

**REPORT ON THE  
SMALL AND MICRO ENTERPRISES ACTION LEARNING GROUP WORKSHOP**



July 15th – 16th, 2014

The Normandie, Trinidad and Tobago

**Prepared by**

**Caribbean Natural Resources Institute (CANARI)**

**Executive summary**

The second meeting of the Small and Micro Enterprises Action Learning Group (SME ALG) occurred in July 2014 at The Normandie, Trinidad and Tobago. 16 participants from three countries were present to share ideas about ways to use SMEs to transform the Caribbean economy into a green economy. The participants were SME owners and representatives from organisations that support the development of SMEs in the region. The workshop built on the findings of the first meeting held in June 2014. The objectives of the second meeting were to: 1) facilitate sharing of experiences and lessons on opportunities, challenges and issues for catalysing, supporting and empowering Small and Micro

Enterprises (SMEs) as a pathway to a green economy in the Caribbean; and, 2) finalise the research agenda and programme of work for SME ALG to catalyse, support and empower SMEs in the Caribbean.

The workshop was participatory and interactive. Some participants were able to practice using the action learning methodology with their stakeholders after the first meeting. Some participants attended an expo in Grenada to assist one of the ALG members to support SME owners in that country.

Participants defined green economy in the Caribbean as being an economy that observes the triple bottom line of social equity, equitable distribution of economic benefits and environmental sustainability. It also takes governance and accountability into consideration. The ALG defined a small enterprise as one that has 6 -25 employees and an annual turnover of approximately US\$1.26 million while a micro enterprise has 5 employees or less and an annual turnover of approximately US\$150,000.

Mr. Alan Cooper of the Ministry of Labour Small and Micro Enterprise Development (MOLSMED), Trinidad and Tobago, presented the *Draft Micro and Small Enterprise Policy for Trinidad and Tobago* and the *Draft Green Enterprise Development Policy for Micro and Small Enterprises and Cooperatives* in a plenary session. The SME ALG concluded that the policies needed to further enable the “greening” of businesses; highlight the benefits of being green; and, to link the rationale of poverty reduction and sustainable businesses.

The participants were able to define the challenges of using SMEs as a pathway to a green economy. Some of these were placed in the research agenda that is being developed for the group; it will guide the direction of the group. Some of the challenges included “how do we measure success in a “green economy?” and “how can we effect change in state agencies that support the development of SMEs?”.

Further action that were agreed upon included the development of proposals to help the group to achieve the agreed objectives and the development of communication products such as a policy brief and a list of 10 ways to ‘green’ a SME.

The participants found the workshop useful and felt that the objectives were met. They believed however, that more sessions could be included and a field trip that explored models of SMEs in a green economy may have added more value to the workshop.

## 1 Introduction

Under the CANARI *Green Economy* programme two workshops were designed and implemented over the period June to July 2014. These workshops, funded by the International Institute for Environment and Development (IIED) through a grant from the UK Department for International Development (DFID) sought to ***explore how to nurture SMEs, including those operating in the informal or semi-formal sectors, to be an engine for green and inclusive economic transformation in the Caribbean using an action research and learning approach with SME ALG members and other key partners in the region.*** This report gives an overview of the second workshop which took place at The Normandie Hotel on July 15<sup>th</sup> and 16<sup>th</sup> 2014.

## 2 Objectives of the workshop

The objectives of the workshop were to:

- Facilitate sharing of experiences and lessons on opportunities, challenges and issues for catalysing, supporting and empowering Small and Micro Enterprises (SMEs) as a pathway to a green economy in the Caribbean; and,
- Finalise the research agenda and programme of work for SME ALG to catalyse, support and empower SMEs in the Caribbean.

## 3 Participants

The participants included a cross section of representatives from the SME support sector and SME owners. These included contributors from Grenada, St. Vincent and the Grenadines and Trinidad and Tobago. The second workshop was able to attract an additional four participants who represented a cross section of both SME owners and support agencies (See Appendix 1).

## 4 Methodology

The workshop agenda is shown in Appendix 2. The workshop was participatory and interactive incorporating three facilitators with varied levels of expertise and experience. It commenced with each participant being invited to introduce themselves, give a summary of the work that they do, and provide their thoughts on what they hoped to achieve at the workshop. They were also invited to offer an update on what actions have been taken since the previous workshop in June, 2014.

Following on was a presentation on the Green Economy, its definitions, trends and characteristics. This presentation provided an opportunity for the group to define a green economy SME in a Caribbean context (See Appendix 3). These definitions are critical from the onset to allow for both internal and external stakeholders to understand what the group defines as green SMEs and how the ALG will move forward to provide a context for support and advocacy. This session provided a rich discussion allowing participants to give their ideas, feelings and experience on green businesses and how SMEs and related support agencies fit into the “green economy” ecosystem. Day one closed off with a plenary discussion on the challenges faced by SME owners and support agencies within the green economy Caribbean context (See Appendix 4).

Day two commenced with the participants practicing the action learning methodology to find solutions for one of the challenges identified on the first day. The challenge identified was “what can support

agencies do to facilitate the transition to a green economy”. Ms. Beverly Dumas of YTEPP Limited presented this challenge. Ms. Keisha Sandy of CANARI facilitated this session as the coach.

Mr. Alan Cooper of the Ministry of Labour Small and Micro Enterprise Development (MOLSMED), Trinidad and Tobago, presented the *Draft Micro and Small Enterprise Policy for Trinidad and Tobago* and the *Draft Green Enterprise Development Policy for Micro and Small Enterprises and Cooperatives* in a plenary session which allowed for comments and feedback. The aim of this exercise was to enable the group to input into the policies before their final approval by the Parliament. Comments from the participants were recorded, discussed and noted.

The afternoon session carried on with another plenary session to provide feedback on the questions the participants felt critical enough to be included in the group’s research agenda. Consensus was provided on the challenges and research questions to be included in the document.

Closing off the meeting the facilitator outlined the action plan. The participants were asked to complete written evaluation forms and asked to give comments in plenary on what they would be taking away from the both workshops.

## **5 Findings**

Members of the workshop were enthusiastic and happy to use the action learning methodology and managed to try it out in some small way after the first workshop held in June 2014. The participants who used the methodology were Mr. Dennis Sammy, Ms. Akilah Jaramogi and Mr. Ashley John. They all indicated that even though objectives are identified at the onset, the methodology was flexible enough to bring about unexpected results, discussions and outcomes. Using the action learning methodology allowed participants to consider a different approach to staff meetings which ultimately brought about different results notably more ownership by staff on decisions made.

