



THE NATIONAL  
FOREST PROGRAMME  
FACILITY



## CARIBBEAN NATURAL RESOURCES INSTITUTE (CANARI)

### **Forests and Livelihoods exchange visit: Financing for sustainable forest-based livelihoods**

*Normandie Hotel, Port of Spain, Trinidad  
Thursday 17<sup>th</sup> – Friday 18<sup>th</sup> June 2010*

#### **1. Background**

This exchange visit is part of a regional programme on Forests and Livelihoods being implemented by the Caribbean Natural Resources Institute (CANARI) currently being conducted in Barbados, Commonwealth of Dominica, Grenada, Jamaica, Saint Christopher (St. Kitts) & Nevis, Saint Lucia, Saint Vincent & the Grenadines, and Trinidad & Tobago. CANARI's Forests and Livelihoods Programme seeks to enhance the contribution of forest goods and ecological services to sustainable livelihoods of the rural poor in the islands of the Caribbean. The programme encompasses research and analysis as well as building capacity at local, national and regional level for equitable participation and effective collaboration of stakeholders in the management of forest resources.

#### **2. Funding**

The exchange visit was funded by a grant to CANARI from the European Commission's Programme on Tropical Forests and other Forests in Developing Countries.

#### **3. Participants**

The exchange visit targeted agencies that administer grant programmes that support forest-based livelihoods of rural communities in the eight project countries. The list of invited participants is attached as Appendix 1, which identifies the four funding agencies that attended. These agencies interacted with members of the Brasso Seco Tourism Action Committee, one of the grantees under the United Nations Development Programme (UNDP) Global Environment Facility (GEF) Small Grant Programme (SGP) at the field trip.

#### **4. Objectives**

The objectives of this exchange visit were to:

- (a) provide examples of practical efforts from grant programmes to enhance benefits to the rural poor engaged in forest based livelihoods and identify and share challenges.

- (b) analyse lessons from grant programmes on institutional arrangements (policies, practices, legislation, structures, approaches, etc.) that optimise the socio-economic benefits to rural poor;
- (c) build or enhance relationships among donor agencies and between them and potential future grantees, across the project countries working in forests and livelihoods.

## 5. Key outcomes

- Key challenges to providing effective funding support for community-based forestry initiatives were identified as:
  - the low capacity of community groups, including skills for organisational and project management and conflict within groups;
  - external obstacles preventing CBOs from accessing the funds, including difficult forms, lack of contract agreements between CBOs and their government partners, land tenure and access issues, and barriers to legally registered NGOs;
  - ineffective communication about the availability of grants to CBOs;
  - the perception among CBOs that funding agencies are not trustworthy and reliable partners.
- Key recommendations were identified to address these challenges, including:
  - providing even more assistance to CBO applicants through mentoring, training workshops, site visits, etc.;
  - building capacity in key areas, particularly in project management and reporting, and CBO management;
  - more effective communication on opportunities for funding and related information;
  - increasing stakeholder participation in and accountability and transparency of funding agencies.
- Funding agencies and community organisations exchanged ideas and experiences, which enhanced mutual understanding and contributed to building relationships.
- Funding agencies from the different countries highly valued this workshop as being the first opportunity they had to exchange experiences and lessons.
- CANARI identified the Brasso Seco community as a potential community to target in a project it is facilitating on the development of rural enterprises based on the sustainable use of natural resources, funded by the J.B. Fernandes Trust.
- CANARI identified the need to continue to bring together agencies funding forest management in the Caribbean islands to exchange lessons learnt as there are no other mechanisms for this in the region.

## 6. Methodology

A copy of the agenda is in Appendix 2. The workshop was participatory and interactive and used a combination of methods including whole group discussion, small group work, and presentations.

On the second day of the exchange visit participants went on a field visit to one of the projects being funded by the UNDP GEF SGF, one of the participating agencies. This project was taking place in Brasso Seco, a remote agricultural community in the Northern Range of Trinidad. Livelihoods originally focused on cocoa and coffee farming but villagers now conduct

subsistence agriculture, vegetable crops and ecotourism. Tours, hikes, and visitor accommodation are available.



*Photos 1 and 2: Workshop participants hike on the trail in Brasso Seco*

Brasso Seco is also one of the communities targeted by the Pride in Pawi project, funded through the UNDP GEF SGP. After a brief introduction to the community and some of the members of its Tourism Action Committee, participants went for a short walk on the Paria trail where they were able to exchange ideas and discuss the project with members of the community.

After the walk, there was a presentation on the Pride in Pawi project (see Appendix 3). The representatives of the funding agencies then continued discussions with community members and the project team. Discussions focused on research questions, crafted in the last session on the previous day by the participating funding agencies.

## **7. Summary of findings**

Based on guidelines provided by CANARI, participants delivered short presentations on the operation of their fund, highlighting the lessons learned with respect to sustainable financing for rural poor engaged in forest-based livelihoods.

