** such as existing national councils and sustainable development forums.

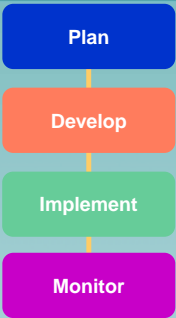


### Resource mobilisation process

- Look for win-win **opportunities** where SCP can save money or resources early in the game
- **Coordinate** existing policies and instruments (e.g. waste recycling and energy efficiency) under the auspices of SCP
- Tie the programme to a new or existing **national strategy**
- Where possible designate **specific resources** for SCP – this also demonstrates leadership and commitment
- Look for resources in **existing** ministerial budgets and networks
- Tap into both domestic and international **sources** (e.g. UNEP demonstration projects and bilateral donors.)




### The 10-Step Model




```

graph TD
    Plan[Plan] --- Develop[Develop]
    Develop --- Implement[Implement]
    Implement --- Monitor[Monitor]
    
```



### What are SCP indicators?

- A number or ratio that factually describes a given phenomenon and/or reveals changes over time.
- They are:
  - Tools for tracking progress on set priorities and targets
  - One of the most effective forms of monitoring and evaluation
  - Often difficult to select but are invaluable to the programme.
- They seek to:
  - Assist decision-makers to track progress on goals or objectives
  - Tell a story and spark interest
  - Bring forth the right questions (not necessarily all the answers).



### Guidelines for developing indicators

SCP indicators should be:

- Conceptually well-founded
- **Uncomplicated** and attractive
- Based on **targets**, where possible
- Focused on internationally-accepted **principles** of SCP
- **Limited** in number and **adaptable** to future change
- Geared to cover the broad **spectrum** of key priorities
- **Realistic** about data availability and its associated quality



**Guidelines for developing indicators**

- Many countries encounter difficulties in establishing sets of indicators
- Various indicator sets may be used as reference tools or for inspiration. (e.g. UNCSD, OECD, the European Commission as well as various national level initiatives)
- UNEP has developed a guidance framework that seeks to:
  - Provide policy makers – particularly in developing nations – with a structure within which to explore useful indicators
  - Provide examples of SCP-related indicators currently being used as a reference tool

**What are we seeking to measure?**

Source: Incho Sustainability (2008)

**Indicators that measure sustainability**

Source: Incho Sustainability (2008)

**Efficiency**  
Indicators that reflect on material, energy and water intensity of products and processes

**Innovation / Critical stock**  
Indicators that reflect on the degree to which production and consumption systems are transforming to take account of the need to restore (or at least not systematically degrade) critical stocks of natural capital.

**Compliance**  
Indicators that reflect on compliance with national and international legislation and standards of relevance to sustainable development.

**Connectivity**  
Indicators that reflect on individual, organisational and state's ability to use existing and new networks to take initiatives to scale and develop human / social capital through mutual learning and collaboration

**Examples of indicators**

**Compliance**

- No. of government pollution control officers per number of companies.
- No. of instances of non-compliance with permit conditions

**Efficiency**

- Waste and hazardous waste per unit product or turnover (by sector).
- Energy consumption per unit product or turnover
- Domestic energy consumption per capita

**Examples of indicators**

**Connectivity**


- % of population with access to public transport & communications networks
- Employment creation per GDP growth

**Innovation / Critical stock**

- % contribution of small scale, local-level renewable energy initiatives to national energy supply.
- CO<sup>2</sup> emissions per capita

**A spectrum of indicators tells a story**

- A national SCP indicator set would most likely range across each of the **four quadrants**.
- By using the compass, policy-makers and stakeholders will be drawn to reflect on the **story** that underpins their indicator set: Where are our strengths? Where are our weaknesses? What have we not considered?
- A key question is whether the indicator set establishes **drivers** towards a more sustainable society through developing the ability to change ways of doing things and using their networks to promote sustainability thinking.



### The rebound effect

**Compliance**

- Measures compliance
- But not whether our laws or standards necessarily lead to sustainability

**Efficiency**


- Measures the energy or materials needed to make a product
- But not how many products are sold (so we could end up using more resources and materials as consumption increases)

**Connectivity**

- Measures how much we are able to engage with people
- But could equally enable us to sell unnecessary products as along with more sustainable ones


**So, there are limitations to all of these SCP indicators. However, they do:**

- Buy us time
- Address important issues (such as poverty)
- And create learning platforms for more innovative, critical stock indicators.



### Driving change at macro and micro level

- To be effective, indicators need to drive change – influence decision-making – at the level of the **individual** producer and consumer.
- To meaningfully inform public policy, indicators should therefore provide information at both the:
  - **Macro level** – at the level of the country as a whole
  - **Micro level** – at the level of the individual producer and consumer
- When selecting SCP indicators, it is useful to consider these different levels of impact.



Thank you

Luc.reuter@unep.org



*Planification stratégique pour le développement durable dans la Caraïbe francophone : renforcement des capacités pour des modes de consommation et de production durables*

Première réunion du Groupe d'Apprentissage et d'Action (GAA) régional  
Hôtel Garraway, Roseau, Dominique,  
13 – 14 avril 2010




### Why action learning

- To address complex problems
- To determine the underlying root causes of problems and apply and test solutions
- To generate creative ideas
- To determine and catalyse new policy and strategic directions
- To disseminate project learning widely within and beyond the region.




