



Caribbean Green Economy Action Learning Group

Programme of Work

June 2013

Caribbean Natural Resources Institute (CANARI)



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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. It is a living document that will be revisited and revised at regular intervals.

The overall purpose of the GE ALG is to identify and promote ways in which a new approach to economic development, referred to for now as “a Caribbean green economy” can advance sustainable development in the Caribbean through shaping visions, perspectives, positions and actions.

The GE ALG has evolved out of an ongoing dialogue begun in 2010, to develop a new economic vision for the region through engagement with representatives of civil society, government, public sector, academia, and inter-governmental agencies¹. Despite the diversity of countries, territories and perspectives involved, a consistent vision has emerged. The foundations for achieving this vision include:

- a sense of shared Caribbean identity, across political parties, nations and sectors of society, and commitment to pan-Caribbean cooperation and the collective social good;
- human security, including equitable access to health care, education and economic opportunity;
- good governance, that is democratic, transparent and encourages respectful dialogue among all sectors of society;
- a strong research and information base, for understanding the underlying causes of problems and developing solutions;
- a well-educated citizenry, including involved young people and a strong and mobilized civil society.

Characteristics of a desired new approach to Caribbean economic development emerging from the dialogue are summarised in Box 1.

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/CANARIGrEcoPB13-2012final.pdf>.

Box 1: Characteristics of a new Caribbean approach to economic development

- The region's progress is measured not only by GDP growth but also by the expansion, efficiency, relevance and robustness of productive capacity; 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 but consonant with international economic realities and maximise national and regional self-reliance through enhancing environmentally sound, low carbon 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 mobilises and draws on the Caribbean's rich and diverse cultural resources, without degrading or destroying them.
- Caribbean businesses have the motivation, capacity and incentives to generate social and environmental co-benefits that support improved wellbeing and equity (including gender equity).
- Technological innovation is encouraged and supported.
- Use of imported or high carbon sources of energy is minimised by substituting alternative renewable sources and the use of more efficient technologies and practices.
- Trade vulnerability 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.

Why 'green economy'?

Sustainable development has long been and remains the preferred development paradigm of Caribbean governments and civil society generally, but Caribbean economies continue to be driven by externally imposed and unsustainable models, from the post-colonial to the neoliberal. Debt-fuelled overconsumption, uncontrolled and often environmentally and socially harmful investment and over-reliance on fossil fuels are among the destructive patterns and practices that have maintained the region's economic vulnerability and failure to achieve its development goals.

Green economy means different things to different audiences, but most of its agreed characteristics are consistent with achieving the Caribbean's vision of more sustainable, resilient and equitable prosperity. 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?

Caribbean countries have little direct experience and evidence to support a transition to a new economic pathway. While there are some international initiatives, such as the Global Green Growth Institute and the Green Growth Knowledge Platform, that offer research services to countries, their focus is mainly on the growth potential of markets and trade, low carbon technologies and economic instruments. This “green growth” agenda only covers a narrow range of the questions that Caribbean economic transitions must address. The Green Economy Scoping Study carried out by the Government of Barbados and partners in 2010, for example, identified agriculture, fisheries, building and housing, transport, tourism policy support mechanisms as priority areas for research.

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 perspectives, 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. By bringing together expertise and perspectives from around the region, it offers an independent, non-political platform for trans-Caribbean research coordination and exchange. 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 and environmental returns from economic activity. Its way of working is graphically illustrated in Figure 1 below.

