

CARIBBEAN NATURAL RESOURCES INSTITUTE (CANARI)



Going from Strength to Strength
Action Research and Learning Group
Report of the first meeting
September 2008



MACARTHUR
The John D. and Catherine T. MacArthur Foundation

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Going from Strength to Strength

Action Research and Learning Group (ARLG)

First Meeting 15-19 September, 2008

Mona Lodge, Kingston, Jamaica

1 Overview of *Going from Strength to Strength* project

Going from strength to strength is a three-year (2008-2010) research and capacity building project, coordinated by the Caribbean Natural Resources Institute (CANARI) with funding from the John D. and Catherine T. MacArthur Foundation (MacArthur). It builds on the findings of and capacities developed under earlier CANARI projects, notably:

- *Improving governance through civil society involvement in natural resource management in the Caribbean* [2001-2006 funded by EC/Hivos-funded];
- *Developing and disseminating methods for effective biodiversity conservation in the insular Caribbean* [2003-2005 funded by MacArthur]; and
- CANARI's extensive experience of assisting government agencies and civil society organisations with processes of visioning, strategic planning and organisational development.

The project is based on the identification of a number of challenges facing the islands of the Caribbean in sustainably managing their natural resources in such a way that they continue to support local livelihoods. It recognises that the livelihoods of Caribbean people are inextricably linked to the natural resources and biodiversity of their islands, notably through agriculture and fishing, tourism and recreation, and long-standing cultural and spiritual practices. Also, that there is also a high dependence on natural ecosystems for the provision of critical services such as clean air, water, climate amelioration, and flood and erosion control. Yet, several recent assessments of biodiversity show escalating degradation of both marine and terrestrial resources in most islands, as well as high vulnerability to climate change.

The project seeks to address these challenges through a programme of activities designed to enhance the capacity of civil society organisations to play their role in developing and implementing strategies to:

- halt, and where possible reverse, biodiversity degradation;
- increase public awareness of the implications of loss of biodiversity and of climate change; and
- assist communities to adapt to climate change by increasing resilience and reducing vulnerability.

The main project activities are listed below:

- a. Creation and coordination of a civil society **Action Research and Learning Group (ARLG)**;
- b. At least four 4-5 day **ARLG meetings**, including a field/study/study visit component and formal capacity building activities, rotated between participants' countries, with two members of each participating organisation being invited to attend each ARLG meeting;
- c. **Case studies** both specifically under this project and from complementary CANARI projects;
- d. **A Small grants** window providing grants in the region of \$5,000 – 10,000: provision for participating CSOs;

- e. **Dissemination of project learning and capacity building;**
- f. **Participatory monitoring and evaluation** throughout the course of the project including the development of an appropriate framework and the development of participants' capacity for monitoring and evaluation of their own organisations, institutions and projects.

For more information, see concept note attached at Appendix 1.

2 Target audience

Going from strength to strength focuses particularly on civil society organisations in the islands of Hispaniola (Dominican Republic and Haiti) and Jamaica, with some involvement of organisations in Trinidad and Tobago. Lessons learned will be disseminated to a wide range of stakeholders in the other islands of the Caribbean.

Eleven organisations were selected to become members of the Action Learning Group (three from Jamaica, three from Haiti, three from Dominican Republic, one from Trinidad and Tobago and one with offices in both Jamaica and Haiti plus CANARI itself). Each organisation was encouraged to send two persons, including at least one senior person and/or member of the Board. Only one group (Grupo Jaragua, Dominican Republic) was unable to participate, due to a conflicting engagement, but it is hoped that they will be able to attend the second ARLG meeting.

Although the original invitation had requested English-speaking participants since the budget did not provide for simultaneous translation, it proved necessary to provide impromptu translation into both Spanish and French.

A full list of participants is attached at Appendix 2.

3 Agenda and objectives for the meeting

The agenda for the meeting is attached at Appendix 3.

The main objectives for the meeting were to:

- provide participants with an overview the ***Going from strength to strength*** project;
- share experiences on the role and capacities of participating civil society organisations in biodiversity conservation;
- initiate the process of learning from and building the capacity of participating organisations, including:
 - modelling and analysis of action learning techniques and other facilitation techniques, including:
 - learning from each other;
 - facilitators as learning coaches;
 - effective questioning;
 - reflective inquiry and listening;
 - nominal group technique;
 - effective techniques for giving feedback;
 - institutional mapping;
- conduct a field visit to study and analyse the institutional framework for a protected area co-management initiative;
- assess the factors that facilitate or hinder effective civil society participation in the institutional arrangements for biodiversity conservation;

- identify participants' capacity building needs and review and refine the activities for the remainder of the project; and
- to discuss the focus of future ARLG meetings.

4 Welcome and introductions

Sarah McIntosh, CANARI's Executive Director and Manager of CANARI's Civil Society Programme, welcomed participants to the meeting. She also introduced her co-facilitator, Lisa James, an independent consultant with a strong commitment to and wealth of experience throughout the region in organisational and individual development.

Participants then broke into pairs to get to know each other and then to present their partner to the rest of the group, identifying points that were unique or particularly interesting. It was immediately evident that participants shared a lot of common interests and had expertise and experience that would be valuable to others.

A 'parking lot' was established for points which needed further discussion at this or subsequent meetings. These will be shown in the text red boxes as below and then summarised and reviewed during the closing session of the workshop.

Parking lot

1. Do donor and partner conditions reduce the independence of civil society organisations (CSOS) and compromise their commitment to their vision and mission? Examples cited of conditions were:
 - MacArthur Foundation's requirement that its grantees don't 'lobby' (because this is not allowed under US charitable status);
 - government partner's requirement that its civil society partners don't advocate;
 - visible or invisible 'strings' that may be attached to private sector funding.

5 Programme overview and objectives

Sarah McIntosh presented a quick overview of the project and workshop objectives (see Appendix 4).

6 Introduction to action research and action learning.

Sarah McIntosh and Lisa James then presented introductions to the concept and practice of action research and action learning (see Appendices 5 and 6).

Key points that emerged from the discussions of these methodologies were whether all learning needs to be experiential. For example, do people have to experience a hurricane before they will adapt their behaviour, or can they be persuaded through other means? The consensus was that behavioural change could be effected through a combination of approaches, other than a crisis, including:

- strong leadership, including the ability to explain/provide better alternatives;
- empathy; and
- facilitating people's involvement in decision-making and acceptance of the fact that they must then live with the consequences.

"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

The presentations and particularly the quote above from Reg Revans, also stimulated a lively discussion on:

- the internal culture of NGOs, which tends to favour action over reflection and learning, with a perception that there is no time for the latter; and
- the impacts of a Caribbean educational culture that actively (and sometimes punitively) discourages questioning. It was felt that this was a contributory factor to the widespread 'dependency' or 'apathy' syndrome of 'waiting for politicians to solve problems', which exists at all levels of society, including within government agencies.

These discussions led to two further additions to the parking lot:

Parking lot

2. Is there time for action learning in an NGO and/or how do you create the time?
3. How can we overcome the cultural barriers to questioning in the Caribbean?

As part of the process of action learning, participants were also asked to play key roles in the workshop with the following volunteering for the key daily roles:

	ACTION LEARNING GUIDE	STORY TELLER	MACO/SUSS¹/ MOOD INVESTIGATOR
Mon	-	Kwesi Dennis	Hugh
Tues	Diana McCaulay	Pierre Chauvet	
Wed	Kaye Trotman	Yves-Andre Wainwright	
Thurs	Jan Voordouw	Nadia Watson Spence	
Friday	Laurence Le Moine	X	X

7 Sharing our stories/getting to know each other

In advance of the meeting, each group was asked to prepare a short presentation on their organisation, based on imagining that they found themselves in the following situation:

You are in an airport terminal and your flight had been delayed. You are reviewing a brochure on your organisation and you notice the person sitting next to you seems interested in what you are doing. He turns, smiles at you and you recognise it is.....Bill Gates! He says, "this looks interesting, tell me your story...." You have 15 minutes before your flight departs to convince the richest man in the world of the value of what your organisation is doing and why he should invest in you.

Try to include in the 15 minutes

- what areas of capacity you would like built; and
- who are your partners.

¹ The role involves getting feedback from other participants as to their satisfaction or otherwise with logistical aspects of the workshop. Maco is a Creole word (noun and verb), usually translated as 'minding somebody's business' and 'suss' is the equivalent in Jamaica. These terms were suggested as fitting the role at a CANARI workshop some years ago, and have now become an entrenched – and often revealing – part of the process.

Lisa James introduced this session by noting that story telling as learning was an African tradition that we no longer make enough use of although it can be a powerful tool to effect change. She explained that for each presentation, another organisation would be tasked with acting as the primary reviewer. Developing skills in providing feedback of this kind can be useful in many different circumstances and she provided the following tips:

- Review in the spirit of being positive and developmental rather than negative and ‘putting down’ the presenters;
- Provide balanced feedback, starting with the positive elements; and
- Focus on salient points and use open-ended questions as a means of eliciting more information and stimulating action.

Although no methodology for the exercise was stipulated, most organisations chose to make PowerPoint presentations, with excellent graphics and photographs. There was consensus that images can often tell a more powerful story than words and should be used in all fundraising and advocacy initiatives. Some participants also entered fully into the spirit of engaging Bill Gates, making highly persuasive cases for support.

The full presentations are provided in Appendices 7 to 17. The box below highlights important lessons learned which the presenter or other participants identified as being of wider value.

7.1 Lessons learned

7.1.1 Management of protected areas

- Several different models of co-management emerged ranging from more or less autonomous management on both state and privately-owned land (Progressio) to formal memoranda of understanding (JCDDT).

7.1.2 Building the capacity of partner groups at community level to play a role in conservation

- It is critical to address livelihood/quality of life issues.
- Building the capacity of/empowering community-based organisations to play their role in conservation and to develop sustainable livelihoods is a lengthy process, requiring ongoing mentoring and support.
- Capacity is built more rapidly and sustainably when working with self-formed groups which already have strong leadership and a vision.
- Most rural communities have limited capacity to establish and operate businesses (and often limited markets too).

7.1.3 NGO fundraising and fund development

The participating NGOs are employing a range of funding strategies including:

- **Grant funding**, mainly from international agencies but also some national (particularly Jamaica where debt-for-nature swaps have led to the creation of the Environmental Foundation of Jamaica and the Forest Fund).
- **Endowment funds** and other fundraising initiatives targeting individuals and companies (BRT, JET, Progressio) can build independence from international donors and their restrictive requirements, particularly with regard to funding of administrative costs.
- **Events**, such as the Trelawny Yam Festival or Misty Bliss can fulfil a dual purpose – raising funds and engaging a wider stakeholder base (JCDDT, STEA).
- **Membership fees** (several organisations are membership organisations; CAD membership fees support the CAD secretariat).
- **Tourism** and **educational** tours (STEA, JCDDT, Progressio).

- **Other business activities**
- **Government support** (usually limited and not guaranteed on a long-term basis).

7.1.4 Building networks and partnerships

- Formalised collaboration between NGOs, government and private sector can be effective (CAD) but may require considerable accompaniment/facilitation in the early stages and the development of processes and skills to build consensus/manage conflicts
- Facilitating participatory processes requires a systematic approach and skills (e.g. stakeholder analysis, conflict management).
- Networks of NGOs may struggle to function effectively because organisations perceive they are in competition for resources with other members of the network.
- Collaboration must be based on a clear understanding and definition of the roles and responsibilities of the respective partners.
- Volunteers 'pitching in' can substitute in part for lack of funding (FAN)

7.1.5 Influencing the political agenda through public awareness and advocacy

- Advocacy is more powerful when backed by a strong legal team/network (JET).
- NGOs need to garner the support and involvement of citizens as a means of swaying the "powers that be".
- More effort is needed in terms of education to raise mass public awareness.
- NGO could be more proactive in leading forums on environmental issue and involve relevant stakeholders.
- NGOs may be more effective if they take into account in their planning the national focus of each country?
- Formal arrangements for NGOs and government to talk would be desirable (CAD example).
- Advocacy organisations may have more difficulty with succession planning as it is hard to find people willing to lead advocacy campaigns in small countries where this can have negative personal and organisational consequences (JET).

7.2 **Common NGO organisational challenges**

- Funding core administrative expenses and overheads.
- The complexity of donor reporting requirements/lack of common reporting formats, which in turn creates a need for complex record-keeping. Simpler requirements do not necessarily diminish accountability and transparency and in fact may actually help to build trust and a greater sense of responsibility towards the donor.
- The mismatch between long term needs and short term funding and the concomitant focus on outputs rather than outcomes.
- The practicalities of starting and sustaining effective networks (e.g. formal or informal structure? Who belongs? How fund and sustain?).
- Developing an effective relationship with the political arena, (i.e. being able to influence while retaining independence).

7.3 **Common challenges facing the conservation community**

- Imposition of external models of development as opposed to building on Caribbean knowledge, culture and skills.
- Vulnerability of Caribbean SIDS to disasters.
- Weak enforcement of environmental and planning laws.
- Too few effective partnerships between all relevant stakeholders (i.e. private sector, government, NGOs, CBOs, other community members).

- Limited capacity in the region combined with an unwillingness (or lack of mechanisms for) sharing expertise at a regional level.
- Much important work and many lessons learned do not get documented.
- Weak inter-sectoral collaboration within government and between government agencies and NGOs, often because such collaboration is perceived as ceding power.

8 Field trip

8.1 Taking the Mavis Bank Tour

The field trip was to Mavis Bank, a buffer community just outside the boundaries of the Blue and John Crow Mountain National Park (BJCMNP). The Jamaica Conservation and Development Trust (JCDDT) has been providing technical assistance to a group in the community to develop a trail and ancillary tourist-oriented business activities. The community is well placed to attract tourists since it is the last village before the Blue Mountain Peak, a popular hiking destination. Mavis Bank also boasts a coffee factory which provides tours to visitors. The group, an offshoot of the Red Cross, is now working on getting permission to use a building in the village as Visitor Centre.

Participants took part in a short tour, mainly along the river and bordering small Blue Mountain coffee farms. As a result of recent heavy rain, the route was more overgrown and the tour a bit more challenging than it would normally have been. However, it was evident that the tour had potential, particularly with the waterfall at the end, and the tour guides were extremely helpful and informative. Participants then had lunch, together with the afternoon panellists from the Forestry Division and National Environmental and Planning Agency (NEPA) at Forres Park, a locally-run guesthouse with restaurant and conference room.



View of the Blue Mountains



Waterfall at the end of the tour



Coffee growing



Members of the Mavis Bank group with a US volunteer currently working with them.

8.2 Panel discussion and mapping exercise

Sarah McIntosh of CANARI then chaired a panel discussion and mapping exercise to better understand the key stakeholders and their roles and responsibilities within the Blue and John Crow National Park. The four panellists were:

- Susan Otuokon, Executive Director, JCDT
- Carla Gordon, National Environmental Planning Agency
- Owen Evelyn, Forestry Dept
- Renard Raymond, Mavis Bank Citizens Association - Tourism Committee

After each panellist had described the role of his or her agency in the BJCMNP institutional arrangement, the information was used to initiate a discussion on the **enabling factors** and **challenges** with regard to effective management of the BJCMNP by JCDT and its partners.

Panellists and Jamaican members of the audience were also asked to discuss and identify:

- what **level of power** (high, medium or low) key stakeholders in the management arrangements held on a 'decision-making pyramid';
- what are the **main flows of money and technical assistance**;
- **stakeholders who are not currently playing a role but should**; and
- where it would be **desirable for a stakeholder to have more power in the decision-making**.

All participants found the methodology useful and were keen on the idea of applying a similar approach to their own institutions (on the agenda for the following day).

8.2.1 Enabling factors

- Good relationships between co-management agencies
- Long term co-management agreement
- Long term delegation agreement
- Committed, professional staff
- Clear strategic focus as a result of strategic planning and management
- Legislative framework, particularly the Forest Act and National Park regulations
- JCDT's ability to fund raise and good relations with donors (Forestry Department is also an effective fundraiser and will have more scope when structured as an Executive Agency)
- Blue and John Crow Mountains are a local attraction with tourism potential
- JCDT has a long history and is respected in the civil society arena

- (Potential) Community-based organisations and Local Forest Management Committees with fundraising capacity

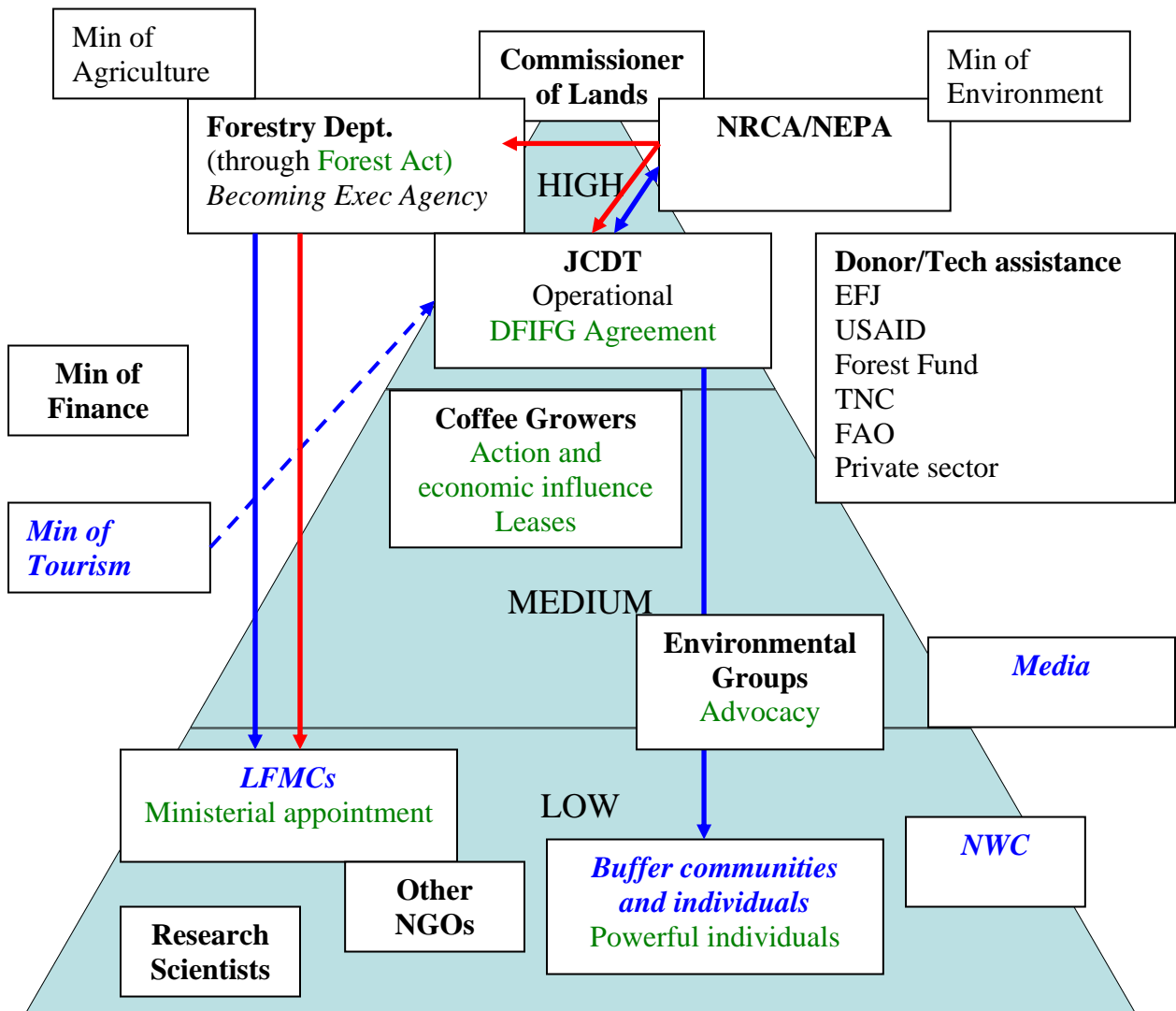
8.2.2 Challenges

- The responsibility for the environment portfolio has been moved frequently between Ministries
- Inter- and intra-agency relationships are complex and less effective than they should be
- (Monitoring) and enforcement
- Squatting
- Lack of political will
- Access to funding, particularly to cover core costs and to undertake long-term projects
- JCDT lacks name recognition within the private sector
- Limited organizational and media capacity



Discussions at Forres Park

8.2.3 Mapping of stakeholders and decision-making power in the Blue and John Crow Mountain National Park



Acronyms	
EFJ	Environmental Foundation of Jamaica
FAO	Food and Agriculture Organisation
JCDT	Jamaica Conservation and Development Trust
LFMC	Local Forest Management Committee
NEPA	National Environment and Planning Agency
NRCA	Natural Resources Conservation Authority
NWC	National Water Commission
TNC	The Nature Conservancy
USAID	United States Agency for International Development
Key	
Green text	= source of power
Blue italicised text	= actors who should have more influence
	Flow of money
	Flow of technical assistance
Dotted lines indicate desirable flows	

9 Mapping participants' institutions

Building on the experience of the previous day, participants were asked to **map their own institutional frameworks** and to identify the **challenging and enabling factors**, with a view to more clearly identifying **how the organisation could be more empowered** (e.g. what capacity needs to be built, what might be the most strategic points of intervention to improve the organisation's role in decision making and implementation).

The Jamaica groups and Buccoo Reef Trust opted to map their individual institutions. Participants from Haiti mapped the national institutional framework, those from the Dominican Republic the institutional framework for Pico Duarte, and CANARI and Panos mapped the regional context. The outcomes of these mapping exercises are attached at Appendices 18 to 23.

Although circumstances varied between groups, some critical common enabling factors and challenges emerged:

Enabling factors

External

- Legal and/or institutional framework for government-NGO partnership and co-management.
- Strong networks between environmental NGOs (although in several cases, these could be further strengthened).

Internal

- Guided by a clear vision, which has been collectively developed through systematic strategic planning.
- Competent technical and administrative staff.
- Good relations with donors that build mutual trust over the long term.
- Networking with other like-minded civil society organisations, nationally, regionally and internationally.

Challenges

External

- Donor focus varies fairly frequently and, with the possible exception of Jamaica and its debt-for-nature swaps, the focus has generally not been on environmental/conservation issues in recent years.
- Weak enforcement of environmental laws.
- Absence of overarching land use planning framework for the country (in most countries).

Internal

- Strong reliance on a few key individuals; succession planning not an entrenched feature of management.
- Funding to cover core administrative costs.
- Sufficient time to dedicate to organisational development and strategic planning.
- Insufficient capacity in some areas, particularly fundraising and financial management.

Other common factors

- The media were generally perceived to be playing a low or medium role, but with the potential to exert much greater influence; this could be achieved in part through better relations between NGOs and media practitioners.

- In varying degrees, challenges with the relationship with government (generally perceived as an external factor but may also with implications for how organisations could improve their relationships and therefore potentially their decision-making power).
- The need for greater civil society empowerment to act as advocates and as (co-)managers.
- Challenges retaining good staff who are hired under projects once the project funding runs out.

Variations

- The extent to which donors were seen as playing a role in decision making and/or were perceived as partners.
- The degree to which enabling factors were perceived to be mainly internal (e.g. JET, STEA) as opposed to a mix of external and internal (others).
- Only the Dominican Republic identified 'national interest in the environment' as an enabling factor, whereas the other analyses identified some element of lack of interest, awareness or political will.
- Importance of the role played by the Ministry of Finance.

Conclusions

All participants found the exercise useful for better understanding the institutions within which they work and for determining strategic priorities. It was agreed that a similar process could usefully be applied by participants with a wider range of stakeholders within strategic planning or participatory planning exercises.

