



Caribbean Natural Resources Institute

Caribbean Green Economy Action Learning Group

Planning meeting of sub-group

January 31st 2012, Bay Gardens Hotel, Saint Lucia

1 INTRODUCTION

The Caribbean Natural Resources Institute (CANARI) was facilitating a regional dialogue on green economy in the Caribbean. This process involved a desk study, interviews with key stakeholders, and a regional workshop. A draft position paper on green economy was developed in March 2011 and widely disseminated via targeted mailings, posting on CANARI's website and Facebook, and presented at events around the region, including at the meeting of the Caribbean Community (CARICOM) Council on Trade, Environment and Development (COTED) in August-September 2011. This work was supported by the International Institute for Environment and Development (IIED) and the Commonwealth Foundation.

CANARI was continuing to facilitate regional discussions on what green economy means in the Caribbean context, with support from the IIED. This work focused on:

- a) broadening and deepening the discussion and analysis on what green economy means in the Caribbean context;
- b) communicating to raise awareness, engage stakeholders, and influence policy (including into the Rio+20 process) via national and international meetings/processes;
- c) identifying specific actions for implementation of a programme of action (how can this be implemented in sectors etc).

As part of this work, CANARI established a Caribbean Green Economy Action Learning Group (GE ALG), a regional multi-stakeholder group to provide input into shaping a Caribbean vision, position and action on green economy. This planning meeting was to input into shaping plans for the work of the GE ALG.

2 OBJECTIVES AND AGENDA

The meeting aimed to:

1. elicit input from GE ALG members on green economy (GE) issues in the Caribbean context, expanding and refining the ideas in the draft position paper;
2. prepare GE ALG members to input into and influence decision-making processes in the region;
3. discuss synergies between the sustainable consumption and production (SCP) and GE initiatives in the Caribbean to develop mechanisms for coordination;

4. draft a regional programme of work on green economy in the Caribbean comprising research, communication (awareness building and policy influencing), and action learning (on SCP and other areas);
5. propose additional members of the GE ALG.

The agenda is in Appendix 1.

3 PARTICIPANTS

This planning meeting was held with a small sub-group of the GE ALG, as well as additional participants (from Dominica, Haiti, and Saint Lucia) involved in a CANARI regional project on sustainable consumption and production, which was seen as an integral part of work on green economy.

See Appendix 2 for the list of participants.

4 DISCUSSION

4.1 Dialogue process

A presentation was made on the dialogue process (see slides in Appendix 3), outlining the first phase of consultation to develop the draft position paper, the second phase of communication, and the third phase of working to influence policy and starting to develop the Caribbean GE ALG. Discussion noted that there was some grassroots input into the dialogue (through participation of community organisations) but this was limited and needs to be expanded. It was also noted that there was some, but limited, private sector involvement in the dialogue. There was some private sector engagement in green economy initiatives, for example in the Trinidad and Tobago Manufacturing Association and the Caribbean Hotel & Tourism Association.

4.2 Opportunities for policy influence

The discussion considered:

- What are the existing policy processes and policies?
- To what extent have these been affected by green economy ideas?
- How can these take advantage of green economy opportunities?

The rich discussion considered a number of key issues:

- **Complexity and chaos:** The policy process in the Caribbean is extremely complex and getting more complex (it is not linear). According to participants “Policy making is chaotic and how do you intervene in chaos?”
- **Weakening of state agencies:** There is a general weakening of state agencies in the region and their ability to make and implement policy is being affected.
- **Short term project focus rather than long term policy vision:** A short-term focus of government agencies across the region is common. For example, in Haiti over the past 25 years there has been a multiplication of ad hoc institutions for projects rather than policies so that they have fund managers and no policy implementers. Nobody is responsible for the long term. Information is not shared about who is responsible for what. The institutional framework needs to be reshaped. The potential usefulness of the Access initiative for assessing democracy in environmental governance can be examined.