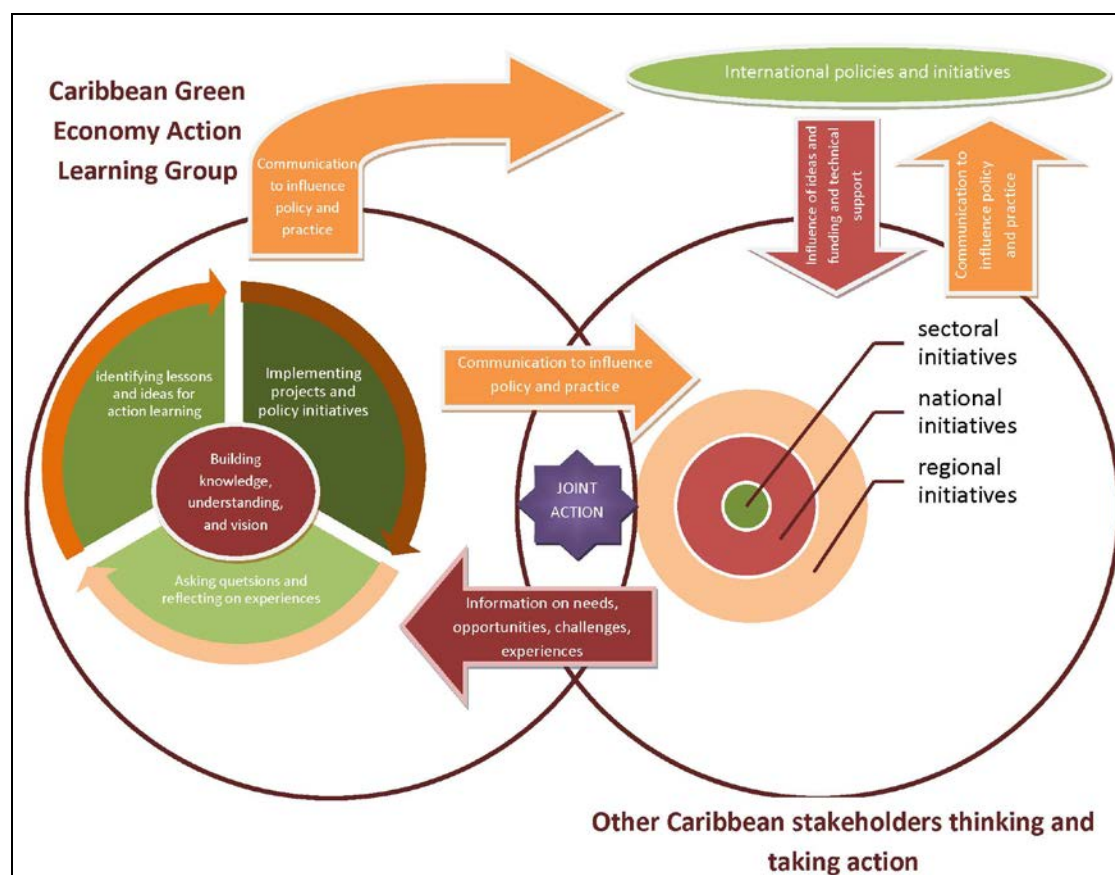


Figure 1. GE ALG operational strategy

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, disaster 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. The GE ALG's work thus also includes the analysis, documentation and dissemination of the results of its research and learning through a range of methods and media, as well as training and capacity building activities.

PROGRAMME FRAMEWORK

The GE ALG's work is based on and derived from the Caribbean new 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.

Scope of work

The issues that the GE ALG will tackle should help governments, businesses, households, individuals 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 new Caribbean economy:

- What are the drivers of and opportunities for change in different countries and sectors?
- What are the barriers to change and what specific interventions and strategies can overcome them?
- What institutions and approaches are required to achieve inclusive and participatory planning and development processes?
- What kind of enabling governance and 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 new economy:

- How can the economy effectively foster social inclusion and cultural resilience (and vice versa)?
- To what extent could green economies reduce inequality within and between countries?
- How can a green economy assist in generating sustainable high quality jobs and improve the overall efficiency of the Caribbean economy?