Parking lot

4. How do we influence government to think/learn differently?
5. Which regional organisation(s) should we be seeking to influence, e.g. CARICOM?

10 Identifying priorities for action

Lisa James introduced Appreciative Inquiry as a strategy for intentional change with four phases, known as the 4-D cycle:

1. **Discovery:** identifying, appreciating and building on existing strengths and passions.
2. **Dream:** identifying what could be (and the capacities that would need to be developed).
3. **Design:** identifying and discussing 'what should be (action steps).
4. **Destiny:** what will we look like in the future (vision)

She explained that Appreciative Inquiry is different from traditional strategic planning techniques in that it:

- is designed to give voice to participation at all levels, and includes a focus not only on existing strengths but also to the passion that often underpins civil society engagement;
- reflects a commitment to change as a continuous process rather than a one-off event;
- encourages and provides opportunities for the sharing of 'good news stories' and the development of creative solutions (useful for shifting the internal culture from being problem-focused to possibility-focused).

Participants then collectively identified the 4Ds for the group as a whole:

10.1 Discovery (strengths)

- **People**
 - Passion/commitment
 - Techniques/methodologies
 - Participation/dedication
 - Empowered people
 - Continuous learning

- **Core competencies**
 - Project Management
 - Accounting
 - Institutional development
 - Advocacy
 - Developing endowment fund
 - Stakeholder mobilisation
 - Fund raising
 - Network coordination
 - Facilitating participatory processes
 - Using the law effectively
 - Protected area management
 - Capacity in media for development
 - Environmental education
 - Linguistic ability
 - Identifying livelihood/revenue generating activities
 - Communication skills
 - Leadership skills
 - Resilience, tenacity, long-term vision

- **A model of intra – regional collaboration** (between the Dominican Republic and Latin/Central America) which provides (friendship, solidarity, mentorship)

10.2 Dream (capacity building needs)

The capacity building needs were initially just listed randomly. Participants were then asked to rank their priorities using a variant of the nominal group technique, a technique for rapid decision-making. Each organisation was given three dots of different colours to use to select their first, second and third preferences. This process identified some clear favourites and the following order of priority:

- i. **Fundraising:** including endowment funds; covering core administrative costs; framework funding;
- ii. **Human resource management** including hiring, retention, succession planning, volunteer management;
- iii. **Building sustainable organisations;**
- iv. **Marketing the vision,** including public and media relations and branding;
- v. **Giving voice to civil society in regional processes,** by right;

vi. **Monitoring and evaluation of outcomes;** and

vii. **Strategic leadership.**

The following were not ranked but it was agreed that it might be possible to include some aspects (e.g. improved collaboration) within other topics (such as Building sustainable organisations). In other instances, participants may want to use their small grant funding to obtain tailored training in a particular area:

- Development of sustainable business activities;
- Community based tourism;
- Linguistic skills;
- Improved intra – regional collaboration; and
- Improved collaboration
 - between government agencies;
 - between CSOs;
 - between government, CSOs and private sector;
 - between CSO and media.

10.3 Design (action steps)

10.3.1 Capacity building

It was agreed that the focus of the remaining GFS2S capacity building could be summarised under the heading of Building sustainable organisations with the following modules:

i. Strategic visioning, planning, leadership² and good governance

ii. Sustainable funding, including:

- proposal development
- accessing grants
- endowment funds
- revenue generating activities
- principles of NGO accounting

iii. Sustainable human resources, including volunteers, e.g.:

- hiring
- retaining
- development
- performance management
- succession planning
- termination

iv. Communications and marketing, including:

- public relations
- advocacy
- media relations

² The original agenda had included a session on leadership. However, as a result of the extra time needed for translation, this was confined to a brief discussion of the concepts of transitional leadership and servant leadership, with agreement that the topic would be more fully explored in this module.

- v. **Monitoring and evaluation** with a particular focus on determining how we know if we are making a difference/effecting change.

10.3.2 GFS2S ARLG communication strategy

It was agreed that a full communication strategy for the project should be developed at the next meeting but in the meantime it would be important to maintain the momentum generated at the first ARLG meeting by seeking to develop and/or make use of the following:

- a **newsletter** to be circulated every 2-3 months, with a focus on a particular topic of relevance to all organisations;
- **website** with intra and extra-net;
- **listserv** (identify potential sources for funding/doing translation);
- **national networking** to share 'country news';
- **one-on-one communication**; and
- use of '**voice**' **communication** e.g. using cheaper forms than traditional telephone such as Skype™.

Additionally, it was agreed that CANARI and other participating organisations should circulate **success stories of environmental management** involving civil society.

10.3.3 Additional ideas for action.

i. Haiti

A constant theme throughout the workshop was the desire by non-Haitian participants to better understand the Haitian context and to learn how they could contribute to supporting their Haitian colleagues. Pierre Chauvet provided a masterful short synopsis of several hundred years of Haitian history and of the genesis of its current political, economic, social and environmental challenges.

Suggestions included:

- support from the Dominican Republic groups for their Haitian colleagues, in particular in the context of the proposed biological corridor (involving Cuba, Dominican Republic and Haiti);
- a film by Buccoo Reef Trust highlighting the differences and similarities between the challenges and approaches to environmental management in Haiti and Dominican Republic, including the role played by civil society organisations.

ii. Translations

It was suggested that a proposal be submitted to UNEP/CEPAL/UNDP to translate documents and verbal communications on environmental and sustainable development policies among Caribbean countries in relevant languages (English/ Spanish/ French/ Kwéyòl).

11 Wrap up and evaluation

11.1 Parking lot questions, discussions and tentative answers

1. Do donor and partner conditions reduce the independence of civil society organisations (CSOS) and compromise their commitment to their vision and mission? Examples cited of conditions were:
 - MacArthur Foundation's requirement that its grantees don't 'lobby';
 - government partner's requirement that its civil society partners don't advocate; and
 - visible or invisible 'strings' that may be attached to private sector funding.
 - Most organisations felt able to accept money from philanthropic foundations, government and the private sector without compromising their values or mission. It was noted, however, that there may be occasions when it is wise to formally note the organisation's right to take independent positions.

2. Is there time for action learning in an NGO and/or how do you create the time?
3. How can we overcome the cultural barriers to questioning in the Caribbean?
 - The change must start with us, our own willingness to question and to be open to doing things differently.
 - We can encourage children to be questioning, in both our private and our professional lives.
 - We can create a work atmosphere that encourages staff and volunteers to question and make suggestions.

4. How do we influence government to think/learn differently?

It was agreed that no single method is likely to be effective but that a combination of the following can be effective:

 - more regular dialogue (and it was noted that there are advantages and disadvantages to both formal and informal arrangements for dialogue);
 - case studies of and field trips to examples of effective conservation involving co-management or other involvement of civil society;
 - advocacy;
 - identifying 'champions' with government agencies;
 - making public servants' lives easier through provision of information;
 - capacity building and training programmes that involve representatives from government and civil society; and
 - via the media.

5. Which regional organisations should we be seeking to influence e.g. CARICOM
Few of the participants had much experience of directly seeking to influence regional agencies so there was little discussion of this topic (but it was agreed that it should be picked up again under the communication strategy).

11.2 Next steps

Sarah McIntosh presented the proposed project activities and budget in more detail (see Appendix 24) and participants were in broad agreement with the activities outlined. However, it was suggested that the second meeting could usefully be held partly in the Dominican Republic and partly in Haiti. This should both save money which could be used for other activities and enable participants to compare and contrast the situation and approaches to conservation and civil society involvement in the two halves of Hispaniola. It was agreed that the meeting would take place during the week of 24-30 May 2009³.



Plenary sessions at Mona Lodge

11.3 Evaluation

The oral and written evaluations of the workshop were overall very positive and a summary of the written evaluations is provided at Appendix 25. Most participants found the topics relevant, the facilitation good and had learned something new in terms of both content and process. The institutional mapping and the opportunity to learn from others' practical experiences were both highly valued.

The main challenge throughout the workshop was the absence of simultaneous translation, particularly into Spanish, which both slowed down the process and placed a heavy burden on those able to translate from English and French into Spanish. It was noted by CANARI that simultaneous translation is extremely expensive⁴ and it was for this reason that the invitation had noted that the meeting would be conducted in English. However, the participation of the representatives from the Dominican Republic had added greatly to the overall dynamics of the meeting, so it was agreed that potential solutions for the next meeting might be:

- use of university students as translators (even if on an informal rather than full simultaneous translation basis);
- increase in the number of persons with Spanish language facility (and it was noted that the situation would have been different if Grupo Jaragua had been able to attend since its representatives have fluency in English); and
- seeking additional funding for simultaneous translation.

In spite of the language challenges, everyone agreed that the workshop had primarily highlighted the many commonalities and cultural bonds between the islands of the Caribbean and had succeeded in a short space of time in creating a climate of mutual understanding, trust and collaboration, which embodies the true spirit of regional integration.

³ This date subsequently proved to be impossible for some groups as did proposed dates in June so the current plan is to hold the meeting in either w/c 5 or 12 July.

⁴ Simultaneous translation into French and Spanish at a recent meeting that CANARI facilitated in Jamaica cost US\$7600 for 3 days (translators, sound engineer, booths).



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CONCEPT NOTE

Going from strength to strength: Building capacity for equitable, effective and sustained participation of civil society organisations in biodiversity conservation in Caribbean islands.

1. Overview

Going from strength to strength is a three-year (2008-2010) research and capacity building project, coordinated by the Caribbean Natural Resources Institute (CANARI) with funding from the John D. and Catherine T. MacArthur Foundation (MacArthur). It builds on the findings of and capacities built under earlier CANARI projects, notably:

- *Improving governance through civil society involvement in natural resource management in the Caribbean* [2001-2006 funded by EC/Hivos-funded]
- *Developing and disseminating methods for effective biodiversity conservation in the insular Caribbean* [2003-2005 funded by MacArthur]
- CANARI's extensive experience of assisting government agencies and civil society organisations with processes of visioning, strategic planning and organisational development.

Going from strength to strength focuses particularly on the islands of Hispaniola (Dominican Republic and Haiti) and Jamaica, with dissemination of lessons learned to a wide range of stakeholders in the other islands of the Caribbean.

2. Problem being addressed

The livelihoods of Caribbean people are inextricably linked to the natural resources and biodiversity of their islands, notably through agriculture and fishing, tourism and recreation, and long-standing cultural and spiritual practices. There is also a high dependence on natural ecosystems for the provision of critical services such as clean air, water, climate amelioration, and flood and erosion control.

The islands of the Caribbean have also been identified as a global "hotspot" for biodiversity with numerous endemic, rare and threatened or endangered ecosystems and species. Yet recent assessments of biodiversity, such as those undertaken under the Millennium Ecosystem Assessment (Assessment of the Northern Range of Trinidad; Assessment of the Caribbean Sea), show escalating degradation of both marine and terrestrial resources. This is being directly driven by unsustainable exploitation of natural resources and conversion of natural ecosystems for development. Indirect drivers include growing populations, economic activity that is environmentally unsustainable, and consumption patterns that over-exploit natural resources. Under projected trends and scenarios for Caribbean islands (see <http://www.canari.org/macarthurclimatechange.html>) the ongoing degradation of natural ecosystems is likely to be further exacerbated by higher sea temperatures, sea level rise, and drier summers, notably in the Greater Antilles. Ironically, as the ecosystems providing ecological services and livelihood opportunities continue to be degraded, the pressure further increases to over-exploit and convert the remaining natural areas in the name of 'development'.

There is therefore an urgent need for the region to develop effective strategies to halt, and where possible reverse, biodiversity degradation before the changes become irrevocable and further diminish sustainable livelihood opportunities. Civil society has a critical role to play in the development and

implementation of such strategies and in increasing public awareness of the implications of loss of biodiversity. Civil society is also increasingly being called upon to play a pivotal role in the development of adaptive strategies in the face of climate change.

Past research by CANARI indicates that key barriers to equitable civil society participation in natural resource management include both the wider institutional framework for governance and the internal capacity of civil society organizations¹ (CSOs), as outlined in Table 1 below.

Table 1: Analysis of key barriers to effective civil society participation in natural resource governance

<i>Institutional framework / governance issues</i>	<i>CSO capacity issues</i>
<p>a) political and cultural barriers to strategic long-term planning and management for sustainable resource use and the development of sustainable livelihoods;</p> <p>b) outdated, overlapping and ineffective policies, legislation, institutions and practice;</p> <p>c) rigid governance structures that lack adaptability and resilience and exclude many of the key stakeholders;</p> <p>d) limited human and financial resources in government agencies (which are further stretched by demands for compliance and reporting under various multilateral agreements) and a world view and culture that resists collaboration with other partners, including civil society, private sector and other government agencies;</p> <p>e) under-valuing of the civil society capacity that exists;</p> <p>f) absence of or unwillingness to share the data essential to decision-making and failure to optimise the application of both scientific and traditional knowledge.</p>	<p>a) failure to strategically leverage the capacity which exists within the organisation;</p> <p>b) dependence on externally-driven capacity building programmes that are culturally inappropriate and often fail to draw or build on existing capacity;</p> <p>c) limited capacity of civil society organisations to participate in natural resource governance, with the following being the factors most frequently identified:</p> <ul style="list-style-type: none"> • lack of strategic direction; • internal governance issues; • limited availability of human and financial resources; • ineffectiveness of most capacity building initiatives in creating resilient and sustainable organisations and institutions as opposed to strong individuals; • capacity of organisations sometimes depleted rather than built as a result of complex donor and partner requirements, with no apparent analysis of the cost/benefit. <p>d) failure to capitalise on the collective strength of the CSOs in the region as a result of inadequate or ineffective collaboration between CSOs at the local, national and regional levels.</p>

Although there has been some progress in engaging civil society in natural resource governance (for example through participatory decision-making and co-management arrangements), there are still too few documented Caribbean examples of equitable, effective and sustained participation of CSOs in conservation and too little research on what enables or constrains effective participation of this kind.

A few Caribbean conservation CSOs are thriving but many are still struggling to navigate the transition from volunteer group to professional organisation and/or from adversarial environmental advocacy to more collaborative partnerships with government and the private sector in the management of the resources critical to development. Too many Caribbean CSOs appear mired in a self-reinforcing cycle of lack of strategic direction, shortage of human and financial resources, overdependence on one or a few

¹ For the purposes of this project, civil society organisations are defined as non-governmental and community-based organisations, whether operating at regional, national or local level.

key individuals, no succession planning, inappropriate governance structures, and rifts between board, staff and members.

3. Project approach

Going from strength to strength seeks to address the barriers outlined above through a process of **participatory research, action learning** and **capacity building** involving a core group of 10 CSOs. Rather than focusing just on the capacity gaps and weaknesses, this approach acknowledges that each participating CSO already has significant strengths on which it can draw, build and share with others in order to strengthen the collective effectiveness of all participating CSOs – and by extension their partners and beneficiaries – to promote and engage in effective biodiversity conservation and management of the region's natural resources. This approach builds on CANARI's experience of facilitating Action Learning Groups (under the *Who Pays for Water* project <http://www.canari.org/alg.htm> and its current Forests and Livelihoods projects). It also draws on feedback from the CSOs that participated in *Improving governance through civil society involvement in natural resource management in the Caribbean*, who all highly valued the opportunities to exchange information and experiences and recommended the institutionalisation of such exchanges in future projects. CANARI's coordination of the Action Research and Learning Group (ARLG) will seek to draw on its own strengths and it will also share the findings of its own processes of self-analysis and identification of capacity gaps.

Participating organisations will be selected based on their existing involvement in some aspect of biodiversity conservation; identified strengths in certain key areas of CSO competency; ability to act as leaders and change agents with a variety of different stakeholders in their countries, communities and sectors; and willingness to commit to a three-year period of self-analysis, open dialogue; cross-learning and capacity building. It is anticipated that at least eight of the groups will be based in Dominican Republic, Haiti and Jamaica. The intention is to have a mix of groups operating at regional, national and community level including several that have experience of active participation in civil society networks. Two representatives from each organisation will be invited to attend the ARLG meetings and the project will provide small grants for capacity building activities at the wider institutional and/or organisational level. In cases where a collective capacity need is identified that cannot be met through cross-learning, this will be addressed through external facilitation and training. Lessons learned from the project, and the tools and methods applied during it, will be widely disseminated to other key conservation actors in government, civil society, private sector and donor organisations.

4. Project goal

Strengthened governance arrangements for effective and sustained biodiversity conservation in the islands of the Caribbean through improved civil society capacity and enabling institutional arrangements.

5. Project objectives

a) to identify the key enabling factors for effective civil society participation in institutions for biodiversity conservation in Caribbean islands through the analysis of a range of participatory biodiversity conservation governance arrangements, including a review of :

- the roles played by CSOs in biodiversity conservation;
- which biodiversity conservation governance arrangements work and why;
- the key factors in existing institutional arrangements that facilitate or hinder effective civil society participation in governance;
- the interactions between the different elements (e.g. people, policies, legislation) in these complex governance systems;
- the capacity that CSOs need in order to contribute to effective biodiversity conservation in the islands of the Caribbean;
- the most effective strategies, tools and methods for civil society capacity building.

b) to learn from and enhance the capacity of 10 Caribbean CSOs to effectively promote and participate in biodiversity conservation through:

- implementation of an innovative **Action Research and Learning Group** (ARLG) programme of cross-learning, information sharing, training, networking and case studies designed to draw and build on the existing capacity within the group;
- identification of priority capacity needs that require external facilitation and development of a programme of capacity building activities to address these;
- development of fundraising strategies for both CANARI and the CSO participants to complement and augment activities under this project;
- development of a framework for participatory monitoring and evaluation of initiatives designed to build the capacity of CSOs to participate in biodiversity conservation governance.

c) to influence the policies and practice in government agencies, civil society organisations private sector companies and donor agencies to enhance civil society participation in institutions engaged in biodiversity conservation through:

- dissemination of lessons learned and innovative tools and methods from the project in a range of formats such as case studies, policy briefs, newsletters and guidelines via print and audiovisual media;
- building the capacity of 10 CSOs to act as catalysts, change agents and facilitators for wider dissemination of lessons, tools and methods to the government agencies, donor agencies, private sector and other CSOs within their networks and institutions;
- design and facilitation of regional, national and local training programmes and seminars on the tools and methods identified through the project, by CANARI, other participating CSOs and specialist consultants;
- delivery of presentations at regional and international events by participating CSOs in the ARLG.

6. Project results

The project will be working towards contributing to changing the following behaviours and the structure and function of institutions for biodiversity conservation in Caribbean islands:

- CSOs effectively and equitably participating in institutions for biodiversity conservation;
- CSOs engaged in directing, monitoring and evaluating their own capacity building;
- CSOs collaborating with each other and their partners in government, academia, the private sector and the media to share information and to help each other build capacity;
- A core group of CSOs acting as leaders and change agents at regional, national and local level to promote effective tools and methods for capacity building of CSOs.

7. Guiding research questions

The following guiding research questions will be refined with the participating CSOs at the first ARLG meeting and in consultation with partner agencies involved in complementary initiatives:

- What are the barriers to and enabling factors for effective self-organisation of Caribbean CSOs involved in biodiversity conservation?
- How can CSOs effectively monitor and evaluate their own strategic development?
- Can all CSOs realistically become self sustaining? What other financing mechanisms exist?
- What tools and methods work best for building the necessary capacity in such CSOs in the Caribbean?
- What mechanisms can be developed and stimulated to sustain effective cross-learning between CSOs in the Caribbean?

- How do CSOs function within conservation institutions? Can complex system theory help us understand this?
- How do civil society networks function at local, national and regional levels in conservation and how is capacity built in a network? Can networks function more effectively?
- What role(s) are CSOs best fitted to play in promoting conservation and sustainable development in Caribbean islands at the start of the 21st century?
- What enabling framework (policies, structures, processes) is needed to facilitate and optimise this role?

8. Project activities

The core project activities comprise:

- a. Creation and coordination of a civil society **Action Research and Learning Group (ARLG)**
- b. At least four 4-5 day **ARLG meetings**, including a field/study/study visit component and formal capacity building activities, rotated between participants' countries, with two members of each participating CSO being invited to attend each ARLG meeting;
- c. **Case studies** both specifically under this project and from complementary CANARI projects (see list in Appendix 1, to be refined at the first ARLG meeting).
- d. **Small grants** of approximately \$5,000 – 10,000: provision for each CSO in the ARLG to access a small grant for some aspect of building its capacity or that of its institution or network. This could include formal training programmes, strategic planning, organisational or programme evaluation, study tours. **A small grant mentoring and monitoring team** will be also be established, coordinated by CANARI.
- e. **Dissemination of project learning and capacity building:** communication strategy to be developed at first ARLG meeting but to include:
 - mechanisms for **intra-ARLG communications** between meetings (e.g. intranet, newsletters, email listserv) ;
 - **Going from strength to strength web page** on CANARI's web site with links to ARLG member sites;
 - **training programmes:** at least four training modules including a "training of trainers" component;
 - **print and audiovisual materials**, where possible in English, French and Spanish;
 - **presentations by ARLG members**, including CANARI, at local, national, regional and international events and within the national and regional institutions of which they are part.
- f. **Participatory monitoring and evaluation** throughout the course of the project including the development of an appropriate framework and the development of participants' capacity for monitoring and evaluation of their own organisations, institutions and projects. External independent consultants will contribute to the final evaluation of the project, with the results being made available to inform the development of the programmes of CANARI, ARLG members and other key partners, including donor agencies.

APPENDIX 1

In addition to short case studies of initiatives in which ARLG members are involved, which will be documented as part of the ARLG field/study visits, some additional substantive case studies have been identified under other CANARI projects that can contribute to the project learning, such as:

- an analysis of the impact on organisational capacity of Action Learning Projects being conducted under an FAO-funded Forests and Livelihoods project;
- 4-6 case studies analysing different typologies of forest management governance arrangements with a view to producing recommendations regarding institutional arrangements for forest management that optimise socio-economic benefits for the rural poor (EU-funded Forests and Livelihoods project)
- an analysis of civil society networks involved in the management of fisheries and other marine resources in Trinidad and Tobago (IDRC-funded MarGov project in collaboration with University of the West Indies Cave Hill Centre for Resource Management and Environmental Studies).

Two additional case studies will be funded under ***Going from strength to strength*** and the following have been identified as potential candidates:

- a case study of CANARI from its inception in the 1980s to the present time, with particular focus on its adaptive management, governance structures and succession planning to extract lessons on developing sustainable organisations;
- analysis of the impacts of programmes designed to build CSO capacity to determine the most effective strategies, tools and methods for civil society capacity building;
- analysis of the impact on the capacity of CSOs in Grenada of the large injection of funding following Hurricane Ivan to extract lessons on effective donor support for CSOs in general and in post-disaster situations specifically;
- survey and analysis of innovative financing mechanisms in Caribbean conservation CSOs, including endowment funds, fund development and entrepreneurial initiatives to extract lessons on developing financially sustainable CSOs;
- a case study of selected corporate social responsibility programmes in the Caribbean to extract lessons on the role of the private sector in building capacity of CSOs for biodiversity conservation.

All case studies will be published in English, with provision in the ***Going from strength to strength*** budget for two major case studies to be translated by a professional into Spanish and French. Additional funding will be sought to translate the remainder. It is also hoped that ARLG members will take the initiative to produce and/or translate the shorter case studies emanating from the ARLG study visits into their own language. All case studies will be available electronically on CANARI's website, again with provision for the printing of the two main case studies selected. Where appropriate, additional funding will be sought to document case studies in audiovisual formats.