- **Involving the private sector:** There is lack of involvement of the private sector in policy making. The problem is that the private sector has not been part of policy formulation, but they are a key target in green economy. How can policy processes be reformulated to take private sector on board? Private sector representation on government delegations is needed and should be supported. Governments need to be more receptive to the needs of the private sector to know the barriers and incentives for green economy.
- **Growing potential of youth:** However, there is a growing potential in civil society, especially the youth, to be involved in policy-making. One idea presented is to create a fund for research by youth in universities for innovation in existing enterprises, linked with youth involvement in the enterprise.
- **External drivers of policy:** Many drivers of policy in the Caribbean are from outside of the region (for example market-driven).
- **Information and evidence-based policy-making:** A key problem is the lack of evidence-based policy making in the region and there is no information to be able to track results. The problem of access to information also needs to be addressed.
- **Research and development and adoption of new technology:** What is the role of research and development in driving private sector innovation? Or is it more about adapting foreign technology with centres of innovation located elsewhere? Should the Caribbean be adopting or developing new technologies? Is there enough investment in research and development (R&D), including are we using the University of the West Indies (UWI) enough? Is the private sector willing to pay for R&D? There is a trend of decreasing government support for UWI in general and definitely for R&D.
- **Regional to local:** Can regional policy influence national action in the absence of national policy? Regional policy-making may be very top down and not respond to local needs, opportunities and ideas and therefore not have national buy-in. For example, the CARICOM energy policy does not address the gaps in countries.

Policy opportunities identified were:

- There are many **national policies** that would be supportive of the green economy thrust (for example in Saint Lucia). But because the green economy concept is new, there needs to be improved understanding and what this means for the national situation, and then links can be made to national policy.
- The **regional science and technology innovation policy** adopted by CARICOM is an opportunity. Whether countries have national policies based on this needs to be examined.
- The existing **Caribbean strategy on sustainable consumption and production** (which is available on the website of the Caribbean Environmental Health Institute) can be built upon as regional strategy for green economy.
- **Green technologies and greening sectors** provide opportunities. These include: organic farming, renewable energy and energy efficiency, and water use efficiency.

Consideration of how the GE ALG could influence policy and promote change noted that:

- Given that policy in the region is chaos, the GE ALG should focus on a few main areas of work that it is mostly likely to influence.
- The strategy for the GE ALG is to work via agents of change.
- Multiple strategies need to be used accompanied by an action research and learning process to evaluate effectiveness and lessons.

- Green economy needs to be sold in terms of the economic opportunities that it represents. This needs to be very tangible in the communication messages.

4.3 Terms of Reference of the GE ALG

The draft Terms of Reference (TOR) (draft of 20 October 2011) was presented (see slides in Appendix 3) and a background to action learning was given (see slides in Appendix 4). The TOR was then discussed and the following refinements made.

Geographic scope: There was extensive discussion on what should be the geographic scope of work of the GE ALG: islands in the Caribbean, the Caribbean Community (CARICOM), Association of Caribbean States (ACS), or Association of Small Island States (AOSIS). It would be interesting to include the Dominican Republic. It was decided that the focus should be on CARICOM member states, since this is a coherent political grouping we can seek to influence.

Overall purpose: To identify and promote ways in which “green economy” can advance sustainable development in the Caribbean through shaping visions, perspectives, positions and actions. Key questions to be examined are:

- What are the opportunities?
- What are the potential threats?
- What could be a Caribbean vision of economic development?

Positioning: It was agreed that the GE ALG needs to position itself as diverse, independent, unattached, cutting edge/innovative, grounded in the Caribbean (experiences, needs, realities), transformational, and result-oriented.

Membership: The composition of the ALG should be legitimate and diverse enough, definitely including the private sector. It needs to be very inclusive, and not be like a government voice, and be representative of the diversity of views, perspectives and of countries. We do want public sector participation in the discussion, but their endorsement is not needed.

4.4 Programme of work for the GE ALG

A two-year programme of work should be developed, in three key areas:

- i. Building and sharing evidence-based **knowledge** to build understanding and capacity
- ii. **Advocacy** to influence policy and build commitment
- iii. **Action** to deliver transformational results

Building knowledge: Building knowledge will require addressing the following questions:

- What is green economy? What is a green business? How do you assess and measure how green you are?
- What are the baselines? What are the drivers and barriers of/to green economy?
- How do we get people on board? Who? Why them?
- What are the sectors that need to be targeted? How is green economy relevant and applicable to them?
- What are the experience, lessons and practices?
- How do we go from pilot to mainstream?
- How to transform the policy process?

