



Caribbean Green Economy Action Learning Group

Programme of Work

May 2013

VISION AND RATIONALE

This document lays out an initial programme of work for the Caribbean Green Economy Action Learning Group (GE ALG), which was launched in 2012. The GE ALG has evolved out of an ongoing regional dialogue begun in 2010, which has engaged civil society, government, public sector, academia, and inter-governmental agencies to develop a new economic vision for the Caribbean¹. Through that dialogue, diverse perspectives have converged on a consistent vision, summarised in Box 1 below:

Box 1: Elements of a Caribbean vision for a new approach to economic development

- The region's economy is aligned towards long-term prosperity, rather than simply growth, through equitable distribution of economic benefits, effective management of ecological resources and resilience to both external and internal shocks.
- The economy offers pathways out of poverty and towards self-advancement for Caribbean people.
- The economy generates jobs and produces goods and services that first meet the needs and demands of Caribbean people, including the poor and the vulnerable.
- Economic development policies and strategies are self-directed and maximise national and regional self-reliance through enhancing environmentally sound, domestic production and investment.
- Social and educational policies and investments support the development of human capacity and equitable sharing of the benefits of economic activity.
- The economy celebrates and nurtures, rather than exploits or undermines, Caribbean cultural diversity and richness.
- Caribbean businesses have the motivation, capacity and incentives to generate social and environmental, as well as economic, benefits.
- Technology and innovation are encouraged and supported.
- Use of imported or high carbon sources of energy is minimised through alternative renewable sources and more efficient technologies and practices.
- Trade dependency is reduced through greater intra-regional cooperation and a wider diversity of extra-regional trading partners.
- Cross-sectoral and urban-rural economic linkages are enabled and supported.

¹ More information on the dialogue is available in CANARI Policy Brief No. 13: Towards a green and resilient economy for the Caribbean, which can be downloaded at <http://www.canari.org/documents/CANARIGrEcoPB13->



Why a green economy approach for the region?

Green economy means different things to different audiences, but most of its agreed characteristics are consistent with achieving this emerging vision. Sustainable development has long been and remains the preferred development paradigm of Caribbean governments and civil society generally, but there has been insufficient progress in achieving its intertwined environmental, social and economic objectives, and inadequate attention to its economic dimensions. Green economy offers a lens on sustainable development that highlights issues of growing priority to the region such as energy dependency, resource inefficiency (for example, in food production), energy-consumptive transport options, and a range of economic and environmental vulnerabilities. If a green economy approach can help the countries and economic actors of the region tackle these and similar issues, while having social equity at its heart, it can make an important contribution to Caribbean development.

Why action learning?

Green economy is a relatively new concept and Caribbean countries have little experience and evidence to draw on. A research agenda is needed to guide countries on pathways towards a broad mix of social, environmental and economic objectives. Some international initiatives, such as the Global Green Growth Institute and the Green Growth Knowledge Platform, focus on research on the growth potential of markets and trade, low carbon technologies and economic instruments. But this “green growth” agenda only covers a narrow range of the questions that Caribbean green economy transitions must address.

An action learning approach to research involves structured engagement of stakeholders in “real” situations that offer opportunities for shared learning and analysis; and application of learning to advocacy processes aimed at changing policy, practice and behaviours. Stakeholders are engaged in a cycle of research and action that simultaneously: assists in practical problem-solving and effecting change; expands knowledge and understanding; and enhances the competencies of the actors involved. The cycle of critical reflection includes phases of planning, action, and critical review, leading again to planning. The group of peers works together to address a complex problem by bringing together their diverse experiences, asking reflective and “out of the box” questions, testing new approaches, reflecting on results and lessons, and developing new questions and approaches, before finally analysing lessons and recommendations. As the group members learn and share with each other and their wider networks, the approach also contributes directly to capacity-building and knowledge exchange. It is therefore ideally suited to address the complex challenge of supporting green economy transitions and approaches in the Caribbean.

The Caribbean Green Economy Action Learning Group (GE ALG) has been set up as an avenue for undertaking some of the research that will be needed by Caribbean countries. It also provides a potential model for other countries and regions, of an approach to research and testing that is grounded in local contexts, driven by local needs and priorities, and focused on inclusiveness and maximization of the social returns from a green economy. Its way of working is graphically illustrated in Figure 1 below.