### **7.1 Description of funding programmes**

A summary of the funding programmes of participating agencies is given below.

**Table 1: Funding programmes**

| <b>Fund</b>                          | <b>Forest Conservation Fund (FCF), Jamaica</b>   | <b>Green Fund, Trinidad and Tobago</b>  | <b>UNDP GEF SGP, Trinidad and Tobago</b>  | <b>CANARI Forests and Livelihoods Small Grant Programme, Caribbean</b>  | <b>National Entrepreneurship Development Company Ltd. NEDCO, Trinidad and Tobago</b>   |
|--------------------------------------|--|---|---|---|--|
| <b>Source of funds</b>               | Established as a result of a "debt for nature swap" between the United States of America and the Jamaican Government   | Green Fund Levy (GFL) is paid by any company carrying on business in Trinidad and Tobago at the rate of 0.1% on the Gross Sales or Receipts   | UNDP  | United Nations Food and Agricultural Organisation (FAO) grant under its National Forest Programme Facility  | NEDCO is a state-owned company and funds are allocated under the national budget of the Government of Trinidad and Tobago  |
| <b>Purpose and target group</b>      | NGOs, "any other appropriate local or regional entity of , or active in, Jamaica", individuals via an intermediary NGO or CBO), "in exceptional circumstances the Government of Jamaica" | Groups involved in environment remediation and conservation, as well as reforestation, can qualify. NGOs and CBOs that are <u>not</u> registered as non-profit organisations under the Companies Act. Government agencies are eligible. | NGOs and CBOs working to combat critical environmental problems can apply.          | CBOs involved in forest management initiatives to enhance sustainable forest-based livelihoods can apply. The SGP also supports new groups and CBOs' capacity building. | Entrepreneurs who want to start or expand an existing business, especially those that make the most of indigenous resources and native talents in non-traditional areas. |
| <b>Date of establishment</b>         | 2004   | 2001  | 1995  | 2009  | 2002   |
| <b>Date of first disbursement</b>    | 2007   | 2008  | ?   | 2009  | 2002   |
| <b>Size of fund</b>                  | US\$1.65 million at launch in September 2006   | US\$250 million as of September 12 <sup>th</sup> 2010   | US\$870,000 for 2009-2010   | US\$75,000 for 2009-1010  | ?  |
| <b>Size of grants awarded</b>        | There is no maximum amount of fund allocated to a project, but applicants are however required to be "reasonable" when applying for funds.   | No maximum. Three grants have been awarded valued at approximately US\$10.8 million, US\$0.3 million and US\$0.1 million  | The maximum grant amount per project is US\$50,000, but averages around US\$20,000. | The range of the grants is US\$1,000 to US\$5,000   | US\$40,000   |
| <b>Mechanism for grant selection</b> | Oversight Committee selects grantees   | Cabinet-appointed multi-stakeholder committee makes recommendations to the Minister for award of grants   | National Steering Committee is a multi-stakeholder body selects grantees            | Review committee of members of CANARI's multi-stakeholder Forests and Livelihoods Action Learning Group selects grantees  | Loans officers are responsible for the approval process and assist the applicant. There is also an Advisory Committee that provides support.                             |
| <b>Other key information</b>         | The fund is currently managing 10 active projects, and will be managing a further 15 as of July 2010.  | 3 projects are currently being funded: one coordinated by a government agency, one by a CBO, and one by a NGO   | Managing 21 active projects (in September 2010)                                     | A restricted call for 2 consecutive rounds. 6 projects supported in the first round. Selection for the second round currently taking place.                             | NEDCO has designed specific entrepreneurship training programmes to develop the core competencies of entrepreneurs.  |

Each participating agency was asked to give a short presentation on their fund (see Appendix 4 and 5), specifically identifying:

- the main challenges in administering the fund;
- what they felt were criteria for successful projects;
- what support they provided to applicants and recommendations they had for how to make funding programmes more effective and efficient. These are listed in the table below.

#### Green Fund, Trinidad and Tobago

The selection of criteria is done based on the National Environmental Policy, the Protected Areas Policy and other relevant national policies. Two software packages, MACBETH and EQUITY, were used to design the criteria and manage the portfolio. The packages have produced a comprehensive listing of detailed components for selection of projects. The funder believes that the use of these software packages provides a transparent decision making process, coherence of outputs and decisions, as well as it reveals un-intended consequences that projects are likely to have.

#### National Entrepreneurship Development Company (NEDCO), Trinidad and Tobago

The representative from NEDCO briefly introduced the institution and its mechanisms for granting small business loans. He insisted on transparency as being critical. The business has to be legal, and comply with every regulation related to the nature of the business. The NEDCO Advisory Committee's role is to help the applicant to turn an idea into a business, while the decision to fund or not is made on the relevance of the business plan. The marketing strategy and the actual need for the services offered are also taken into consideration.