Ms. Denyse Ogilvie of People in Action (PIA), a SME support agency from Grenada, hosted a three day SME Expo in early July, 2014. The Green Vbyz Expo aimed to empower, support and grow both SMEs and an SME support agency called Market Access Rural Enterprise Project (MAREP). Three members of the SME ALG group attended to facilitate workshops and share experiences. Ms. Akilah Jaramogi, Mr. Dennis Sammy and Ms. Akosua Dardaine Edwards were invited to take part in the Sustainable Community Business and Livelihoods Capacity Building workshops.

There were many different definitions and perceptions provided on “green economy”. The varied descriptions and explanations indicate that there is need to not just educate but also formulate a common definition and understanding of what is the green economy and a SME in a green economy. (See Appendix 5)

The participants all agreed that the green economy and its related businesses rest on the pillars of proper use of the environment, economic self reliance and social equity. Although governance and accountability did not form part of the pillars, all participants agreed that they are also essential sub elements of the green economy and its benefits.

The Caribbean context was of particular concern. It was noted that the Caribbean has its own culture, challenges and nuances and as such, that uniqueness should be part of any discussion or policy development on green economy in the Caribbean. Participants reiterated the need for self reliance by each island before coming together as a combined force, the importance of regional cooperation and

the critical element of being aware of the existing agreements in place by individual governments and the CARICOM with international agencies. The effects of these agreements must be taken into account when considering the growth and development of a thriving green economy.

The group also defined both micro and small enterprises.

- *Medium enterprise*- 25-50 employees
- *Small enterprise*- 6-25 employees; annual turnover ~US\$1.26million
- *Micro enterprise*- 5 or less employees; annual turnover ~US\$150,000

Additional challenges of SMEs in the green economy context were put forward (see Appendix 4) by the participants. One particular challenge was identified and chosen for the action learning practice session held on day two. The challenge identified was “what can support agencies do to facilitate the transition to a green economy”. This challenge was presented by Ms. Beverly Demas and coached by Ms. Keisha Sandy. As the action learning process took shape the challenge identified shifted based on the responses and became “how can the results for an entrepreneurship programme in a support agency be measured to focus more than simply on number of participants and address factors such as sustainability, growth and green economy measures of social, environmental and economical results”. One of the features of the action learning process is the probing questions which encourages deep purposeful thought. With this, the challenge represented can change based on the responses. This exercise represented a perfect example of the process and provided an opportunity for participants to experience how focused questioning can allow for clearer identification of challenges and more importantly solutions.

Participants all indicated and believed that they are change agents and change agents are willing to challenge the status quo and take risks.

Participants stated that the introduction of the green economy principles and green SMEs are all relatively new concepts, particularly with government and support agencies. Guiding principles are needed for the successful introduction of the concepts, advantages of an SME in a green economy and more importantly how they can be supported and facilitated. With this in mind, there is need for a sustained, authentic level of public awareness of the green economy and its benefits. Methods were put forward by the group for this information dissemination. Examples include policy briefs, leaflets and education campaigns in schools to name a few.

Mr. Alan Cooper’s presentation of two relevant draft policies that are being considered in Trinidad and Tobago yielded a large amount of discussion. These policies were not familiar to the participants. The public awareness campaign of the policy appears minimal and targeted. The discussion provided an excellent introduction and platform for the development of a green economy and for green economy SMEs. The SME ALG concluded that the policies needed to further enable the “greening” of businesses; highlight the benefits of being green; and, to link the rationale of poverty reduction and sustainable businesses.

The research and action agenda’s questions all reflect and will include the key challenges and issues identified over both workshops held in June and July 2014. Participants all agreed that these questions will serve as a springboard to achieve the ALG’s objective of catalysing support for the SMEs in the green economy.

## **6 Evaluation**

The programme was well received by the participants, the work spent on the green economy and green SMEs particularly in the Caribbean context was commented on as necessary as well as critical to the group's overall long term objectives.

Time spent on practicing the action learning methodology was also commented on as a useful exercise and served as a way to solidify what was learnt at the previous workshop.

There was consensus that the workshop objectives were met. Participants commented that a lot of content was made available with clarity and inclusiveness which was well appreciated, presented with clarity, simplicity and direction. Members however, asked for a field trip to explore models of green SMEs and commented that additional sessions would have added value to the workshop.

Members are all very keen to introduce the action learning methodology and the concept of the green economy to their organisations. One participant commented that the concept of "education and the importance of the going green and becoming sustainable" will be implemented in his organisation after the workshop.

Some of the recommendations from the participants focused on using this forum and opportunity to make a meaningful contribution to SMEs and the SME sector. One participant commented "Please do not let this be a mere talk shop but the beginning of a meaningful and relevant interaction between [SMEs] and support organisations". By and large, the participants found the workshops a useful exercise. The introduction of the draft policies from Trinidad and Tobago was also believed to be a useful way to engage stakeholders such as the Government, support agencies and micro and small enterprises.

The following recommendations were also put forward:

1. Take the workshops and methodologies throughout the Caribbean.
2. Source additional funding and resources for individual or local projects promoting "A Caribbean Green Economy".

## **7 Conclusion**

The meeting successfully expanded on the concept of action learning which was introduced in the previous workshop. Having the opportunity to practice the methodology again at this workshop allowed all to see the progress made since the last time the group met including how the ALG methodology can be used in different scenarios.

A significant amount of time was spent in this workshop session on the definition, challenges, merits and concerns of a green economy particularly in a Caribbean context. This provided a platform for the participants to gain insight and information to inform both the next steps of the action and research agenda and comment on the draft policies from Trinidad and Tobago.

Members were able to gain a comprehensive overview of the definitions, examples and trends on the green economy and green economy SMEs. This set the context for the discussion on ways the group can catalyse, support and advocate for green SMEs. Participants found the presentation on the two Trinidad

and Tobago policies useful while the presenter benefited from having opinions and recommendations from stakeholders.

Four new additions to the team provided different views, particularly from business owners. These new members added to the rich and useful discussion.

An open and participatory approach using practical examples brought the workshop alive. The group dynamics gelled well and participants appeared to be more comfortable with each other which contributed to open discussions with mutual respect.

Members have committed to continue the group and dialogue through the mentorship support available via CANARI and the set up of the Google Hangout by Ms. Denyse Ogilvie.

## **8 Next steps**

This workshop represented the last scheduled face time for all participants. However, participants have all committed to ensure that the insightful and important work started in June and July 2014 will continue by pursuing the following next steps:

- Complete and refine the Action and Research Agenda. The completion and dissemination of this document is necessary for a defined and structured way forward and a draft will be completed by the end of July.
- Communication materials. The group has agreed that there is a need for communication materials which showcase the benefits, trends and challenges on the green economy, to the public, relevant Government agencies and related organisations.
- Mentoring. Participants have requested the mentoring option which they believe will be of great assistance in implementing some of their own next steps.
- Development of proposals. The members want to seek additional funding to extend its work on the green economy and also for local partners to access funding to support the SMEs in the green economy within their country.
- Online communication. Ms. Denyse Ogilvie will set up a Google Hangout to allow for sharing information and open online communication.