- What are the things we were missing before in our model of economic development that prevented us from succeeding?

Sharing knowledge: Needs to involve looking at:

- What needs to be shared: lessons on good/best practices
- To whom: users of this knowledge
- How should the knowledge be shared: case studies, using the internet, study tours/exchange visits

Advocacy: A variety of audiences needs to be targeted. What the message is and how it should be transmitted need to be determined for each (see Table 1).

Table 1: Audiences to target in advocacy

WHO?	WHAT?	HOW?
Youth	“Future”	Social networking
International community: donors, multilaterals (World Bank, International Monetary Fund, Caribbean Development Bank), trade partners	Trends, need for long term change	Papers, meetings, via the Caribbean diplomatic community
Business	Showcase business opportunities and profit margins	Green Expo
Politicians		Via influential persons
Public sector (policy makers)	Emerging trends, opportunities and tools	Position paper, attending meetings, case studies and reports on lessons learnt and context
Regional inter-governmental and diplomats	Need for change	Meetings
Finance	What are the opportunities and their responsibility to support change	
Diaspora		
Research / academia	Need for research and partnerships, importance of making (the right) information accessible	

Internal capacity building programme for GE ALG members: Building the capacity of GE ALG members to work in all of the programme areas is critical and should involve:

- Building and working via partnerships (encouraging others to take action)
- Building common understanding within the GE ALG of key issues, such as sustainability

- Building skills and experience in key areas, such as policy analysis and formulation, project identification (in policy and programmatic context), and advocacy

The action learning process should be used, whereby members should bring questions/problems they are dealing with to the diverse membership of the GE ALG, so that they can get a variety of reflective questions from various perspectives on the questions/problems.

Action: Action can be taken by the GE ALG, its members, and partners and should be considered as action learning projects. This will involve planning, acting, reflecting and exploring leading again to planning in an ongoing cycle of action linked to learning.

5 CONCLUSION

Participants found the workshop useful in continuing to develop ideas for the Caribbean GE ALG and how it can move forward. Priorities and next steps identified were:

1. Finalise the TOR and expand the membership of the Caribbean GE ALG
2. Build on the framework developed in the workshop to draft a programme of work for the GE ALG, in consultation with members and other key stakeholders
3. Turn the Caribbean green economy position paper developed from earlier work in the Caribbean dialogue into a Policy Brief and translate it into French and Spanish
4. Identify and participate in key events that can be opportunities for policy influence
5. Participants will share ongoing and current green economy initiatives occurring in their respective country/organisation, so that these can be mapped

Appendix 1: Agenda

9:00 a.m.	Welcome and introductions	Yves-André Wainwright, CANARI
	Review of meeting objectives and agenda	Nicole Leotaud, CANARI
	Review of activities to date in the Caribbean dialogue on green economy	Nicole Leotaud, CANARI
9:30 a.m.	Review of the TOR for the Caribbean Green Economy Action Learning Group and suggested way forward for the regional initiative	Nicole Leotaud, CANARI
10:00 a.m.	Informal sharing from participants and discussion on national, sectoral, regional and international initiatives on green economy and potential synergies and opportunities for information sharing	Nicole Leotaud, CANARI
10:30 a.m.	BREAK	
11:00 a.m.	Presentation of and discussion on the conceptual framework for green economy in the Caribbean	Nicole Leotaud, CANARI Yves Renard, CANARI
12:00 noon	Identification of opportunities for policy influence	Cletus Springer, CANARI
12:30 p.m.	LUNCH	
1:30 p.m.	Drafting a framework for a regional programme of work on GE in the Caribbean comprising: <ul style="list-style-type: none"> 1. research 2. communication (awareness building) 3. communication (policy influencing) 4. action learning 	Nicole Leotaud, CANARI
3:30 p.m.	Next steps including: <ul style="list-style-type: none"> • Expansion of the ALG and process for facilitation • A process for developing the regional programme of work • Immediate actions for implementation: <ul style="list-style-type: none"> ○ Research ○ Policy influence ○ Awareness raising ○ Action Learning 	Nicole Leotaud, CANARI
4:30 p.m.	Wrap-up of priorities, thanks and close	Felix Finisterre, CANARI