#### UNDP Global Environment Facility Small Grants Programme (UNDP GEF SGP)

The National Steering Committee (NSC) guides the distribution of fund by developing a country programme strategy, considering whether proposals for grants are feasible and whether they meet SGP criteria, and what kind of technical support is needed for implementation. Grants are made directly to CBOs and NGOs in recognition of the key role they play as a resource for environment and development concerns.

#### CANARI's Forests and Livelihoods small grants

CANARI is implementing a small grants programme funded by the FAO to support the work of CBOs which are attempting to develop sustainable livelihoods based on the use of forest resources. This programme falls under CANARI's Forests and Livelihoods programme. The objectives of CANARI's small grants programme are to:

- support CBO involvement in forest management initiatives; and
- build CBO capacity and catalyse the sustained involvement of CBOs in forest management.



## 7.2 Analysis of challenges and measures taken to address them

Building on the challenges and recommendations presented by participating agencies in the first session, the participants collectively analysed their challenges, measures identified to manage the challenges and the recommendations presented. Four main issues were identified and analysed:

- 1) Low capacity of CBOs
- 2) External obstacles preventing CBOs from accessing the funds
- 3) Ineffective dissemination of information on the availability of grants to CBOs
- 4) Funding agencies' ability to be considered as a trustworthy and reliable partner to the CBOs

**Table 2: Challenges, measures to address and recommendations**

| CHALLENGES  | MEASURES TO ADDRESS   | RECOMMENDATIONS   |
|---|---|---|
| <b>1. Low capacity of CBOs</b>  |   |   |
| <ul style="list-style-type: none"> <li>- Ignorance of and little understanding of the project cycle</li> <li>- Limited or no accounting skills</li> <li>- Limited or poor reporting skills</li> <li>- Unable to fill out application forms</li> <li>- Limited or no ability to translate ideas into action (low experience in developing and implementing projects)</li> <li>- Little or no knowledge of permitting requirements</li> </ul> | <ul style="list-style-type: none"> <li>- Capacity-building activities such as workshops, seminars, training</li> <li>- Support from agency with project officers and community development officers</li> <li>- Encouraging groups to add capacity-building aspects into the proposals</li> <li>- Assign consultant to assist with project design and application</li> </ul> | <ul style="list-style-type: none"> <li>- Incremental distribution twinned to developing capacity</li> <li>- Provide training to build capacities</li> <li>- Provide more support to CBOs/NGOs</li> <li>- Provide more mentoring and less punitive measures</li> <li>- Monitoring and evaluation continued to provide support to the group and feedback on implementation to the funder</li> </ul> |
| Conflict within the group   | Attempt negotiation<br>Legal agreements to deal with organisations and groups problems (confusion etc.)   |   |
| <b>2. External obstacles preventing CBOs from accessing the funds</b>   |   |   |
| Forms complex and not understood by CBOs.   | Utilise simple forms, with no technical jargon  | <ul style="list-style-type: none"> <li>- Accompany short, simple forms with oral interviews</li> <li>- Make sure the applicant understands the purpose of the application form</li> <li>- Review and identify the purpose of each form. Some forms may have evolved and lost their initial purpose and have become excessively intricate</li> </ul>   |
| Lack of contract agreements between CBOs and their government partners  | Formalise contract agreements   | Formalise contract agreements   |
| Land tenure/legal issues preventing groups from accessing funds   |   |   |
| NGOs legally registered as "not for profit" under the Companies Act in Trinidad and Tobago are not eligible for funding   | Measures initiated to correct Regulations   |   |

| <b>3. Ineffective dissemination of information about the availability of grants to CBOs</b>            |  |  |
|--|--|--|
| Lack of knowledge of funding opportunities   | Meet with groups at various events in the communities such as folk fairs and one on one discussions with fund personnel to test ideas                        | Make CBOs know where to apply, and for what  |
| Few applications for funds   | Link activities/projects to sustainable livelihoods by suggesting utilisation of a business plan   | <ul style="list-style-type: none"> <li>- Utilise projects as possibilities to increase sustainability</li> <li>- Use natural resources to create business opportunities</li> </ul> |
| <b>4. Funding agencies' ability to be considered as a trustworthy and reliable partner to the CBOs</b> |  |  |
| Limited representation of various stakeholders on executive committees                                 |  | Ensure CBO representation on the executive committees  |
| Stakeholders have a perception that funding agencies are not transparent                               | Introduce a standard for reporting, using established measures   |  |
| Lack of recognition as a facility that initiates good community initiatives                            |  |  |
| Lack of knowledge on what groups have been funded for in the past                                      | Link with sister agencies to find out about past projects  |  |
| Ineffective communications between stakeholders and funding agencies causing confusion                 | <ul style="list-style-type: none"> <li>- Identify links with sister agencies</li> <li>- Establish formal/informal relationships with stakeholders</li> </ul> | Need to acknowledge the role and influence of culture on the funding mechanism   |

The participants were also asked to consider challenges from the perspective of the CBOs, based on the issues that they had highlighted in previous CANARI's Forests and Livelihoods programme activities. The issues and recommended responses identified by the funders are listed in the table below.