Appendix 2 participants list

Sal	First Name	Last Name	Position	Organisation	Telephone 1	Telephone 2	Mobile	Fax	Email Address	Address 1	Address 2	Address 3	Address 4	Country
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First Action Research and Learning Group (ARLG) Workshop

September 15 -19, 2008

Mona Lodge, Kingston, Jamaica

DAY 1: Monday 15 September, 2008

- 8:30 Welcome, ice breaker and introductions
Programme objectives and overview
Introduction to the Action Research and Learning Process
- 10:00 BREAK
- 10:30 Sharing our stories / Getting to know each other:
Presentations/discussions
- 12:30 LUNCH
- 1:30 Presentations/discussions (cont'd)
- 3:30 BREAK
- 3:45 Presentations/discussions (cont'd)
- 4:45 Summary and wrap up
- 5:00 Session Close

DAY 2: Tuesday 16 September, 2008

- 8:30 Reflections on previous day
- 9:00 Presentations/discussions (cont'd)
- 10:00 BREAK
- 10:30 Presentations/discussions (cont'd)
- 12:30 LUNCH
- 1:30 Review of emerging themes
- 2:45 BREAK
- 3:00 Review of emerging themes (cont'd)
- 3:45 Summary, wrap-up and preparations for the field trip
- 4:30 Session Close
- 6:00 COCKTAILS

DAY 3: Wednesday 17 September, 2008

- 8:30** Reflections on previous day
- 9:00** Depart for field Trip to Blue and John Crow Mountains
- 10:00** Mavis Bank Community Trail Tour facilitated by the Mavis Bank Group
- 11:30** Tour debrief by participants / Panel discussion with key stakeholders
- 12:30** LUNCH
- 1:30** Institutional mapping of JCDDT/BJCMNP: Group Activity / Discussion
- 3:00** Summary and wrap-up
- 3:15** Session Close / Departure

DAY 4: Thursday 18 September, 2008

- 8:30** Reflections on previous day
- 9:00** Mapping your Institution: Group activity / discussion
- 10:30** BREAK
- 11:00** Key Lessons: Challenges and enablers to civil society participation in biodiversity conservation
- 12:30** LUNCH
- 1:30** Leading in a changing environment: Workshop/video presentation/ discussion
- 3:00** BREAK
- 3:15** Leading in a Changing Environment (cont'd)
- 4:15** Summary and wrap-up
- 4:30** Session Close

DAY 5: Friday 19 September, 2008

- 8:30** Reflections on previous day
- 9:00** Action planning and next steps
- 10:00** BREAK
- 10:30** Action planning and next steps (cont'd)
- 11:30** Summary, wrap-up and workshop evaluation
- 12:00** Workshop close

**Caribbean
Natural
Resources
Institute**




**Going from Strength to Strength
Project overview**

ARLG meeting, Jamaica
15-19 September 2008



**Going from Strength to Strength:
Building capacity for equitable,
effective and sustained
participation of civil society
organisations in biodiversity
conservation in Caribbean islands**

Three-year US\$350,000 project funded
by the John D and Catherine T
MacArthur Foundation



Overview of presentation

- Background to project
- Project objectives
- Proposed project activities
- Possible parallel activity



Background

- Building on EU/Hivos-funded civil society and governance project 2001-2005
- Current project designed to respond to findings of:
 - Study of partner organisations
 - Small grant programme review
 - Participant evaluations
 - Other CANARI work with CSOs




Organisational challenges

- Existing civil society capacity insufficiently valued or used;
- Limited capacity of civil society organisations (CSOs) to participate in natural resource governance as a result of:
 - lack of strategic direction;
 - internal governance issues;
 - over-dependence on key individuals and poor succession planning;
 - limited availability of human and financial resources;
 - challenges of community mobilisation in hostile socio-economic environment



Organisational challenges

- Key factors (continued):
 - Increasingly complex and inter-related development challenges;
 - Changing patterns of financial support > perception of increased competition between CSOs for funding



Organisational challenges

- Key factors (continued):
 - ineffectiveness of most capacity building initiatives in creating resilient and sustainable organisations and institutions as opposed to strong individuals;
 - capacity of organisations sometimes depleted rather than built as a result of complex donor and partner requirements, with no apparent analysis of the cost/benefit.




Institutional challenges

- Political and cultural barriers to strategic long-term planning and management for sustainable resource use and the development of sustainable livelihoods;
- Outdated, overlapping and ineffective policies, legislation, institutions and practice;
- Rigid governance structures that lack adaptability and resilience and exclude many of the key stakeholders;



Institutional challenges

- Limited human and financial resources in government agencies (which are further stretched by demands for compliance and reporting under various multilateral agreements);
- A world view and culture that resists collaboration with other partners, including civil society, private sector and other government agencies.



Project outcome

- Strengthened governance arrangements for more effective and sustained biodiversity conservation in the islands of the Caribbean.



Project objective 1

To identify the key enabling factors for effective civil society participation in institutions for biodiversity conservation in Caribbean islands

Action research




Guiding research questions

- How do civil society organisations function within conservation institutions?
- How do civil society networks function at local, national and regional levels in conservation and how is capacity built in a network? Can networks function more effectively?




Guiding research questions

- What role(s) are CSOs best fitted to play in promoting conservation and sustainable development in Caribbean islands at the start of the 21st century?
- What enabling framework (policies, structures, processes) is needed to facilitate and optimise this role?




Guiding research questions

- What are the barriers to effective self-organisation?
- Can all conservation CSOs realistically become self sustaining? What other financing mechanisms exist?



Guiding research questions

- What tools and methods work best for building the necessary capacity in conservation CSOs in the Caribbean?
- What mechanisms can be developed and stimulated to sustain effective cross-learning between CSOs in the Caribbean?



Project objective 2

To learn from and enhance the capacity of 10 civil society organisations to effectively participate in biodiversity conservation

Action learning and capacity building



Action learning and capacity building

- Innovative Action Research and Learning Group (ALG) to facilitate cross-learning, information sharing, training, networking and case studies
- Identification of priority capacity needs that require external facilitation and development of a programme of capacity building activities to address these;



Action learning and capacity building


- Development of fundraising strategies for both CANARI and the CSO participants to complement project activities;
- Development of a framework for participatory monitoring and evaluation



Project objective 3


To stimulate and facilitate capacity building of a wider network of CSOs, government agencies, private sector and donor agencies to enhance civil society participation in institutions engaged in biodiversity conservation.

Dissemination of learning




Dissemination of learning

- Development of innovative tools and methods in a range of print and audiovisual formats
- Participating CSOs act as catalysts, change agents and facilitators for wider dissemination of lessons, tools and methods to the government agencies, donor agencies, private sector and other CSOs within their networks and institutions;




Dissemination of learning

- Design and facilitation of regional, national and local training programmes and seminars on the tools and methods identified through the project, by CANARI, participating CSOs and specialist consultants;
- Delivery of presentations at regional and international events by participating CSOs in the Action Learning Group.



Selection of groups


Organisational types	Geographic location	CSOs' experience and skills, e.g.
<ul style="list-style-type: none"> • regional, national and local; • self-initiated or created by an external agency; • narrowly and broadly focused missions; • varying governance structures; • financing project-based or self-sustaining; • discrete organisation or network 	<ul style="list-style-type: none"> • 7-8 from Greater Antilles; • Balance from other Caribbean islands. 	<ul style="list-style-type: none"> • fundraising; • advocacy; • participation in co-management arrangements; • facilitation of participatory processes; • research; • strategic planning.



Objective 1: Activities

To identify the key enabling factors for effective civil society participation in institutions for biodiversity conservation in Caribbean islands

At least 8 case studies	Analysis of a variety of institutional and organisational governance arrangements in the islands of the Caribbean
ARLG action learning	Analysis of experiences of participating CSOs within their organisations, communities, countries and institutions via case studies, presentations field trips/study visits



Objective 2: activities

To learn from and enhance the capacity of 10 CSOs to effectively participate in biodiversity conservation


ALG action learning and training	<ul style="list-style-type: none"> • Identification and prioritisation of key capacity needs; • CSO-facilitated peer training; • Specialist facilitation of training sessions to address identified capacity needs
Small grants	Up to 10 small grants of between US\$5,000 and \$10,000 to enable CSOs for capacity building in core areas identified and/or to assist them with influencing wider institutions in their countries



Objective 2: activities

CANARI training under other projects	Opportunities for ALG CSO members to participate in other CANARI training workshops (typically 2-3 workshops per year)
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- Currently most training is funded under projects, with potential for additional participants who can fund themselves
- Tailored workshops can be designed and delivered upon request



Objective 3: activities

Publication and communication of project learning	Communication strategy to be refined at first ALG but likely to include 8 case studies, 2 policy briefs and 2 guidelines on core tools and methods using electronic and print media, audiovisual presentations and training
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Objective 3: activities

Incorporation of learning in participants' institutions	Formal and informal communication of project lessons by ARLG CSO members, including CANARI
Training workshops and seminars on lessons, tools and methods	Facilitation by CANARI and/or CSO or specialist facilitators of at least 8 regional or national training sessions and/or seminars for other CSOs, government and private sector partners and donor agencies



Objective 3: activities

Presentations at regional and national events and processes	CANARI and other ARLG members present project findings and lessons learned at regional, national and sectoral meetings and consultations in which they are invited to participate
---	---



CANARI Training activities

- Stakeholder identification and analysis
- Community-based tourism
- Information management for CSOs
- Institutional arrangements for protected area management
- Understanding and managing natural resource conflicts
- Participatory wetlands/forest management
- Organisational development
- Participatory GIS mapping
- Training of trainers



Parallel activities

- Forests and Livelihoods Programme
 - Case studies
 - Action learning projects
 - Action learning group
 - National capacity building workshops
 - Regional workshop
- Civil Society and Governance
 - Proposal for parallel *Going from Strength to Strength* project in Caribbean UK Overseas Territories



Parallel activities

- Climate change
 - Development of research and capacity building agendas
 - Development of communications toolkit for Commonwealth community-based organisations.
- User Guide to tools for environmental mainstreaming

*Caribbean
Natural
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An introduction to Action Research
ARLG meeting, Jamaica
15-19 September 2008

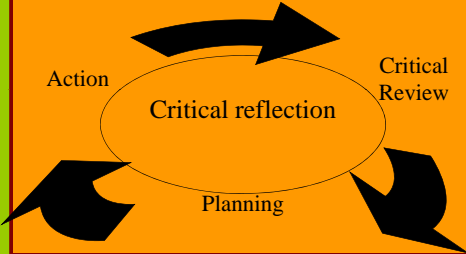


What is action research?

- A cycle of **research** and **action** that simultaneously
 - assists in **practical problem-solving** and **effecting change**
 - expands **knowledge and understanding**
 - enhances the **competencies** of the actors involved



The action research cycle




...often cycles within cycles




The why and how of action research

- Action research seeks to remove the gap/power imbalance between the deciders and the doers, the researcher and the researched.
- Action research is therefore **performed collaboratively and within a mutually acceptable ethical framework.**



Action research achieves the **action outcomes** by

- involving stakeholders in the planning and action
- being flexible and responsive to the situation and the people involved
- returning to the planning point of the cycle in response to new research findings



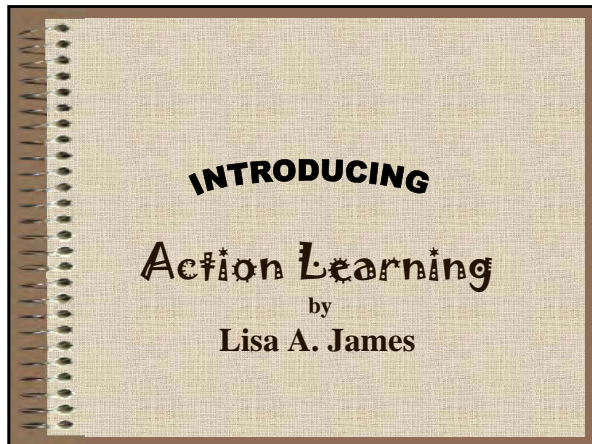
Action research achieves the **research outcomes** by

- regular, systematic critical reflection
- willingness to seek out evidence that may be discomfoting/not match initial assumptions



What do we hope to get out of action research at this meeting?

- Review and validation or amendment of underlying project assumptions
- Exchange of successful strategies/ identification of peer training opportunities
- Collective analysis of challenges to effective organisational and institutional development > identification of capacity building needs
- Development of outline communication strategy between meetings (Website? Listserv? Individual exchanges?)
- Collective design of next steps



What is ACTION LEARNING?

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

Key Concepts in ACTION LEARNING

- Learning and team development as important as solving the problem
- Groups charged with implementing solution as well as solving problem
- Membership not reserved to experts or involved people
- Questions form a critical part of process
- Learning Coach with power
- Urgent and complex problems requiring unique systems thinking


Action Learning Formula

$$L = P + Q$$

Learning = Programmed Learning + Questioning Insight


Reg Revans

Action Learning Project



- Happens in the workplace
- Tackles the issues facing your organization
- Is the centre of the learning process

Action Learning Cycle



The diagram shows a circular process with four stages: EXPLORE, PLAN, ACT, and REFLECT, connected by red arrows in a clockwise direction. The text 'Action Learning Cycle' is centered within the circle.

Action Learning Process

- Project, challenge, task or problem
- Group or set of 4-8 people
- Processes of reflective questioning or listening
- Commitment to learning
- Coach develops on learning opportunities
- Consensus on problem
- Development of strategies
- Taking of action

ROLES

- Presenter
- Group Members
- Learning Coach

Presenter's Role

- Status of Actions:
(from previous meeting)
- Defines today's problem:
 - What are we trying to do?
 - What are the issues/ concerns?
 - What are the roadblocks?
 - What is today's most pressing issue?

Group Members

- May or may not be associated with the challenge
- Equal participation
- Colleague support
- Question/Challenge
- Reflect
- Take Action
- Pizza Person
 - new perspective
 - "dumb" questions

Learning Coach


- Focus on helping group become more effective
- Help members achieve clarity and optimize learnings
- Ensure sufficient time for capturing learnings
- Help members to reflect on interactions & implications of actions to be taken
- Ensure norms & processes followed
- Create atmosphere of learning & reflective inquiry
- Asks questions related to learning, problem and goal clarity

OPTIONAL: Learning Buddy



- Site based colleague who acts as a sounding board and co-learner
- May not attend the formal program events
- Usually only needed if Learning Set members are at different physical locations

Action Learning EXPO



- Point in time event
- Celebrate learning so far
- Poster sessions
- Sharing learning

Benefits of Action Learning

- Develop leaders & teams of leaders
- Problem solving
- Developing systems-thinking and creativity
- Building teams
- Create learning cultures and learning organizations

“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

Thank You!



Building on Partnerships for Research, Education and Conservation
*Presentation at the first Action Research & Learning Group (ARLG) Workshop,
Mona Lodge, Kingston, Jamaica*

15 - 19 September 2008



A Non-Profit Company registered in Trinidad and Tobago in 1999



Our Vision

A world in which the marine environment of Tropical Islands is conserved for the benefit of future generations while maximizing present opportunities for sustainable livelihoods that enhance the quality of human life



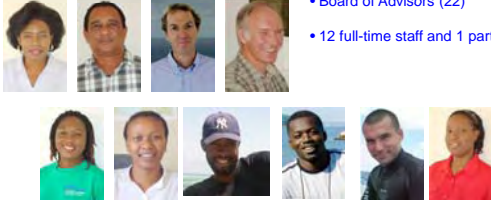
Our Mission

"To establish and operate an internationally recognised research, education and conservation centre, focusing on the conservation of the Caribbean's marine environment and the development of sustainable aquaculture practices for tropical islands"



Some faces of BRT

- Board of Directors (6)
- Board of Advisors (22)
- 12 full-time staff and 1 part-time staff



Award Winning Team





Sponsors and Partners

- **UN Agencies**
 - United Nations Foundation
 - United Nations Development Programme (GEF-SGP)
 - United Nations Environment Programme
- **Private Sector Corporations**
 - BGTT, BHP Billiton, C.L. Financial
- **Government Agencies**
 - Tobago House of Assembly
 - Environmental Management Agency (EMA)
- **Embassies**
 - Foreign and Commonwealth Office - British High Commission




Sponsors and Partners

- **Local Donors**
 - Community Development Fund – Trinidad
 - Travel Foundation – Tobago Chapter
- **International Donor Agencies**
 - Inter-American Foundation (IAF)
 - J.B. Fernandez Memorial Trust (I and II)
 - Inter-American Development Bank (IADB)
 - International Coral Reef Action Network (ICRAN)
 - Project AWARE
- Caribbean Natural Resources Institute (CANARI)
- World Resources Institute (WRI)




Institutional Links

T&T


- The University of the West Indies (MOU)

US


- University of Maine
- College of the Atlantic
- University of New England, USA

UK

- Centre for Environment, Fisheries and Aquaculture Science (CEFAS)
- University of Newcastle-Upon-Tyne (MOU)
- Oxford University
- King's College, London
- Napier University, Edinburgh
- University of Wales, Bangor


The BRT Concept



The BRT Concept

Developing information and knowledge that demonstrates how the environment functions and is interconnected.

Provide **accurate environmental data** and recommendations to policy-makers



The BRT Concept

Developing long-term life skills that enable people to make informed decisions about sustainable use of the marine environment.

Promote greater **public and private sector participation** through education and awareness campaigns

Lobby government and Tobago House of Assembly for adoption of appropriate policy, implementation of environmental projects and amendment and enforcement of relevant laws



The BRT Concept

Changing human behaviour and guiding policies to benefit the environment through a life style that incorporates an ethic of environmental stewardship.



Strengthen technical and human capacity for environmental and coastal zone management



Research

(TCEMP) Tobago Coastal Ecosystem Mapping Project (2007- 2009)


- a partnership with Coral Cay Conservation to map the Tobago coastline
- 51 nationals trained in SCUBA, marine identification Reef Check survey techniques
- facilitate community education programmes e.g. Montgomery Primary School winners of EMA competition

Research


Coral Reef Monitoring (2007-2010)

- a partnership with the UWI
- 13 monitoring stations around Tobago
- evaluates how runoff (sediment, nutrient and freshwater inputs) influence coral reef communities
- uses survey tools (underwater video, probes etc) Global Positioning System (GPS) and Global Information Systems (GIS) technology






Education

- **Coral reef education introduced to all of Tobago's primary schools**


Education

- **Coral reef education introduced to all of Tobago's primary schools – over 2000 students taught and taken to the Buccoo Reef**

Education

- **Sea, Sun & Science: A Marine Science Experience – over 200 secondary school students exposed to the marine sciences in a dynamic, interactive, learning environment**





Education

- Community based education including training of reef tour operators
- Production of written material for secondary school and general public
 - Tobago Naturally*



Secondary School Handout



Coral Reefs, Wetlands, Water Pollution brochures



Education

- Video productions and documentary films to show the consequence of human behaviour in compromising and conserving the marine environment
 - In Hot Water*
 - Islands On The Edge*





Conservation

(IWCAM) Integrating Watershed and Coastal Area Management (2007-2010)

- Community-linked, land-use planning and restoration of the Courland watershed and Buccoo Reef area
- Funded by Global Environment Facility
- Partners – WASA, DNRE, NEMA, Central Statistical Office








Conservation

(IWCAM) Integrating Watershed and Coastal Area Management (2007-2010)

- Manages TCEMP and Coral Monitoring research projects
- Supports Anse Fromager Environmental Ecological Protection Organisation, Golden Lane








Conservation

(ICRAN) Coastal and Marine Management and Education in the South-eastern Caribbean (2007-2010)

- Funded by the United Nations Foundation
- Partners – ICRAN, DMRF, DNRE, WRI
- Strengthens coral reef management, monitoring, outreach and education within Tobago and across the South-eastern Caribbean






Conservation



(ICRAN) Coastal and Marine Management and Education in the Southeastern Caribbean (2007-2010)

- Coordinating and facilitating managerial training and exchange opportunities
- Collaborating with the Speyside Marine Area Community-based Management Project funded by the GEF-SGP





Conservation

- Installation of mooring buoys and reef demarcation buoys to protect Tobago's coral reefs
- Campaign to promote sustainable seafood harvesting



Conservation

- Environmental Consideration for the acquisition of Pigeon Point



The Tobago Marine Research Centre (TMRC)



Tobago Marine Research Centre

- A Centre of Excellence for the marine sciences
- Provide facilities to support ongoing research, education and conservation programmes





TMRC Facilities

- Classroom and Offices



TMRC Facilities

- Classroom and Offices
- Wet and Dry Laboratories



TMRC Facilities

- Classroom and Offices
- Wet and Dry Laboratories
- Technology and Video Conferencing Centre



TMRC Facilities

- Classroom and Offices
- Wet and Dry Laboratories
- Technology and Video Conferencing Centre
- Aquaculture Demonstration Centre



TMRC Facilities

- Library and Video Archives
- Research Boats and Diving Services
- Visitor Centre
- Accommodation for Students and Visiting Scientists
- Restaurant and Shop





Estimated cost of TMRC:

- **Construction US\$5M**
- **Outfitting US\$4M**

TMRC



- An opportunity to widen your current interests in sustainable development issues in developing countries



**Thank you and looking forward
to your generous support**




Consorcio Ambiental Dominicano CAD

Descripcion Institucional

Marchando viento en popa:
Desarrollando capacidad para la participacion equitativa, efectiva y sostenida de la sociedad civil en la conservacion de la biodiversidad en el Caribe.


Mona Lodge, Kingston, Jamaica.

16 de septiembre, 2008.




QUIENES SOMOS ?.

El CAD es una alianza de organizaciones del sector ambiental y de recursos naturales de la Republica Dominicana, conformada por instituciones privadas, estatales y no gubernamentales. Es una organización privada de servicio sin fines de lucro.




Nuestros Socios

- Secretaría de Estado de Medio Ambiente y Recursos Naturales.
- Jardín Botánico Nacional.
- Fundación Progressio.
- Fundación Loma Quita Espuela.
- Grupo Jaragua, Inc.
- Centro para la Conservación y Ecodesarrollo de la Bahía de Samaná y su entorno.
- Centro de Agricultura Sostenible con Tecnología Apropriada.
- Instituto de Desarrollo de la Economía Asociativa.
- Programa Ecomar.




De donde viene?

- Se originó a partir del Programa de Conservación Ambiental que se ejecutó de 1993 a 1998 con el auspicio de la Asociación Suiza para la cooperación internacional HELVETAS y la asistencia técnica del Servicio Alemán de Cooperación Social-Técnica DED. El CAD fue legalmente incorporado el 17 de febrero de 1999, mediante el Decreto No. 49-99 del Poder Ejecutivo, quedando amparado mediante la Ley No. 520 del 26 de junio de 1920 y sus modificaciones. Nuestro RNC es: 4-24-00002-6.



Nuestra visión

- Ser una entidad ampliamente reconocida que transfiera experiencias validadas de alta calidad; coordina organizaciones, recursos y capacidades para la sostenibilidad ambiental.



Nuestra Mision

- Promover y aplicar soluciones ambientales, apoyados en las experiencias y capacidades de socios y aliados, con miras a lograr mejor calidad ambiental y de vida de la población.

OBJETIVOS GENERALES DEL CAD.



- Promover prácticas y estrategias validadas para la gestión ambiental sostenible
- Realizar acciones que promuevan el desarrollo ecológicamente sostenible, valorando las tradiciones socioculturales y motivando la participación comunitaria y de los sectores empresarial e industrial en la gestión ambiental.
- Promover la integración de las organizaciones del sector ambiental, logrando sinergia para la protección del medio ambiente.
- Contribuir con el conocimiento y aplicación del marco normativo nacional relacionado con el manejo sostenible de los recursos naturales.
- Contribuir al fortalecimiento de la capacidad gerencial y operativa de los socios.
- Contribuir a la conservación y manejo de los recursos naturales y del medio ambiente.

