



IUCN Caribbean Initiative: Programme for 2009–2012

December 2008



Cover photo: Cuba's Viñales Valley is an outstanding karst landscape, IUCN Photo Library © Jim Thorsell

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Acronyms and abbreviations

ACCC	Adaptation to Climate Change in the Caribbean Project
CARICOM	Caribbean Community
CBD	Convention on Biological Diversity
CEP	Caribbean Environment Programme
CREDP	Caribbean Renewable Energy Development Programme
CRiSTAL	Community-Based Risk Assessment Tool-Adaptation and Livelihoods
CSR	Corporate social responsibility
EPA	Economic Partnership Agreement
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
IUCN	International Union for Conservation of Nature
NGO	Non-governmental organization
SPAW	Protocol Concerning Specially Protected Areas and Wildlife (Protocol of the Cartagena Convention)
SSC	Species Survival Commission
UK	United Kingdom
UNEP	United Nations Environment Programme
US	United States
WCPA	World Commission on Protected Areas
WWF	Worldwide Fund for Nature

Presentation

This document presents a work programme for IUCN in the Insular Caribbean for 2009–2012. It is the product of an analysis of issues, trends and needs in the region and of consultations between the IUCN Secretariat, IUCN Members based or active in the Caribbean and selected Commission members. It was presented to and endorsed by Caribbean participants at the World Conservation Congress held in October 2008 in Barcelona, Spain, and it has since become an integral part of the overall *IUCN Programme for 2009–2012*.

The preparation of this document and all the other efforts aimed at developing this IUCN Caribbean Initiative have been undertaken with support from the French *Ministère de l'Écologie, de l'Énergie, du Développement durable et de l'Aménagement du territoire* and with additional funding from the Directorate General for Development Cooperation, Italian Ministry of Foreign Affairs.

This document contains:

- A brief summary of the context, based on the Situation Analysis for the Wider Caribbean published by IUCN in 2007¹.
- A statement of general principles that should guide the design and implementation of the Initiative, including an interpretation of the IUCN Value Proposition as applied to this region.
- A set of intersessional results for the period 2009–2012, showing the proposed contribution of the Caribbean Initiative to IUCN's global Programme. Each intersessional result is supported by a justification and shows the means by which the result will be achieved, including proposed partnerships for implementation.
- An operational plan including proposals for programme delivery as well as strategies and guidelines for fundraising, partnership development, membership engagement, communications, programme development and monitoring and evaluation.

¹ The Situation Analysis, which outlines the status and trends of human and ecosystem well-being in the region, policy and management responses, IUCN's presence in the region and potential challenges for IUCN to address, should be used as a companion document to the present Work Programme.

Today, IUCN (International Union for Conservation of Nature) unites more than 1000 States, government agencies, international and national non-governmental organizations working together towards sustainability. The spirit that inspired its founders to sign the Fontainebleau Declaration has kept all its relevance: environmental health underpins human well-being.

IUCN's unique structure enables democratic and open dialogues between civil society and governments; the steady growth of its knowledge and expertise, and the pooling of knowledge and resources in integrated approaches to conservation for sustainable development is having a positive impact throughout the world.

The IUCN Programme is the result of extensive consultations with and within IUCN members, Commissions, donors and other partners. It shows the practical ways in which the Union of 84 governments, 108 government agencies, 831 international and national organizations and 33 affiliates plans to shape sustainable solutions for the future.

Background and Context

The Caribbean

The focus of the Caribbean Initiative is the insular Caribbean, but within the context of the Wider Caribbean region (see map below). The programme will incorporate actions to promote joint activities and forge closer links between the insular and continental Caribbean, particularly with the countries and territories that have strong historical, political and cultural links with the insular Caribbean, namely Belize, French Guiana, Guyana and Suriname. It thus takes into account the features and issues that are common to all coastal areas around the Caribbean Basin, whether insular or continental.



Geopolitically, the insular Caribbean comprises 25 political units, including 14 sovereign nations, five overseas territories of the United Kingdom (UK), two overseas *départements* of France, two self-governing units of the Netherlands, one territory of the United States (US), and the US-associated Commonwealth of Puerto Rico.

While this is a region of high ecological, cultural, political and economic diversity, the countries and territories of the Caribbean have commonalities in terms of their ecology (insular and

coastal ecosystems), history (European colonization, dominance of the plantation system), culture (Creole societies built on the violent and early elimination of indigenous societies, the forced importation of slave labour and the blending of traditions originating from various continents) and ethnic compositions (high diversity, relatively small indigenous Amerindian populations, large numbers of people of African descent).

Trends in human well-being

With the exception of Haiti, countries in the Insular Caribbean are in the middle to high range on international development indices, but high levels of economic inequity mask persistent and in some cases increasing poverty.