**Table 3: Issues faced by CBOs**

| ISSUES  | RECOMMENDED RESPONSES NEEDED BY FUNDING AGENCIES  |
|---|---|
| New groups need systematic accompaniment over a longer period than the project time.  | <ul style="list-style-type: none"> <li>• Funders could employ mechanisms such as incremental funding and mentoring to address this.</li> </ul>  |
| Overly complex projects hinder groups from development.   | <ul style="list-style-type: none"> <li>• Funders agreed and noted that they have attempted to simplify projects but have met with considerable resistance from applicants.</li> </ul>   |
| Simple application and reporting formats can advance organisational development without compromising transparency.                                      | <ul style="list-style-type: none"> <li>• The application form should not be too simple, but needs to be comprehensive to provide the right information needed.</li> </ul>   |
| The same questions are being asked in many ways to see if the group is "telling the truth".   | <ul style="list-style-type: none"> <li>• This aspect may be linked to capacity on both sides: a lack of capacity of the groups to understand what is being asked as well as a lack of capacity of the funding agency to translate technical criteria into a format that groups can respond to.</li> <li>• Also, questions should be mapped to meet the criteria and misunderstanding may stem from a lack of a clear orientation to the process.</li> </ul>   |
| As groups develop capacity, their needs change. However, they still require accompaniment including capacity building in a wider range of competencies. | <ul style="list-style-type: none"> <li>• Continuing development is needed to facilitate adaptive management).</li> <li>• Long term grants to groups developing capacities should have a component such as strategic planning to contribute to developing capacity. There should be a case by case evaluation of what is needed.</li> <li>• Internships are an innovative approach that could be used to build capacity in CBOs as well as sharing of experiences with more experienced CBOs and NGOs. For that purpose, linking new projects to older ones and documenting of best practices could be looked at.</li> <li>• A practical experience-based approach to developing capacity by "incubator"- type projects was also recommended.</li> </ul> |
| Mentoring is a solution for achieving grant success.  | <ul style="list-style-type: none"> <li>• Officers are assigned to work with projects applicants but they are limited by the availability of personnel (e.g. the Green Fund in Trinidad and Tobago).</li> <li>• In addition to staff, consultants are assigned to mentor applicant groups. They are paid with funds from the general grant funding (e.g. Forest Conservation Fund in Jamaica). A percentage of the grant is designated to mentoring, and mentoring needs to be continuous.</li> </ul>  |
| Projects ideas are transformed into something CBOs do not like/recognise by the application process.  | <ul style="list-style-type: none"> <li>• The project is sometimes too narrow/ too complex/with missing contingencies. Therefore, phasing is suggested as a way for CBOs to develop their ideas progressively.</li> <li>• Funders need to be careful not to impose their interpretation but acknowledge the community's experiences.</li> <li>• Funding personnel should be trained to facilitate participatory planning of projects.</li> </ul>   |



During the field trip, funders sought to understand some of the issues CBO grantees were facing. The questions they asked and responses and discussion are summarised below.

**Table 4: Questioning during the field trip**

| Questions   | Responses and discussion   |
|---|--|
| 1- What were your ideas/project ideas concerning the conservation of the Pawi?                          | A community member said there was always an interest in the community to find out more about the Pawi and he found it ironic that the researchers also had the same interest. He believed that all interests came together in the project.   |
| 2- Is your idea in this project?  | Yes. The group felt that their ideas were in the project.  |
| 3- When the funding runs out, how do you intend to continue the activities?                             | The community has started to look at other financial mechanisms that may be used to fund the remaining phases of the project, such as the Green Fund. They are also considering other tourism related activities and stimulating interest in Pawi research.  |
| 4- In the preparation of the grant, were there any gaps that could have been filled /beyond your scope? | The community has identified gaps now that the implementation has started. They specifically identified insufficient funds for initial scoping exercises in the communities. They do not believe that they could have perceived this in the project writing stage. Funding agency personnel suggested that maybe if a feasibility grant was issued to cover activities in one community then maybe this gap could have been identified. However, the community was resistant to this idea. |
| 5- How was that addressed?  | It has been recognised but not addressed. It is proposed that funds will be re-allocated in the budget to cover the deficiencies.  |
| 6- Was the Small Grants Programme able to provide links to sister agencies for deficiencies identified? | Yes, they were able to provide information on suppliers for goods and services, but the funder was not able to provide them with a direct link to the Forestry Department, the organisation with legal responsibility for the management of forest.  |
| 7- Do you think you developed any additional skills having gone through the process?                    | Even though the project manager was unable and hesitant to identify any specific skills, he did refer to the project as a continuing learning process and he mentioned an increased interest in the issues at hand, as well as the benefits of operating in a new kind of working environment.   |
| 8- What assistance is being given to you?   | The UNDP has been of tremendous support, providing advice when they monitor.   |
| 9- What kind of assistance do you want?   | It may be probably too early to say at this stage.   |
| 10- How does the grant money provide for communities to go out and find the data required?              | People from the community are being paid to go on patrols.   |

## 8. Conclusion and recommendations

At the end of the two days participants expressed their satisfaction with the format of the exchange visit, with a one day workshop and field visit. They also highlighted the value of sharing of experiences among funding agencies.