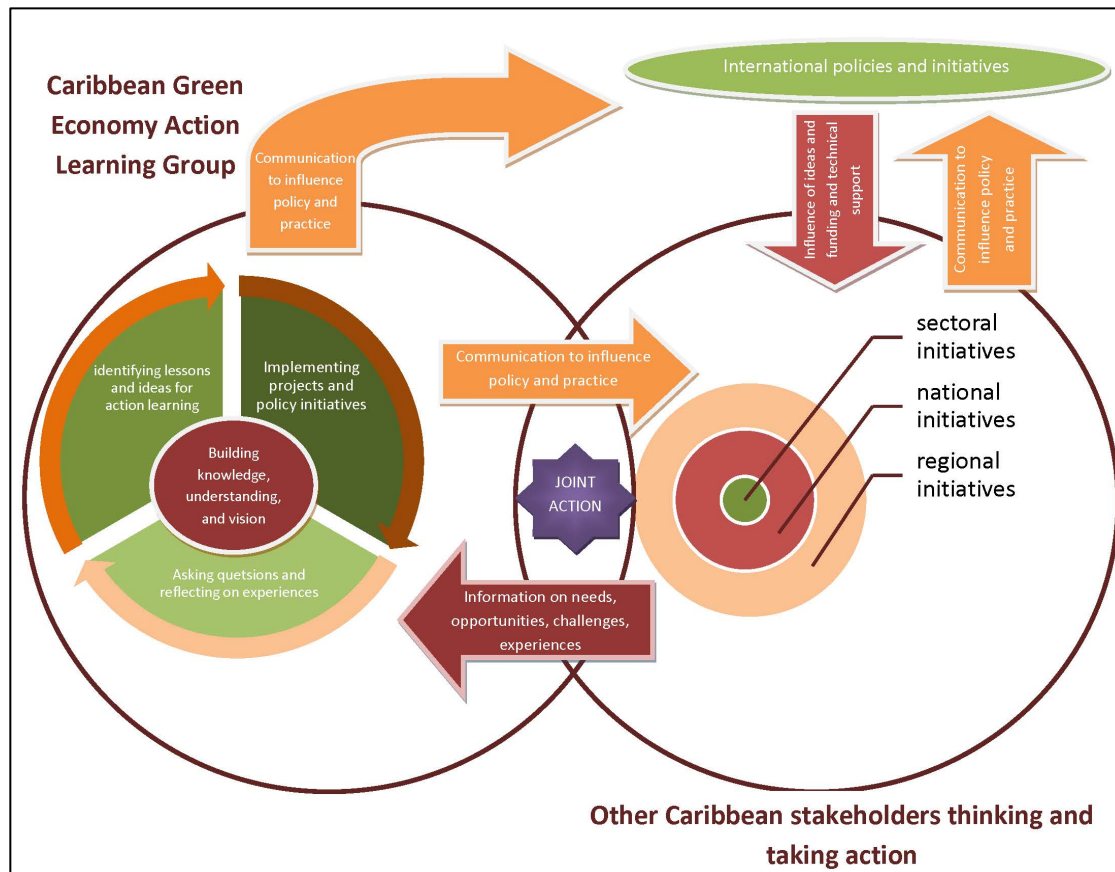


Figure 1. GE ALG operational strategy

GE ALG OVERVIEW

Composition

The GE ALG is made up of around 20 development professionals and academics from the region, with a range of expertise including development economics, planning, tourism, agriculture, social development, public administration, rural development, environmental management, gender and climate change. All members are in positions to implement or influence change, and many are already engaged in work that can provide material for action learning. The Caribbean Natural Resources Institute (CANARI) serves as convener for the Group. CANARI’s two Programme Advisors on Green Economy also participate in the Group. The list of current ALG members is attached at Appendix 1.

How the GE ALG operates

The purpose of the GE ALG is to identify and promote ways in which “green economy” can advance sustainable development in the Caribbean through shaping visions, perspectives, positions and actions. The GE ALG collectively plans research actions and draws lessons and recommendations for policy and practice. The GE ALG’s aim goes beyond increasing the



knowledge of its members; its learning forms the basis for building capacity and awareness and influencing policy.

PROGRAMME FRAMEWORK

The GE ALG's work is based on and derived from the Caribbean green economy vision that has emerged through ongoing regional dialogue. The issues that the GE ALG aims to address are those related to the changes required to achieve that vision. Those who are in a position to make those changes (including GE ALG members themselves) are the targets of the Group's communication, advocacy and capacity building. Monitoring and evaluation are integral to the GE ALG's way of working in order to track progress towards achieving the desired changes and to identify new priorities and needs that emerge. Figure 2 provides a graphic representation of the GE ALG's programme of work.