The main drivers of Caribbean economies are tourism, construction (much of which is tourism-related), mining and oil exploration. In most countries, the agricultural sector has declined in recent years as a result of the ascendancy of tourism and the loss of preferential markets (especially for bananas, rum and sugar), but it remains important, socially significant and critical to food security. Most economic sectors have a substantial dependency on natural resources and a significant impact on the environment. Energy use is generally high and largely derived from petroleum, although some countries are beginning to exploit alternative sources including hydro and wind power and ethanol co-generation. The region is heavily dependent on external trade, and the recent loss of preferential agreements with traditional trade partners has increased competition in international markets.

Most countries collaborate through regional mechanisms, notably the Association of Caribbean States, which includes all Caribbean Basin countries except the US, and the Caribbean Community (CARICOM), which includes the countries of the Commonwealth Caribbean plus Suriname and Haiti. The smaller Organisation of Eastern Caribbean States comprises ten Commonwealth countries and territories of the Lesser Antilles.

Environmental issues and trends

Environmental change has been a major feature of Caribbean history, with the introduction of species from South America occurring even before European colonization. The widespread plantation economy of the 18th and 19th centuries caused extensive environmental degradation and change. The main current drivers of environmental change include:

- global markets and external trade relations, which determine patterns of resource use, disrupt local livelihood strategies, and concentrate pressure on particular areas and resources;
- consumption patterns and increased demand for environmental goods and services, particularly energy and water;
- demographic change, towards greater concentration of population in environmentally sensitive areas such as coastal zones;
- dependency and fragmentation, which limit options for addressing environmental issues.

All these drivers can either be exacerbated or mitigated by public policies and institutional arrangements, at national and regional levels and also of international partners.

Climate is expected to become an increasingly important driver of environmental change, especially through projected warming sea temperatures, sea level rise, shifts in precipitation patterns and increases in the occurrence of extreme climatic events.

Ecozones of most importance to human well-being include watersheds, forests, coastal zones and coral reefs. All have been subject to severe and in some cases increasing pressure. Given the high dependency of poor people on natural resources, negative environmental trends have been a significant driver of poverty, and the degradation of these critical ecosystems has impacted particularly on the poor.

Policy and management responses

Environmental policy is a mosaic of national, regional and international statements, agreements and initiatives, with most responses at all levels focusing on environmental issues and impacts rather than their underlying drivers. Civil society participation is provided for in many national and international policies, and non-governmental organizations (NGOs) and community organizations are important actors in environmental management in most countries. Nonetheless, the public policy framework for environmental management remains oriented towards control and regulation.

Because of their generally limited national capacity and interlocking environmental, economic and social systems, the countries depend heavily on regional mechanisms for addressing environmental issues. CARICOM in particular has a range of institutions addressing aspects of environmental management. The Caribbean Environment Programme (CEP), implemented under the auspices of the United Nations Environment Programme (UNEP) and within the framework of the Convention for the Protection and Development of the Marine Environment of the Wider Caribbean Region (known as the Cartagena Convention), is another important mechanism for regional cooperation, particularly on issues relating to coastal and marine conservation.

At national level, countries have made significant progress in establishing comprehensive policy, institutional and legal frameworks for environmental management and sustainable development, although these vary widely. Caribbean countries are active participants in the main environmental treaties and conventions, but these often place a large burden on small states with limited staff and technical resources.

The region has been active in the establishment of protected areas in terrestrial, marine and coastal ecosystems. However, only a few countries have comprehensive, approved and effective national protected area systems.

Bilateral and multilateral donors play a significant role in environmental management, although their focus has been narrowing and shifting, with a current emphasis on disaster management, governance and social sectors. The main bilateral partners are Canada, France, Japan, Spain, the UK and the US. Main multilateral partners include the European Union (EU), the World Bank and the two regional development banks, namely the Inter-American Development Bank and the Caribbean Development Bank. Among international agencies involved in environmental

management, the most significant are the FAO (in fisheries and forest management), the United Nations Development Programme (largely through its national programmes) and UNEP (mainly through the Caribbean Environmental Programme and through its Regional Office for Latin America and the Caribbean). Private foundations and international NGOs now working in the region include the John D. and Catherine T. MacArthur Foundation, The Nature Conservancy, Conservation International, World Resources Institute, and WWF/Canada (particularly in and with Cuba).

Status of the relationship between IUCN and the region

IUCN currently has 20 Members in the insular Caribbean, including four government agencies and 16 NGOs. Recent involvement of IUCN in the region has been limited and uneven, with most activity concentrated in Cuba and to a lesser extent the Dominican Republic. IUCN Commissions, especially the World Commission on Protected Areas (WCPA) and the Species Survival Commission (SSC), have a significant Caribbean membership and WCPA has carried out a few regional activities recently. Several regional offices of IUCN serve, and collaborate directly with, the region, especially the Regional Office for Mesoamerica and the IUCN-USA Multilateral Office.