ESTRUCTURA.



- La estructura organizativa del CAD comprende los niveles jerárquicos siguientes:
- **Nivel Normativo:** La Asamblea General de Socios y el Consejo Directivo
- **Nivel Asesor:** Conformados por asesorías independientes contratadas, por comisiones nombradas por la Dirección para situaciones particulares de la Institución y por Organismos Internacionales, que pueden ser Socios Solidarios del CAD o no.
- **Nivel Ejecutivo:** Conformado por la posición de Director Ejecutivo

Nivel Operativo



Programas Ambientales:

- 1. Desarrollo Tecnológico
 - Educación Ambiental
 - Agricultura Sostenible
 - Eco-turismo
 - Autogestión de Recursos Naturales
- 2. Gestión Ambiental
 - Gestión Ambiental y Recursos Naturales
 - Biodiversidad y Áreas Protegidas
- 3. Investigación
- 4. Difusión de Política Ambiental

Estrategias Transversales



■ Co-manejo

El co-manejo se ha definido en el CAD como la autoridad compartida entre instituciones del gobierno, de las ONG y de la comunidad, de manera tal que se satisfagan las necesidades y se fortalezcan las responsabilidades de los usuarios de los recursos, dentro del marco de la política nacional de manejo de recursos naturales y de desarrollo socio-económico

Cont. Estrategias Transversales



- **Participación**
- **Desarrollo sostenible**
- **Facilitar el cabildeo (lobbying)**
- **Enfoque de género**
- **Cooperación con Haití (enfoque insular)**

Las realizaciones del CAD, en lo posible, fueron concebidas con un enfoque insular que pudiera facilitar el intercambio con Haití.

Se ha incluido la cooperación con Haití como una estrategia transversal tomada en cuenta en las iniciativas del CAD, especialmente tratándose de conservación de recursos naturales y biodiversidad que no tiene fronteras.

Cont. Estrategias Transversales



- **Cooperación interinstitucional**

En el CAD, esta estrategia implica buscar las sinergias más eficientes entre los socios, tomando en cuenta sus especialidades y capacidades, disponer de los esfuerzos para la realización del trabajo de interés común, y asumir una actitud transparente en su forma de cooperación.

Valores Gerenciales:

Credibilidad
Pro-actividad
Excelencia
Transparencia
Eficiencia

Sostenibilidad




- Para la **sostenibilidad financiera** del CAD se consideró la creación y existencia del Fondo Patrimonial como un **elemento esencial**. En base a este fondo se ha podido mantener una estructura básica que brinda apoyo a los socios y posibilita emprender actividades referentes a la **adquisición de nuevos proyectos**.

*Caribbean
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Who we are and what do we do

16 September 2008
Kingston, Jamaica



Vision

CANARI's vision is

- a socially cohesive Caribbean region
- with a reinvigorated sense of community and
- collective responsibility for its natural and cultural assets,
- forged through equitable participatory processes of
 - visioning,
 - decision-making and
 - management



Vision

We also see in the future,

- institutions,
- policy and practice,
- **which reflect a Caribbean model of development based on sustainable use of natural resources to meet the livelihood needs and aspirations of Caribbean people.**



Mission

- We are a regional non-profit organisation whose mission is to promote equitable participation and effective collaboration in managing the natural resources critical to development.




Mission


- We seek to achieve our mission through:
 - Applied and action research on, and analysis, monitoring and evaluation of, innovative policies, institutions and approaches to participation in and governance of natural resource management (in fact our purpose here in Jamaica is to host an action learning and research meeting for Caribbean CSOs)
 - Sharing and dissemination of lessons learned, including capacity building; and
 - Fostering partnerships, particularly those that build on regional assets and talents and contribute to closer regional cooperation




Governance

- 7 strong
- Consultants, friends of CANARI
- Partnership structure
 - Elected Partners
 - Managing Partner
 - Staff Partners






Our Perspective

- Our conceptual framework assumes
 - equitable and effective stakeholder participation in natural resource management and this leads to
 - outcomes that support both the resource and the people who depend on it.




Key Messages

- We draw on 20 years of experience in identifying and promoting participatory approaches to natural resource management.
- We have learnt that the best way to serve both the needs of the Caribbean people and our beautiful environment is to influence decisions by:
 1. conducting research
 2. communicating what we've learnt
 3. bringing different interests together to build consensus

Key Messages

3. We strongly believe in equitable stakeholder participation whether the stakeholders be from government, the private sector or civil society.
4. CANARI works closely with communities, especially those that live and depend on the natural environment and enable them to have a voice so that they become sufficiently empowered to contribute to decision making.
5. We also identify and work with change agents at a governmental and non governmental level identify their capacity needs and assist with the capacity building needed so that they can influence policy and practice.




Work Programme

- Forests and Livelihoods
- Climate Change and disaster reduction
- Coastal and Marine Governance and Livelihoods
- Civil Society and Governance





Why do we do what we do?



```


    graph TD
      A[Models of development that work in larger countries don't fit] --> B[Need to do our own research]
      B --> C[The benefits of Caribbean knowledge]
      B --> D[Making it easier to mobilise support for intervention by state and other civil society bodies]
      C --> E[Build ownership and responsibility within communities]
      D --> E
    
```



CANARI self-evaluation

CANARI


- has put people at the centre of development and natural resource management for 25 years;
- is innovative, experimental, “at the forefront, advocating for sophisticated approaches to resource management”
- remains true to its mission and values and does not get diverted by ‘donor fads’;
- “attracts exceptionally strong partners”



CANARI self-evaluation


CANARI

- remains true to its mission and values and does not get diverted by 'donor fads';
- "plants seeds" that change the way people think and act
- focuses on building long-term deep relationships with change agents in all sectors
- Has high standards, is rigorous intellectually and stays on the cutting edge theory linking participation with natural resource management




CANARI challenges

- Hiring and retaining enough technical staff who
 - share the vision, mission and values
 - enjoy working in a fast-paced multi-disciplinary environment
 - are exceptional oral and written communicators
 - thrive in a climate of constant organisational self-analysis and rethinking of approaches
- Funding for innovative, experimental research, capacity building and evaluation of long-term impacts



What can the Gates Foundation do?

- Support CANARI's development of a Caribbean-specific NGO management module for incorporation in multiple regional programmes;
- Sponsor student exchanges and intern partnerships between the US/Europe and Caribbean universities to maximise our respective cultural assets;



What can the Gates Foundation do?

- Fund a survey of what types of funding support have resulted in sustainable Caribbean CSOs.
- Provide the type of framework funding that enables our European and US colleagues to conduct innovative non project-based research and capacity building.

ENVIRONNEMENTAL EDUCATION

A FEDERATION DES AMIS DE LA NATURE / FAN INITIATIVE SINCE 1998

1986 - 1998

- 12 YEARS SINCE FAN'S CREATION
- 11 YEARS AFTER THE NEW CONSTITUTION BEARING SO MANY ARTICLES ON ENVIRONNEMENTAL PROTECTION
- 11 YEARS AFTER THE PETITION FOR A DECLARATION OF A STATE OF EMERGENCY
- 6 YEARS AFTER FAN'S PARTICIPATION IN RIO DE JANEIRO 1992'S SUMMIT
- 4 YEARS AFTER THE ENDING OF THE CRUAL EMBARGO ON THE AMERICA'S POOREST COUNTRY
- 3 YEARS AFTER THE MINISTRY OF ENVIRONNEMENT CREATION

FAN MEMBERS SAID, SO MUCH FOR THE ADULTS, LET'S CONCENTRATE OUR EFFORTS TOWARD THE FUTURE, TOWARD THE YOUTH, TOWARD THEIR EDUCATION SO THEY CAN HAVE A BETTER BEHAVIOR.

CHILDREN BOOK PRODUCTION

- DECISION WAS MADE TO CONCENTRATE OUR EFFORTS ON ELEMENTARY SCHOOL BOOKS AT FIRST
- WITH A GRANT OF SAVE THE CHILDREN UK, 3 BOOKS IN FRENCH AND CREOLE WERE PREPARED AND PRINTED TO BE PROVIDED FOR FREE TO THE LOCAL PARTICIPATING SHOOOLS AND TEACHER





AFTER MANY TRAINING SESSIONS, SOME TEACHERS ASKED FOR A TEACHER'S GUIDE TO HELP THEM BE MORE PRODUCTIVE IN USING CHILDREN'S MATERIAL AND TO LEARN MORE ABOUT THE SUBJECT AS WELL



As such children should be more active to do their share in protecting their Environment, their future



CHILDREN GATHERING AVOCADO SEEDS



More reforestation programs will succeed
HAITI VERTE – GREEN HAITI
WILL BE A REALITY



MORE RECYCLING PARTICIPATION
HAITI PROPRE – CLEAN HAITI
WILL BE A REALITY



HAITI BLEUE – BLUE HAITI
WILL BE A REALITY



Merci, Gracias, Thank you,
Mesi ampil



REDUIRE LA DEMANDE POUR REDUIRE
LA PRODUCTION DE BOIS DE CHAUFFE
ET DE CHARBON

Par
La Fédération des Amis de la Nature / FAN
IDPE – Club Indigo
3 Avril 2007



NOTES

- Cette présentation a été conçue dans un style télégraphique afin de permettre au panéliste de développer les têtes de chapitre en direct et d'inciter une interaction avec le public.
- Le public cible, invité par la Fondation Haïtienne de l'Environnement / FHE ce 3 avril 2007 était formé surtout de cadres et techniciens des secteurs publics et privés engagés de près ou de loin dans des activités se rapportant à l'Environnement.



REPRISE D'UN CONCEPT A LA MODE (Inspiré des déclarations du Président René Prével)

Réduire la demande de drogues dans les pays du Nord réduira du même coup la production et le TRANSIT de ces drogues dans les pays du Sud (Avec la baisse des effets pervers de l'insécurité, du crime organisé, de la corruption etc.)

PLAIDOYER DE LA FAN DEPUIS PLUSIEURS ANNEES

- Un MORATOIRE d'au moins 10 ans pour l'Environnement Haïtien afin de permettre à la nature de se régénérer
- Durant cette période exceptionnelle, des ALTERNATIVES au bois de chauffage et au charbon de bois seraient proposées aux utilisateurs domestiques et industriels, urbains et ruraux.

LE DEFI DU MOMENT

UNE REVOLUTION
ENERGETIQUE EST
ELLE EGALEMENT
POSSIBLE EN HAITI ?

INCITATIONS ECONOMIQUES == La carotte !! ==

- Subvention des hydrocarbures (GPL (propane), Kerosène, Mazout, Gaz naturel)
- Subvention des équipements de conversion : Réchauds + bonbonnes + fours etc.

Campagne de sensibilisation pour augmenter l'efficacité énergétique

- Ecouler les ampoules "energy saver" aux plus bas prix
- Surtaxer les ampoules traditionnelles incandescentes
- Surtaxer/Limiter l'importation des appareils en "...EUR" GRANDS MANGEURS d'électricité (Egalement et surtout les "Pépès")
- Promouvoir le concept de l'ISOLATION THERMIQUES au niveau domestique, commercial et industriel

ENERGIES ALTERNATIVES

Promouvoir, écouler au plus bas prix et même subventionner les appareils de production d'énergies alternatives : Panneaux Solaires, Eoliennes, mini turbines hydroélectriques etc. au niveau domestique, communautaire, commercial et industriel

Promouvoir, écouler au plus bas prix et même subventionner les appareils d'utilisation d'énergie alternatives et/ou fonctionnant avec les énergies traditionnelles avec un rendement amélioré

CHANGEMENT DE MENTALITE POUR UN MEILLEUR COMPORTEMENT

• SENSIBILISATION / MOTIVATION / EDUCATION

Dans les écoles, les églises, les espaces de travail, les marchés, les médias d'une manière permanente pour égarer ou dépasser la campagne contre le sida

- Principes de Conservation d'énergie

Teintage des vitres, limitation des fuites et isolation thermique des bâtiments climatisés, etc

- Changement de pratique de cuisson

Usage de briquette de papier recyclé, de four solaires, d'aliments ramollis d'avance etc.

- Vêtements tropicalisés / Abolissement du protocole veste-cravate emprunté des pays du nord

- Commutateurs à minuterie

- Etc.

CREATION D'EMPLOIS

- CONVERSION DES CHARBONNIERS ET INTERMEDIAIRES DE COMMERCIALISATION EN AGENTS DE REBOISEMENT ET DE REHABILITATION DE L'ENVIRONNEMENT
- CAMPAGNE DE REBOISEMENT EFFICACE ET CONTROLE AVEC OBLIGATION DE RESULTATS
- REAMENAGEMENT DES "CHATEAUX D'EAU" NATURELS QUE SONT NOS MONTAGNES POUR REDONNER VIE A NOS SOURCES ET RIVIERES ET CONTREDIRE LA PREDICTION DE « PAYS A CRISE D'EAU » EN 2025
- PRODUCTION RENUMEREE D'EAU EN AMONT POUR UN USAGE PLUS ABONDANT ET PLUS REGULIER EN AVAL
- AMENAGEMENT DE FORETS ENERGETIQUES AVEC DES ESPECES A CROISSANCE RAPIDE. LE BOIS NEST IL PAS UNE ENERGIE RENOUVELABLE? AMELIORATION DES TECHNIQUES DE FABRICATION DU CHARBON A L'AVENIR.
- CONSTRUCTION DE MURS DE RETENTION AU NIVEAU DES CREVASSES EROSIVES, TALWEGS ETC.
- PROFILAGE ADEQUAT DES PENTES EN TERRASSES POUR UNE AGRICULTURE DE MONTAGNE DURABLE
- ENCOURAGEMENT A LA PRODUCTION ET A L'UTILISATION DES BIOCARBURANTS

MESURES COERCISIVES

== Le Baton !! ==

- Mise en application immédiate de la loi de 1987 sur la conversion obligatoire des boulangeries, dry cleanings etc. et des articles de la constitution sur l'Environnement = 20 ANS APRES = !!!!
- Création de nouvelles lois en relation à ces 10 ans d'exceptions et prenant en considération l'ETAT D'URGENCE dans lequel nous nous trouvons
- Délais pour la mise à niveau des différentes activités de tous les secteurs sociaux- économiques et pour le respect des nouvelles normes établies (Construction, gestion des déchets, économie obligatoire d'énergie, etc)
- Pénalités sévères pour non respect des lois interdisant les actions néfastes à l'Environnement après les délais de grâce.

FINANCEMENT

- PROGRAMME "PETRO CARIBE"
 - BUREAU DE MONETISATION
 - INSTITUTIONS INTERNATIONALES et ONG NON ALLERGIQUES AU CONCEPT DE SUBVENTION
 - VRAIS PAYS AMIS D'HAITI
- Le tout selon une planification nationale consensuelle et des exécutions coordonnées

POUR CONCLURE

- 10 ANS PASSENT TRES VITE
- 1986-1996 + 1996-2006 font 2 fois 10 ans gaspillés à nous chamailler sans nous occuper du pays.
- Avril 1987- Avril 2007 : 20 ans depuis qu'une déclaration d'ETAT D'URGENCE a été signée après le COLLOQUE SUR LE DEBOISEMENT à Damien, sans mise en application.

LES INDICATEURS
ENVIRONNEMENTAUX SONT AU
ROUGE ET NOUS RAPPELLENT
QUE NOUS NE POUVONS PLUS
PERDRE DE TEMPS ...

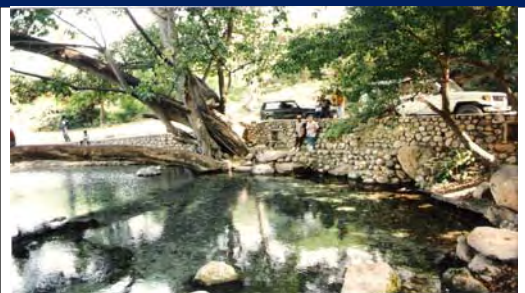
Le temps est à l'action

NOUS DEVONS TOUS REUSSIR CETTE
REVOLUTION ENERGETIQUE

Merci



SOURCE MANNEVILLE
LAC AZUEI



CONTRAST







BRIEF BACKGROUND ON FAN

La FÉDÉRATION DES AMIS DE LA NATURE / FAN was founded on March 23rd 1986 by a group of associations and individuals sharing the same interest in protecting Haiti's environment.

Having realized that there was a lack of awareness about the country's ecological problems and of proper solutions in most people's mind, including the decision makers, the association concentrated its strategies toward **motivation, education and sensitizing** using all forms of mass communications and lobbying techniques: Street demonstrations, posters and flyers preparation and distribution, press conferences, radio and TV talk shows and interviews, press releases, newspaper articles, slide presentations, video filming and presentations, mobile photo displays, technical newsletters, green fairs, lectures, general public and affinity groups panel discussions and seminars, technical demonstrations, preparation of articles of the 1987 constitution related to protection of the Environment, edition and distribution of environmental books for elementary students and teachers (including teachers seminars), etc.

All those activities of **ADVOCACY** were held under the banner of one of the following Movement:

- **HAITI VERTE** (Green Haiti): to promote reforestation, the protection of the biodiversity, the use of renewable energy, and discourage deforestation, etc.
- **HAITI PROPRE** (Clean Haiti): to promote garbage reduction, recycling and discourage sale of dangerous and toxic chemicals, etc.
- **HAITI BLEUE** (Blue Haiti): to protect the sea, the marine life, the coastal shorelines, lakes, ponds, wet land and their surroundings.

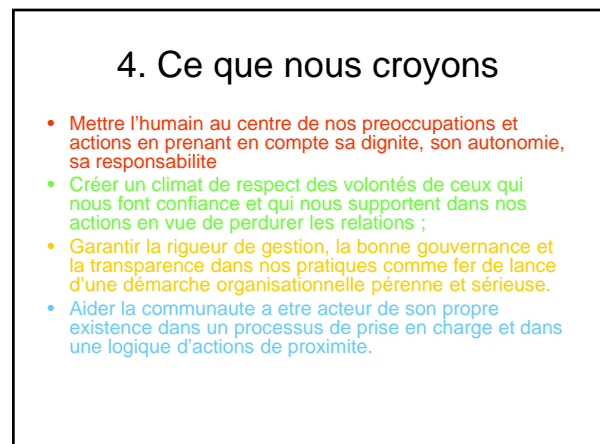
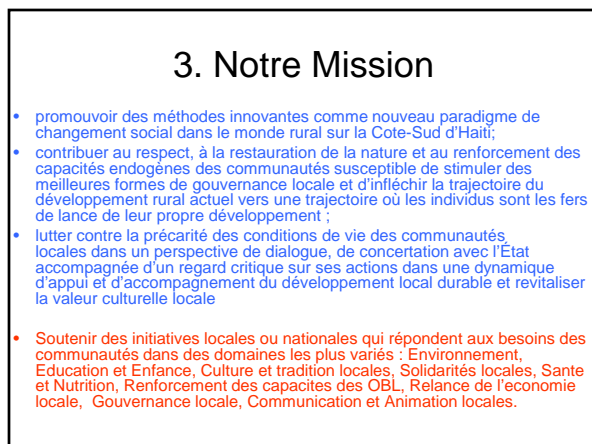
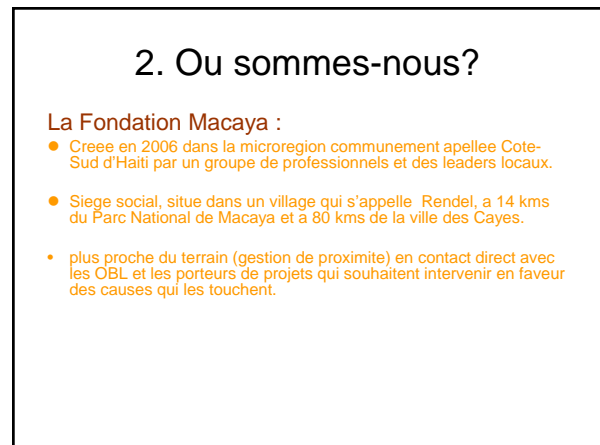
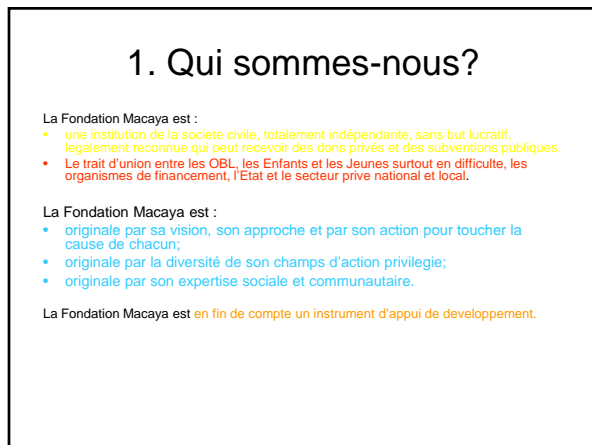
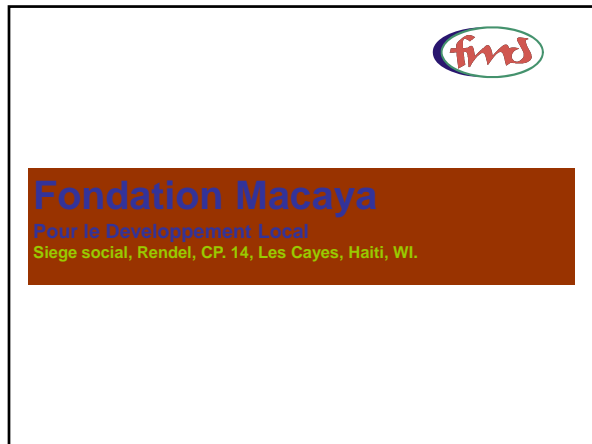
Throughout the years various contacts and joint work were undertaken with other local and international institutions sharing the interest in protecting the Environment such as: Greenpeace, CCA, WWF, United Nations, IDB, CANARI, HAVA, Earthday Intl, ATAK, Rotary Club, Lions Club, ACOCI, Club des 2/3, FREN, Alerte, MARNDR, religious organizations, Ministry of the Environment etc.

The local political instability of the past few years did not help carry out all plans. However, the level of awareness has increased considerably in the general population's mind as a positive step toward the necessary changes in the population's behavior toward their environment.

The strategy for the years to come is to continue analyzing with each socio-economic group their best form of participation into the different elements of solution. The focus will also be to continue having the youth participation in ecological activities.

We are part of the problem; we must be part of the solutions!

AN NOU METE MEN ! WE MUST ALL PITCH IN !





a) Structure Organisationnelle de la Fondation Macaya



1. Le Concept Réseau

Le concept réseau qui est le fondement stratégique de la philosophie institutionnelle de la Fondation Macaya est une Nouvelle Vision organisationnelle dans la zone.

Cette stratégie nous distingue.

Ce concept réseau renvoie à :


- la fois à un forum de discussions, de débats, à une dynamique de contact et d'échanges;
- la mise en commun d'un ensemble d'efforts technique, financier et administratif pour construire une autre approche de développement communautaire;
- un espace de réflexions pour construire une autre zone de coopération locale.

2. Le Conseil d'Administration

Le Conseil d'Administration est l'organe qui définit la politique générale de la Fondation.

Trois composantes organisationnelles principales soutiennent notre Réseau:

- Un Comité Exécutif Local (CEL) dirigé par un Vice-président ;
- Un Comité de Soutien National (CSN) dirigé par un Vice-président ;
- Un Comité de Soutien à l'Etranger (CSE) dirigé actuellement par le Président.