The workshop provided an excellent platform to kick-start a dialogue with a heavily weighted Caribbean context on the growth, development and support of green economy micro and small enterprises. It also cemented the fact that this is a necessary step for moving forward within the Caribbean with a committed, enthusiastic group that have been pulled together during the past two months.

### Appendix 1 – List of Participants

| First Name | Last Name | Area of expertise            | Organisation   | Address 1   | Country                | Tel (W)                       | Email 1  |
|------------|-----------|------------------------------|--|---|------------------------|-------------------------------|--|
| Dennis     | Sammy     | Managing Director            | Nature Seekers   | P.O. Box 4535,<br>Sangre Grande<br>PO Toco Main<br>Road, Matura | Trinidad<br>and Tobago | 868 668 7337                  | <a href="mailto:Dennispsammy@gmail.com">Dennispsammy@gmail.com</a>     |
| Clement    | Bobb      | Chairman/Secretary           | Tobago Cocoa<br>Farmers association  | # 13 Calder Hall<br>branch Trace,<br>Scarborough                | Tobago                 | 868 315 6191                  | <a href="mailto:cacaotovaco@gmail.com">cacaotovaco@gmail.com</a>       |
| Denis      | Mitchell  | Regional Business<br>Advisor | National<br>Entrepreneurship<br>Development<br>Company Ltd.<br>(NEDCO)<br>Entrepreneurial<br>Training Institute<br>and Incubation<br>Centre (ETIC) | # 13 Naparima<br>Mayaro Road,<br>Cocoyea, San<br>Fernando       | Trinidad<br>and Tobago | 821<br>5840/5822<br>ext. 2320 | <a href="mailto:Dmitchell@nedco.gov.tt">Dmitchell@nedco.gov.tt</a>     |
| Denyse     | Ogilvie   | CEO                          | People in Action<br>(PIA)  | P.O. Box 1022<br>Belmont, St.<br>George's                       | Grenada                | 473 232 0793                  | <a href="mailto:denyse.ogilvie@gmail.com">denyse.ogilvie@gmail.com</a> |



| <b>First Name</b> | <b>Last Name</b> | <b>Area of expertise</b>                        | <b>Organisation</b>   | <b>Address 1</b>  | <b>Country</b>                 | <b>Tel (W)</b>              | <b>Email 1</b>   |
|-------------------|------------------|---|---|---|--------------------------------|-----------------------------|--|
| Akilah            | Jaramogi         | Watershed management                            | Fondes Amandes Community Reforestation Project (FACRP)        | LP 21 Fondes Amandes Hills, St. Ann's, Port of Spain  | Trinidad and Tobago            | 868 689 7794 / 868 750 1716 | <a href="mailto:facrp1@yahoo.com">facrp1@yahoo.com</a>                                 |
| Celina            | Edwards          | Director - Member Discipline Landscaping        | Women Involved in Natural Resources (WINR)                    |   |                                | 686 343 0333                | <a href="mailto:mcelinaedwards@yahoo.com">mcelinaedwards@yahoo.com</a>                 |
| Ashley            | John             | Executive Director                              | Constructive Solutions Inc.                                   | Kingstown   | St. Vincent and the Grenadines | 784 432 1672                | <a href="mailto:constructivesolutionsbb@live.com">constructivesolutionsbb@live.com</a> |
| Alan              | Cooper           | Policy Analyst, Enterprise Development Division | Ministry of Labour and Small and Micro Enterprise Development | Head Office Level 5 & 6, Tower C, International Waterfront Centre, #1 Wrightson Road, Port of Spain | Trinidad and Tobago            | 686 627 0756                | <a href="mailto:coopera2@gov.tt">coopera2@gov.tt</a>                                   |

| <b>First Name</b> | <b>Last Name</b> | <b>Area of expertise</b>  | <b>Organisation</b>                                       | <b>Address 1</b>   | <b>Country</b>         | <b>Tel (W)</b> | <b>Email 1</b>   |
|-------------------|------------------|---|---|--|------------------------|----------------|--|
| Beverly           | Demas            | Manager<br>Entrepreneurial<br>Development and<br>Support Services | YTEPP Limited   | 1-3 Mulchan<br>Seuchan Road,<br>Chaguanas                    | Trinidad<br>and Tobago | 868 672 5411   | <a href="mailto:beverlyd@ytepp.gov.tt">beverlyd@ytepp.gov.tt</a>                     |
| Kieron            | Swift            | Business Unit<br>Manager –<br>Competitiveness and<br>Innovation   | Ministry of<br>Planning and<br>Sustainable<br>Development | Level 14<br>Eric Williams<br>Financial<br>Complex            | Trinidad<br>and Tobago | 868 623 5003   | <a href="mailto:Kieron.swift@planning.gov.tt">Kieron.swift@planning.gov.tt</a>       |
| Joy               | Mapp-Jobity      | Project Manager   | Ministry of<br>Planning and<br>Sustainable<br>Development | Level 14<br>Eric Williams<br>Financial<br>Complex            | Trinidad<br>and Tobago | 868 623 5003   | <a href="mailto:Joy.mapp-jobity@planning.gov.tt">Joy.mapp-jobity@planning.gov.tt</a> |
| Rissa             | Edoo             | Programme<br>Assistant  | UNDP GEF Small<br>Grants Programme                        | United Nations<br>House 3A<br>Chancery Lane<br>Port of Spain | Trinidad<br>and Tobago | 868 623 7056   | <a href="mailto:Rissa.edoo@undp.org">Rissa.edoo@undp.org</a>                         |
| Akosua            | Edwards          | Small and Medium<br>Sized (SME) Women<br>and Youth                | Enabling Enterprise                                       | 59 Cascade<br>Road, Port of<br>Spain                         | Trinidad<br>and Tobago | 868 708 6530   | <a href="mailto:akosua@canari.org">akosua@canari.org</a>                             |

| <b>First Name</b> | <b>Last Name</b> | <b>Area of expertise</b> | <b>Organisation</b>                            | <b>Address 1</b>   | <b>Country</b>      | <b>Tel (W)</b> | <b>Email 1</b>   |
|-------------------|------------------|--------------------------|--|--|---------------------|----------------|--|
| Rachel            | Rennie           | Managing Director        | Market Movers Limited                          |  | Trinidad and Tobago | 708 7623       | <a href="mailto:marketmovers14@yahoo.com">marketmovers14@yahoo.com</a> |
| Keisha            | Sandy            | Technical Officer        | Caribbean Natural Resources Institute (CANARI) | Building 7, Unit 8, Fernandes Business Centre, Eastern Main Road, Laventille | Trinidad and Tobago | 868 626 6062   | <a href="mailto:keisha@canari.org">keisha@canari.org</a>               |
| Nicole            | Leotaud          | Executive Director       | Caribbean Natural Resources Institute (CANARI) | Building 7, Unit 8, Fernandes Business Centre, Eastern Main Road, Laventille | Trinidad and Tobago | 868 626 6062   | <a href="mailto:nicole@canari.org">nicole@canari.org</a>               |