Challenges and opportunities for a sustainable future

The main factors and options on which the future sustainability of the region will depend include the effectiveness of regional approaches and integration; innovation to design creative approaches that address the small scale of the region's ecosystems, resources and capacities; and resilience and capacity to adapt to global impacts and trends, while recognizing the specificity, diversity and uniqueness of the region.

The IUCN Programme 2009–2012

The *IUCN Programme 2009–2012* identifies one core programme area and a related set of four thematic programme areas. These areas target critical issues that need to be addressed to tackle today's and tomorrow's conservation challenges, and reflect the lessons IUCN has learned in the implementation of previous programmes of work.

At its core, the IUCN Programme 2009 –2012 has the conservation of biodiversity and sustainable use of natural resources. Building on this foundation IUCN will address the other four thematic programme areas – in terms of the impact of these issues on biodiversity and in terms of the potential for biodiversity to provide solutions and tools to address the impact of these issues on human well-being.

IUCN will adopt an adaptive management approach, which recognizes that ecosystems and socio-ecological systems are dynamic, and that management interventions lead to new lessons being learned; these lessons can be subsequently applied to further improving ecosystem management in a continuing cycle of improved adaptation to changing conditions.

Core Programme Area: Conserving biodiversity

Ensuring sustainable and equitable management of biodiversity from local to global levels

Global result 1.1: Biodiversity-related policies and governance systems enable action towards the achievement of biodiversity conservation.

Global result 1.2: IUCN standards, tools and knowledge for sustainable natural resource management are available and actions are taken for biodiversity conservation including effective management of global and regional common natural resources.

Thematic Programme Area 2: Changing the climate forecast

Integrating biodiversity considerations and opportunities into climate change policy and practice

Global result 2.1: Climate change mitigation and adaptation policies and practice include biodiversity concerns from local to global level.

Global result 2.2: Natural resources management policies and strategies to adapt to the impacts of climate change are adopted and implemented.

Thematic Programme Area 3: Naturally energising the future

Implementing ecologically sustainable, equitable and efficient energy systems

Global result 3.1: Energy policies and strategies mitigate the impact of the growing energy demand on biodiversity.

Global result 3.2: Ecosystem services that underpin sustainable and equitable energy are incorporated in energy policies and strategies.

Thematic Programme Area 4: Managing ecosystems for human well-being

Improving livelihoods, reducing poverty and vulnerability, and enhancing environmental and human security through sustainable ecosystem management

Global result 4.1: Development policies and strategies support vulnerable and poor stakeholders, especially women, to sustainably manage ecosystems for improved livelihoods.

Global result 4.2: Sustainable environmental management reduces vulnerability to natural hazards and conflicts.

Thematic Programme Area 5: Greening the world economy

Integrating ecosystem conservation values in economic policy, finance and markets

Global result 5.1: Economic, trade and investment policies better integrate biodiversity values.

Global result 5.2: Companies, industry associations and consumer groups incorporate ecosystem values into planning and action.

IUCN Caribbean Initiative: General Principles

IUCN's relationship with the insular Caribbean and the further design and implementation of this Initiative will be guided by a number of general principles:

1. The IUCN Initiative will have a strong Caribbean identity, and will not be presented or conceived as an externally driven effort. This identity will come from the process that will be used to finalize and initiate the work programme, from the governance and implementation arrangements that will be put in place, and from the image that the Initiative will use and project.
2. IUCN has had little presence in the region for a long time, and priority will therefore be given to establishing and rebuilding relationships with Caribbean Members and potential partners. This will be done through sustained dialogue and through an early set of activities that Members and regional organizations have identified as priorities.
3. IUCN will frame all its activities in the Caribbean through collaborations and partnerships that complement and support the work of all parties involved, with particular attention to the needs, expectations and mandates of IUCN Members in the region.
4. IUCN will help in providing greater visibility for Caribbean environmental issues and generating support for sustainable development needs at international levels. Its programme, operations, communications and fundraising activities will seek to optimize this value.
5. As a credible and legitimate global actor, IUCN will help in the design and operations of effective mechanisms for communicating, networking and sharing experience among Caribbean institutions and individuals involved in conservation and sustainable development.
6. IUCN will add value to the work currently being done in the region by ensuring that its initiatives are regional in scope, and that they involve, to the maximum extent possible, the various language and political groupings of the region. National and local level activities will be conceived primarily as pilot and demonstration projects.
7. IUCN will adopt a flexible approach when considering the geographic boundaries of this Initiative. The focus will be on the insular Caribbean, but within the context of the Wider Caribbean, and with deliberate efforts made to promote and implement joint activities and forge closer links with the continental countries of the Wider Caribbean region, especially when dealing with coastal and marine issues and with regional institutions and governance arrangements.
8. IUCN sees this Initiative as one component of a wider global programme of work on islands, and is committed to promote collaboration and exchanges between and among island regions. IUCN will also help make global resources available to programmes that serve island regions, including this Caribbean Initiative. IUCN will therefore help the region to learn from and share experiences with other parts of the world with similar issues and problems, particularly island regions.