Appendix 2: List of participants

FIRST NAME	LAST NAME	ORGANISATION	TELEPHONE NUMBER	EMAIL ADDRESS
Bishnu	Tulsie	Saint Lucia National Trust	1 758 452 5005	director@slunatrust.org
Cletus	Springer	Organization of American States (OAS)	1 202 458 3148	cspringer@oas.org
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Perry	Polar	University of the West Indies St. Augustine	1 868 321 2971	perrypolar@gmail.com
Yves	Renard	Green Park Consultants	1 758 455 9725	yr@greenparkconsultants.org
Yves-André	Wainright	IEPF Advisory Committee	1 509 2813 1850	yawainright@yahoo.com
Nicole	Leotaud	Caribbean Natural Resources Institute (CANARI)	1 868 626 6062	nicole@canari.org
Loiza	Rauzduel	Caribbean Natural Resources Institute (CANARI)	1 868 626 6062	loiza@canari.org
Sylvester	Clauzel			clauzels@candw.lc

Appendix 3




**The Caribbean Green Economy
Action Learning Group**

Sub-group meeting
January 31st 2012




ACTIVITIES TO DATE



Phase 1: dialogue

- Desk study and interviews – development of discussion paper (Dec 2010 – Jan 2011)
- Regional meeting (Feb 2011)
- Video interviews
- Development of draft position paper



Phase 2: communication

- Dissemination by email, websites
- Facebook discussion board
- Presentation at meetings:
 1. Rio+20 PrepCom GEC side event, New York (March 2011)
 2. Meeting of the Technical Advisory Committee of the Regional Coordinating Mechanism for the Implementation of the Mauritius Strategy for the Further Implementation of the Barbados Programme of Action



3. Saint Lucia National Development Forum "Walking the path towards a green economy (June, 2011)
4. CARICOM Caribbean Rio +20 Sub Regional Preparatory Committee Meeting (June 2011)
5. CARICOM Fourth Joint Meeting of the Council for Trade and Economic Development (COTED) and the Council for Human and Social Development (COHSOD) (Aug/Sept 2011)
6. 5th meeting of the Green Economy Coalition (Nov 2011)
7. T&T Rio + 20 National Consultation (Nov 2011)



Phase 3:

- Broadening the discussion
- Communication for awareness and policy influence
- Developing a programme of action

★ Caribbean Action Learning Group on Green Economy



GE ALG TERMS OF REFERENCE




GE ALG overall purpose

- To provide input into shaping a Caribbean vision, position and action on green economy.




Objective 1

- Conduct **research**, including action research, on the opportunities and options for moving towards a green economy in a range of sectors (including agriculture, tourism and energy) and spaces (e.g., urban environments, government practices);



Objective 2

- **Coordinate participatory processes** with stakeholders from relevant sectors and professions, civil society, government and academia to further develop the **regional vision** outlined at the February 2011 workshop;



Objective 3

- Develop its membership to create a **cadre of regional experts on and advocates** for approaches that contribute towards achievement of that vision.



Activities

- **analysing** emerging views, ideas, perspectives, and information on green economy in the Caribbean;
- identifying gaps in knowledge and addressing them through an **action learning** approach that includes mutual support among ALG members;



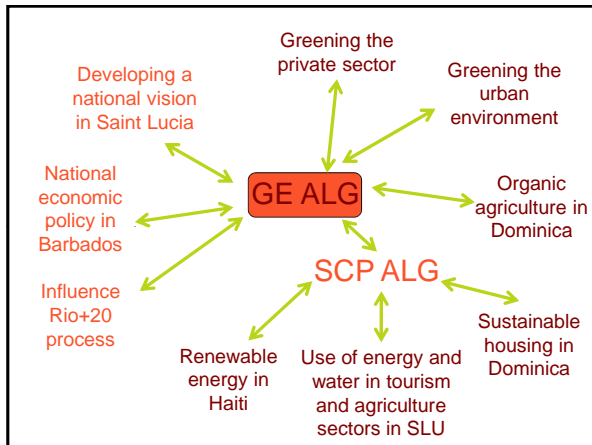
Activities (cont'd)

- participating in meetings of the ALG called by CANARI to:
 - share information relevant to their country or sector;
 - advise CANARI on priorities and strategies for shaping a Caribbean vision, position and action on green economy;



Activities (cont'd)

- organizing and participating in sectoral, national, and/or regional meetings and other processes to facilitate and/or contribute to discussions and action on green economy in the Caribbean;
- sharing and promoting the Caribbean vision and position on green economy at sectoral, national, regional, and/or international meetings and other processes.