## Appendix 2 – Workshop agenda

### Regional workshop on Caribbean small and micro enterprises (SMEs) as a pathway to a green economy

July 15<sup>th</sup> - 16<sup>th</sup> 2014

Normandie Hotel, Port of Spain, Trinidad and Tobago


#### Workshop objectives

The workshop will:

- facilitate sharing of experiences and lessons on opportunities, challenges and issues for catalysing, supporting and empowering Small and Micro Enterprises (SMEs) as a pathway to a green economy in the Caribbean; and,
- finalise the research agenda and programme of work for SME ALG to catalyse, support and empower SMEs in the Caribbean.

#### Agenda

| <b>Tuesday 15<sup>th</sup> July</b>   |  |
|---------------------------------------|--|
| 8:30 – 9:00 am                        | Registration   |
| 9:00am- 9:30am                        | Welcome and introduction to the workshop: Review of project, workshop objectives, agenda and previous workshop. Participants introductions   |
| 9:30am- 10:45am                       | Update on work by ALG members: Presentations by participants on what they have done to apply lessons from the previous session to their work |
| 10:45am-11:00am                       | BREAK  |
| 11:00am-12:30pm                       | What is meant by a green economy and characteristics of a SME in a green economy: Presentation and discussion                                |
| 12:30pm-1:30pm                        | LUNCH  |
| 1:30pm-4:00pm                         | Analysing challenges to catalysing and supporting SMEs: Plenary discussion and small group work to identify and clarify challenges           |
| <b>Wednesday 16<sup>th</sup> July</b> |  |
| 8:30am-9:30am                         | Action learning to explore priority challenges: Group work on individual problems  |
| 9:30am-10:30pm                        | Inputting into national policy: Discussions to input into the Trinidad and Tobago SME policy   |
| 10:30am-10:45am                       | BREAK  |
| 10:45am-12:30pm                       | Inputting into national policy: Discussions to input into the Trinidad and Tobago SME policy (cont'd)  |
| 12:30pm-1:30pm                        | LUNCH  |
| 1:30pm-2:30pm                         | Developing the SME ALG research agenda: Presentation of the draft research agenda and discussions  |
| 2:30pm- 4:00pm                        | Next steps: Plenary discussion on the next steps for the SME ALG and individual action plans   |
|                                       | Evaluation and close   |



What is meant by a 'green economy'?

SMEs in a green economy: role, characteristics, support

Caribbean Natural Resources Institute  
Nicole Leotaud



WHAT DO YOU THINK IS A 'GREEN ECONOMY'?

**GREEN ECONOMY**

How has the idea evolved?  
Who is saying and doing what?  
What needs to be done now?

Steve Bass, IIED  
@ the Caribbean Green Economy  
Action Learning Group, Saint Lucia  
May 1<sup>st</sup> – 3<sup>rd</sup> 2013



**Green economy – evolution**

|   |        |   |   |
|---|--------|---|---|
|   | 2006   | Stern Report – <b>economics</b> of climate crisis...  |   |
|  | 2007-8 | ...then finance crisis, food crisis – <b>system failure?</b>  |   |
|  | 2008   | Global economic malaise prompts search for growth – G20 <b>financial stimulus</b> is 15% 'green'<br>UNEP Green Economy Initiative   |  |
|  | 2009   | <b>Planetary boundaries</b> report, Copenhagen failure<br><b>Green Economy Coalition</b> forms  |  |
|  | 2010   | <b>Business green transitions</b> – WBCSD Vision 2050;<br>World Economic Forum – ' <b>economic health</b> '   |  |
|  | 2011   | <b>OECD Strategy for Green Growth</b><br>Occupy movement – <b>change capitalism!</b>  |  |
|  | 2012   | <b>Rio+20</b> inconclusive on GE – context-specific<br><b>Global Green Growth Institute</b> becomes an IGO<br><b>Big 5 consultancies</b> write 'national' GG plans<br><b>Social boundaries</b> – Oxfam 'doughnut' |  |
|  | 2013   | GE Coalition next phase – <b>equity</b> through GE...   |  |

**Green economy – many activities...**



310 green economy plans, policies, practices and initiatives registered since 2012 launch of UN database

April 24<sup>th</sup> 2013, [www.unccd2012.org](http://www.unccd2012.org)

**Many actors – some have formed the Green Economy Coalition**

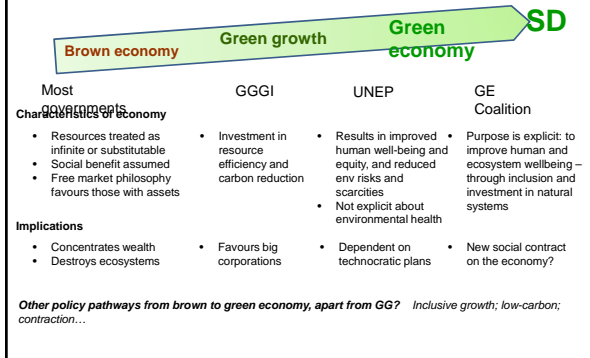


[www.greeneconomycoalition.org](http://www.greeneconomycoalition.org)

### Green economy, green growth – what’s the difference?

|                | ‘Green growth’  | ‘Green economy’  |
|----------------|---|--|
| Drivers        | GGGI/S/F, McKinsey, etc   | UNEP, GEC members  |
| Aim            | New ‘green’ sources of growth – by investing in env G&Ss sector             | Economic conditions for SD – transforming whole economy  |
| Focus          | GHG abatement<br>Big clean technology investment<br>Social a separate issue | Natural asset valuation/investment<br>Protecting ecological boundaries<br>Inclusion and livelihoods integral |
| Demand         | Business/ministerial interest in competitiveness                            | Poorer actors and civil society interest in balanced soc/env/econ  |
| Strategy       | Clear business case; aim at elites  | Comprehensive; aim at inclusion  |
| Change process | Government and business driven – focus on plans                             | Diverse drivers and entry points – political economy   |

### From brown to green economy...



### Vision

An economy that provides a better quality of life for all within the ecological limits of the planet.