While the specific focus and size of the grants was highly variable among agencies, many of the agencies had a similar process for review of applications and approval of grants, using standard forms, staff providing information and support, and an appointed multi-stakeholder committee. They said that this was the first time that they had an opportunity to share lessons learnt. More opportunities need to be provided for reflection by funding agencies and identification of ways that they need to adapt. An action learning approach would be very useful but whether this can be achieved with the level of bureaucracy in some agencies would need to be examined.

There seemed to be little innovation in the processes and structures used by funding agencies although participants expressed interest in using mentoring to increase the support provided to applicants and grantees. Exchange visits among grantees were also identified and could be very useful. UNDP GEF SGP is exploring the use of video proposals but this was not mentioned.

Funding agencies were challenged to understand the perspective of the CBOs applying for grants and the challenges that they face. Continued independently facilitated exchanges are an important strategy to help to identify the key issues and jointly develop strategies to address these.

The participants recognised the need for the funding agencies as well as for the applicants to improve their capacity and a number of challenges were identified, and specific measures suggested that could help to address these. Follow-up on how these can be implemented by the funding agencies is needed.



Photo 3: View of Brasso Seco village

Appendix 1: List of participants

**Forest and Livelihoods Exchange Visit**  
**Trinidad**  
**17<sup>th</sup> – 18<sup>th</sup> June 2010**

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**CANARI**

Forests and Livelihoods Exchange Visit:  
Financing for sustainable forest-based livelihoods  
Trinidad, June 2010

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**Forests & Livelihoods Exchange Visit  
Trinidad  
17-18 June, 2010  
Draft Agenda**

**Overview and Objectives**

The Exchange Visits on Forests and Livelihoods are a component of the Caribbean Natural Resources Institute's (CANARI) Regional Programme on Forests and Livelihoods, which is being conducted in Barbados, the Commonwealth of Dominica, Grenada, Jamaica, Saint Christopher (St. Kitts) and Nevis, Saint Lucia, Saint Vincent & the Grenadines, and Trinidad and Tobago. The visits are supported by European Commission-funded project on ***“Practices and policies that improve forest management and the livelihoods of the rural poor in the insular Caribbean.”***

The objectives of this study visit are to:

- (d) Identify and share challenges and provide examples of practical efforts from financial mechanisms to enhance benefits to the rural poor engaged in forest based livelihoods;
- (e) Provide lessons from financial mechanisms on institutional arrangements (policies, practices, legislation, structures, approaches, etc.) that optimise the socio-economic benefits to rural poor;
- (f) Build or enhance relationships among stakeholders across the project countries working in forests and livelihoods;

Exchange visit participants will make presentations on the operations of their funding agencies as they relate to assisting and supporting rural communities in the development of forest and livelihood based resources. Participants will have an opportunity to visit and speak with the Brasso Seco community in the Northern Range.

**Guidelines for 5-7 minute presentations by Funding Agency representatives:**

Each participant representing a Funding Agency is required to make a 5-7 minute presentation on the operations and functions of their Agency with specific reference to the support to CBOs and NGOs involved in forest and livelihood activities:

1. Length of time the Agency has been involved in supporting Forest and Livelihood activities by NGOs and CBOs;
2. Number of funded projects supporting Forest and Livelihood activities by NGOs and CBOs;
3. Challenges in administering these projects;
4. Changes that the agency has made over time to address these challenges;
5. What makes a successful project;
6. Support to applicants during application and execution of the project;
7. Recommendations to your agency and others for improving the funding of these kinds of projects.