IUCN Caribbean Initiative: Value Proposition

IUCN's assets include its Members, its networks of experts organized through its commissions, and its highly motivated and competent staff within its world-wide secretariat. To achieve the changes necessary for a more sustainable world, IUCN recognizes it must apply its assets more effectively to deliver results at a scale and level of influence far greater than ever before. The way in which an organization uses its assets to deliver value added through its products and services is called a value proposition.

IUCN has formulated a value proposition that includes four main assertions which are consistent with the general principles put forward to guide this Initiative and which confirm that the Union can contribute significantly and add substantial value to current conservation and sustainable development efforts in the region.

1. ***IUCN provides credible, trusted knowledge.*** Caribbean resource managers and planners often have difficulty accessing up-to-date technical information, especially on evolving environmental challenges such as climate change. IUCN is well known for its sound scientific base and know-how in conservation and sustainable natural resource management. It can also offer credibility and influence on development decisions that may affect valuable ecosystems or their sustainable use by local people.
2. ***IUCN convenes and builds partnerships for action.*** IUCN's membership spans the linguistic and political divides of the region, and its unique structure gives it the ability to work with governments (both national and local), civil society, the scientific community and the private sector. By building bridges and multi-stakeholder platforms while acting as a neutral broker and provider of independent scientific advice, IUCN can help the full range of environmental actors throughout the region to connect with and support one another and seek solutions to common problems.
3. ***IUCN has global-to-local and local-to-global reach.*** As a powerful and respected presence in international dialogue on environment and development, IUCN can strengthen the voices of small island state governments and civil society in international arenas, and so help to move Caribbean environmental issues higher up on the global agenda. Through working locally with Caribbean partners, it can channel regional expertise into global networks, and draw on international resources to support local action when needed.
4. ***IUCN influences standards and practices.*** IUCN has been highly effective in using its knowledge, convening power and local to global reach to develop and influence environmental standards and practices. Its Protected Areas category system and *Red List of Threatened Species* have been particularly important tools for Caribbean governments and regional organizations. IUCN's participation in projects and activities in the Caribbean gives them a recognized "stamp of approval" that can empower local actors and encourage support from donors and international partners.

IUCN Caribbean Initiative: Component Results and Sub-results

Core Programme Area 1: Conserving biodiversity

Despite progress in protecting biodiversity and managing ecosystems, major challenges remain, including gaps in knowledge on biodiversity status and trends; growing threats from invasive species and climate change; ecosystem degradation; unmanaged natural resource use; and the low priority given to conservation by most sectors of society, including policy makers. IUCN will endeavour to help fill information gaps, generate awareness and produce the relevant management guidance, while at the same time supporting Members in testing tools in the field and disseminating lessons learned to others. The tools developed by WCPA for use by conservation areas managers will be disseminated, and special efforts will be made to improve implementation of the Cartagena Convention and the Convention on Biological Diversity (CBD) and to enhance Caribbean participation in the relevant programmes of these conventions. IUCN's efforts will complement and support the main regional and national conservation initiatives underway, including the Caribbean Challenge and the project on alien invasive species spearheaded by CABI.

Global Result 1.1: Biodiversity-related policies and governance systems enable action towards the achievement of biodiversity conservation.

Component Result 1.1.1: Caribbean states are better able to participate in, and meet their obligations under, the main biodiversity agreements, globally and regionally.

Caribbean countries are active participants in global and regional environmental agreements, but their ability to meet their obligations under these agreements is hampered by the lack of coherent enabling policy frameworks and the limited human and technical capacity of executing agencies and their implementation partners. In many instances, reporting requirements place excessive burdens on small environmental management agencies at the national level. More generally, countries of the region would benefit from technical assistance and policy guidance that would help them to participate better in, and to take fuller advantage of, regional and international instruments.

The ratification and participation of Parties in the Protocol to the Cartagena Convention on Specially Protected Areas and Wildlife (SPAW) is a particular regional priority that IUCN is committed to support. Another area requiring support in some countries is the preparation, or updating, and implementation of National Biodiversity Strategies and Actions Plans and National Environmental Management Strategies.

Sub-results

Regional and national level

- Support for the implementation of the SPAW Protocol is provided (E²).
- The benefits of the CEP, the Cartagena Convention and the SPAW Protocol are advocated (E/G).
- The benefits of the World Heritage Convention are advocated, and the region has adopted a coordinated approach to the implementation of the Convention (E/G).
- The biodiversity component of the Mauritius Programme of Action is implemented in specific states and monitored at regional level (E/G).