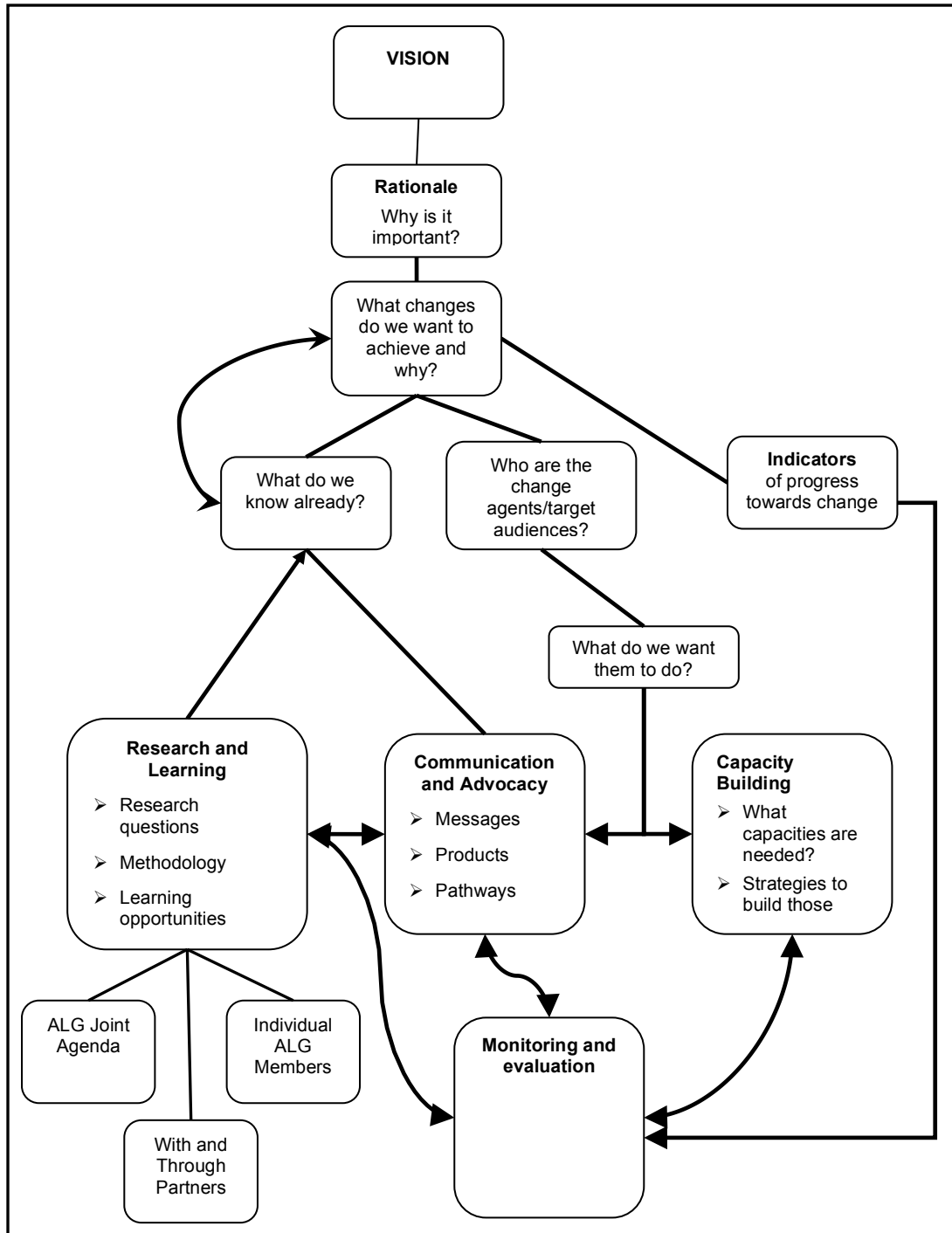


Figure 2. GE ALG programme framework



Scope of work

The issues that the GE ALG will tackle should help governments, businesses and other economic stakeholders to make decisions and formulate approaches and instruments that would support a shift to a more sustainable and equitable future. These issues include:

Foundations for a Caribbean green economy:

- What are the drivers of and opportunities for change in different countries and sectors?
- What are the barriers to change and what strategies can overcome them?
- What institutions and approaches are required to achieve inclusive and participatory planning and development processes?
- What kind of enabling policy frameworks and legislation are required?
- What integrated planning instruments and tools are needed to support a shift to a green economy?
- How can Caribbean countries manage debt, development assistance and investment to move towards green economies?