| <b>Wednesday 16 June</b> |  |
|--------------------------|--|
| 12.35 p.m. – 9.00 p.m.   | Arrival in Trinidad, registration at the Normandie Hotel, St. Anns   |
| 7.00 p.m. - 8.30 p.m.    | Dinner   |
| <b>Thursday 17 June</b>  |  |
| 8.45 a.m. – 10.00 a.m.   | Introductions, warm up and group activity to set learning objectives   |
|                          | <i>Neila Bobb-Prescott</i>   |
| 10.00 a.m. – 10.30 a.m.  | <i>BREAK</i>   |
| 10.30 a.m. – 12.30 p.m.  | Participant presentations on their Funding Agencies, (according to guidelines from CANARI – 5-7 minutes each)<br>Questions and discussion after each presentation.               |
|                          | <i>Funding Agency Participants</i>   |
| 12.30 p.m. – 1.30 p.m.   | <i>LUNCH</i>   |
| 1.30 p.m. – 2.00 p.m.    | Discussion and distillation of lessons learnt and best practices from presentations.<br>Discussion on flexibility of agencies to learn from each other and to change procedures. |
| 2.00 p.m. – 3:30 p.m.    | Small group work : <ul style="list-style-type: none"> <li>• Funding agencies address to the issues of the CBOs;</li> <li>• Recommendations to funding agencies.</li> </ul>       |
| 3.30 p.m. – 4.30 p.m.    | Plenary and discussion   |
| 4.30 p.m.- 5.00 p.m.     | Introduction to the Community Group for field visit  |
| 7.00 p.m. – 8.30 p.m.    | Dinner   |
| <b>Friday 18 June</b>    |  |
| 7.00 a.m.                | <i>DEPART FROM HOTEL</i> to Brasso Seco  |
| 7.00 a.m. – 4.00 p.m.    | Visit to community project, discussions and lunch  |
|                          | <i>Community Group member and Anna Cadiz – UNDP-SGF</i>  |
| 2.00 p.m. – 4.00 p.m.    | Return to Hotel  |
| 4.30 p.m. – 5.30 p.m.    | Group analysis and lessons learnt<br>Participant reflection and sharing: What can I take back and apply to my own local context?   |
| 7.30 p.m.                | Dinner   |
| <b>Saturday 19 June</b>  |  |
|                          | Depart Trinidad  |

***Forests and Livelihoods Exchange Visit on Financing for Sustainable Forest-Based Livelihoods***

***Forest Conservation Fund, Jamaica - Summary of the Main Points***

***The Normandie Hotel, St. Anns, Trinidad***

***June 17, 2010***

***Allison Rangolan McFarlane***

***1. Length of time the Agency has been involved in supporting Forest and Livelihood activities by NGOs and CBOs.***

The Debt for Nature Swap from which the Forest Conservation Fund (FCF) originated was signed on September 21, 2004. The first grants were disbursed in 2007. The FCF had a slightly different organizational structure from 2004 to 2007 when the Environmental Foundation of Jamaica (EFJ) was the Fund Administrator. Since late 2007 to present, the Jamaica Protected Areas Trust (JPAT) has been the Fund Administrator.

***2. Number of funded projects supporting Forest and Livelihood activities by NGOs and CBOs.***

There are currently thirteen (13) projects on the books – ten (10) are active, two (2) have been suspended and one (1) was terminated. As of July 5, 2010, fifteen (15) additional projects will become active.

***3. Challenges in administering these projects.***

Some Grantees have limited capacities in the areas of general reporting, accounting, auditing, project management and implementation, etc.

Some groups experience (internal) conflicts and diplomacy and limited negotiation between the various parties may become necessary.

Encouraging some groups to focus on more sustainable alternatives can be difficult especially when the alternatives contradict tradition.

***4. Changes that the agency has made over time to address these challenges.***

The FCF requested proposals for a Capacity Building Programme (to include proposal writing, financial management, sustainability, project management and implementation, etc.) during our last Call for Proposals. We originally intended to implement the programme this year but have decided to place the project on hold until next year.

***5. What makes a successful project?***

Community participation enhances the success of any project. The chance of success is greatly increased if community members understand the project aims and objectives, how it impacts and benefits them, and feel some ownership of the project.

***6. Support to applicants from your agency during application and execution of projects.***

During the application process, each group is assigned a Help Desk Consultant to assist with proposal development. In previous years, this was optional but during the last Call for Proposals, use of the Help Desk Consultants was mandatory. Overall, the quality of the applications showed significant improvement.

We offer advice and suggestions to participants during site visits, Calls, and based on the Quarterly reports that we receive. We also provide suggestions for technical support from organizations such as the Forestry Department and the Rural Agricultural Development Authority (RADA), etc. when necessary.

**7. Recommendations to your agency and others for improving the funding of these kinds of projects.**

Implement capacity building programmes wherever possible to support groups that are seeking to expand upon or continue existing projects and activities with the ultimate aim of creating sustainability.

## Appendix 5: Powerpoint presentations from funding agencies



## Sustainable Funding for the Environment.

### The Green Fund

Dr Howard Nelson  
EU-ACP Edulink Biodiversity Project  
Department of Life Sciences  
University of the West Indies

## The Green Fund – Getting to know you

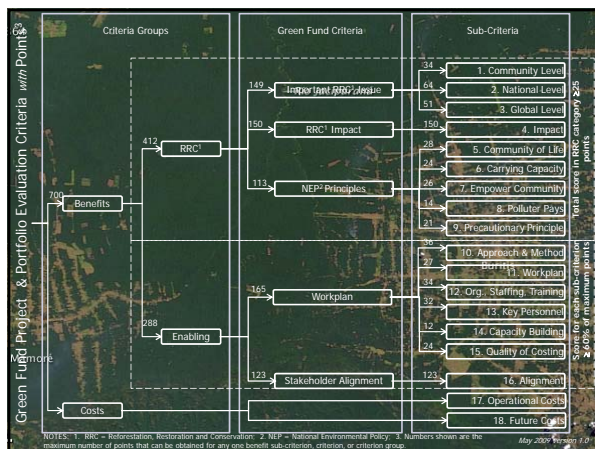
- Established in 2000 – Amendment to Finance Act (Section 65A of the Miscellaneous Taxes Act);
- Prescribes a 0.1% tax on all gross sales;
- Over 1.9 billion TT\$;
- Fund supports – remediation, reforestation and conservation;