Appendix 4



Why ACTION LEARNING?



- Goals = To learn and to solve urgent and complex problems
- Learning and team development as important as solving the problem
 - A form of learning by doing
 - Involves working on real problems, focusing on learning and actually implementing solutions
 - Urgent and complex problems (requiring unique systems thinking)

How Action Learning: Formula

$$L = P + Q (+ R)$$

Learning =

Programmed learning
(knowledge in current use) +
Questioning
(questions to create insight) +
Reflection



Reg Revans

Unlearning to learn

- Question set assumptions and ways of doing things
- Open yourself to critical enquiry
- Reframe your choices



"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

Who is involved?

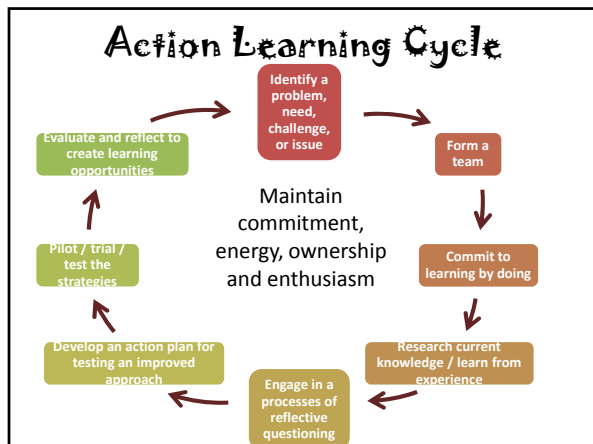
- A small group of colleagues to share and compare problems, ideas and solutions, provide challenge and support
- Individuals learn best with and from one another as they each tackle their own problem and actually implement their own solution.
- *"...those best able to help in developing the self are those comrades in adversity who also struggle to understand themselves..."* Reg Revans



The challenge for the GE ALG



- What is happening now?
- What should be happening?
- What is stopping us from doing it?
- What can we do?



Action Learning Group ROLES

- Presenters
- Group members
- Learning buddies
- Learning coach

Presenter's role

- Describes the problem, challenge or issue for the group's input
- Listens to experiences of the group
- Accepts the group's questions and reflections
- Takes back learning to apply and put into action

Group members' role

- May or may not be associated with the situation or challenge
- Participate equally
- Give support to their colleague
- Share experiences
- Provide new perspectives
- Question/challenge
- Ask "dumb" questions
- Do not give advice, tell anecdotes, pass judgement, or talk about how the situation compares to their own
- Assist the presenter to review options and decide on action
- Reflect on the group process and give feedback to each other on what has taken place

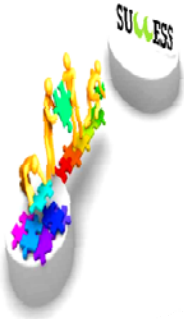
OPTIONAL: Learning Buddy

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

Learning coach's role

- Focuses on helping group become more effective
- Helps members achieve clarity and optimise learnings
- Ensures sufficient time for capturing learnings
- Helps members to reflect on interactions & implications of actions to be taken
- Ensures norms & processes followed
- Creates atmosphere of learning & reflective inquiry
- Asks questions related to learning, problem and goal clarity

Benefits of Action Learning



- Acknowledges and values prior knowledge, experience and expertise of team members
- Facilitates collegial support, sharing of problems or issues and finding of flexible solutions
- Develops teams, leaders, teams of leaders
- Solves problems and develops systems-thinking and creativity
- Creates learning cultures and learning organisations
- Focuses on positive changes and improvements
- Promotes action based on real workplace challenges or opportunities

*“Knowledge is
got by
experience, all
the rest is
information”*

Einstein



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