The potential benefits of a green economy:

- How can a green economy foster social inclusion and cultural resilience (and vice versa)?
- To what extent could green economies reduce inequality within and between countries?

Strategies and tools:

- How can Caribbean governments adopt green public investment and procurement policies and practices?
- What mechanisms (e.g., EIA) and incentives (e.g., tax breaks) can shift businesses towards triple bottom line approaches? Where is there potential for uptake?

Measuring progress

- What indicators should be used to measure progress towards a green economy?
- What tools are needed for participatory monitoring and learning?

The social dimension

- What kind of social policy is required for a green economy?
- How does a green economy approach to social protection differ from conventional approaches?
- How can green spaces contribute to green economies through their environmental, social and cultural benefits?



Greening Caribbean economic sectors:

- How can green economy approaches support more sustainable tourism and agricultural practices and transform their products and markets?
- How can green economy approaches support sustainable land management?
- What water management policies, principles and strategies are appropriate for green economies?
- What are the implications for trade of a shift to a green economy? What new barriers and opportunities will it create?

Energy:

- What are the constraints and obstacles countries face in switching to more sustainable and less import-dependent energy strategies? How can these barriers be overcome?
- What incentives should governments offer consumers and producers to move them towards more efficient and sustainable practices?

Local economies and small scale enterprises:

- How can community initiatives support local green economy transformations?
- How can learning from local experience be fed into national planning processes (and vice versa)?
- What kinds of policy measures, finance instruments and programmes are able to catalyse, support and scale up sustainable micro, small and medium enterprises?
- What activities in the informal sector contribute to green economies through resilience, innovation, low energy consumption etc.? How can these activities be effectively supported to deliver environmental, social and economic benefits?
- How can green economies contribute to more resilient and sustainable livelihoods for the most vulnerable?

Risk management:

- How can the region break the chain of causation between disasters, debt and economic decline?
- How can green economies reduce the region's inherent vulnerability and build its resistance to natural disasters?

Priority issues for Phase I

Based on an assessment of research, information and capacity needs, and taking into account the expertise residing in the GE ALG members, at their first meeting in May 2013 identified the following eight issues for the Group to address in the coming months:

1. Physical planning for green economies



2. Inclusive and participatory green economy governance models
3. The role of cultural events and industries in green economy processes
4. Catalysing, supporting, and empowering SMMEs, including the informal sector
5. Managing sustainable energy investments
6. Green economy approaches to public, private local and foreign investments
7. Sustainability indicators for measuring a green economy
8. Developing a Caribbean "road map" towards green economies

Initial research proposals have been developed for the first three of these issues; these are included in Appendix 2.

Research and learning

Who will do the research?

The GE ALG will work ***collectively*** on priority research questions that can draw on the Group's range of skills and expertise. Members will also contribute ***individually*** through their own research and reflective learning activities. In addition, the GE ALG will work ***with and through others***: individuals, institutions and programmes within and outside the region that are engaged in research relevant to the GE ALG's agenda. The Group intends to conduct a survey of relevant past and current research that it can draw on and build upon. Before embarking on any new research, the GE ALG will first ask what has already been studied and learned on the issue. The GE ALG will also encourage Caribbean researchers and research and academic institutions to engage in green economy work. Students, from secondary to graduate level, offer a valuable potential pool of research capacity that might be tapped by working with faculty and curriculum development processes.

How will the research be done?

Most of the research carried out by the GE ALG collectively, and much that they will contribute individually, will take an action learning approach, involving engagement of the researchers in the activities under study. Country and sector action learning case studies will make it possible to identify similarities and differences among countries, facilitate cross-country learning and exchange and support individual countries to set their own pathways. The GE ALG may decide to focus initially on a few countries or sectors where interesting learning opportunities exist and where conditions for uptake are favourable. Considerable material is available for this action learning; Appendix 3 offers a list of some of what has been identified to date. The Group will also undertake and draw on research using other methodologies besides action learning.

Communication and advocacy

The objectives of the GE ALG's communication and advocacy work are:



- to create and support a cadre of champions and advocates for green economy in the region;
- to promote and support evidence-based policy reform that contributes to achieving green economy objectives;
- to build awareness and encourage uptake of practices and approaches that are consistent with green economy objectives and approaches;
- to increase global understanding and appreciation of the potential of green economy approaches, particularly in the context of small island developing states.