## Developing Selection Criteria Consensus building with a computer

- Based on the National Environmental Policy;
- Uses Draft National Forest Policy, Protected Areas Policy, and other national policies as decision criteria;
- The scores and weights associated with the criteria were determined by the GFAC using Multiple Criteria Decision Analysis;
- The M-MACBETH® (Measuring Attractiveness by a Categorical Based Evaluation Technique) and EQUITY software are used to design criteria and manage portfolio.

## Criteria for Selecting Green Fund Evaluation System

1. Feasible to evaluate or measure;
2. Transparent decision making;
3. Time taken to produce system;
4. Ease of understanding system;
5. Coherent outputs/decisions;
6. Relevance;
7. Guard against un-intended consequences



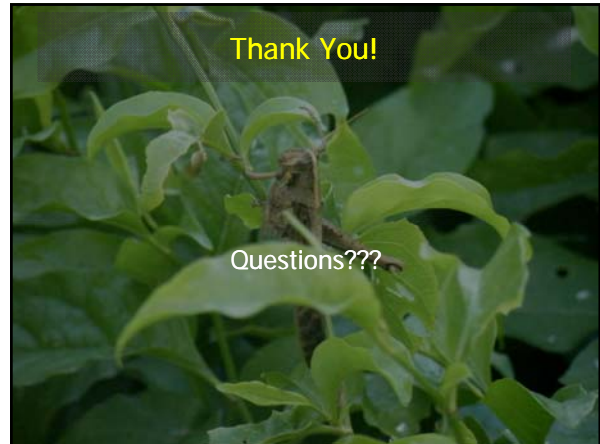
## Selection Criteria – Looking under the hood

| Criteria  | Perf. Score | Points |
|---|-------------|--------|
| 5 Respect for community of life   | 0.28        | 28     |
| The extent to which a project adheres to the principle of Respect for the Community of Life as articulated in the National Environmental Policy (NEP) – "...ecological justice based on respect for one another and for nature... development should not be at the expense of other groups, nor threaten the existence of other species... the benefits and costs of resource use and environmental conservation should be shared equitably among different communities and between our generation and the next..." as well as the extent to which the project achieves NEP objective 2.2b. | 100         | 28     |
| Implementation of the project significantly enhances and promotes national and local awareness and application of the Principle of Respect for the Community of Life. NEP objective 2.2b is fully achieved  | 73          | 20     |
| Project enhances and promotes national and/or local awareness and application of the Principle of Respect for the Community of Life. NEP objective 2.2b is moderately achieved.   | 50          | 14     |
| The project somewhat enhances and promotes local and/or national awareness and application of the Principle of Respect for the Community of Life. NEP objective 2.2b is partially achieved.   | 30          | 8      |
| The project is neutral with respect to the application of the Principle of Respect for the Community of Life. NEP objective 2.2b is not achieved.   | 0           | 0      |
| The project has the potential to lead to outcomes that are in significant contravention of the Principle of Respect for the Community of Life enshrined in the NEP. NEP objective 2.2b is contravened.  |             |        |



### Projects Supported to date

- Fondes Amandes Community Reforestation Project - Reforestation project
- Greenlight Network's "Plastikeep Project" – Recycling project
- Environmental Management Authority's (EMA) - "Nariva Swamp Restoration, Carbon Sequestration and Livelihoods Project"



Thank You!

Questions???



## Forests and Livelihoods Exchange Visit on Financing for Sustainable Forest-based Livelihoods

### THE GREEN FUND

#### A Presentation of

#### The Green Fund Executing Unit

Ground Floor, HDC Building  
44-46 South Quay,  
Port of Spain  
Tel: 623 4663 ext. 2253; 2255  
Email: greenfund@phe.gov.tt



Ministry of Planning, Housing and the Environment

## WHAT is the Green Fund?

- **National Environmental Fund**
  - Misc Taxes Act 2004 - Green Fund Levy.
- **Groups qualifying for the fund must be involved in activities focusing on:**
  - Remediation \
  - Reforestation > of the Environment
  - Conservation /
- **Beneficiaries:**
  - Organizations and Community Groups.



Ministry of Planning, Housing and the Environment

## How long the Green Fund has been involved in supporting Forest and Livelihood activities by NGOs and CBOs

- GREEN FUND EXECUTING UNIT – Operational Sept. 2008.
- THE GREEN FUND REGULATIONS, 2007.
- Primarily engaged in activities relating to the remediation, reforestation and conservation of the environment



Ministry of Planning, Housing and the Environment

## Number of funded projects supporting Forest and Livelihood activities by NGOs and CBOs.

- 2 reforestation projects to date.
- Fondes Amandes Community Reforestation Project.
  - Sustainable Community Reforestation Initiative
- Environmental Management Authority.
  - Nariva Swamp Restoration, Carbon Sequestration and Livelihoods Project.