### What is action learning?

CANARI's Forests and Livelihoods ALG in the field





### What is Action Learning?

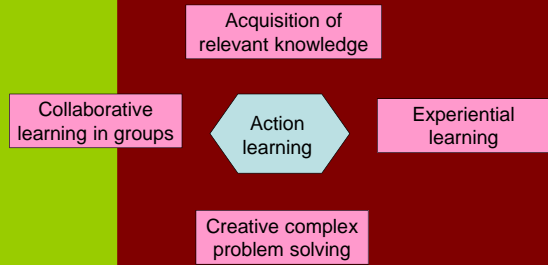
- A **process** that involves a small group working on real problems, taking action, and learning while doing so
- A powerful **approach** that creates dynamic opportunities for individuals, teams, leaders and organisations to successfully adapt, learn and innovate.



ALG members on field study visits



### Key elements of action learning



Adapted from Revans




### Theory and key concepts


- Small multi-sectoral, multi-skilled, non-hierarchical teams
- Applied to urgent and complex problems requiring innovative thinking
- Groups design and implement solutions to the problems



Forests and livelihoods training of trainers with selected ALG members



### Theory and key concepts




- Learning and team development as important as solving the problem
- Questioning forms a critical part of process

*Selected ALG members learning participatory GIS mapping with Allan Smith*




### Benefits of Action Learning

- Develops leaders and teams of leaders
- Develops problem solving skills
- Developing systems-thinking and creativity
- Builds teams
- Creates learning cultures and learning organisations




"It is not enough to rely on our expert knowledge. Expert knowledge is necessary but not sufficient. We have to learn how to ask ourselves totally different questions. That is what Action Learning is."

Reg Revans




### CANARI Action Learning Groups (ALGs)




1. Payments for watershed services ALG →
2. Forests and livelihoods ALG
3. Civil society capacity building for biodiversity conservation ALGs :
  - Going from strength to strength project (Haiti, Jamaica, DR, TT)
  - Capacity building in the UKOTs

*GFS2S ALG members in the field and developing institutional maps*




### CANARI Action Learning Groups (ALGs)




- Core group of around 20 individuals selected for their capacity to act as opinion shapers and change agents
- Members from all project countries, and relevant sectors.
- Mix of civil society, private sector, government
- Equitable participation

*GFS2S ALG panel discussion in Mavis Bank, Jamaica*



### CANARI Action Learning Groups (ALGs)



- Additional expertise brought in as needed
- Meet six-monthly or annually
- Meetings include field review of project learning and outcomes

*ALG members and project beneficiaries collectively analyse field trip findings*



### Roles and responsibilities of ALG members

- Commitment to
  - Individual membership for the duration of the project
  - processes of reflective questioning and listening, and building of consensus
  - share expertise and information about relevant activities in their countries and sectors
  - apply learning,




### Roles and responsibilities of ALG members

- Assist CANARI with:
  - analysis of the project lessons and outcomes
  - development of the communication strategy
  - application of new learning in their respective countries and sectors
  - dissemination of lessons learned



### Roles and responsibilities of ALG members

- (Optionally/where relevant)
- Assist CANARI with:
  - Evaluation of small grant applications
  - Mentoring of small grant projects at national or community level
  - Monitoring and evaluation of small grant projects at national or community level




### ALG outcomes/benefits

- Project implementation enhanced
- Capacity of change agents built
- Capacity of project beneficiaries built
- Networks developed for sharing of expertise and skills at a regional level



### ALG outcomes/benefits

- Project lessons applied at national and regional level
- Project more widely and credibly disseminated
- Continuity helps mitigate challenges of short (1-3 year) project cycles
- Wider support for future funding




### Continuing challenges

- High cost and complexity of intra-regional travel
- Maintaining momentum and information exchange between meetings
  - Redesigned website with forum/ blogging capacity
  - Skype meetings
  - Piggybacking on other events




*GFS2S ALG members from Haiti developing an institutional map*

**Merci  
Mèsi  
Thank you**


**National small group work**

- What adjustments do you want to make to your pilot project?
- How can you incorporate action learning?
- How will you communicate project lessons nationally?
- How/where can funds be raised to implement?



**Policy group  
National and regional level**

- Review policy gaps at regional and national level
- Identify how the programme can start to address them.




**Objective**

- *To formulate policy recommendations and to build capacity through the documentation and sharing of experiences from the national components, the participatory formulation of lessons and guidelines, and the dissemination of knowledge and good practices generated from the programme as well as from relevant regional and international processes.*





### Expected results

- Sensitisation of policy-makers and managers to the importance of the approach to sustainable consumption and production and to the need for its implementation.
- Identification of needs and priorities for national policy reform and formulation processes in various sectors.




### Expected results

- Formulation and dissemination of methodological tools and approaches applicable to the specific conditions of SIDS.
- Enhanced capacity of managers and decision-makers to promote sustainable patterns of consumption and production.



### Expected results

- Active participation of the three countries in the Marrakech Process and in the preparation of the UN Commission on Sustainable Development (2010-2011).
- Networking and increased collaboration among Creole-speaking countries and their institutions.



### Activities

- Six ALG workshops over 3 years
- Monitor and evaluate national projects and recommend adaptive measures as needed
  - Analysis of lessons to date
  - Field visit
  - Refinement of communication strategy
  - Capacity building component




### Communications

- Development of a **communication strategy** in consultation with ALG members
- Communication products in French, English and Creole, including:
  - Three national **case studies**,
  - Two **policy briefs** summarising key policy recommendations;
  - Two **guidelines on SCP tools and methods**



### Communications

- **outline of curricula** for relevant national training institutes;
- project **website and intranet/discussion forum**;
- **media releases** in the participating countries and wider Caribbean;
- regional and international **conference presentations and journal articles**



**Monitoring and evaluation**

- Develop a monitoring and evaluation framework in conjunction with ALG members
- M&E capacity of national implementing teams built
- Monitoring facilitated through assessments in ALG meetings and meetings of the National Steering Committees.