Global level

- The capacity of governments and civil society organizations to prepare for CBD Conferences of Parties, including their capacity to negotiate, is strengthened (E/G).
- A monitoring and reporting system streamlining reporting requirements for the various conventions is developed and tested in at least one country (E/G).

Harmonizing global and national agreements and strategies

- The capacity to harmonize National Biodiversity Strategies and Action Plans or National Environmental Management Strategies with multilateral agreements is strengthened in at least two countries (E/G).
- At least one national law regarding the use of a threatened species is harmonized with a regional or global agreement to improve sustainable use of this species (G).

Global Result 1.2: IUCN standards, tools and knowledge for sustainable natural resource management are available and actions are taken for biodiversity conservation including effective management of global and regional common natural resources.

Component Result 1.2.1: Management effectiveness is measurably improved in protected areas in the Caribbean.

Although the Caribbean region counts a large number of protected areas, many are not effectively managed and are increasingly threatened by development pressure, especially tourism development on the coast. At the same time, many protected areas fail to integrate a full range of conservation and development objectives, often at the expense of local communities and livelihood strategies.

As a knowledge organization, IUCN is keen to harness the global experience from Commissions (WCPA, SSC, etc.) and global thematic programmes (marine, water resources and wetlands, forest, protected area, etc.) to make it useable for ecosystem and/or site management. In addition, IUCN can support regional cooperation and integration for improved protected area

² These letters refer to the IUCN Strategy for Change which sees the need for concerted interventions at three levels: knowledge (K), empowerment (E) and governance (G).

management (taking into account social, economic and ecological processes) by generating and disseminating knowledge and guidance for effective protected area management to decision makers and practitioners at regional level, especially through the SPAW Protocol and the CEP. Linkages of Caribbean islands with the wider global island network can also be developed and utilized.

Sub-results

- The ability of Caribbean organizations to design, deliver and sustain training, technical assistance, financing and network programmes is strengthened (E).
- The capacity of protected area managers to implement specific aspects of management effectiveness is improved in at least two countries (E).
- The effectiveness of the management of existing natural World Heritage Sites in the region is enhanced and the nomination of new sites is supported (G).
- The feasibility of sustainable financing tools – including budgetary contributions by governments – is explored in at least two protected areas or national protected area systems (E).
- A feasibility study to develop a regional project to increase management effectiveness in protected areas is completed (K).

Component Result 1.2.2: Eradication and control protocols for selected invasive species are identified by a selected number of countries.

Alien invasive species are a major contributor to species extinction and loss of both terrestrial and marine habitats. While many introduced species have become important constituents of Caribbean habitats and contributors to local livelihoods, others have been hugely destructive. IUCN is committed to support existing efforts by IUCN Members involved in practical actions to control and eradicate invasive species in specific Caribbean islands and/or situations. IUCN will also collaborate with CABI – which is presently initiating a regional project on invasive species – to ensure that the biodiversity and ecosystems dimensions are fully integrated into programmes and approaches aimed at dealing with these issues in the region.

Sub-results

- National working groups responsible for strategies for eradication of invasive species are established in at least 5 countries, are actively considering biodiversity and ecosystem issues and are providing technical advice to managers and policy makers (G).
- An economic valuation of the impacts of invasive species on livelihoods in and outside protected areas is generated (K).
- Pilot projects aimed at addressing the impact of invasive species on natural ecosystems are designed and implemented in at least two countries (G).

Component Result 1.2.3: IUCN tools of sustainable natural resource management are available and used to improve management and legislation in selected Caribbean locations.

The availability of effective biodiversity and ecosystem management guidance is essential to foster stakeholders' understanding, strategic planning and implementation of conservation actions. Data sets such as regional or sub-regional Red Lists of Threatened Species can be critical instruments to guide management and decision making. Based on scientific information and evidence of threats, IUCN and its Members will design interventions that contribute visibly to improving resource management, legislation, monitoring and adaptive management. Successful tools developed by IUCN programmes, but refined to fit the Caribbean situation with links to other island programmatic work, will be disseminated to all relevant audiences, including managers and policy makers, and their use will be encouraged in order to maximize impact. IUCN will also support, as appropriate, initiatives aimed at improving natural resource governance, for example the Caribbean Large Marine Ecosystem project.

Sub-results

Ecosystem management and integrated resource management

- The ecosystem approach is promoted in all relevant IUCN activities and partnerships in the region, and especially in integrated coastal zone planning and management (E).
- The capacity of regional institutions to design and establish a governance structure that promotes an integrated approach to the management of the Caribbean Sea has improved (E).