Président du CA

Un Comité Exécutif Local (CEL)

Premier niveau directionnel :

- Vice-président
- Trésorier Adjoint
- Comité de l'Environnement
- Comité de l'Education
- Comité d'animation culturelle et sociale

Deuxième niveau opérationnel :

- Directeur Exécutif Local
- Directeur au Développement Local
- Contrôleur Interne Local
- Administrateur/Comptable
- Teneur de livre
- Secrétaire/Réceptionniste
- Ménagère/messagère




Vice-président du CA



Membres du CEL

Un Comité de Soutien à l'Etranger (CSE)

- Président
- Des responsables de zones
- Des Agents de liaison



Gerty SURENA
Relations Publiques

Un Comité de Soutien National (CSN)

- Vice-président
- Secrétaire Générale
- Directeur au Développement
- Directeur Exécutif
- Contrôleur Général
- Responsable finance et économique
- Relations Publiques
- Des Responsables de marketing
- Agent de liaison administratif



Marie-Ange St-Fleur
Secrétaire Générale



Des membres du CA

3. Notre vision stratégique

Cette dernière s'articule autour de quatre grands axes stratégiques :

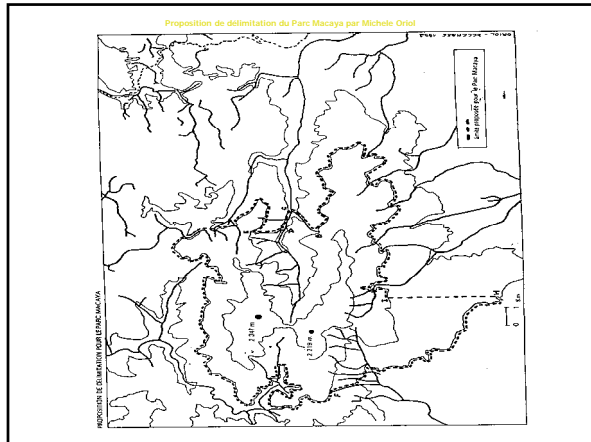
- un axe écologique mettant l'accent sur la protection de l'environnement à travers une dynamique participative de gestion;
- un axe économique et social de lutte régionale contre la précarité des conditions de vie des communautés locales ;
- un axe de renforcement des capacités endogènes des communautés et centrée sur les moteurs de changements au sein de la société locale susceptible de stimuler des meilleures formes de gouvernance locale et d'infléchir la trajectoire du développement actuel vers une trajectoire où les individus sont les fers de lance de leur propre développement ;
- un axe de dialogue, de concertation avec l'Etat central et les Gouvernements locaux accompagnée d'un regard critique sur leurs actions dans une dynamique d'appui et d'accompagnement du développement local.

II. Présentation du Parc National de Macaya



1. Bref survol du Parc National de Macaya

- Situé dans le Massif de la Hotte (trentaine de Kms des Cayes) entre les Depts Sud et Grande-Anse.
- Deux voies d'accès (en Jepp 4X4): la route qui relie les Cayes-Formond et celle qui relie Rendel (chardonnières) Trois-Sources.
- Trois cimes de montagnes : Pic le ciel (2170m), Pic Formond (2219m), Pic Macaya (2347m).
- L'un des derniers vestiges de forêts pluvieuses de montagnes du pays;
- Une immense diversité biologique composée de 149 espèces de plantes, de 2 mammifères et de 20 espèces d'oiseaux endémiques selon UF.
- Cree en avril 1983 par un décret présidentiel sous le gouvernement de Jean-claude Duvalier, il a une superficie de 2000 hectares (une superficie de 7500 hectares est proposée par l'UF)
- Englobe 7 communes: Camp-Perrin, Beaumont, Roseaux, Chadonnières, Les Anglais, Port-a-Piment et Chantal.
- Non delimité, non zone, non gère, non surveillance, livre à lui-même, colonisation humaine anarchique, etc.



2. Problematique de mise en oeuvre des interventions

- Tres faible articulation entre les actions, la realite sociale et l'idee elle-meme d'implantation du Parc (actions menees largement agro-ecologiques, non diffusion d'informations sur l'importance de l'idee);
- Faible prise en charge des services sociaux de base par les projets;
- Faible prise en charge des besoins de renforcement des capacites locales;
- Capacites limites des acteurs et faiblesse des intruments de mise en place par rapport a la demande sociale (de developpement local);
- Grande disparite des approches et concertation insuffisante entre les acteurs locaux et les ONGs;
- Implication insuffisante des acteurs locaux dans la validation des projets;
- Faible capacite des OBLs au niveau local;
- Durabilite des resultats des projets insuffisamment prise en charge;
- Prise en compte insuffisante des communautes locales de facon durable.

3. Les logiques en presence

Les deux logiques qui ont nourri les efforts d'intervention et presentant chacune ses determinants et reposant sur des visions differentes du monde. Le conflit entre ces deux visions a toujours constitue la pierre d'achoppement pour les nombreuses actions mises en oeuvre en vue de preserver le systeme ecologique fragile de Macaya.

Logique paysanne

- Une logique paysanne fonde sur des constructions symboliques, sur des specificites de leurs valeurs propres qui seraient en contradiction avec les logiques technique et ecologique de la structure de l'Etat et promoteurs de projets, et qu'on pourrait baptiser une autre logique traditionnelle, differente de celle postulee par les actions de developpement. Cela a ses consequences. Tous les paysans ne respectent pas les itineraires techniques qu'imposent les projets parce que ces itineraires ne rencontrent pas ses besoins immediats. A noter les pratiques d'exploitation des ressources naturelles et l'appropriation de l'espace ont dans une certaine mesure des finalites economiques.

Logiques (suite)

Logique de projet

- Le projet Parc National de Macaya parait une reponse donnee a un probleme socioecologique de l'heure. Il implique pour sa realisation qu'on avait mis en place, tout un dispositif d'organisation. Cependant, ce dispositif affronte un milieu concret qui a ses propres facons de faire et de voir. Il affronte aussi des acteurs sociaux divers aux visions differentes, parfois contradictoires. Il parait concerner un petit groupe restreint de la population vivant dans les zones tampons de Macaya qui semble avoir toutes les retombees positives des actions, une autre fraction tres modeste qui attend leur tour et d'autres individus aux interets multiples et contrastes qui sont contestent quotidiennement les interventions.
- Une recherche portee sur les logiques des actions paraissent de plus en plus difficiles puisque ce processus de creation du Parc a connu pas mal d'organisations qui interviennent et les logiques sont distinctes les unes des autres. Le Parc est le theatre d'une variete d'action porteuse d'enjeux agro-ecologique et economique qui desarmement aujourd'hui encore chercheurs, bailleurs de fonds et des professionnels sur l'ecart accuse par les objectifs et les realisations. Il n'est pas superflu de rappeler que les actions sur l'environnement font appel a une myriade d'acteurs qui divergent selon leur rang dans la societe et leur discipline. Deux points sont importants a ce niveau. Le premier est de savoir que le projet de protection du Parc Macaya intervient dans un milieu exploite, gere par des acteurs sociaux qui ont une histoire, une culture, une vision du monde differentes des notres. Le second point fait appel a un certain savoir-faire pour conjuguer les efforts dans le sens des interets de chaque individu.

3. Enjeux en presence

L'analyse du cadre d'intervention a Macaya renvoie a differents enjeux :

- **Des enjeux de gouvernance** mettant en lumiere les faiblesses d'une politique publique de gestion, l'effritement de l'autorite de l'Etat, une mauvaise formulation des problemes, etc;
- **Des enjeux ecologiques** illustrant la contribution de l'espace du Parc aux richesses biologiques mondiales considerees comme Patrimoine naturel de l'Humanite;
- **Des enjeux socio-economique, politique et culturel** revelant l'imbrication de l'espace naturel avec les structures sociales presentes, les revenus generes par l'utilisation des ressources naturelles et le role du Parc comme un jardin ethnobotanique procurant aux communautes de nombreux remedes utilises dans la pharmacopree traditionnelle.

5. Principes de base

Durabilite

- des strategies realistes dans la mise en oeuvre des actions
- integration des points de vue locaux dans les options, choix et paquet technique privilegie

Co-gestion;

- Pour etre efficace, le DL necessite une participation de tous les acteurs de DL : Etat, collectivite locale, OBL, societe civile et secteur prive.

Bonne gouvernance locale et controle citoyen;

- Mettre en place des structures sociales qui renforcent la gestion des collectivites locales et des mecanismes de controle efficace dans le souci de creer confiance.

Subsidiarite.

- consiste a faire exercer les responsabilites au niveau le plus proche en vue d'une plus grande efficacite des interventions selon les modalites de partenariat et de contractualisation.

b) Pour la Mise en place durable du Parc

1. Mise a jour du cadre legal, reglementaire et institutionnel revision des textes relatifs

- Un nouveau cadre legal et reglementaire qui definit les competences de tous les acteurs dans la mise en place d'une approche de co-gestion et de bonne gouvernance;
- la finalisation des regles qui definissent les limites du Parc, le zonage de l'espace, definition des espaces de loisirs, l'expropriation des proprietaires prives, etc;
- Du rapprochement des services de base et d'infrastructures pour les populations dans la zone tampon.

- Mise en place des mecanismes de coordination et de supervision par une Police environnementale;
- Formation des equipes locales pour l'investigation et la recherche des infractions au sein du Parc;
- Mise en place d'une equipe de juges assermentes formes de jeunes;
- Montage des brigades de motivation et d'information.

2. Mise en place des services sociaux de base;

- Financement d'une plate-forme minimale d'infrastructures de base dans des secteurs prioritaires de l'education, la sante, et l'eau potable;
- infrastructures communautaires prioritaires: centre culturel et de formation bien equipe pour promouvoir le DL;
- construction de la route de Rendel-Port-a-Piment et d'autres petites infrastructures routieres.

3. Developpement des activites; economiques locales;

- Appui a l'identification de filieres et creneaux porteurs et renforcement des initiatives privees locales;
- Renforcement des capacites des structures financieres locales pour faciliter l'acces au credit rural;
- Mise en oeuvre des activites generatrices de revenus;
- Appui a la mise en place de la strategie de la planification, du developpement et de la gestion de l'ecotourisme communautaire de la Fondation Macaya sur la Cote-Sud d'Haiti;

4. Renforcement et developpement des capacites locales

- Envisager un appui technique et financier aux OBL dans le but d'ameliorer la gestion administrative, renforcer les moyens humains;
- otroyer des subventions necessaires pour la mise en place des structures de gestion fondees sur ces 3 piliers : le **developpement institutionnel, le developpement rationnel et un processus de modernisation.**

1. Développement institutionnel

- Fonde sur la capacité de trouver des solutions aux problèmes, mais aussi une possibilité grandissante de choisir entre divers modes de penser et de créer, rechercher, découvrir et définir les demandes communautaires, sociales, culturelles économiques et écologiques.

2. Développement rationnel

- Base sur un ensemble de procédures générales et de systèmes de prises de décisions ainsi qu'une approche participative pour affronter ensemble les nouvelles demandes sociales.

3. Processus de modernisation des OBLs

- Caractérisé par l'efficacité et l'efficience par la simple affectation d'éléments matériels, de structures organisationnelles jugées modernes par rapport à la TIC et les nouveaux outils de contrôle et de gestion.

5. Education relative à l'environnement

- Appui à l'élaboration de stratégie de communication et d'outils pédagogiques adaptés aux besoins spécifiques de formation et d'information des communautés de base;
- Mise en place de 4 petites Radios rurales dans les zones tampons;
- Définition d'un programme d'éducation à l'environnement en milieu scolaire pour les communes qui englobent le Parc ;
- Montage de 4 équipes d'animation et de promotion dans chaque petite région du Parc.

6. Agriculture durable

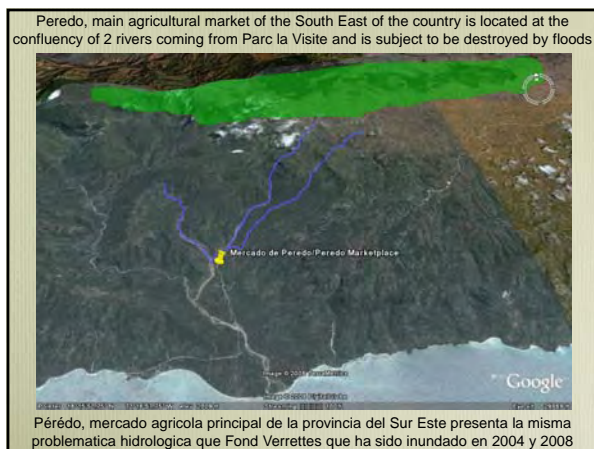
- Mise en œuvre des mécanismes de conservation de sols;
- Mise en place et Promotion des pratiques simples d'élevage;
- Valorisation et amélioration des systèmes de production traditionnels d'arbres;
- Revitalisation et diversification des cultures en tenant compte des problèmes environnementaux;
- mise en place des structures de stockage, de transformation et de commercialisation des produits agricoles.

7. Mise en place des mécanismes financiers de façon permanente

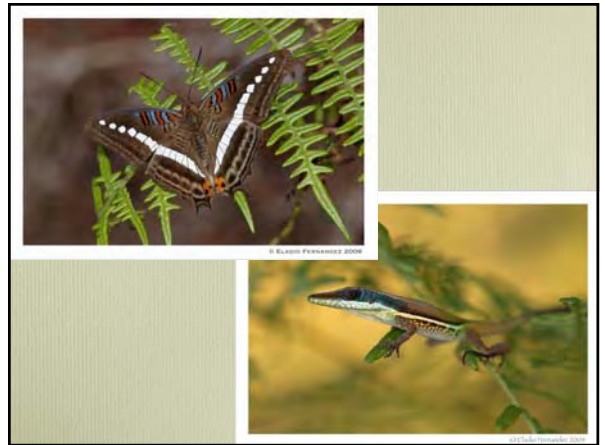
- Constitution d'un fonds de gestion de gestion d'Aires protégées;
- Insertion annuellement dans le budget de la République une rubrique pour la gestion du Parc;
- Recherche de financement externe pour les projets de grande envergure;
- Mise en place d'autres mécanismes annuels de levée de fonds.

8. Mise en place d'une Structure organisationnelle definitive pour la gestion du Parc

- Une Direction semi-autonome du Parc National de Macaya basee aux Cayes dependant de la Direction departemental Sud (DDS-MDE) avec 4 piliers operationnels dotes d'un budget annuel d'intervention ainsi repartis : un Responsable a Formond, un Responsable a Trois-Sources, Un responsable dans la zone de Camp-Perrin et un responsable dans la zone de Jeremie (Beaumont et Roseaux) et accompagnee d'une approche de co-gestion avec les organisation ecologiques de la societe civile qui interviennent dans la zone tampon;
- Des agents environnementaux locaux qui investiguent uniquement les infractions dans le Parc;











Ecole Verte



Ecole Verte

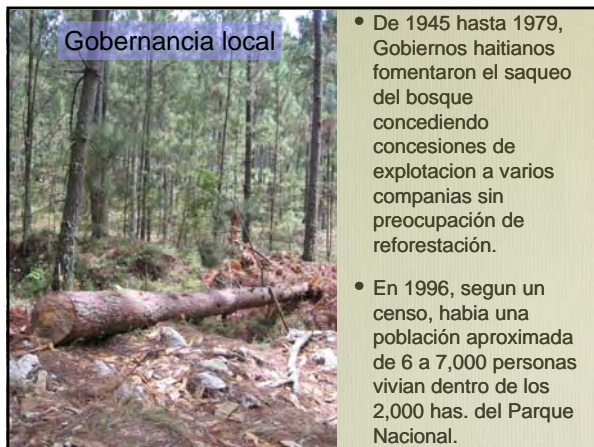


Ecole Verte



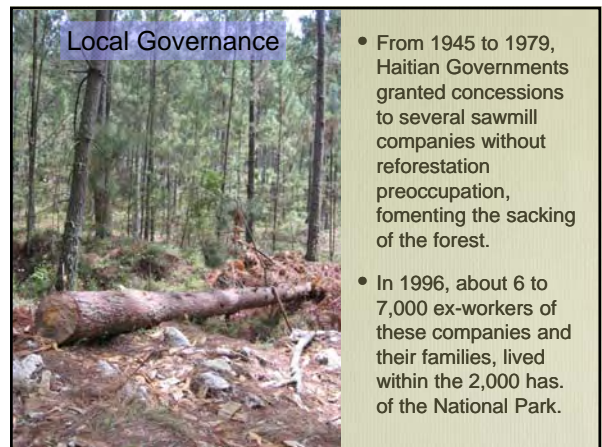
Nuevos muebles escolares y equipamientos deportivos para escuelas de la zona tampón

School furniture, and sport equipments for schools in the buffer zone



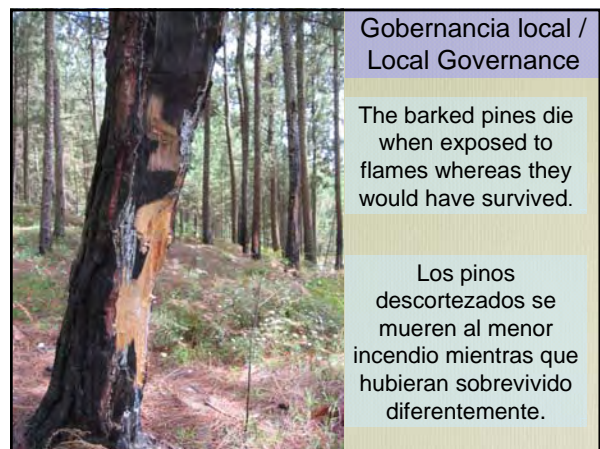
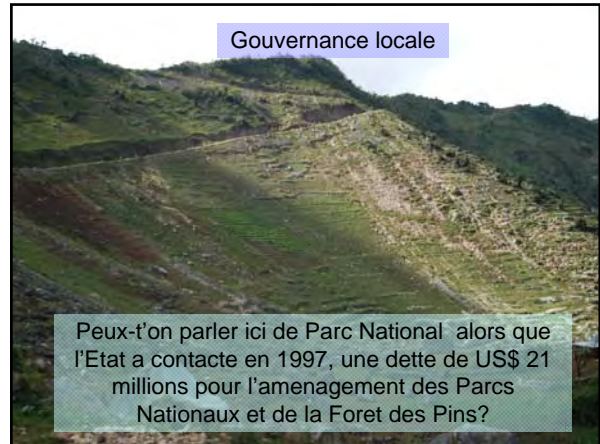
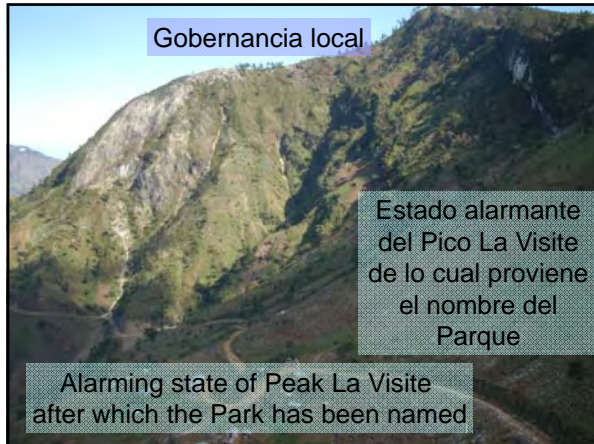
Gobernancia local


- De 1945 hasta 1979, Gobiernos haitianos fomentaron el saqueo del bosque concediendo concesiones de explotacion a varios companias sin preocupacion de reforestacion.
- En 1996, segun un censo, habia una poblacion aproximada de 6 a 7,000 personas vivian dentro de los 2,000 has. del Parque Nacional.



Local Governance


- From 1945 to 1979, Haitian Governments granted concessions to several sawmill companies without reforestation preoccupation, fomenting the sacking of the forest.
- In 1996, about 6 to 7,000 ex-workers of these companies and their families, lived within the 2,000 has. of the National Park.





Gobernancia local

De un paraíso terrestre a un infierno extra terrestre de rocas



From terrestrial paradise to extra terrestrial hell of denuded rocks

Gobernancia local

El 16 de marzo de 2007, 30 agentes de vigilancia ambiental han sido graduado en Parque La Visite




Local Governance

On March 16, 2007, 30 park rangers were graduated and the ceremony was held in Park La Visite




Gobernancia local

Hasta ahora, se desplegaron solamente 7 al Parque La Visite. Los 23 otros están aún en espera de una asignación



Up to now (17 months later), only 7 were deployed within Park La Visite. The 23 others are still on standby of an assignment .



Local Governance / Gobernancia local

Asistencia a gobiernos locales para elaboración de un plan de uso del suelo



Légende

- Zona Pilón
- Zona Marimón
- Zona Hongo
- Zona Yare
- Zona Siquem
- Zona de protección rieras
- Zona de protección bosques

Bambouseraie de Seguin



Entreprenariat pour l'environnement



La **Fondation Seguin** a en outre intégré un représentant de la région à la première promotion du programme de formation en Technique de Travail du Bambou de l'**Atelier Ecole de Macary** inauguré le 24 septembre 2004 par la Mission de Coopération Taiwanaise en Haïti et la F.A.C.N.



Ce programme intégrera à chaque promotion un nouveau boursier de la Fondation. Le bambou pourra être transformé à Seguin même, et les techniques y seront re-transmises.

Entrepreneuriat pour l'environnement

- Works of Foundation Seguin in this program aim to contribute to shape up an ecotourism trail along a biological corridor that would occupy all the high part of Massif La Selle, from Kenscoff (in the suburb of the capital) through the frontier with Dominican Republic.
- Los esfuerzos de Fundación Seguin en este ámbito se inscriben en la visión del manejo del Macizo La Selle, un corredor biológico que bordearía un circuito de ecoturismo desde Kenscoff hasta la frontera con la Republica Dominicana.
- Let us reverse the migration between Haiti and the Dominican Republic and rehabilitate the environment!
- ¡Invirtamos la migración entre Haïti y la República Dominicana y rehabilitamos el medio ambiente!



Conception et montage
Yves-Andre WAINRIGHT

Photographies (sauf celles des animaux sauvages)
Philippe LEON

Photos des animaux sauvages
Eladio FERNANDEZ, biologiste dominicain

Une production Fondation Seguin 2007

Jamaica Conservation and Development Trust
Building Capacity for
Natural and Cultural Heritage Conservation
in the Blue and John Crow Mountains National Park



Jamaica Conservation and Development Trust

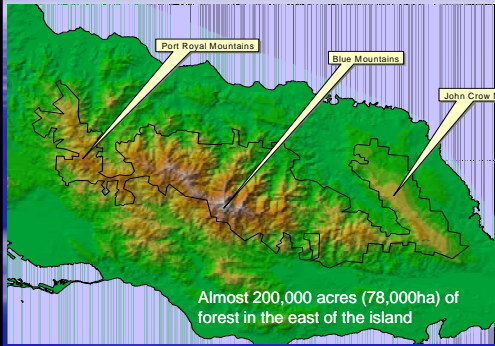


Mission
"To promote environmental conservation and sustainable development, with particular emphasis on the Blue and John Crow Mountains National Park, for the benefit of Jamaica and our people"

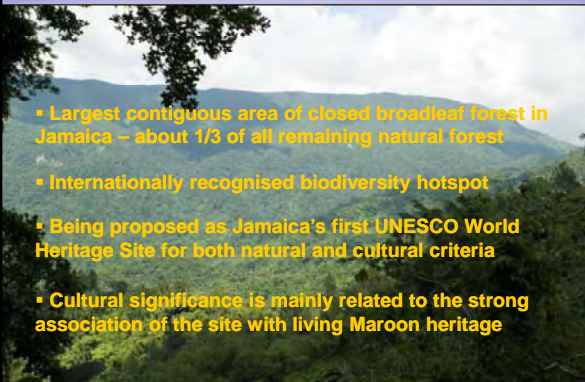
Jamaica Conservation and Development Trust

- a non-government organisation
- limited liability company & registered charity established in 1988
- JCDT has been delegated management of the BJCMNP through the National Environment and Planning Agency and co-manages the site with both NEPA and the Forestry Dept.