The Group intends to develop a detailed communication and advocacy strategy in the coming months, identifying:

- who it seeks to influence and how (changes in knowledge, behaviours, attitudes, practices);
- the messages for each target audience;
- the communication products and pathways for delivering those;
- the actions required to implement the strategy;
- how the communication will be evaluated.

A tailored communication plan based on the overall strategy will be developed for all individual GE ALG action learning activities.

Capacity building

The capacity work of the Group has two dimensions:

- building regional capacity on green economy through work with governments, the business community, civil society, academia and other development professionals;
- building the capacity of the GE ALG and its members to effectively influence policy and practice and carry out its programme of work.

The capacity component of the GE ALG's work has begun with a preliminary assessment of the skills and knowledge needed by Group members and other key target audiences. A detailed strategy linked to the other elements of the programme of work will be developed in the coming months.

Monitoring and evaluation

A detailed monitoring and evaluation strategy will be developed for the work of the GE ALG. This will focus both on measuring results and on assessing learning to facilitate continuous improvement. It will evaluate:

- a. **Relevance**, i.e. the extent to which the GE ALG programme of work that was conceived and the activities that were planned were consistent with the needs, expectations and



capacities of the various stakeholders and responded adequately to identified needs, goals and objectives.

- b. **Results** of the GE ALG programme of work, i.e. what are the measurable (quantitative and qualitative) outputs, outcomes and impacts.
- c. **Efficiency and effectiveness**, i.e. the extent to which activities have been executed as planned and have produced the desired outputs, as well as the extent to which they have been implemented with the optimal use of financial, human and technical resources and in a timely fashion, looking also at the suitability of project management arrangements.
- d. **Sustainability**, i.e. the extent to which the outcomes and outputs have been, and are likely to remain, sustained beyond the time frame of individual activities, as well as the requirements for future activities that can help build such sustainability.

A variety of participatory methods will be used, based on an evaluation framework drawing on a combined approach using Logical Framework, Outcome Mapping, and Most Significant Change Analysis.

[This section to be developed further in consultation with GE ALG members.]

Appendix 1

Caribbean Green Economy Action Learning Group Members

May 2013

NAME	ORGANIZATION	GEOGRAPHY	ROLE/EXPERTISE
McHale Andrew	Invest Saint Lucia	Saint Lucia, Eastern Caribbean	Tourism, economics, development
Pat Aquing	Caribbean Environmental Health Institute (CEHI)	Caribbean	Sustainable consumption and production
Steve Bass	International Institute for Environment and Development; CANARI Programme Advisor on Green Economy	International	Sustainable development, green economy
Caroline Eugene	Sustainable Development and Environment Division, Government of Saint Lucia	Saint Lucia	National and international sustainable development policy
Marcella Harris	Windward Islands Farmers Association (WINFA)	Dominica, Eastern Caribbean	Agriculture, land use planning
Asha Kamban	Independent (retired from UN ECLAC)	Caribbean	Gender, rural development, poverty, public policy, disaster risk reduction
Nicole Leotaud	Caribbean Natural Resources Institute (CANARI)	Caribbean	Environment, development, rural livelihoods
Yociel Marrero	Fundación Antonio Núñez Jiménez de la Naturaleza y el Hombre	Cuba	Sustainable consumption and production, livelihoods, green development, social entrepreneurship
Winston Moore	University of the West Indies	Barbados	Development economics
Arellys Moreno de Yáñez	Panos Caribbean	Caribbean	Communication, advocacy, evaluation
Olu Obonyo	Dominica Organic Agriculture Movement	Dominica	Organic agriculture
Perry Polar	Caribbean Network for Urban Land Management (CNULM)	Trinidad and Tobago, Caribbean	Urban planning, community urban development
Travis Sinckler	Policy Research, Planning and Information Unit, Government of Barbados	Barbados	National and international policy
David Smith	Institute for Sustainable Development, University of the West Indies (UWI)	Jamaica, Caribbean	Sustainable development, environment
Cletus Springer	Organisation of American States (OAS) and CANARI Programme Advisor on Green Economy	Caribbean	Physical planning, environment, sustainable development
Ernie Stapleton	Permanent Secretary, Nevis Island Administration	Nevis, Eastern Caribbean	Public sector planning, energy
Joseph Ronald Toussaint	Independent consultant	Haiti	Rural development, poverty, environmental management
Judy Williams	Non State Actors Panel of Grenada and Grenada Community Development Agency (GRENCODA)	Grenada	Community development, governance,
Michael Witter	University of the West Indies (UWI)	Jamaica, Caribbean	Development economics
Raphael Emilio Yunén	Centro León	Dominican Republic	Planning, sustainable development, culture

Appendix 2

Preliminary work plans on priority issues

1. Inclusive governance processes: How can governments, the private sector and civil society collaborate on building a green economy?