Assessment

- A regional Red List of Threatened Species is developed and provides information to Caribbean planners and policy makers (K).
- The capacity of Caribbean experts to conduct freshwater biodiversity assessments is strengthened (E).
- The capacity of Caribbean experts to conduct regional species assessment is strengthened (E).
- The capacity of IUCN Members and other key actors to advocate for, commission, conduct and use the tool of environmental impact assessment is strengthened (E)

Ecosystem restoration

- The capacity of Caribbean experts to use best practices for mangrove and forest restoration is strengthened (E).
- Plans for mangrove and forest restoration are formulated and implemented in at least two sites affected by natural hazards (G).
- Selected restoration and rehabilitation projects implemented in some Caribbean countries are reviewed and lessons are learned (K).

Economic valuation and sustainable financing

- Case studies illustrating the economic value of ecosystem services are produced and disseminated (K).

- Feasibility studies and reviews of mechanisms for sustainable financing are initiated in at least two protected areas (K).
- Feasibility studies to establish a national conservation trust fund are initiated in at least one country (K).
- A feasibility study to establish a regional conservation fund to finance protected areas is initiated (K).

Legal instruments

- The legislation governing existing protected areas systems is reviewed in at least two countries, with appropriate mechanisms for monitoring enforcement and impact (G).

Management

- Reviews of best policy-practice are carried out on selected themes (biodiversity assessments, ridge to reef management; mangrove and landscape forest restoration; fisheries) and disseminated in and outside the Caribbean (K).

Sharing and dissemination

- Lessons and tools generated from the Caribbean's expertise are used in the development of instruments and guidelines for use at the global level and are disseminated by IUCN outside the region (K).

Thematic Priority Area 2: Changing the climate forecast

The IUCN Situation Analysis notes that climate change has become a 'front page' issue throughout the world. This is reflected in growing public awareness and government policy support for energy efficiency measures and promotion of alternative energy sources (especially renewable sources and nuclear energy). As a result of climate change, species ranges and behaviours are changing, with consequences for livelihoods, including changing patterns of human disease distribution and increased opportunities for invasive alien species.

In the Caribbean, it is expected that climate change will become a major driver of change. Small island developing states and coastal areas have especially high levels of exposure to climate change impacts. Sea level rise, leading to shoreline erosion, flooding, higher water tables, salt water intrusion and property loss, is a major concern. Warming will impact habitats including coral reefs that are already experiencing significant stress, and practices in forestry and agriculture will also be affected.

IUCN is prepared to work with Caribbean societies and institutions to prepare for the inevitable changes that lie ahead. Working at a range of policy levels, from local to regional, and across a range of policy responses, from mitigation and adaptation strategies to carbon offsets, IUCN can help assess available options and bring stakeholders together to find appropriate solutions.

Small islands feel they do not contribute significantly to climate change but they are particularly vulnerable to its impacts. Adaptation rather than mitigation is the regional priority; some mitigation efforts are already being deployed, notably in the energy sector, and these should be strengthened with additional environmental and economic benefits.

Global Result 2.1: Climate change mitigation and adaptation policies and practice include biodiversity concerns from local to global level.

Component Result 2.1.1: Early pilot and preparatory actions are supported to integrate biodiversity and ecosystem considerations into regional mitigation and adaptation strategies.

Over the past ten years, there have been a number of regional initiatives aimed at increasing the Caribbean's capacity for climate change adaptation. The Caribbean Community Climate Change Centre is currently implementing the third generation of adaptation to climate change projects, including pilot projects to develop adaptation strategies in four countries. There are also several global initiatives on mitigation and adaptation that are directly relevant to issues in the Caribbean, and in which institutions active in the region are involved.

The ecosystem approach, which is central to IUCN's philosophy, is becoming a central feature in regional initiatives in the field of climate change. The Caribbean Natural Resources Institute, for example, is currently implementing, with support from the MacArthur Foundation, a project entitled "Climate Change and Biodiversity in the Caribbean", which focuses on marine and

terrestrial biodiversity and scenario analysis, with an assessment of the state of knowledge, an identification of gaps and the provision of recommendations for a research and policy agenda.

IUCN can add value to these initiatives through its growing knowledge and expertise on the impacts of climate change on biodiversity and the provision of ecosystem services, on the measures required to mitigate those impacts, and on the role of ecosystems in climate change adaptation strategies and measures. The IUCN Programme on EU Overseas Territories offers specific opportunities in this regard, because its geographic focus incorporates several Caribbean territories, and because its objectives include the promotion of regional cooperation and the provision of support to activities on climate change and other themes relevant to this Caribbean Initiative.

Markets for carbon offsets and sequestration could represent an opportunity for generating financing for a range of activities that may be of interest to Caribbean societies. While not all Caribbean islands possess the size for large scale carbon offsets, IUCN could help explore how this approach can be used, and share that experience with that of other island states and regions.