### Some challenges arising

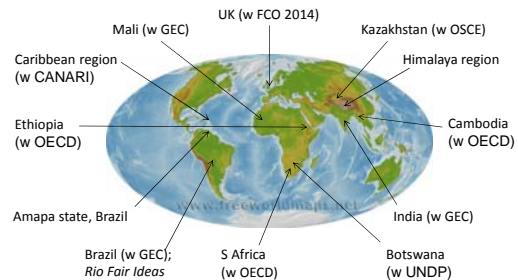
- How can in-country GE changes really be achieved?
  - Desirable in-country GE *outcomes* – and what works already?
  - GE *entry points/drivers* that change political economy/market?
  - Mechanisms* to ensure GG policy is inclusive and protects NRs?
- How to engage/bridge diverse ‘green’ initiatives?
  - GG initiatives’ political/financial clout + wider GE demands?
  - Corporate green accountability + government green acc’y?
  - What *international* roles are really needed...?



### Emergence of the “blue economy”

- Pacific SIDS – ‘big ocean states’
- Marine resources are key drivers of economic development
- Incorporate values of ocean and costs of impacts on ocean
- SIDS need to get equitable benefits from use of these resources

### IIED is supporting GE dialogue + policy analysis





## WHAT IS A 'GREEN ECONOMY' IN THE CARIBBEAN CONTEXT?



## Caribbean green economy vision

- A Green Economy in the Caribbean context aims for long-term prosperity through equitable distribution of economic benefits and effective management of ecological resources; it is economically viable and resilient, self-directed, self-reliant, and pro-poor.

CANARI Policy Brief 13



## Characteristics of a "green economy" in the Caribbean



- Equitable distribution of economic benefits and effective management of ecological resources
- Economically viable and resilient to both external and internal shocks
- Self-directed and self-reliant
- Pro-poor and generating decent jobs and working conditions for local people




## Key principles for a "green economy" in the Caribbean

- Common vision
- Human security
- Good governance
- Well educated citizenry
- Involved young people
- Informed and mobilised civil society
- Commitment to pan-Caribbean cooperation




## Branding the "Caribbean GE"

- Defining Caribbean
- Inclusive: Social and economic justice, equity,
- Resilient to risks (specify climate)
- Sustainability
- Balanced
- Efficiency
- Knowledge based
- Prosperity
- Practical, realistic, on the ground, grounded in reality
- Happiness?, well-being (locally defined)
- Creativity and innovation
- Value cultural heritage
- "A new economy"



## Chapeau

- Differences with international definitions
- We refute some aspects of international definitions
- Our definition grounded in our reality, Caribbean relevance




## WHAT ARE THE CHARACTERISTICS OF SMEs IN A GREEN ECONOMY?



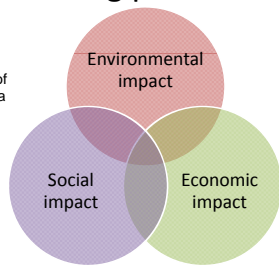
### Making green and social entrepreneurship work for all in the developing world

- “...small, micro and medium-sized enterprises (SMMEs) are vital in making growth happen, and especially in reaching the most vulnerable population at the grassroots. However this growth can only be maintained if resources are used sustainably - ‘Green and Blue’ growth. And for this to happen, SMMEs need urgently and increasingly to incorporate social and environmental benefits within their business model in addition to economic performance: in other words, to become, or at least move towards becoming, [Triple Bottom Line \(TBL\) Entrepreneurs](http://www.greeneconomycoalition.org/know-how/making-green-and-social-entrepreneurship-work-all-developing-world). ”

<http://www.greeneconomycoalition.org/know-how/making-green-and-social-entrepreneurship-work-all-developing-world>



### Triple bottom line approaches to measuring performance




Require a partnership and participatory approach


Build resilience

Spectrum of values for a business

Interdependence of factors



## WHAT IS THE ROLE OF SMEs IN A GREEN ECONOMY?



### GE ALG question

- What should be the place of small, medium and micro-enterprises (SMMEs) and informal economic activity in a green economy...?



## HOW CAN WE CATALYSE AND SUPPORT SMEs IN A GREEN ECONOMY?





### GE ALG question

- What should be the place of small, medium and micro-enterprises (SMMEs) and informal economic activity in a green economy, and how can their role be strengthened?
- “How can we catalyse, support and empower Small, Medium and Micro Enterprises (SMMEs) so that they bring co-benefits (economic, environmental sustainability, social equity) and address issues of the informal sector?”



### South Africa's green entrepreneurship hub

- “By their very nature many green entrepreneurial activities do not lend themselves to the traditional business models that mostly focus on profitability, growth and an understanding of a readily available market. Green entrepreneurs in many instances focus on emerging business principles that promote new forms of ownership, distribution and exchange of goods and services. As a result the odds are stuck against such ventures, and they often do not find the support they require to make an impact.”

<http://www.greeneconomycoalition.org/know-how/introducing-south-africas-green-entrepreneurship-hub>






**Policy for Developing of Green Micro and Small Enterprises (2014-2016)**  
Supporting green employment and entrepreneurship in Trinidad and Tobago

February 2014  
Enterprise Development Division  
Ministry of Labour and Small and Micro Enterprise Development

### Why a green Trinidad and Tobago

- To diversify and reduce symptoms of the "Dutch disease"
  - T&T has among the highest per capita GDPs in the region. Energy sector contributing up to 45.3 per cent of GDP; yet it employs no more than 3 per cent of labour force.
  - Services, manufacturing and construction contribute 62, 8 and 16 per cent, respectively.
- Environmental concerns. Trinidad and Tobago is a weaker environmental performer. Environmental Performance Index ranked T&T 96 out of 163 countries. Grouped with Ghana, China and Qatar.
- The need to create sustainable employment, entrepreneurship and opportunity.




### Why a green Trinidad and Tobago

- Green jobs and entrepreneurship are an opportunity for Trinidad and Tobago.
  - Green jobs create sustained employment, diversify domestic production and provide opportunities for resource-efficient innovation.
  - Green operations economy financial benefits for the profitability of micro and small and businesses
  - Green entrepreneurial skills and abilities are exportable to the small island developing countries of the Caribbean.
  - By releasing non-renewable resources for other activities, green employment can increase productivity
  - Going green improves the general investment climate of Trinidad and Tobago.