Ministry of Planning, Housing and the Environment

## Challenges in administering these projects.

Groups have their own methods and practices in relation to project implementation, reporting and accountability

The following challenges surfaced:

- Accounting and reporting processes.
- Contract agreements.
- Work break down and accountability practices.
- Stakeholder alignment.
- Group capacity.



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## Changes made to address these challenges.

After discussion with the groups on the requirements of the Green Fund the following changes were made:

- Realignment of accounting and reporting processes that are related to;
  - Financial Instructions and regulations 1965
  - Audit and Exchequer Ordinance Chapter 69:01
- Formalization of a contract agreement mechanism.
- Realignment of accountability to green fund requirements.
- Partnership with relevant stakeholders.
- Encourage groups to included capacity building aspects.



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### What makes a successful project.

- Community involvement and project ownership.
- Environmental best practices.
- Capacity building.
- Livelihood development.
- Education and awareness.
- Monitoring and evaluation.
- Project alignment to the National Environmental Policy et al.




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### Recommendations for improving the funding of these kinds of projects.

- GFEU evaluation.
  - Are we satisfied?
  - How can we enhance projects?
- Explore alternatives.
  - Turning Projects to processes;
  - Informing Policies and Programmes
  - Financing mechanism in other countries.
    - Payment for ecological services.
- Caribbean Carbon sequestration fund.



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## THANK YOU

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## Questions?




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**Forests and Livelihoods  
Exchange Visit  
*Financing for Sustainable  
Forest-based Livelihoods***

**Trinidad,  
17-18 June 2010**



**The Forests and Livelihoods  
Small Grants Programme**

The F&L Small Grants Programme was designed to support the work of Community-based organisations (CBOs) that are involved in development of sustainable livelihoods based on the use of forest resources.



**Project countries**

- Barbados
- Dominica
- Grenada
- St-Kitts and Nevis
- St-Lucia
- St-Vincent and the Grenadines
- Trinidad and Tobago



**CANARI's Forests and  
Livelihoods Programme**

➤The F&L SGP falls under CANARI's F&L Programme, which overall goal is to:

“Identify, promote and build capacity at the regional, national and local levels, for institutional arrangements and management of forest resources”



**CANARI's Forests and  
Livelihoods Programme (cont'd)**

“ To ensure the sustainable use of forest resources and optimise the socio-economic contribution of forest resources to the rural poor of the insular Caribbean”.



**The F&L SGP:  
Formulation of criteria and  
mobilisation**

The Action-Learning Group (ALG) on Forests and Livelihoods facilitated by CANARI, designed the Small Grants scheme, and among their main recommendations:

- All project countries should be given the opportunity to participate, but no obligation for each country to receive a grant
- The amount disbursed should not be fixed but determined on a case by case basis (US\$ 5,000)



### Recommendations (cont'd)

- There should be a focus on providing grants for projects and **groups that are newly formed**, young groups that may be less experienced, but which have innovative ideas.
- If funding allows, a **mentor** should be provided for each successful grantee.
- More importantly: the grant should be used as a planning and/or capacity building grant to assist low capacity NGOs or CBOs.



### Selection Criteria

#### A. The CBO

- Must have a structure
- Be registered with a government agency, a local entity or some type of formal structure
- The CBO must also have reporting systems, and
- Mechanisms for public participation

The CBO must also have a bank account in the name of the organisation



### Selection Criteria (cont'd)

#### B. The project proposal

-The project should be closely linked to the National Forest Programme of the country in which the project is going to be implemented.

-Projects will mainly be judged on the extent to which they contribute to enhancing sustainable livelihoods based on the use of forest resources.

-Priority also given to projects likely to have a positive impact on cross-cutting issues (rural development, poverty alleviation...)



### Process for granting an award

Grants are awarded on merit !

- The unsuccessful applicants will be advised of the reasons why they were not successful.
- The awardees will receive 30% of the total amount of the grant upon signature- 50% on submission of the first agreed work output – 20% upon completion of the project AND submission of the final report.



### Selection Criteria (cont'd)

Eligible activities include:

- ✓ Workshops
- ✓ Mentoring
- ✓ Preparation of small studies
- ✓ Other capacity building

However, the grant is **not** primarily intended for materials and equipment.



### Reporting and Dissemination of lessons learned

- The awardees are required to keep in touch with CANARI on progress and challenges with implementation
- Successful applicants are also required to submit an interim report.
- Lessons learned from the SGP and individual grantees project will be disseminated widely (CANARI's website, ALG members)



### Lessons learned

- The groups that benefited from on the ground support from ALG members were more successful
- The application form should be as simple as possible – no technical jargon
- Many applicants failed to propose activities in line with the identified objectives