Rationale: Good governance is essential for equity and sustainability, and progress towards green economies will not be possible without the cooperation, engagement and commitment of all major economic actors. This implies a need for new, more participatory, processes of policy development and implementation, since with a few exceptions there is now little engagement of stakeholders, and particularly private sector stakeholders, in public policy formulation. This activity aims to understand, promote and support the development of institutional arrangements and incentives that for effective multi-stakeholder processes that result in transformative policy.

Change we want to achieve: Restore the credibility of governance institutions and processes in the region as a foundation for green economy

Relevant initiatives (see box):

- Caribbean countries committed to establishing Sustainable Development Councils in keeping with Principle 10 of Agenda 21 emanating from the Rio Conference in 1992. Many did so, although all but Grenada's are now defunct.
- Two Caribbean countries (Jamaica and the Dominican Republic) have signed the Declaration coming out of the United Nations Conference on Sustainable Development (Rio+20) in 2012.
- A review of the 1994 Barbados Programme of Action (BPOA + 20) takes place in 2014, and will include opportunities for civil society engagement and information exchange.
- A few countries have specific experience with multi-stakeholder platforms for policy advice and collaboration on economic planning, for example the Barbados Social Partnership.

Box: Examples of inclusive governance institutions in the Caribbean

The Grenada National Sustainable Development Council (SDC) is a collaborative platform, with its origins in activities following up on Agenda 21, particularly the Barbados Programme of Action for Small Island Developing States and UNDP's Capacity 21 programme. Since 1996, the SDC has provided a mechanism for government, NGO and private sector dialogue on national development. While its direct impact on public policy may be limited², it has set a precedent for deep engagement of NGO and private sector actors in development debates, for example through the recent development of the Alternative Growth and Poverty Reduction Strategy by the Non-State Actors Panel (<http://voteforthelight.com/wp-content/uploads/2012/07/Printery-2012-MAR.-NSAP-ALTERNATIVE-GPRS.pdf>).

The Barbados Social Partnership, a framework for collaboration between Government, businesses and trade unions, was formed in 1993 "with a view to implement measures for the sustained economic development of Barbados" (<http://labour.gov.bb/social-partnership>) and has functioned since then under a series of Protocols. Under the current Protocol, the Social Partnership has responsibility for steering Barbados's shift towards a green economy, in follow-up to the Green Economy Scoping Study undertaken in 2011.

Research:

- Review the history and status of Sustainable Development Councils in the region to determine their levels of success and lessons learned, and consider whether they are the most appropriate mechanism to advance a good governance agenda.
- Assess the relative effectiveness of other mechanisms for inclusive governance (potentially including a case study on the Barbados Social Partnership).
- Examine the experiences of countries outside the region that have adopted Principle 10 of Agenda 21 to derive applicable lessons.
- Derive learning relevant to the Caribbean from initiatives such as The Access Initiative and experiences from other regions.

Monitoring and evaluation

Indicators of progress towards more inclusive governance could include:

- Number of Caribbean countries signing on to Rio+20 Declaration by BPOA + 20
- Number of countries in which National Sustainable Development Councils or similar multi-stakeholder governance mechanisms are established or revived

Equity, social justice, and sustainability, which are the desired outcomes of inclusive governance processes, are difficult to measure. In the absence of existing reliable data sources, proxy indicators may need to be used, for example the composition of consultative entities related to economic governance as a proxy for equity.

² Rosenberg, J. and L.S. Thomas. 2005. Participating or just talking? Sustainable Development Councils and the implementation of Agenda 21. *Global Environmental Politics* 5(2): 61-87.



2. Physical planning for a Caribbean green economy

Rationale: A well ordered physical space is the foundation for decent living, quality of life, efficacy of use of resources, environmental sustainability, productivity, and building sustainable local economies. Caribbean countries may be small in land but they are big in sea and sky and have not maximized these for economic development.

Changes we want to achieve:

- Enforceable physical planning policies that support the green economy
- An integrated approach to management of waste, transportation, water and coastal areas that puts countries on a path to greater sustainability
- Government and community use of indicators of progress towards sustainability, such as quality of health, land use for food security, volume of waste, happiness, number of cars, and use of renewable resources
- More liveable, sustainable and resilient cities using green technologies: we need to move to vibrant, compact cities and avoid impersonal urban spaces common in developed countries
- Research and education relevant to green economy physical planning having greater profile and impact, for example through revision of university programmes for urban professionals and pilot research programmes on coastal zone management, transportation, waste management and natural hazards.