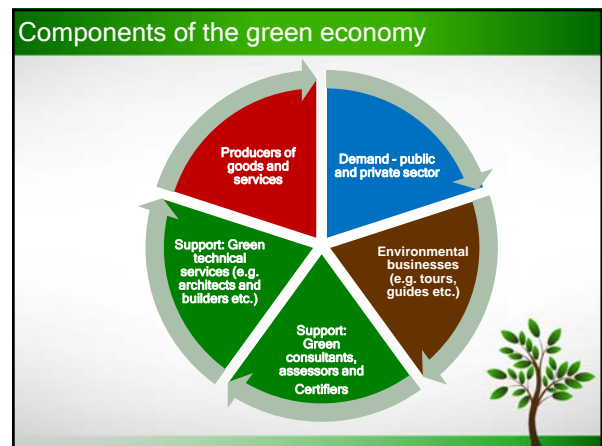
### Why a green Trinidad and Tobago

- Why haven't we in Trinidad and Tobago gone green already? There are many reasons:
  - Political conservatism and fear of rocking the proverbial energy sector-propelled boat.
  - The private sector, which is profit-oriented, has limited involvement in energy generation and distribution.
  - In most countries, where energy is imported, cheap energy is the vanguard of economic greening. Historically low energy prices create disinterest in greening in general.
  - General lack of technical expertise (resource efficiency and greenness in technical fields is very new to engineering studies, it is still not included in business studies at Trinidad and Tobago universities and other institutions of higher learning).



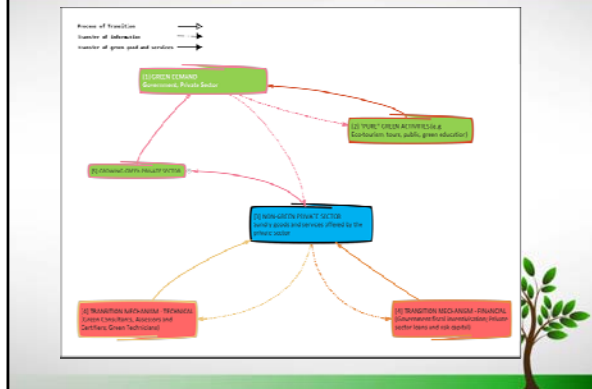
### What is the green economy?

- "A green economy as one that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities. In its simplest expression, a green economy can be thought of as one which is low carbon, resource efficient and socially inclusive."
- "An alternative vision for growth and development... [which] promotes a triple bottom line: sustaining and advancing economic, environmental and social well-being."
- "...the clean energy economy, consisting primarily of four sectors: renewable energy (e.g. solar, wind, geothermal); green building and energy efficiency technology; energy-efficient infrastructure and transportation; and recycling and waste-to-energy."

# Appendix 3

## Dynamic model for greening the economy



## The approach to greening Trinidad and Tobago

- General business processes
- Sector specific intervention
  - To select sectors, it was important to take into account the following factors: Green champions (ministries, private sector stakeholders), the state of readiness, ease of execution, organisation of sector, profit generating potential, accessibility to standards and certification, and environmental impact.

## The approach to greening Trinidad and Tobago

- Cross-cutting area:
  - General business management with environmental considerations.
- Specific areas:
  - Agriculture
  - Construction
  - Tourism
  - Energy and transport
- Two additional sectors:
  - Waste management
  - Creative industries

## The approach for greening Trinidad and Tobago



## Coordinating the greening effort

- **Public awareness** (sensitisation on greenness)
  - A sector-based public campaign on green economy
- **Compilation of green standards per sector**
  - Identification of sector-based green auditors
- **Creation of green network**
  - A local network of green auditors to assess where MSEs are in relation to benchmark, trainers to upgrade their standards, and certifiers to recognise attainment of a standard
- **Creation of eco-labels**
  - A customer-friendly recognition of a green standard
- **Green public procurement**
  - Government, state agency, large private sector, small companies

## Coordinating the greening effort

- **Financing the transition**
  - Championing the polluter pays principle.
  - Accessing part of polluter funds for micro and small enterprise development.
  - Access part of the Green Fund as a rotating loan facility for greening micro and small enterprises.
  - Budgetary allocation.

# Appendix 3

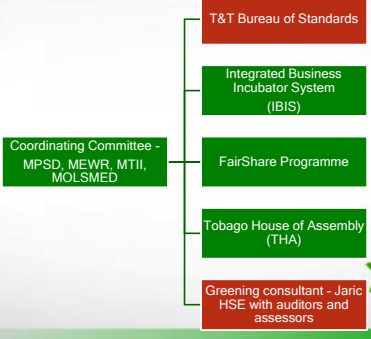
### Implementation and coordination

- Strategic partners and the ministry level at two levels
  - a. Coordinating committee: Ministry of the Environment and Water Resources; Ministry of Planning and Sustainable Development
  - b. Line ministries (tourism, infrastructure and housing, energy and transport, art and culture, food and agriculture)
- Collaboration with respective private sector agencies.




### Implementation and coordination

- General business management



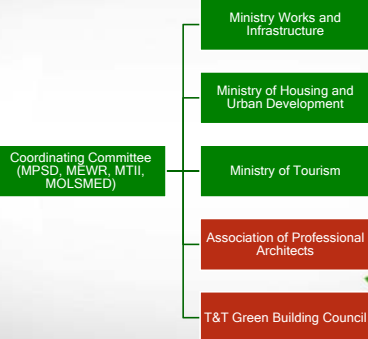
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MPSD, MEWR, MTII,  
MOLSMED"] --- T&T["T&T Bureau of Standards"]
      CC --- IBIS["Integrated Business  
Incubator System  
(IBIS)"]
      CC --- FairShare["FairShare Programme"]
      CC --- THA["Tobago House of Assembly  
(THA)"]
      CC --- Greening["Greening consultant - Jaric  
HSE with auditors and  
assessors"]
  
```




### Implementation and coordination

- Green Construction



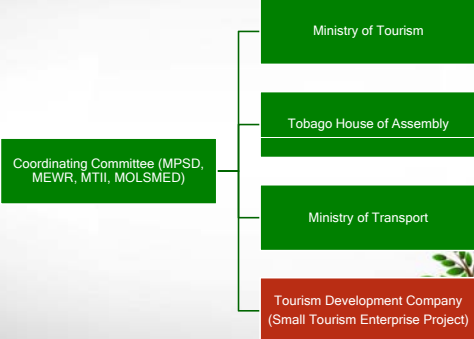
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MOLSMED)"] --- MWI["Ministry Works and  
Infrastructure"]
      CC --- MHUD["Ministry of Housing and  
Urban Development"]
      CC --- MOT["Ministry of Tourism"]
      CC --- APA["Association of Professional  
Architects"]
      CC --- T&T["T&T Green Building Council"]
  