Sub-results

- The vulnerability to climate change of selected ecosystems (mangroves, coral reefs, forests, watersheds) and the importance of selected ecosystems for climate change adaptation and local livelihoods are assessed (K).
- Case studies linking coral conservation and the effect of climate change inside and outside protected areas are produced and disseminated (K).
- Guidelines for enhancing the positive links between ecosystem management and adaptation to climate change are developed and disseminated to decision makers (E).
- At least one development or donor institution integrates the importance of ecosystems for adaptation to climate change into its programmes and strategies (G).
- At least one regional adaptation strategy in a key sector (water, agriculture or tourism) integrates ecosystem considerations (G).
- Greater cooperation between the Caribbean island states, overseas countries and territories and other islands on climate change issues is achieved (G).
- The capacity of Caribbean decision makers and policy advisors to engage in global and regional climate change policies and negotiations is strengthened (E).
- The potential for carbon offset and sequestration for providing financing for activities such as sustainable forest management, sustainable agriculture and ecotourism is explored and documented in at least one Caribbean state (G).

Component Result 2.1.2: Preparatory actions to develop a regional system of protected areas that seeks to promote species and habitat conservation and improved local livelihoods while taking climate change into consideration are implemented.

Climate change increases the vulnerability of both biodiversity and livelihoods and systems of protected areas must be adapted or new protected areas established to address these issues. A system of marine protected areas established or adapted from a regional perspective would also help achieve conservation, development and adaptation objectives.

Sub-results:

- An assessment of the vulnerability to climate change for Red-listed and other selected species groups is initiated (K).
- A project to develop a regional system of marine protected areas is prepared (K).

Global Result 2.2: Natural resource management policies and strategies to adapt to the impacts of climate change are adopted and implemented.

Component Result 2.2.1: National adaptation strategies incorporate biodiversity and livelihood issues.

The region has made significant progress towards the adoption of adaptation strategies at the national level. Under the Adaptation to Climate Change in the Caribbean (ACCC) Project implemented by CARICOM between 2001 and 2004, twelve countries³ prepared draft national climate change adaptation policies. In Dominica, Saint Vincent and the Grenadines and Saint Lucia, the policies were tabled in parliament and approved. Most of these adaptation policies do not however give adequate attention to natural resources management.

The opportunity therefore exists for IUCN to support the countries and institutions of the region to integrate natural resource management into climate adaptation policies, at both national and community levels. Such work could also assist a selected number of the nine ACCC Project countries that have not yet formally adopted their adaptation strategies to complete the processes of policy development for review and approval. IUCN is also well placed to bring non-participating countries such as Haiti, Dominican Republic, and the European overseas countries and territories into this process.

Sub-results

- Government agency officials and NGOs are equipped to incorporate participatory vulnerability assessments and natural resource management strategies into National Adaptation Plans of Action in at least two countries (E).
- The awareness of linkages between climate change, risk management and ecosystems is increased in all sectors of society, and especially among policy makers (K).
- Guidelines for enhancing the links between ecosystem management and adaptation to climate change are developed and disseminated to decision makers (K, E).
- Vulnerability assessments inform and influence sectoral and poverty reduction policies and strategies in at least one country (K).

³ Antigua and Barbuda, Barbados, The Bahamas, Belize, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, and Trinidad and Tobago.

Component Result 2.2.2: Climate change adaptation is integrated into national natural resource management policies and practices in selected countries.

Although adaptation to climate change is a priority for the region, few countries have been able to mainstream climate change considerations into natural resource management policies and strategies. This is particularly relevant for protected areas, watersheds, land use and coastal zone management, and there is valuable experience in some countries, which IUCN could help document and disseminate.

Sub-results

- Climate change adaptation policies and strategies, with provisions for community participation and empowerment, are developed and tested in at least two protected areas (G).
- Integrated Water Resource Management as a climate change adaptation tool is tested in at least one river basin (K).
- Conservation action plans for species at risk from climate change are developed (E).

Component Result 2.2.3: Measures are developed and implemented to enhance the role of local households and communities in managing responses to climate change and increase their resilience to its impacts.

Although climate change is a global issue, its impacts will largely be felt locally, at community and household level, and are likely to be greater for disadvantaged groups, including women and the poor, than for others. It has therefore been recognized that national adaptation strategies need to incorporate community-based approaches and instruments, and take into consideration issues of equity, gender and rights. Such community-based strategies can draw on local knowledge and capabilities, for example women's unique knowledge about natural resources and their strategies for dealing with flooding and droughts.