Who we aim to influence: Politicians, urban and rural communities, the private sector

Questions to guide action learning:

- What contribution can physical planning make to green economy?
- How can we link community planning, national planning and regional planning?
- What participatory planning tools are most suitable for the target audiences?
- What can be done in built environments to reduce the need for transportation, waste, and water? What are the costs and benefits of those transformations?
- How can the priorities and recommendations of politicians and planners be reconciled? How do you get the attention and active support of politicians?

Potential research partners:

- Caribbean Environmental Health Institute (CEHI)
- Organization of American States (OAS)
- Caribbean Network for Urban Land Management, University of the West Indies



3. The role of small, medium and micro-enterprises, including the informal sector in green economies

Rationale: A large portion of the Caribbean population is engaged in farming, fishing or other formal and informal small and medium-scale enterprises (SMMEs), many of which are dependent on natural resources and other environmental goods and services. Given their potential to generate social and environmental as well as economic benefits and to contribute to poverty reduction, these enterprises must be considered as a key element in the shift towards green economies. The proliferation of small-scale enterprises is however constrained by a number of factors that need to be better understood.

Changes we want to achieve:

- Enhanced capacity of entrepreneurs
 - Change mindset from entitlement to empowerment
 - Environmental and social co-benefits explicitly included in business and marketing plans
 - Effective marketing
 - SMMEs strive for competitiveness – premium on efficiency – as well as sustainability
- Enabling policy and institutional environment
 - Easier process for registration of SMMEs and permits/permissions
 - More appropriate financing available, e.g., low or no collateral loans for start-up enterprises
 - Support agencies are more effective
- Enabling market
 - Consumers change mindset to value green products and SMMEs using triple-bottom line approaches

Who we aim to influence: Entrepreneurs, SMME support agencies, consumers, policy makers, larger businesses and business associations, especially those with corporate social responsibility programmes, Caribbean banks.

Learning questions:

Overall learning question: How can we catalyse, support and empower SMMEs so that they bring co-benefits (economic, environmental sustainability, social equity) and address issues of the informal sector?

- What are the characteristics/elements of a green economy-oriented SMME?
- What are the factors that contribute to failure of SMMEs and collectives, and what can be done to address these?
- What are the drivers for and constraints against SMMEs developing as green economy-oriented (both internal to SMME and external environment)?
 - How can support agencies be more effective at encouraging and supporting SMMEs to adopt a triple-bottom line approach?
 - How do financial systems currently assess triple-bottom line and how can this be improved?



- How can markets support green economy SMMEs?
- What is the transformation path for the Caribbean to move to green economy-oriented SMMEs

Communication and capacity building

Target audience	Action
Support agencies	Advocacy to create a more enabling policy environment, based on existing initiatives that are working Training/coaching
Entrepreneurs	Expanding training/coaching for business development and management: triple-bottom line, softer skills Template for business plans
Consumers	Sensitise to support “green” enterprises
Policy makers (Ministers)	Communication for policy change
Private sector	Communication for development of SMMEs, partnerships with SMMEs

Monitoring and evaluation

Indicators of progress, using a triple bottom line framework:

Social equity	Economic sustainability	Environmental sustainability
<ul style="list-style-type: none"> • Supporting local, indigenous products • Supporting local livelihoods • Most vulnerable groups • Contribution to community 	<ul style="list-style-type: none"> • Feasibility • Value for money • Value chain management • Bring in foreign exchange • Supporting local livelihoods • Effective use of technology • Individual well-being versus collective benefits 	<ul style="list-style-type: none"> • Sustainable use of renewable natural resources (water) • Efficient use of non-renewable resources (energy, materials) • No or low negative impact on environment (pollution) • Waste disposal – reuse, recycle

Initial workplan

1. Definitions:
 - a. Develop definitions of SMMEs tailored to each country’s context and circumstances
 - b. Define types/categories of SMMEs based on e.g., levels of capacity
2. Baseline assessment: literature review + data collection
 - a. What is being done in the Caribbean already to catalyse and support SMMEs and how effective are these in offering environmental and social co-benefits? What are