```




### Implementation and coordination

- Tourism



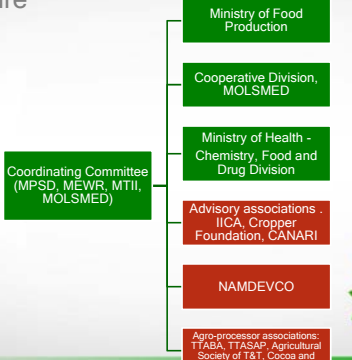
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      CC --- THA["Tobago House of Assembly"]
      CC --- MPT["Ministry of Transport"]
      CC --- TDC["Tourism Development Company  
(Small Tourism Enterprise Project)"]
  
```




### Implementation and coordination

- Agriculture



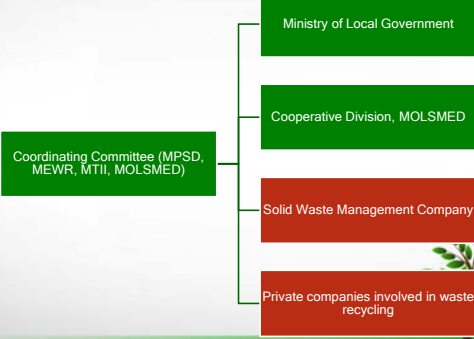
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(MPSD, MEWR, MTII,  
MOLSMED)"] --- MFP["Ministry of Food  
Production"]
      CC --- CD["Cooperative Division,  
MOLSMED"]
      CC --- MHCDFD["Ministry of Health -  
Chemistry, Food and  
Drug Division"]
      CC --- AA["Advisory associations -  
IICA, Cropper  
Foundation, CANARI"]
      CC --- NAMDEVCO["NAMDEVCO"]
      CC --- APA["Agro-processor associations:  
TTABA, TTASAP, Agricultural  
Society of T&T, Cocoa and  
Coffee Industry Board"]
  
```




### Implementation and coordination

- Waste management

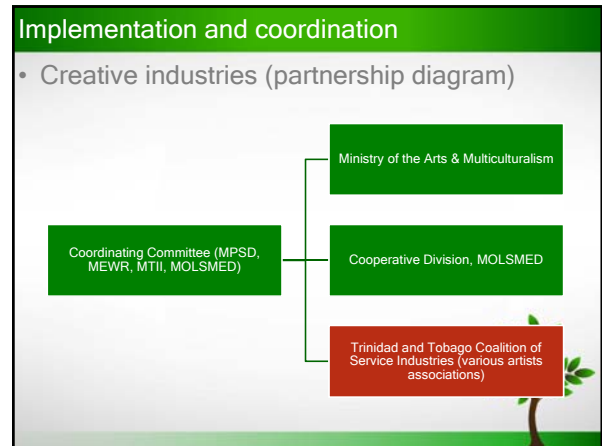
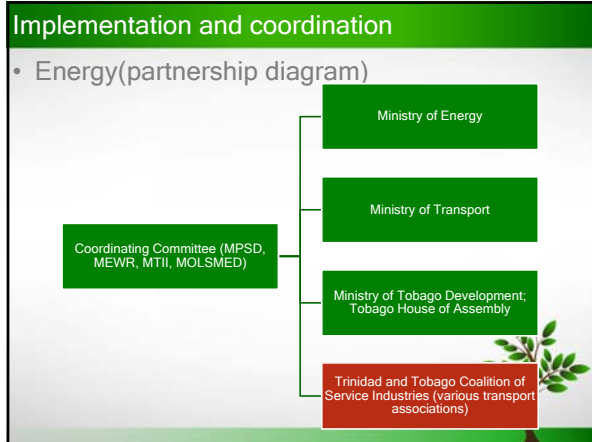