Blue and John Crow Mountains National Park



Blue and John Crow Mountains National Park



- Largest contiguous area of closed broadleaf forest in Jamaica – about 1/3 of all remaining natural forest
- Internationally recognised biodiversity hotspot
- Being proposed as Jamaica's first UNESCO World Heritage Site for both natural and cultural criteria
- Cultural significance is mainly related to the strong association of the site with living Maroon heritage

Blue and John Crow Mountains National Park

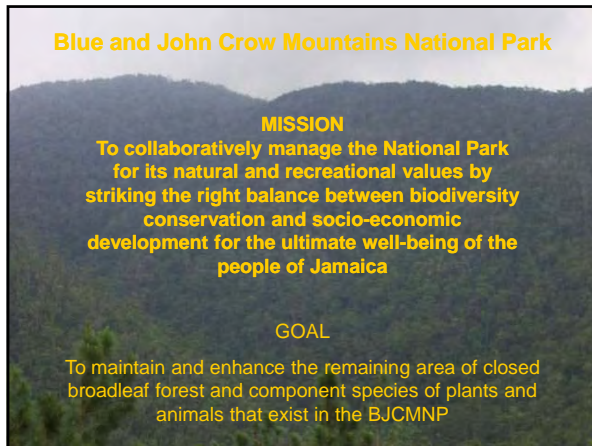


- Provides about 40% of all Jamaicans with drinking water
- Forests help maintain water supply – reducing flooding and droughts
- Forests reduce soil erosion
- Forests reduce global warming by absorbing & storing carbon dioxide

Blue and John Crow Mountains National Park

MISSION
To collaboratively manage the National Park for its natural and recreational values by striking the right balance between biodiversity conservation and socio-economic development for the ultimate well-being of the people of Jamaica

GOAL
To maintain and enhance the remaining area of closed broadleaf forest and component species of plants and animals that exist in the BJCMNP



Blue and John Crow Mountains National Park

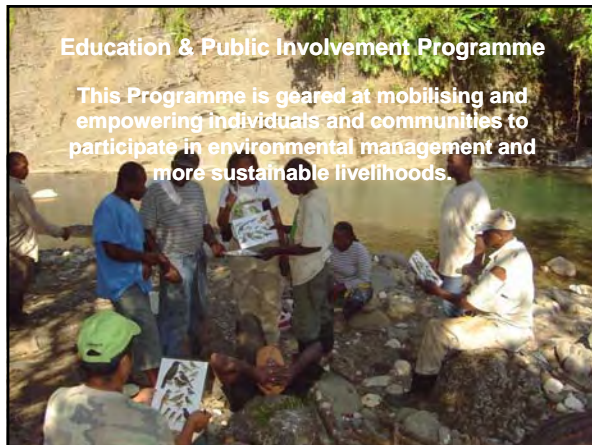
Programmes

- Conservation
- Enforcement & Compliance
- Education & Public Involvement
- Recreation & Tourism
- Monitoring & Evaluation
- Governance & Administration



Education & Public Involvement Programme

This Programme is geared at mobilising and empowering individuals and communities to participate in environmental management and more sustainable livelihoods.



Building capacity of targeted CBOs through technical assistance e.g. planning and implementing projects



Involving stakeholders in Park management and other planning, and implementation of plans.



Sustainable livelihoods – training, facilitating new businesses through planning, marketing, start-up etc.





Recreation & Tourism Programme

This Programme is geared at increasing support for the National Park through recreational opportunities managed using ecotourism principles.

Ecotourism Principles

- Provides funds and other support for the Protected Area e.g. National Park
- Provides benefits and involves local communities
- Educates visitors
- Minimises damage to the natural resources

Park's Main Recreation Areas:-

- Holywell
- Blue Mountain Peak Trail
- Cunha Cunha Pass Trail and Upper Rio Grande Valley – managed collaboratively with the BPFA

Recreation and Tourism in the BJCMNP

- Programme involves
 - Providing services e.g. accommodation, tours, retreat or workshop facilities, educational packages
 - Product development e.g. improvement of current product and development of new products




Recreation and Tourism in the BJCMNP

- Programme involves
 - Facilitating communities and community members in the development and establishment of community-based ventures
 - Training community members, particularly youth e.g. tour guiding, first aid/CPR, craft development, customer service, life skills




Capacity Building for Sustainable Livelihoods in Tourism



1. UNESCO Youth PATH
2. Assistance to Bowden Pen Farmers' Association
3. Planning for Blue Mountains Sustainable Tourism Programme:-
 - Facilitating Sustainable Community Tourism Development
 - Promoting linkages with the Private Sector
 - Further Development of JCDT operated sites

UNESCO - Youth PATH

- Holywell Ecotourism Youth PATH Project (2003 – 2007):- Providing training to increase the skills of youth in the communities around Holywell to take advantage of opportunities in heritage tourism
 - Environmental & Cultural awareness
 - Flora and Fauna of the BJCMNP incl. orchids
 - Tour Guiding (TPDCo.)
 - Customer Service
 - Interpretation
 - First Aid & CPR
 - Craft

UNESCO - Youth PATH - Holywell

- **Successes**
 - Some youth have gone on to tertiary education or obtained jobs
 - The training has benefited Park staff who are youth from neighbouring communities
 - Some youth have had the opportunity of part-time employment at Holywell
 - Raised awareness about the BJCMNP, the importance of conservation and the potential of the area for sustainable tourism

UNESCO - Youth PATH - Holywell

- **Challenges**
 - Low level of literacy and education in the communities
 - Low level of self-esteem and limited self-expectations
 - Limited exposure to concept of quality e.g. 'finish'
 - Poor work ethics e.g. punctuality
 - Issues with trust and working as a team
 - Issues with leadership and lack of self-motivation
 - Risk-averse – limited entrepreneurial interest
 - Limited funding from UNESCO – resulting in short-term nature of training activities
 - Low levels of visitation in the Park and its environs
 - Limited product development in the Park and its environs

Working with CBOs

- JCDT - working with BJCM communities since 1993
- **Focus:**
 - providing training in small business development
 - development of recreation and tourism opportunities e.g. White River Falls Trail Development and Repair of the Millbank Swinging Bridge, Top of Blue Mountains Tours
- **Challenges - as listed earlier**
- **Reality Check:**
 - most rural communities have limited capacity to establish and operate businesses,
 - visitation to the BJCMNP is limited by bad roads
 - limited marketing to the most appropriate market

Working with CBOs

e.g. Bowden Pen Farmers' Assoc'n

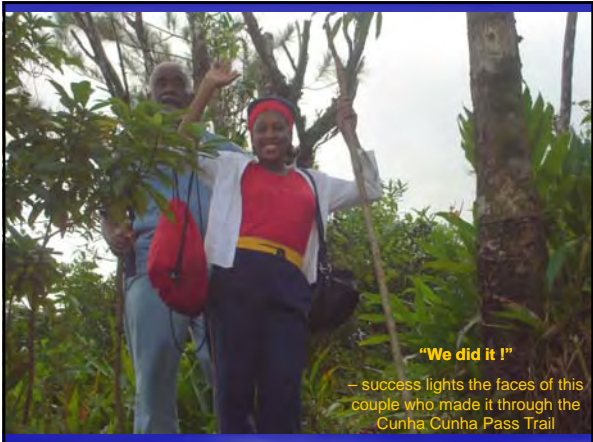
- The greatest success has been with the Bowden Pen Farmers' Association in Millbank, Upper Rio Grande Valley, Portland
 - **Cunha Cunha Pass Trail** – re-opening of a cultural heritage trail which passes through the National Park
 - **Ambassabeth** – rustic, community-operated accommodation
 - Maroon connection
 - Emancipation Day celebrations and traditional cultural entertainment then and on other occasions
 - Indiana University study group annually
 - MoU with JCDT re: Park management
 - Anti-River Poisoning Project

Why success with BPFA ?

- **Long-term, capacity building work with community**
 - **CBO self-formed**
 - **Strong, visionary leadership**
 - **Vision and Commitment of members**
 - **Partnerships**
 - **Building on successes – step by step**

IDB Funded Project – Blue Mountains Sustainable Tourism Programme

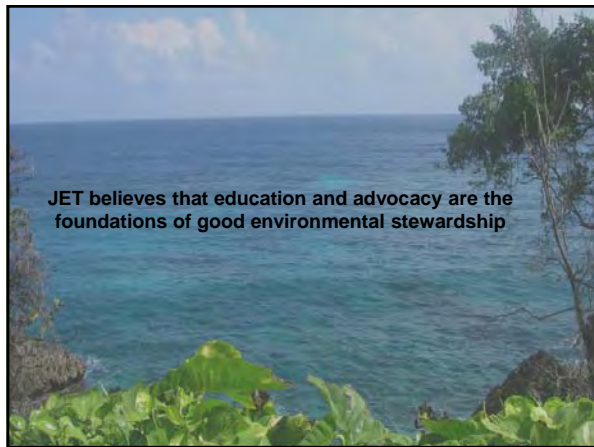
- **Product Development Planning for targeted communities around BJCMNP Recreation Areas**
- **Training**
- **Development of Marketing Plans & Products**
- **Development of partnerships with GOJ and Private Sectors (formation of Tourism Cluster)**





Who are we?

- Formed in 1991 by Diana McCaulay, concerned citizens
- Non-government, non-profit organisation
- Registered charity under Jamaican law
- Membership organisation
 - 6 fulltime, 1 part-time staff
- Democratically elected Board



Mission

Mission Statement: To ensure the best possible stewardship of Jamaica's natural environment through a range of programmes designed to protect natural resources, increase environmental awareness and advocacy in civil society and ensure inclusion of environmental issues in national development planning.



The Schools' Environment Programme (SEP)

- National environmental educational programme
- SEP is twelve years old
- Reaches over 200,000 children and 300-500 teachers in 200-350 schools annually
- Part-funded by Ministry of Education
- Collaboration with other NGOs


The Schools' Environment Programme (SEP)

- ♦ Island wide competition
- ♦ 4 main elements of SEP:
 - Garbage Management
 - Greening your school
 - Starting/Strengthening our Club
 - Research
- ♦ Two Teacher Training Workshops per year



Educational Materials

JET has produced a wide range of written and audio-visual educational materials, suitable for Jamaica:



Earth Facts SEP Publications

International Beach Clean-Up Day

- ♦ 13th year, conducted annually since 1993
- ♦ 442 volunteers; 261.5 bags of garbage collected in 2007
- ♦ Ramsar site – Palisadoes strip



Earth Day- "Birds in a changing climate"

- ♦ Caribbean Endemic Bird Festival
- ♦ Over 300 attendees
- ♦ Exhibitions, games, endemic bird costume competition etc.




Recycling-JET received the donation of a truck from Pepsi Cola Jamaica Ltd.

Other Implemented projects...

- ♦ SEP Earth Kids
 - Implemented in 35 early childhood centres
 - Developed two story books and one activities handbook
- ♦ West Indian Whistling Duck
 - Conducted workshops and field trips on wetlands
- ♦ BirdLife International
 - Signed MOU
 - Important Bird Areas



Other Implemented Projects...

- Biodiversity Education in Teachers' Colleges
 - Eight Colleges
 - Jointly implemented with the Joint Board of Teacher Education
- International Environmental Days
 - World Environment Week
 - World Wetland Day



Impact

- Largest environmental education project geared at primary, secondary, tertiary education levels
- Over 250 teachers trained annually
- Over 200,000 students exposed to environmental education
- Over 400 volunteers collecting 260 bags of garbage at Palisadoes
- Near 300 attendees exposed to Jamaica's endemic birds and habitat threats
- Publication archive of over 15 educational materials

Environmental Law and Advocacy Project

Give advice to communities affected by environmental issues, including getting information and filing lawsuits

- In 2006 – Judicial review action which challenged the public consultation process. Judge made declarations in JET's favour.



Environmental Law and Advocacy Project


Run Campaigns

- 'Save Cockpit Country Campaign' - Prospecting mining suspended
 - Film: *'Cockpit Country: Voices of Jamaica's Heart'*
 - Fact sheet
 - Petition (3,294 individuals signed)
 - The Nature Conservancy funded various aspects
- Keep marine mammals free
 - WSPA funded



Environmental Law and Advocacy Project

- Work with environmental groups to advocate in a network
 - Anchor the Secretariat
 - Jamaica Environmental Advocacy Network (JEAN)
 - Cockpit Country Stakeholders Group



Impact

- Successful Cockpit Country campaign resulting in the Suspension of existing prospecting licenses, until the boundary is determined
- Successful Judicial review action resulting in review of public consultation process
- 190 copies of "It Inna di Law!" A guide to Jamaica's environmental laws have been printed and distributed
- 79 ATI requests; filed 7 successful appeals
- Anchor a network which addresses environmental concerns
- Effective Media coverage:
 - Print 56 times
 - Radio 71 times
 - TV 64 times

Funding

- International funding
 - MacArthur grant
 - UNEP
 - Global Green Grant
- Local donors
 - EFJ
- Local Private sector support
- Endowment Fund (J\$36m)
- Annual Project budget (J\$25m)
- Annual Administration Budget – J\$5m



Challenges

- Endowment Fund
 - Target of US\$1M
 - Half way there
- Funding of Projects
 - Environmental education
 - Environmental advocacy & law
- Permanent Home



Thank you for your attention



Real People – Real Voices!

Panos Caribbean

CANARI – ARLG – GFS2S 08

Jean Claude Louis &
Jan Voordouw
15 Sept 2008
Mona, Jamaica

Real People !

- ❑ **Local people affected** by health problems – especially HIV and AIDS
- ❑ **Farmers, fisherfolk, people in communities** vulnerable to disasters / climate change
- ❑ **Youth and children** – a different world / but big part of the world
- ❑ CSW / MSM / Household helpers / exploited women / human trafficking : **GENDER**

Caribbean region! (wider sense)

2

Real Voices!

- ❑ **Content Production** : information, articulated by local people affected by development issues
- ❑ **Dissemination through the Media** : of that information at local, national, regional and even international levels

- ❑ **Oral testimonies** – Indepth information!
- ❑ **Communication methods** – eg Youth Journalism
- ❑ **Feature service** – radio, print, visual
- ❑ **Journalist networking**

3

Panos Caribbean Mission

- ❑ Amplifying the voices of the poor and marginalized.....
- ❑ ... through the media
- ❑ ... and ensure their inclusion in public and policy debate....
- ❑ ...in order to enable Caribbean communities and countries
- ❑ ... to articulate and communicate their own development agendas.

4

Thiotte – a very distant community



5

Thiotte



6

Philippeau – a city on a “protected” slope



7

Philippeau



8

Mocho – bauxite mining



9

Mocho



10

Testimonies from communities in the Dominican Republic (2008)



11

Testimonies from communities in Haiti



12

Testimonies from communities in Jamaica



13

VALUES: Our belief about PEOPLE

- People have a right to information ...
- which enables them to make their own minds up...
- about issues, according to their own circumstances, values, culture and beliefs.

14

Our belief about INFORMATION

- Information is a central resource to development ...
- and people need access to understandable, relevant and unbiased information...
- in order to take appropriate action.

15

Our belief about PUBLIC DEBATE

- Informed....
- inclusive public debate ...
- is an essential element of democratic societies.

16

Therefore, Panos Caribbean is

- Committed in excellence in all that it does
- and insists on adhering to the highest standards of integrity, accuracy and authority in its information outputs and activities.
- Panos actively promotes reconciliation, debate, collaboration and mutual understanding between Caribbean countries and peoples.

Panos is entirely independent of any political or religious grouping and from its funding sources.

17

4 Regional Programmes

- Children and Youth
- Health Communication (in particular HIV and AIDS)
- Community, media and environment
- Gender

18

Example: What is Youth journalism?

Panos has established groups of about 20 kids who are trained to produce relevant media information. We currently have 16 of such groups (14 in Haiti, 2 in Jamaica).

How do we do youth journalism?

- ◆ Select around 20 children in a geographic locality, 8-18 years old (various criteria applied)
- ◆ Establish a group (more or less equal participation of boys and girls)

19

Youth journalism (cont.)

- ◆ Employ a coach, a locally based journalist
- ◆ Provide training in (a) journalistic techniques; (b) child rights; (c) a specific theme (usually for upto 3 years in school vacations, weekend and after school)
- ◆ Provide Panos press cards (so they are recognized as reporters)
- ◆ Support the group's production of media products (print, radio, video, theatre) and campaigns

20

Production session - Gonaives



21

Children want to have THEIR say



22

Youth discussing gender issues



23

Weekly broadcasts



24

Community theatre



A group of people, including children and adults, are gathered outdoors for a community theatre performance. One person is speaking into a microphone while others listen.

25

Ready to start - In the studio



Two men are in a recording studio. One man is seated at a desk with a microphone, and the other is standing next to him, possibly assisting or directing.

26

The Kingston group



"Our Own Voices"
Panos Youth Journalists
Panos Caribbean - Jamaica

27

The Kingston group



Two photographs showing members of the Kingston group. The left photo shows a man in a yellow shirt with 'SPECIAL RELATIONS' on the back talking to another man. The right photo shows a man sitting at a desk with a computer, talking to another man.

28

The Kingston group



Two photographs showing members of the Kingston group. The left photo shows a man in a white shirt hugging a man in a yellow shirt. The right photo shows a man standing and talking to a group of people seated at a table.

29

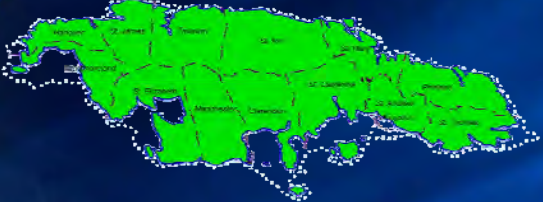
Youth Journalism



Two women are sitting at a table in an office setting, engaged in a conversation. One woman is holding a book or document.

30

Environment: Jamaica, if all the icecaps melt



Source: Marine Geology Unit, 2005

1/24/19 8:45:22 AM 2005

31

Feature services


- ◆ Panoscope in print (140 published articles in 2007)
- ◆ Panoscope radio and Echo Caraibes.
- ◆ Many series of radio programmes at local level through the youth journalists
- ◆ Photo distribution in development
- ◆ Some sporadic video – in particular in support of media campaigns

32

AIDS in two Cities

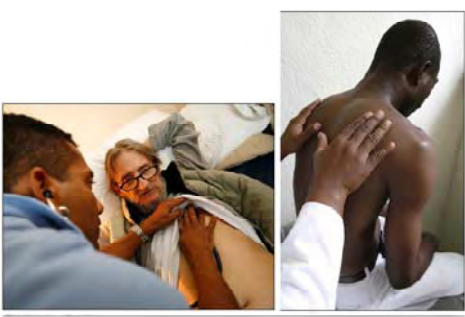
Vancouver, Canada
and
Port-au-Prince, Haiti

33




Relaxation

34



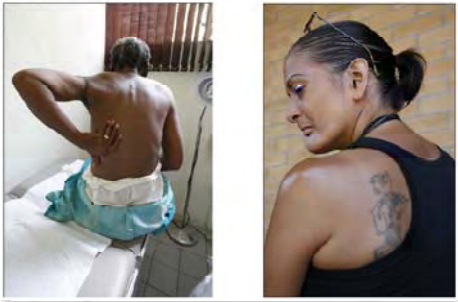
Medical Care

35



Hunger


36



Discrimination

© Getty Images / The Daily
© Getty Images / The Daily

37



Activists

© AP/Wide World
© AP/Wide World

38



Listening and Silence

© AP/Wide World
© AP/Wide World


39



Determination

© AP/Wide World
© AP/Wide World

40



Respect

© AP/Wide World
© AP/Wide World

41



Engaging Youth

© AP/Wide World
© AP/Wide World

42



And ... Mr. Gates....
We are helping so many poor and
marginalized people
that we are *poor* ourselves!


\$\$\$ welcome!
Thank you!

45

Let us have a great and Irie workshop

Thank you!

46



PROGRESSIO
Fundación para el Mejoramiento Humano

FUNDACIÓN PARA EL MEJORAMIENTO HUMANO (PROGRESSIO)


Es una institución privada, sin fines de lucro, constituida el 18 de mayo de 1983



PROGRESSIO
Fundación para el Mejoramiento Humano

PROPÓSITO

- PROGRESSIO trabaja en la conservación y el fomento de los recursos naturales tomando en cuenta la integración del ser humano.



PROGRESSIO
Fundación para el Mejoramiento Humano

MISIÓN

- Desarrollar y ejecutar programas que mejoren la calidad de vida de los seres humanos por medio de la conservación del ambiente.

ALIANZA CAMPESINO CON EL ÁRBOL

- Este programa se desarrolló en San José de Ocoa durante el período 1984 al 1991 y estuvo dirigido a pequeños agricultores de montaña, ubicados en la parte alta y media del río Nizao.
- Durante su ejecución se produjeron 4,210,711 árboles, los cuales fueron plantados por 5,557 pequeños agricultores.

CULTIVOS TROPICALES

- En el año 1984 la Fundación Progressio inicia este programa en una finca de su propiedad, con una extensión de 250 hectáreas, ubicada en el paraje Doña María, Municipio de Cotuí, Provincia Sánchez Ramírez.

BOSQUES DE LA VIDA

- Este proyecto se inicia en el año 1990. Sus objetivos principales son: fomentar el amor al árbol mediante la siembra en homenaje a personas y ocasiones; conformar un bosque conmemorativo; establecer un arboretum de especies nativas; mostrar a la ciudadanía la diversidad de nuestra flora; y fomentar el desarrollo de conductas ambientalmente responsables.

PUBLICACIONES PROGRESSIO

- Con este programa se han realizado publicaciones relacionadas con la protección de los recursos naturales del país; así como diversos estudios realizados en la Reserva Científica Ébano Verde

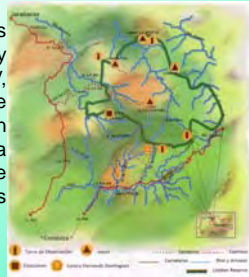
RESERVA CIENTÍFICA ÉBANO VERDE

El 26 de octubre del 1989 es la fecha en la cual el área seleccionada, ubicada en el municipio de Jarabacoa, provincia de La Vega, fue declarada Reserva Científica, mediante el decreto del Poder Ejecutivo No. 417-89, asumido por la Ley 64-00 y ratificada por la Ley Sectorial de Áreas Protegidas No. 202-04.



RESERVA CIENTÍFICA ÉBANO VERDE

PROGRESSIO es responsable para el manejo y administración de la RCEV, bajo la modalidad de comanejo, mediante un acuerdo de fideicomiso con la Secretaría de Estado de Medio Ambiente y Recursos Naturales (SEMARENA).



RESERVA CIENTÍFICA ÉBANO VERDE

• PROPÓSITO

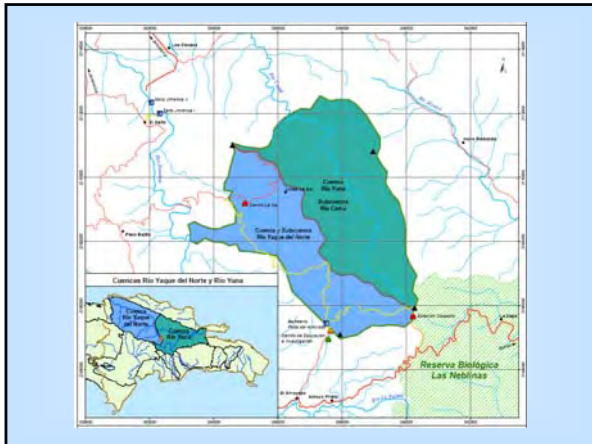
Con la Reserva Científica Ébano Verde la Fundación Progressio persigue la conservación y protección de la diversidad biológica del bosque nublado, del suelo y del agua, teniendo como eje principal la integración de los habitantes del entorno de la reserva al proceso de conservación, a través de su participación directa en proyectos que permitan mantener y mejorar la calidad de sus vidas, sin alterar el medio ambiente de la reserva.