- the “best practices” (across countries and sectors)? Can these be adapted and adopted?
- b. What are the lessons that can be applied from other economies? (via global partners)
3. Design pilot that:
- a. looks at a range of SMMEs
 - i. Rural – agricultural, other
 - ii. Urban – cultural, personal services, ICT services
 - b. builds on what GE ALG members are doing or positioned to do, individually, collaboratively, or in partnership with others (e.g. business associations, CSR private sector partners), e.g.:
 - i. Trinidad and Tobago rural enterprises using natural resources (CANARI)
 - ii. Urban waste management/recycling (UWI)
 - iii. Cuba urban microenterprise
 - iv. Jamaica microenterprise (Panos)
 - v. Youth enterprise
4. Action research and learning (includes communication and capacity building as central to process):
- a. Peer-learning groups and peer exchanges of (1) entrepreneurs and (2) support agencies
 - b. Experimenting with potential models for “greening” financial mechanisms identified from baseline study. E.g, locally controlled micro-loans, community banks, sous sous, investment clubs
 - c. Experimenting with coaching/mentoring of SMMEs
5. Analysis of lessons to transform entire sector
6. Communication of lessons, recommendations to key target audiences

Appendix 3

Potential learning opportunities for the GE ALG research agenda

Research theme	Research question	Learning opportunities
Foundations for a Caribbean green economy	What are the drivers of and opportunities for change in different countries and sectors?	Implementation of: <ul style="list-style-type: none"> • Guyana Low-Carbon Development Strategy • Jamaica Vision 2030 National Development Plan • British Virgin Islands environmental mainstreaming pilot project • Dominican Republic Climate Compatible Development planning process • “Capacity building and mainstreaming of sustainable land management” (regional GEF-funded project) in Grenada and Saint Lucia Research on the requirements for moving towards a green economy in Jamaica and Grenada, commissioned by the Commonwealth Secretariat as part of a 2012 study on political economy of transformations to a green economy in small states
	What institutions and approaches are required to achieve inclusive GE planning and development processes?	
	What kinds of policy frameworks and legislation are required?	
	What integrated planning instruments and tools are needed to support a shift to a green economy?	
	How can Caribbean countries structure debt and development assistance to move towards green economies?	
The potential benefits of a green economy	How can a green economy foster social inclusion? cultural resilience?	Laborie, St. Lucia’s process of inclusive, culture-based development
	To what extent could green economies reduce inequality within and between countries?	
Strategies and tools	How can Caribbean governments adopt green public investment and procurement policies and practices?	Invest Saint Lucia’s plans to develop TBL methods for assessing investment proposals
	What mechanisms (e.g., EIA) and incentives (e.g. tax breaks) can shift businesses toward triple bottom line approaches? Where is there potential for uptake?	Green Business Barbados Sustainable consumption and production project, St. Lucia, Dominica, Haiti
Measuring progress	What indicators should be used to measure progress towards green economy?	Trinidad and Tobago’s Project for Ecosystem Services
	What tools are needed for participatory monitoring and learning?	
The social dimension	What kind of social policy is required for a green economy? How does a green economy approach to social protection differ from approaches?	Non-state Actors Panel’s Alternative Poverty Reduction and Development Strategy for Grenada
	How can green spaces contribute to green economies through their environmental, social and cultural benefits?	
Greening Caribbean economic sectors	How can green economy approaches support more sustainable tourism and agricultural practices and transform their products and markets?	CANARI Sustainable Rural Livelihoods Programme

	What water management principles and strategies are appropriate for green economies?	
	What are the implications of a shift to a green economy on trade? What barriers and opportunities will it create?	Organic Dominica policy initiative
Energy	What are the constraints and obstacles countries face in switching to more sustainable and less import-dependent energy strategies?	Implementation of: <ul style="list-style-type: none"> • Jamaica Renewable Energy Policy 2009-2030 • Nevis sustainable energy plan
	What incentives should governments be offering consumers and producers to reduce dependency on unsustainable, imported energy sources?	
Local economies and SMMEs	How can community initiatives support local green economy transformations?	Laborie Development Foundation, St. Lucia Caribbean Local Economic Development Program (CARILED)
	How can learning from local experience be fed into national planning processes (and vice versa)?	
	What kinds of policy measures, finance instruments and programmes are able to catalyse, support and scale up sustainable micro, small and medium enterprises?	
	What activities in the informal sector contribute to green economies through resilience, innovation, low energy consumption etc? How can these activities be effectively supported to deliver environmental, social and economic benefits?	
	How can green economies contribute to more resilient and sustainable livelihoods for the most vulnerable?	