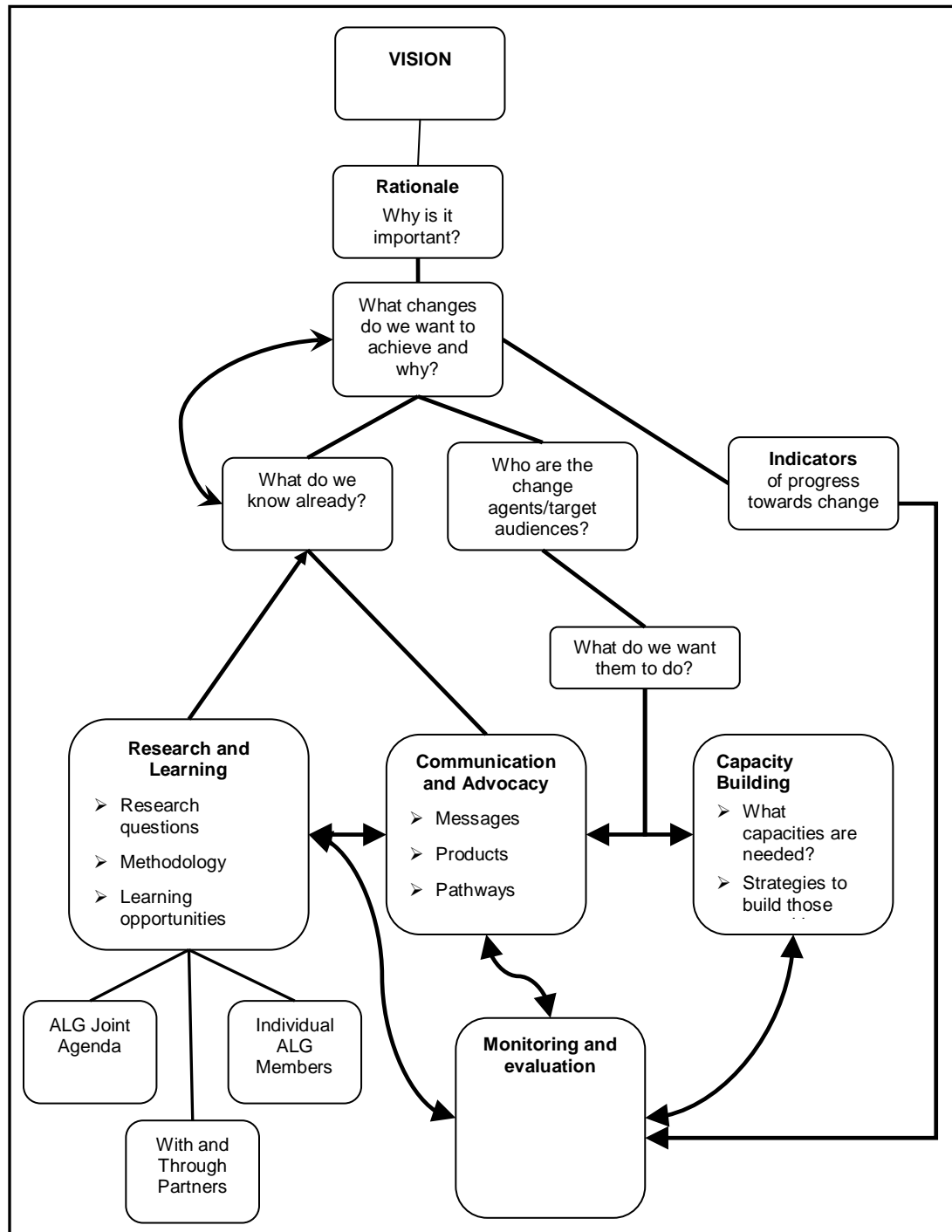


Figure 2. GE ALG programme framework

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 credits/breaks) can shift businesses towards triple bottom line approaches? Where is there potential for uptake?
- What information and incentives should governments offer consumers and producers to encourage them to move them towards more efficient and sustainable practices?

Measuring progress

- What indicators should be used to measure progress towards achieving a new economic vision?
- What tools are needed for participatory monitoring and learning?

Economic activity:

- How can a green economy contribute to the creation of new and decent job opportunities?
- How can green economy approaches support more sustainable tourism, production and agricultural practices and transform their products and markets?
- What are the implications for trade of a shift to a green economy? What new barriers and opportunities will it create?
- What are the implications for marine-based industries?
- Are there new and emerging sectors that can be better facilitated by the green economy and, if so, how?
- What are the implications of a move towards a green economy on the transport sector, at local, national, regional and international levels?

Social dimensions:

- 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?
- Can a green economy foster stronger societal cohesion and promote the cultural uniqueness of Caribbean countries?

Environmental dimensions:

- How can green economy approaches support sustainable land management?
- What water management policies, principles and strategies are appropriate for green economies?
- What are the constraints and obstacles countries face in adopting more sustainable and less import-dependent water, waste, energy and land strategies? How can these barriers be overcome?

Local economies and small scale enterprises:

- How can community initiatives support local green economy transformations? What organisational arrangements are required?
- 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, economic dependency and economic decline?
- How can green economies reduce the region's inherent vulnerability and build its resilience to natural disasters and external economic shocks?

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 and land use planning for green economies
2. Inclusive and participatory governance models to guide new economic development processes and approaches
3. The role of creative industries, including cultural events sustainable economic development strategies
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 being refined by the GE ALG.

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 2 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.

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

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.

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

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.

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

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. **Effectiveness** in terms of the extent to which activities have been executed as planned and have produced the desired outputs, looking also at the suitability of project management arrangements.
- d. **Efficiency**, i.e., making optimal use of financial, human and technical resources in a timely fashion.
- e. **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

NAME	ORGANISATIONAL AFFILIATION	GEOGRAPHY	ROLE/EXPERTISE
McHale Andrew	Invest Saint Lucia	Saint Lucia, Eastern Caribbean	Tourism, economics, development, investment
Pat Aquing	Caribbean Environmental Health Institute (CEHI)	Caribbean	Sustainable consumption and production
Steve Bass	International Institute for Environment and Development (IIED) and CANARI Programme Advisor on Green Economy	International	Sustainable development, green economy, sustainable markets group
Caroline Eugene	Sustainable Development and Environment Division, Government of Saint Lucia	Saint Lucia	National and international sustainable development policy social planning and policy
Marcella Harris	Windward Islands Farmers Association (WINFA)	Dominica, Eastern Caribbean	Agriculture, land use planning
Asha Kambon	Independent (retired from UN ECLAC)	Caribbean	Gender 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, sustainable waste, water technologies
Franklyn Michael	Caribbean Centre for Development Administration	Caribbean	Public sector reform, disaster management, agriculture, disaster management, strategic planning
Winston Moore	University of the West Indies	Barbados	Economics, development economics, industrial Economics, econometrics
Arelys Moreno de Yáñez	Panos Caribbean	Caribbean	Communication, advocacy, evaluation, education, poverty, alleviation
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, agriculture, environment, science technology and innovation
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, disaster risk reduction
Cletus Springer	Organisation of American States (OAS), PANOS-Board Director, Cropper Foundation-Board Director, UNEP-Scientific Advisory Group and CANARI Programme Advisor on Green Economy	Caribbean	Physical planning, environment, sustainable development, regional development
Ernie Stapleton	Permanent Secretary, Nevis Island	Nevis, Eastern	Public sector planning, energy

	Administration	Caribbean	
Joseph Ronald Toussaint	Independent consultant	Haiti	Rural development, poverty, environmental management, environment and agriculture policies, local development
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

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 forms of governance can provide an effective foundation for inclusive, stakeholder-driven processes of economic planning and development?	
	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?	