RESERVA CIENTÍFICA ÉBANO VERDE

- La importancia de conservación de la RCEV radica en los siguientes elementos:
 - Existencia de hábitat y ecosistemas especiales para la conservación del Ébano Verde (*Magnolia pallescens*), como especie endémica.
 - Una gran diversidad biológica, tanto de flora como de fauna, con un alto grado de endemismo.
 - Protección de ecosistemas singulares como el bosque nublado.
 - Conservación de numerosas microcuencas (subcuencas Jimenoa y Camú) que aportan agua para uso hidroeléctrico, industrial, doméstico y agrícola a nivel regional.

BOSQUE NUBLADO

- Valor importante para la conservación de la flora y la fauna, la protección de los suelos y para los recursos hídricos, debido a que estos realizan un papel de redes que atrapan la nieve y la transforman en un recurso altamente aprovechable el cual se convierte en agua limpia.



Muchas Gracias




Mission

To promote development through environmental conservation and economic opportunity projects




Goals

- To promote the conservation and protection of Cockpit Country and Trelawny's natural and built environment
- To develop community, heritage and eco-tourism
- To pursue the development and production of commercially viable value added by-products from yam and other local raw materials
- To develop and expand attractions like Trelawny Yam Festival to showcase the parish, increase visitors and boost economic opportunities for local residents
- To develop partnerships with government, the private sector, civic organizations, grant funders and financial institutions in order to access and combine human resources, technical expertise, physical facilities and finances in order to implement projects efficiently and effectively



Track Record


- Eco-tourism
- Cockpit country biodiversity conservation
- Water resource management
- Outreach
- Community mobilization
- Publications
- Soil conservation and erosion control
- Trelawny Yam Festival




Skills & Competences



- Project Cycle Management
- NGO/CBO Institutional Development
- Community Mobilisation and Participatory Research
- Event Planning and Management
- Software Management of Project (MS Project 2003/2007)





Challenges

- Funding
 - Core operations
 - Consistent project activities
- Marketing our skills and expertise
 - to generate income
 - sustain organisation
- Underutilisation of skills and expertise



Vision

- Reorient institution in light of challenges
- Financial sustainability
- Selling the skills and competences of the organisation to the wider public
- Maximising revenue from existing income generating projects
 - Ecotourism
 - Trelawny Yam Festival



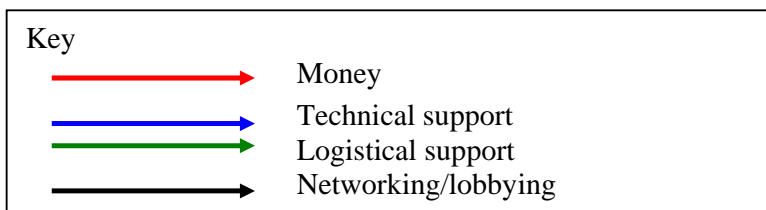
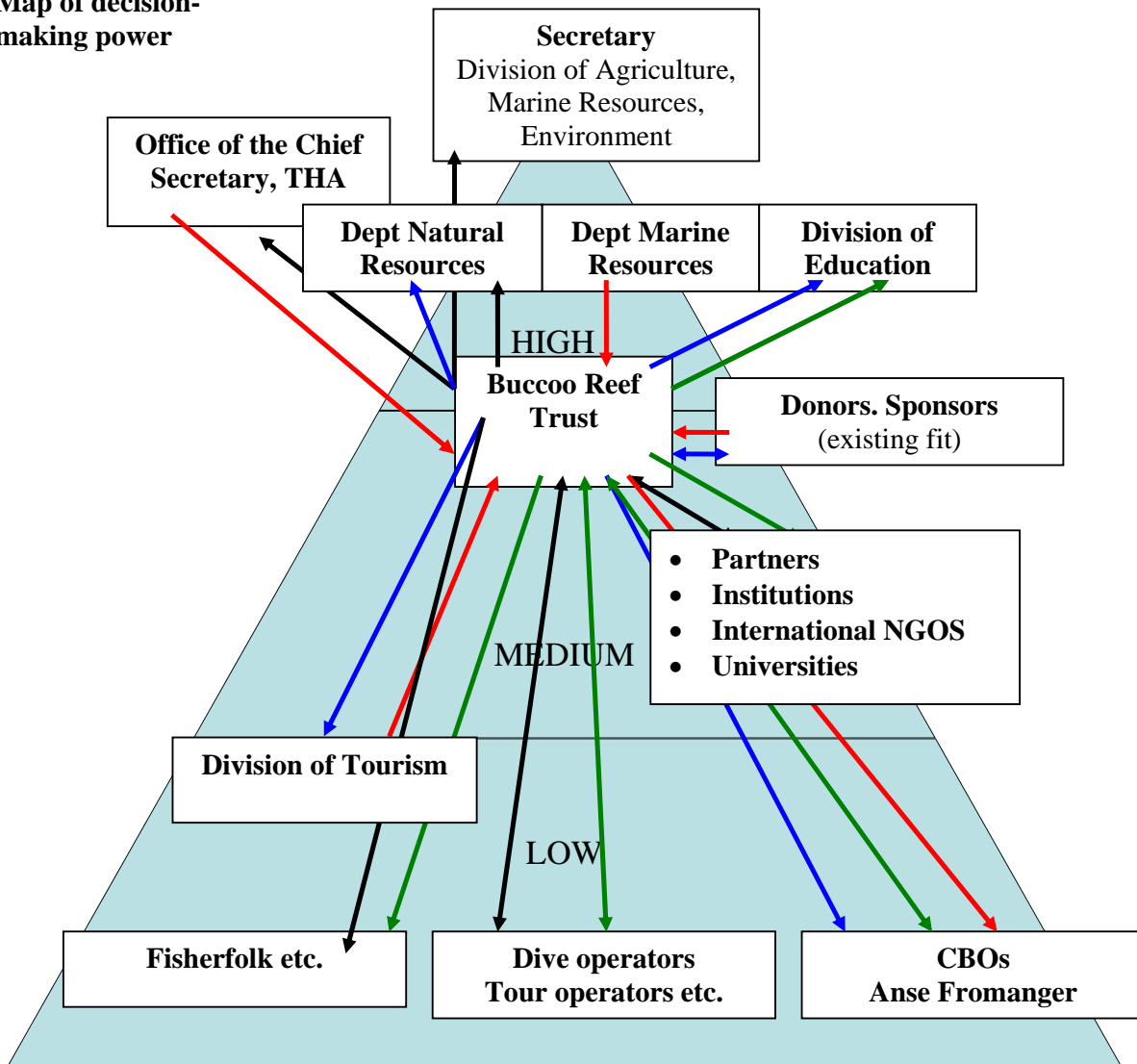
To Realise the Vision

- Sponsor or Trust Fund to support core operations
- Programmed vs. Project to Project operation
- Networking in all sectors locally and regionally



Institutional framework for management Tobago's Marine and Terrestrial Environment (Ridge to Reef approach) with particular focus on areas in which Buccoo Reef Trust (BRT) is involved

Map of decision-making power



Enabling factors

1. Competent staff
2. Good networking capabilities
3. Good research competencies
4. Ability to communicate with communities is good (but could be better)
5. Technical capacities in film making and producing documentaries
6. Technical capacities in diving and other under water activities
7. Respected – locally, internationally
8. Regarded as an environment leader – research and communication, education, conservation
9. Ability to attract \$ (due to existing outputs) and technical assistance
10. We believe that we are RELEVANT
11. We COLLABORATE (even with enemies)
12. Long term vision – funders, other NGOs
13. Good track record for project delivery
14. Staff [who have left] return 😊

Challenges

1. Staff retention – [want more] money (even if happy)
2. Lack of implementation of laws relative to environment - this affects ridge to reef conservation (staff shortages, poor supervision, \$)
3. Lack of will to protect environment by powers that be
4. Organization is in transition – growing – becoming more structured as funding has increased (more projects, more \$, more work to do)
5. TIME – need to do key organizational development such as:
 - Rebranding
 - Strategic planning (need to be participatory not top down)
6. \$ - will get funds, but issuing from donor takes long even though deadline is same and inflation is increasing
7. Not a lot of international organisations provide \$ for Trinidad and Tobago as it is perceived as rich
8. Limited government financial support even though our work is in their domain
9. Need \$ for administrative costs
10. Low environmental literacy in Tobago (challenge & opportunity)
11. Political changes = hit the reset button
12. Government sees us as competition (link to #8)
 - for staff
 - for external funding → affects our deliverables

How could BRT be further empowered

1. Be able to generate \$ especially:
 - to cover costs that donors don't fund such as admin which could solve issue of staff retention as BRT could offer better package
 - source consultants to support organization e.g. in rebranding
2. Develop capacities further in existing research, education, communication, conservation activities e.g. exchange programmes, attracting technical support from external bodies
3. More organizational development (strengthen HR etc. especially since we are growing. We can no longer just focus on what we want to do without strengthening ourselves)
4. Need to formalize – develop and execute our FUNDING STRATEGY

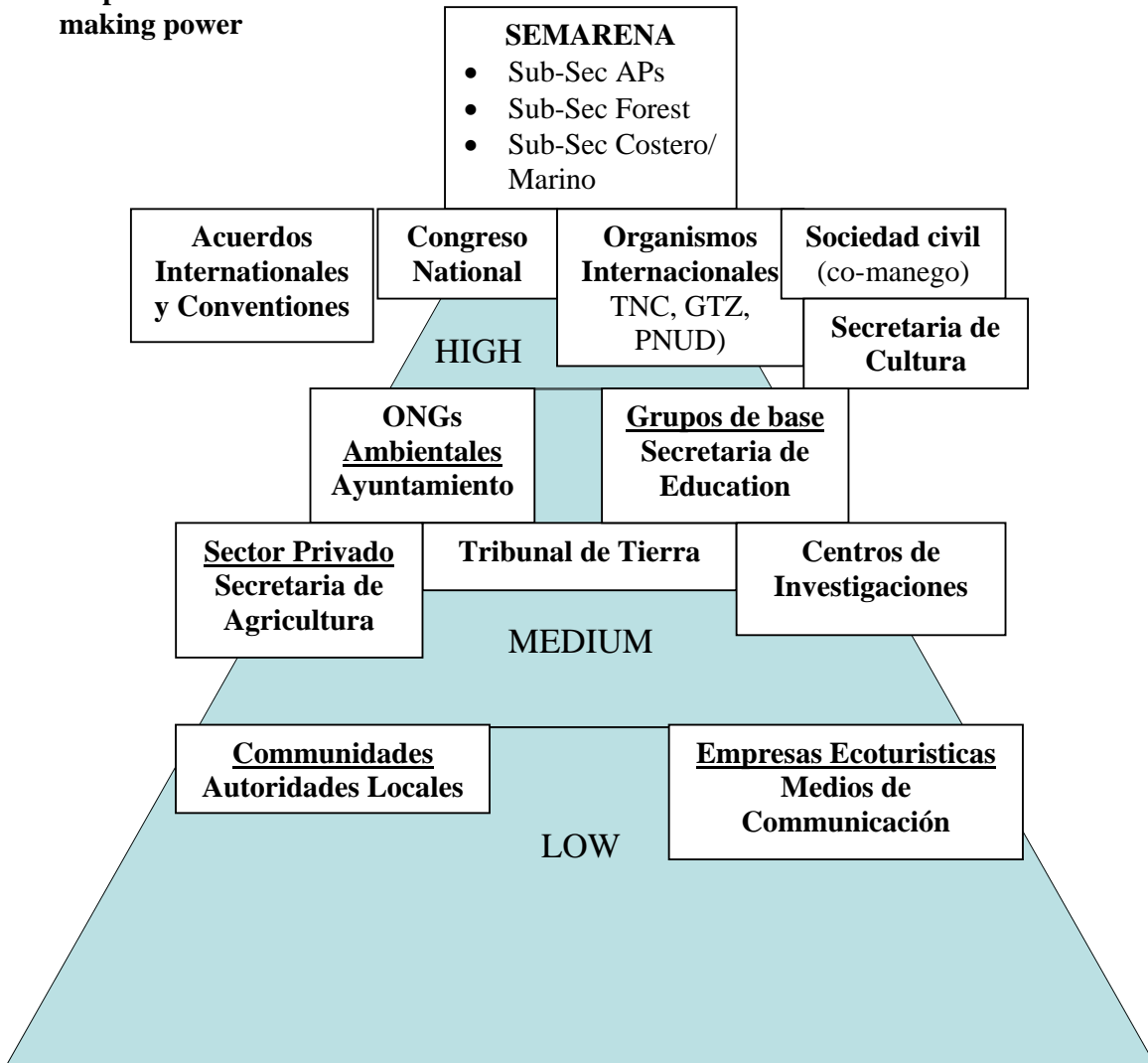
5. Need to strengthen our relationship with grass roots communities
6. We need to improve communication (and trust) with government bodies (e.g. collaborative activities)
7. We want to co-manage the marine areas and some terrestrial activities – OUR CURRENT GOAL

How to achieve current goal

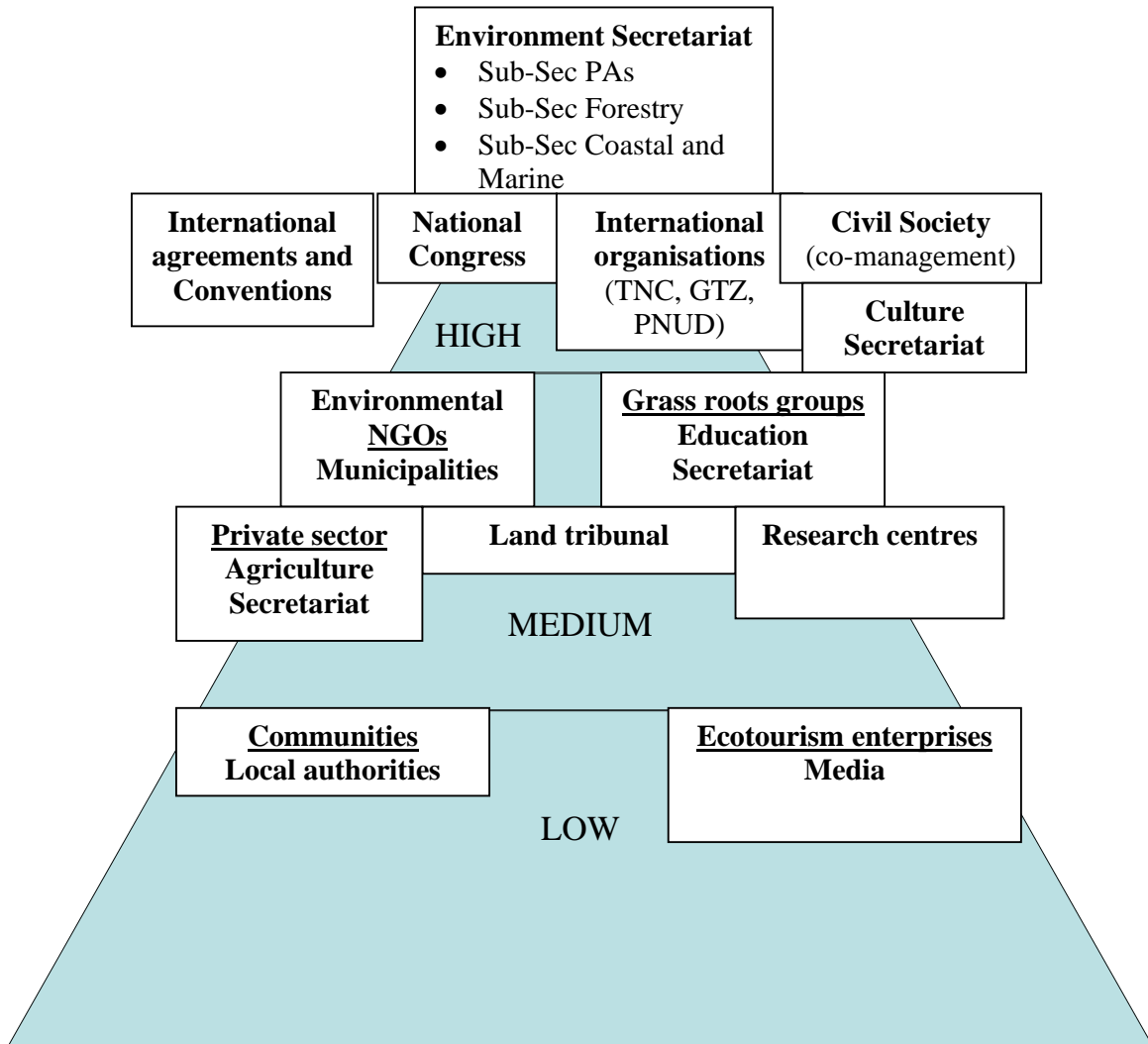
- Build trust and communication with with government
- Bring together other main NGO and government to work out co-management approach
- We need to work with grass roots
- Boost our communication approach, e.g. FILMS as a tool to widen our reach

Institutional framework for Pico Duarte, Dominican Republic

Map of decision-making power



English language version



Enabling factors

- | | |
|------------------------------------|---|
| • Ministerio de ambiente | <i>Ministry of Environment</i> |
| • Ley general de ambiente | <i>General environment law</i> |
| • Leyes sectoriales | <i>Sectoral laws</i> |
| • Co-manejo | <i>Co-management</i> |
| • Promoción co-manejo (ley) | <i>Promotion of co-management (law)</i> |
| • Sociedad civil empoderada | <i>Empowered civil society</i> |
| • Interes nacional por el ambiente | <i>National interest in the environment</i> |
| • Dialogo permanente | <i>Regular dialogue</i> |
| • Personal tecnico calificado | <i>Qualified technical personnel</i> |
| • Politica ambiental concensuada | <i>Consensual environmental policy</i> |

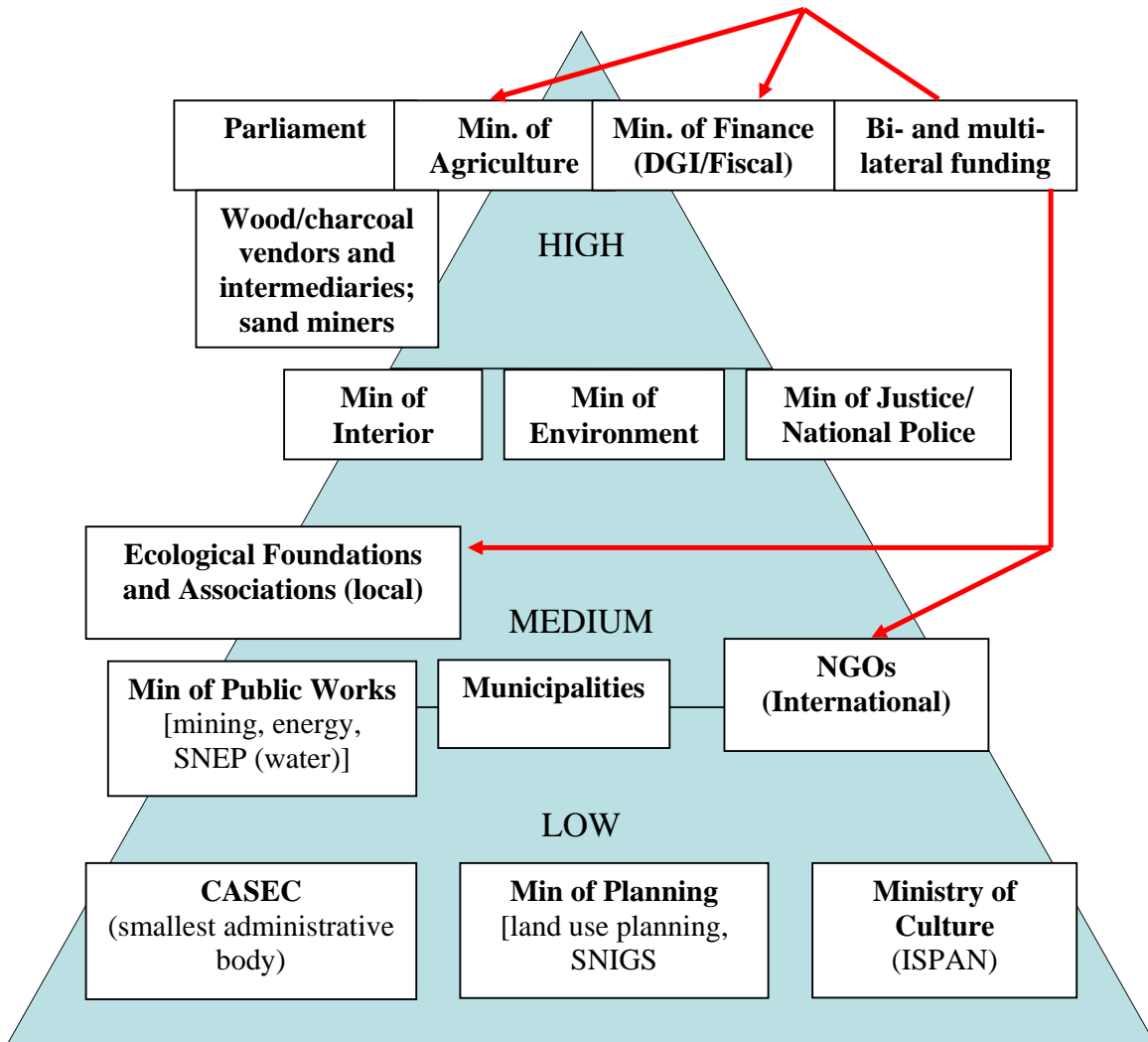
Challenges

- | | |
|--|---|
| • Aumento de recursos economicos por el estado | <i>Increase in economic resources for the state</i> |
| • Busqueda de nuevos proyectos | <i>Getting new projects (funding?)</i> |
| • Correccion de ley 202-04 | <i>Amendment to Law 202-04</i> |
| • Aumento de ares protegidas co-manejadas | <i>Increase in the number of co-managed protected areas</i> |
| • Mayor vigilancia | <i>Better monitoring (enforcement?)</i> |
| • Incremento sociedad civil empoderada | <i>More empowered civil society</i> |
| • Mejorar el dialogo permanente | <i>Improving the regular dialogue</i> |
| • Mayor incidencia de los medios de comunicacion | <i>Better media coverage</i> |

Haiti institutional framework

Map of decision-making powers

→ = Funding flow



Enabling factors

- Constitution (1987)
- Decree of October 2005 (National Agency for Protected Areas - ANAP)
- PAE (1998)
- Emergency Act of September 2008
- Media awareness and participation
- Dedicated ecological association network
- Public awareness
- Growing relationship with tourism sector