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MEWR, MTII, MOLSMED)"] --- MLG["Ministry of Local Government"]
      CC --- CD["Cooperative Division, MOLSMED"]
      CC --- SWMC["Solid Waste Management Company"]
      CC --- PC["Private companies involved in waste  
recycling"]
  
```



# Appendix 3



- Implementation and coordination: Programme Development**
- General business management
    - Standard selection
    - Introduction of training in green practices (including cradle-to-cradle systems) in business operations and project management through business incubation and FairShare Programme
    - Introduction of the principles of greening in the Enterprise Investment Fund
    - Funding programme

- Implementation and coordination: Programme Development**
- Construction
    - Sensitisation on green construction
    - Facilitating training in green construction for small contractors and builders
    - Facilitation of certification of small businesses (contractors, architects, green building auditors, certifiers)
    - Certification of a few key flagship buildings using micro and small enterprises

- Implementation and coordination: Programme Development**
- Tourism
    - Sensitisation to eco-friendly tourism
    - Creating a registry of such lodgings
    - Technical support for creating ecologically friendly and energy efficient lodging facilities
    - Providing technical support for organic agriculture and agro-tourism
    - Facilitating green building auditor certification
    - Green tourism certification
    - Funding programme for MSEs in this area

- Implementation and coordination: Programme Development**
- Agriculture
    - Sensitisation on organic agriculture (benefits, challenges, techniques), employment opportunities and certification.
    - Facilitation of the process of standard setting, auditing, and certification.
    - Facilitation of training for small scale producers in organic practices and certification
    - Funding opportunities for MSEs involved in same

## Appendix 3

### Implementation and coordination: Programme Development

- Energy
  - Sensitisation on energy saving techniques and energy
  - Registration of energy efficiency, alternative energy and energy savings MSEs.
  - Facilitation of training for small scale energy producers in green energy and certification
  - Funding opportunities for MSEs involved in same



### Implementation and coordination: Programme Development

#### Monitoring and Evaluation

- Monitoring and evaluation will be carried out by the implementation committees.



#### Policy for Developing of Green Micro and Small Enterprises (2014-2016) Supporting green employment and entrepreneurship in Trinidad and Tobago




- February 2014
- Enterprise Development Division
- Ministry of Labour and Small and Micro Enterprise Development

## TT Green MSE policy 2014-2016

### Key discussion points

- Include the social dimension and the link to poverty reduction
- MSE in the value chain and potential region markets for green enterprises (e.g. exporting renewable energy from TT)
- Resilience building
- Criteria for “green SMEs” needs to be defined
- Drivers
  - GORTT Green Procurement Policy and the Fair Share Programme
  - Fiscal Policy- taxes and other incentives
  - Market driven (show market benefits)
  - Early adopter- case studies to show examples
- Creative and cultural industries
- Public awareness
  - Use creative and community based methods
- Targeted communication to:
  - Public to support the policy
  - Consumers to buy into the policy
  - Other agencies to mainstream and implement the policy
  - Policy-makers to enable coherence
  - Businesses to adopt/ develop transition
- Certification needs a criteria and credibility
- Partners
  - Include CSOs and different sources of financing
- Financing
  - Including role of NGOs and CSOs
  - Micro-grants
  - Low interest and micro loans
- Issue of institutional overlaps- need coordination harmonisation



## ACTION LEARNING – RESEARCH QUESTIONS

Session 2  
Akosua Dardaine Edwards



### Scope of the research and action


learning agenda: an initial set of questions

- The agenda is intended to address a set of questions about the use of action learning as an approach to develop the SME sector and more specifically the SMEs in the green economy




### Draft Scope of the research and action agenda

- The questions that the SME ALG will tackle should be of assistance to governments, SMEs, and support agencies to make decisions and formulate approaches and instruments that would support the growth and development of SMEs in the green economy.



### An initial set of questions

- What could be an innovative Caribbean strategy for economic development using SME expansion as a focal point?
- What are the opportunities, challenges, lessons and major points of using SMEs to transform Caribbean economies ~~drive and develop the economy, and particularly the green economy?~~ How can an ALG contribute to this?
- How can a culture be built in support agencies that shows respect, **heart** and ethics in the provision of support of SMEs.?



### SME and the Green Economy

- How can SME's be greened and greened easily?
- What are the characteristics of the green SME?
- What are the drivers of and opportunities for SMEs in the green economy?
- Can we identify what local knowledge that exists that is already green?



### The Benefits of Green SMEs

- In what ways and through what measures could green SMEs drive an economy's growth and development? What role can an action learning methodology play?
- How can SMEs and support agencies work together to grow SMEs in the green economy, foster social inclusion? Cultural resilience? And promote coordination and collaboration rather than competition
- How can we get policy makers to accept social entrepreneurs and self help?





### Role in Developing SME's in the Green Economy

- What is the role of the State? What kinds of leadership and incentives should the state offer to SME's and support agencies to foster "greening"?
- What policy process, methods and skills are needed to support a shift to a green economy? What are the opportunities for Caribbean countries to develop and refine these?



### Role in Developing SME's in the Green Economy

- What are some of the innovative funding mechanisms to allow for the growth and development of SMEs in the green economy (public and private partnerships [PPPs], crowd sourcing, credit unions)?
- How can governments, the private sector and civil society collaborate on building SMEs in the green economy?



### Measuring Progress

- How can progress of green economy SME's be best measured with both SMEs and support agencies?
- What sustainable development goals and indicators would support Caribbean progress towards developing green SMEs?
- How can we brand the "specialness" of green SME products and services?
- Can and how "green SME's" be financially sustainable?



### The Social Dimension

- How can green SMEs assist in the development of rural and urban communities and by extension improve the social conditions (e.g. poverty alleviation, gender balance, youth)?
- How does a green economy approach to developing SMEs differ from other approaches?
- How can green SME's develop livelihoods assets?



### The Social Dimension

- What incentives should governments offer SMEs and support agencies to develop green businesses particularly in rural communities, community businesses and social enterprises?
- How can we build individuals and culture in support agencies who show respect and heart and ethics to facilitate equitable relationships?



### Local Economies

- What kinds of policy measures, institutions and programmes are able to catalyse, support and magnify the impact of sustainable micro, small and medium enterprises?
- How can the informal sector be a part of the green economy? how can these activities be effectively supported to deliver environmental, social and economic benefits?
- How can global and regional agreements be more enabling to the green economy approach?

#### **Appendix 4- Challenges of SMEs as identified by participants**

- How can entrepreneurs access technical services?
- How can entrepreneurs take advantage of support services available?
- How can SMEs be “greened”?
- How can a culture be built in support agencies that show respect, heart and ethics in the provision of support to SMEs?
- How to transform the education system to support entrepreneurship?
- How can change agents catalyse change in their organisation?
- How can support agencies access technical services?
- How can informal enterprises be sustained?
- How to effectively influence policy?
- What are the appropriate criteria or tests for business applicants?
- How can people unlearn and change?
- How can we build capacity of entrepreneurs to access available services?
- How can mentorship best support entrepreneurs? Who? How?
- How can NGO’s and Government agencies partner to provide support?
- How can we change the culture to promote and practice customer service in support agencies?
- How can leaders be patient and facilitate collective learning and development of people?
- How big can a community enterprise grow?
- How can we facilitate relationships with equity and respect?
- How are we measuring success in entrepreneurship?
- How can support agencies evaluate impact?
- How can we get draft policies approved in a timely manner?
- How to get policy makers to accept social entrepreneurs and self help organisations?
- How to manage debt?
- What can support agencies do to facilitate the transition to a Green Economy?
- How can we assess feasibility of scaling up “green SMEs” versus remaining as small artisan activity?
- When can action learning be used to solve problems in “green SMEs” and when not?
- How can current government policies for energy and alternative energy promote entrepreneurship?
- How can we change the perception of that green economy businesses are not profitable?
- What are the characteristics of an SME that will make it a social enterprise?
- How do we educate the consumers about what is meant by “green” and “green economy”?
- How do we define “green” enterprises?
- How can we brand the “specialness” of “green SME” products and services?
- How can negative issues in the informal economy be addressed while enhancing and maintaining the positive benefits?
- How can we identify the entrepreneurs that are already a part of the Green Economy?
- How can we use our assets ethically?
- How can we measure “success” in green SMEs?
- How can the stakeholders of the green economy be educated on its importance?
- How can global and regional agreements be more enabling to a Green economy approach?
- How can we get more state budget allocations for SME development to support agencies NGOs, CBOs that deliver real, measurable results?

- Is there a way to pool funds to share and distribute resources throughout the Caribbean for a green economy objective?
- How are we going to share resources in the context of greening throughout the region?
- How can incentives be worked in to organisations to brand them as “community” and “green”?
- How will we support the businesses that we have identified as part of the Green Economy?
- Why are current government programmes starved of resources after set up, and how can this be changed?
- What are new models for business development that can be used for green SMEs?
- How can we effect change in behaviour of state agencies?

#### **Appendix 5- What do 'green economy' and 'green economy SME' mean to you?**

- Supports the environment including social and economic development
- Sustainability and incorporating the environment, environment is crucial
- Green business e.g. Solar, organic, environmentally responsible while improving our health, accountability
- Renewable energy, organic agriculture
- Equitable/environment , ecological literacy, definition of profit
- Ecologic integrity, making money by thinking about the environment, people and embracing traditional practices while growing entrepreneurially, not just a labels
- Efficient (resource use and efficiency) and beneficial and valuable and accessible
- Equal weight in all three pillars, human development
- Balance, the environment for future generations, certification, we are not separate from the environment
- Legacy, natural distribution of limited resources, nurturing and caring