Challenges

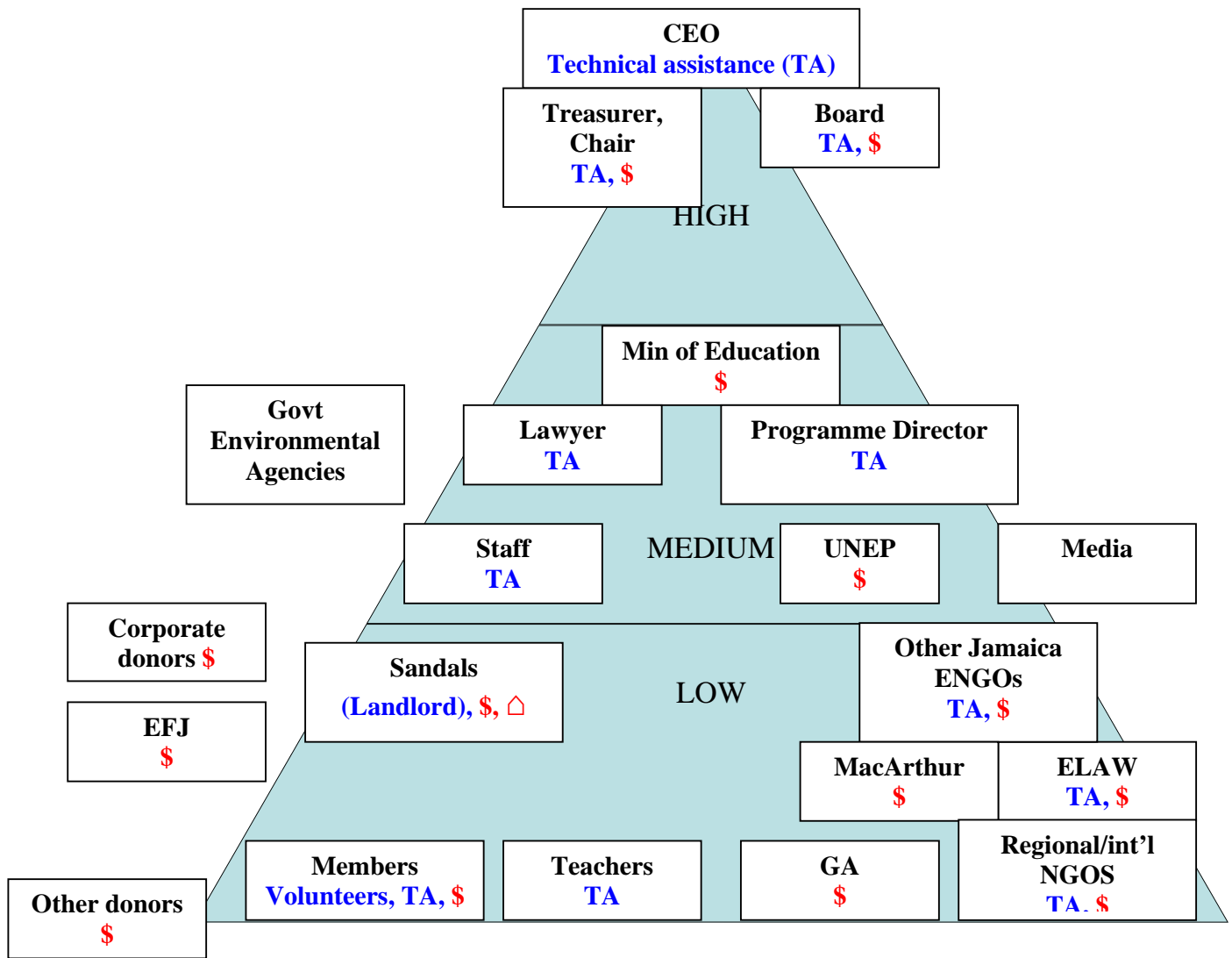
- Environmental vulnerability
- Lack of capacity for implementation
- Complex relationships between government and NGOs
- Refusal to empower the newly created Ministry of Environment (1995)
- Absence of land use planning
- Lack of environment education
- Under-employment
- Lack of economic alternatives
- Fast population growth
- Cadastre/centralization of resources
- City planning
- Lack of transparency
- Funding is scarce/only short terms
- Weak law enforcement

How to empower the institution/participating organisations

- Reinforce the current network of ecological/local NGOs
- Advocacy to commit/engage civil society
- Dissemination of information
- Civil society advocacy to implement the National Agency for Protected Areas (ANAP) listed in October 2005 decree
- Raise public awareness
- Empower (civil society) institutions to work with local authorities in land use planning

Jamaica Environment Trust (JET)

Map of decision-making powers



JET (cont.)

Enabling factors

- Committed, professional staff/team
- Good relationship with schools islandwide
- CEO can raise funds, demonstrates commitment and provides leadership
- Strong donor support which has survived JET's vocal advocacy
- Good relationship/networking with many NGOs, local and international
- Lawyer on staff, occupying a niche no one else occupies
- Mixed picture regarding JET's relationship with government agencies and people – some strong, some tense
- Strong emphasis on information – JET uses Access to Information Act
- Emphasis on media, with whom JET has a high profile
- Good due diligence, audited financial statement annually, good project track record, wide ranging
- Good relationship with private sector
- CEO sits on government registered board
- Existence of endowment fund
- Website

Challenges

- General interest in political will regarding the environment is low, no enforcement
- Project funding over long term
- No permanent home
- CEO burnout, succession unclear
- Uncertain tenure for staff
- Mixed picture re media – has had successes but is difficult to do. Interest in investigative stories is low (but improving)
- Dependence on certain key people – CEO, treasurer, administrator
- Infrastructure/equipment challenges, e.g. computers, vehicles
- Some skills lacking – e.g. accounting, website management, press release writing
- Resistance to honest evaluation + ▲
- Adversarial stance has compromised some funding (but not others)
- Perception is JET does not work in: communities, “society NGO” label

How could JET be further empowered?

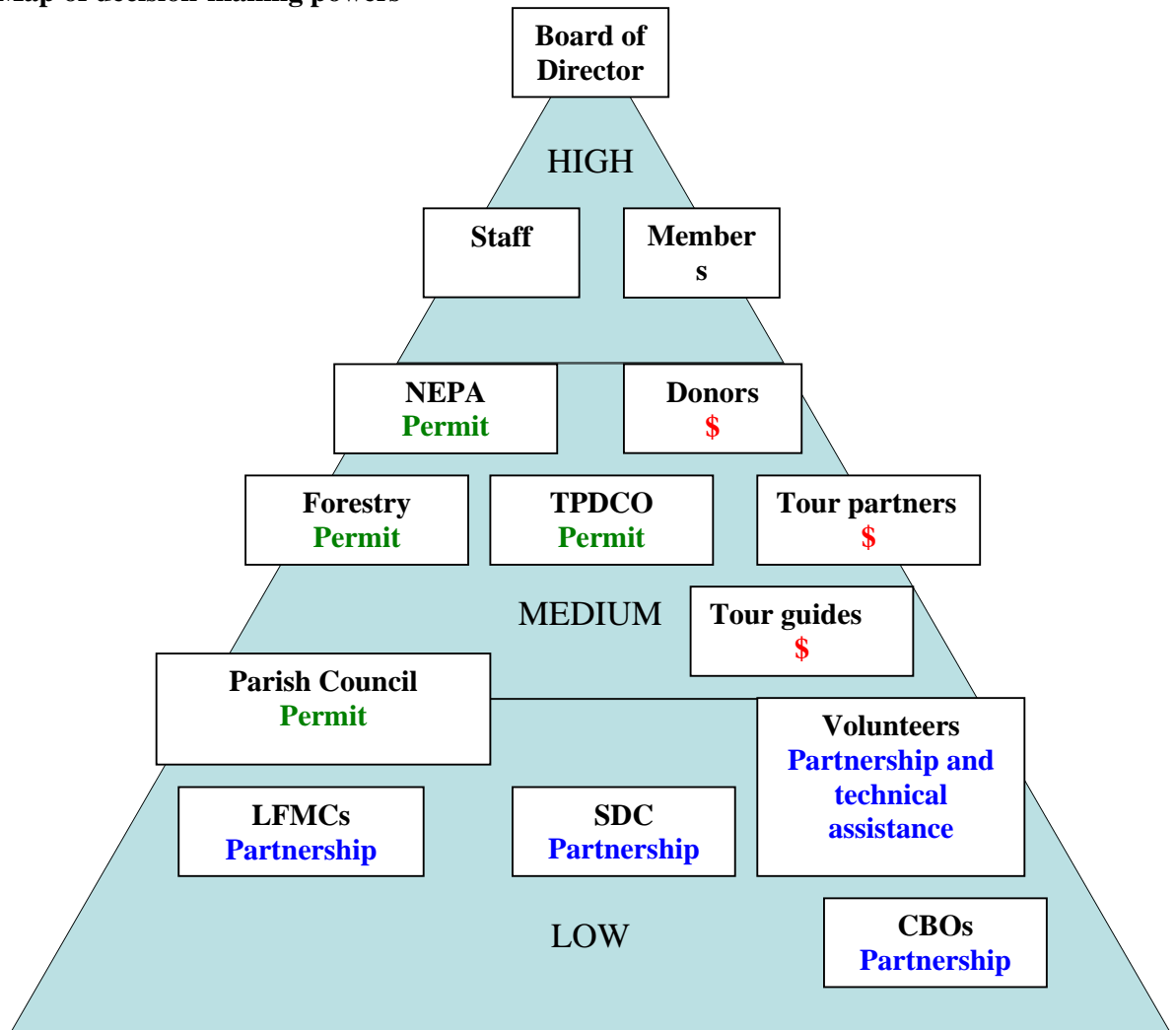
- Bigger legal department
- Better evaluation of environment education programmes
- Attain target for endowment (independence)
- Address infrastructural issues
- Replacement for Diana (CEO)
- More involved Board
- Fund raising more equally shared
- Permanent home (independence)

Environment movement in Jamaica

- Needs better collaboration, trust, and sharing of expertise, emphasis on outcomes, willingness to speak out, find consensus, accept and pass on leadership, be more strategic, use range of spheres of influence better, work regionally, learn from other countries, build citizen support at grass roots and other levels

South Trelawny Environmental Agency (STEA)

Map of decision-making powers



Enabling factors:

- Clearly stated and periodically revised mission and goals
- Good Board of Directors
- Good track records of project implementation management
- Good donor relationship
- Converting community ideas into projects
- Mobilizing communities and stakeholders

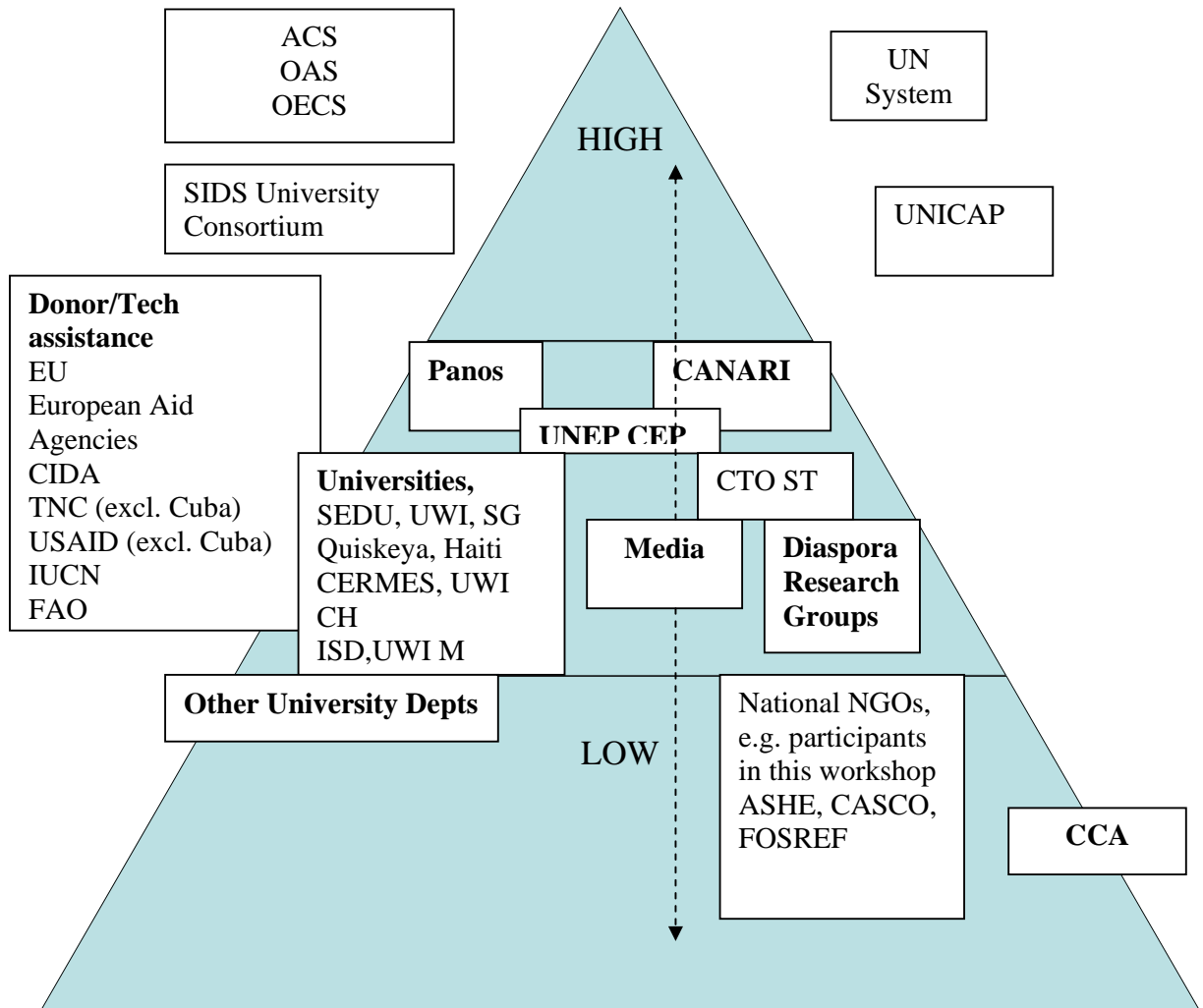
Challenges:

- Donor fatigue
- Meeting local expectations
- Covering the target area adequately
- Lack of cooperation with/from State Agencies
- Inability to retain project staff
- Core funding

How STEA can be more empowered

- Attract new funding sources
- Market the organization for its skills, services (i.e. eco-tourism development) to the wider public
- Develop feasibility studies and business plans for potential income- generating projects for the organization
- Involve state agencies in planning and project development exercises to a greater extent
- Strengthen partnerships and initiate productive working arrangements geared towards specific results

Mapping of regional institutional framework for capacity building communication/public education and outreach regarding conservation and development prepared by CANARI and Panos



Enabling factors

- Individuals passionate about conservation
- Base of information (mainly from projects)
- Donor funding with potential to be used for action research and learning
- Common culture
- Growing awareness of climate change and impact of natural and human-induced disasters has raised common consciousness that we are in the same boat
- Diaspora collaboration and \$

Challenges

- Insufficient case studies of successful Caribbean initiatives
- Media perceives conservation issues don't "sell";
- Stereotyped views of each other
- Language barriers
- Weak environmental management at governmental level
- Lack of coordination and willingness to collaborate between research organisations

Project budget and activities

• Four 4-day ARLG/training workshops (1 each Jamaica, Haiti, DR, TT)	MacArthur	CANARI	Other	Sub-total
HR costs (design, facilitation and reporting)	67,100			67,100
Air travel	42,750			42,750
Hotel and per diem	68,040			68,040
Local travel/field trips	8,630			8,630
In-kind contributions of labour and other resources			15,000	15,000
Other training programmes		18,000	18,000	36,000
Subtotal ALG and project training	186,520	18,000	82,000	237,520

Project budget and activities

8 Case studies of civil society involvement in biodiversity conservation	MacArthur	CANARI	Other	Sub-total
Research and write up 2 project case studies	15,780			15,780
6-8 Forests and livelihoods case studies whose findings will contribute to project learning			63,600	63,600
Subtotal case studies	15,780		63,600	79,380

Project budget and activities

Small grant fund (10 grants)	MacArthur	CANARI	Other	Sub-total
Selection, administration, monitoring and evaluation	14,000	5,000	5,000	14,000
Small grant disbursements	60,000			60,000
Subtotal small grants	74,000	5,000	5,000	74,000

Project budget and activities

Dissemination of learning	MacArthur	CANARI	Sub-total
Policy briefs	5,000		5,000
Guidelines	7,100		7,100
Newsletters	5,700	1,000	6,700
Subtotal other publications	17,800	1,000	18,800
Dissemination of project learning			
Website design and maintenance	11,150	3,000	14,150
Design, translation, printing and mailing	37,750		37,750
Subtotal dissemination of project learning	48,900	3,000	51,900

Budget summary

Summary budget	MacArthur	CANARI	Other	Sub-total
• Subtotal ALG and project training	186,520	18,000	33,000	237,520
• Subtotal case study	15,780	0	63,600	79,380
• Subtotal small grants	74,000	0	0	74,000
• Subtotal print publications	17,800	1,000	0	18,800
• Website design and maintenance	11,150	3,000		14,150
• Design, translation, printing and mailing	37,750			37,750
• Contingency (5%)	7,000	10,500		17,500
GRAND TOTAL	350,000	10,500	0	17,500

CANARI

Going from strength to strength

First Action Research and Learning Group (ARLG) Workshop

September 15-19, 2008

Mona Visitors' Lodge, Kingston, Jamaica

Workshop evaluation form

1. Did you find the meeting useful in terms of learning about and reflecting on what capacity civil society organizations need for equitable, effective and sustained participation in biodiversity conservation in the four participating countries?

Yes -12
Somewhat -1

2. Did the workshop help you to identify your organisation's strength and capacity building needs?
Yes – 14
No – 2

3. Did the workshop help you to build relationships with organizations in your own and other project countries?
Yes – 15
Partially – 1

4. What is the most important thing that you learned from this workshop?
 - A rich organizational evaluations (decision-making power & appreciative enquiry)
 - The importance of education to the environment
 - Names and faces of people with which I can relate
 - About the work done in other countries, the challenges, the types of agency operating – especially in the DR and Haiti
 - That we (countries & organizations) are not alone with problems and challenges with government heads, rest of civil society and environment issues.
 - Opportunity to work with other Caribbean brothers
 - Action Research and Learning strategy, experiences of four organizations Four D approach
 - La experiences de los etc etc
 - Give hope we are not
 - Action Learning. The ability to use your own experience and that of colleagues to move from strength to strength
 - Common issues/strength & challenges
 - The whole concept of Action Learning Research
 - Background information on Haiti and DR and its impact of natural resources management. Institutional mapping. Introduction to Action and Research Learning process

- The importance of learning about other regional organization, the need for meaningful collaboration and the executing effective action
 - Opportunities of using strategies that are tried and tested to use in our organization
 - Reminder that we are not alone
5. What did you like about this course?
- Size is right. Real chance to start a process that makes a difference
 - Les professeurs intervenants et leurs methodes de travail
 - Mechanisms for the follow up. Panel discussion during the field trip
 - Meeting others from other region. Involving participants in workshop tasks
 - The possibility to be with regional organizations and to share the passions
 - El lugar, la comida
 - The openness and sharing of information
 - Fraternity. The way to learning and see things
 - The communication and facilitation process. The extent of information transferred
 - Different person from the region/interesting personalities
 - The deliverance approach
 - The mode of facilitation
 - The diversity of culture working together to improve biodiversity and conservation
 - The sharing of experiences and the comrade among participants. The possibility of a small grant to enable a practical step in building capacity
 - The thought processes
6. What could have been improved or done differently?
- More equity in language-wise. We should start building a manual/start with agreeing outline and all contribute to issues. Follow up discussion through listserve
 - Faciliter l'ecorete pour les participants parlant d'autres langues
 - Translation
 - Less time sitting. Language translation needs to be simultaneous – made the introductory process very long-hard to keep concentration
 - El sistema de troduccion y la posibilidad de discufvi o interatuar con los otro paises a la hora de trobajar en el contunide del faller
 - Lingua
 - Translation
 - The translation that has been discussed extensively. Maybe language students from universities could be used to reduce cost

- Having a translator for the non English speakers
- Language translations throughout the workshop. Despite the nature of the facilitation this process could have been managed a bit tighter
- We could have done better with respect to time management
- Maybe less time on reporting back each morning

7. Please indicate which sessions you found particularly relevant and useful to your organization

- Institutional mapping. A.I.
- Toutes les sessions etaient necesaires e en-richissantes
- Informal discussions during meals. Presentation from all other institutions
- Institutional mapping
- Individual organization presentations
- All of them were useful and are an important part of the chain
- Systemes de evlousion de cofari darles
- Share the success and the error of each organization
- Doing the pyramid. It helped to give me a critical and analytical look at the organization and determine the way forward
- Key lessons. Mapping you institution
- Organizational mapping
- Institutional mapping
- The decision making powers and i.d. enabling factors and challenges and empowerment
- Decision making power

8. How would you rate the following areas of the workshop structure and delivery? Please tick one for each area.

	Very Good	Good	Fair	Poor
Clarity of objectives	7	7	1	
Course content	7	7	2	
Materials	1	9	6	
Facilitation	8	5	2	
Field trip	3	9	1	
Relevance to your needs	6	7	3	

Any additional comments on the above:

- We have several levels of objectives – Organizational and Regional, Internal and External. Very complete.
- Toute a ete tres bien!
- I felt the workshop was introductory and the more substantive activities and outputs are to come.
- Pre-trip information should have been more precise to avoid surprises (I thought I was coming to a University Dorm). Field Trips should be presented as beginners/ Intermediate/ Advance – Adventurous. Level of danger as well.

- More information on field trips for specific case.
- Looking forward to the next session and making the improvements observed and discussed.

9. Identify at least one thing from the workshop that you will apply in your Organization's work.

- Absolutely Institutional Mapping some "process" mapping.
- Marketing Vision/ Development of Sustainable productive business.
- Model of electronic forum put in place by C.A.D. on D.R.
- I will make a real attempt to devise a workable succession plan – but expect that more help will come in subsequent meetings.
- Institution mapping/ Strengthen local network.
- El analisis de las estructuras de mando y como relovonarlaz es las diferentes visueles.
- ARIG Strategy/ Institutional Mapping/ Four D Approach.
- Insectivon a mi personal porque me he dusto cuarta que no hom hecho per coser for mop.
- Methodologie and mecaries used for the evaluation of each Organization.
- Action learning.
- Going forward – how the could the Organization be further improved.
- Appreciative inquiry or 4 D Approach.
- Institutional Mapping.
- Organization Mapping.
- Evaluation of Organization – where we are coming for, where we are at and what we need to do etc. Appreciative inquiry.
- More Advocacy.

10. What might prevent you from applying the ideas discussed in this workshop?

- Time (or lack of it), maddening pressure.
- Mangue de materiel et de Jronnd.
- Availability of funds to have said people dedicated to dissemination and structuration of the information so that it can be more effective.
- Burnout, generally the atmosphere of criss that prevails in NGO life.
- Lack of time and/or lack of understanding from those who could not attend.
- Staff Commitment/ local capacity to apply them.
- Political Trouble or lack of funds
- The time.
- Organizational Structure/ Funding.
- Nothing.
- Nothing.
- Aspects external issues e.g. gov. etc.

- Time.

11. Any other comments.

- We have to guard to keep the momentum. Bring in some materials from external agencies (plans, ideas, initiatives, etc.). E.g. there are several Haiti – DR collaborations on other subjects.
- Merci pour tout. L'accueil été chaleureux. J'ai appris beaucoup! Thank You.
- An earlier agenda would help the in country organizations not to schedule meetings/ activities during the week. I worry always about the frankness of the participants – do we really speak truthfully about our work, our agencies?
- Let's keep the reform and the refund network alive and sustainable.
- No.
- Congrats to CANARI. Thanks to Lisa / Sarah. Look forward to contributing my own expertise where they can be used.
- Overall a good workshop that was informative, timely and with tremendous potential for good to come from.

Thank you!