Sub-results

- The Community-based Risk Assessment Tool-Adaptation and Livelihoods (CRiSTAL) instrument is applied in at least two of the ACCC Project countries to assess community vulnerability to climate change related risks (G).
- Local decision makers' skills and capacity to incorporate community-based approaches and gender criteria in adaptation and mitigation policies/strategies are improved (E).
- Guidelines for integrating gender and social equity into climate change adaptation strategies at community level are developed and used (K).
- Knowledge is generated on the importance of mainstreaming gender-biodiversity criteria for mitigation and adaptation policies and at least two case studies are developed and disseminated (K).
- At least two national mitigation and adaptation policies/strategies in the region incorporate IUCN guidelines in relation to gender and biodiversity criteria (E).

Thematic Priority Area 3: Naturally energising the future

Energy is a critical factor in economic and social development and environmental quality. In the case of the Caribbean, energy demand is rising rapidly, especially as a result of the growth of the tourism industry and urbanization and of changes in lifestyles and consumption patterns. Per capita energy consumption is relatively high compared to other developing regions, and so are energy prices. Ninety percent of all energy used in Caribbean countries is derived from petroleum, most of it imported. While the region has begun to explore alternative and renewable energy options, it still lacks a long-term strategic vision for a post-fossil fuel future, and it needs the tools and policy instruments to promote renewable energy, increase efficiency and mitigate negative impacts of production and use. The region especially needs to explore more deeply and more systematically the contribution that ecosystems and biodiversity can make to the shaping of that energy future, and to minimize the negative impacts of all forms of energy consumption and production on nature.

Important initiatives are underway in the region, for example the implementation by the CARICOM of the Caribbean Renewable Energy Development Programme (CREDP) in thirteen countries of the region and the establishment of a Caribbean Energy Fund to provide equity and debt financing to renewable energy projects. Recently the Inter-American Development Bank provided a loan to the region to promote green energy while the EU Energy Initiative is supporting the Caribbean Wind Energy Initiative in collaboration with CREDP and the Caribbean Electric Utility Service Corporation. IUCN can support and add value to these and other efforts in its areas of competence and expertise.

Global Result 3.1: Energy policies and strategies mitigate the impact of the growing energy demand on biodiversity.

Component Result 3.1.1: Ecosystem services and biodiversity conservation are integrated into national energy strategies of selected countries in the Caribbean.

National energy policies and strategies do not fully reflect the changing patterns of energy supply and use or the resulting adverse impacts on biodiversity, ecosystems and livelihoods. National policy frameworks need to become more coherent to remove inconsistencies, reduce trade-offs and harmonize measures. The major gap, however, remains at the level of policy implementation, where systems, capacities and resources are often inadequate, lessons are not systematically documented and shared and practical tools are either not available or are not used consistently. Specific activities will be identified and designed by IUCN in close collaboration with regional and national actors in order to respond to these needs.

Sub-result

- Biodiversity considerations are integrated into one regional energy policy review process (G).

Component Result 3.1.2: Wind power is promoted in ways that do not impact negatively on important bird areas and migratory corridors.

One of the specific issues experienced by some countries in the region is the negative impact of wind energy equipment on bird conservation. This is one area in which the expertise of IUCN could be highly beneficial.

Sub-results

- An assessment of important bird areas and threats is conducted and disseminated (K).
- Mitigation measures are identified and negotiated with energy decision makers in selected countries and sites (E).
- Mitigation measures are incorporated into national energy policies in at least one country (G).

Global Result 3.2: Ecosystem services that underpin sustainable and equitable energy are incorporated in energy policies and strategies.

Component Result 3.2.1: IUCN Members and partners have a clear awareness and understanding of the ecosystem and livelihood dimensions of energy strategies and policies.

Ecosystems already contribute significantly to energy production in several countries, and there is the potential to increase this contribution significantly. This cannot however happen without a better recognition by all actors, especially policy makers, of the role played by ecosystems, and of the policy requirements to optimize this potential.

Sub-results

- The capacity of IUCN Members to assess energy options that use, or impact on, renewable resources is strengthened (E).
- The capacity of IUCN Members to reduce their energy footprint is strengthened and their experience is documented (K/E).
- Pilot studies of the contribution of ecosystems to energy production are conducted in two selected countries (K).
- Pilot studies to identify the demand and markets for renewable energy based on ecosystem services are conducted in two selected countries (K).
- Guidelines and recommendations on the ecosystem and livelihood aspects of energy policies and practices are drafted, in collaboration with other island regions (E).
- A Caribbean roundtable is convened to examine energy futures and the place of ecosystem services and biodiversity within energy policies and strategies at national and regional levels (G).

Component Result 3.2.2: In countries where fuelwood and charcoal represent a significant source of energy, national energy and forest policies recognize and

incorporate the importance of current fuelwood and charcoal use by poor and marginalized groups and are harmonized to ensure equitable access and sustainable use of the forest resource.

Caribbean countries and households, especially the poorest among them, will continue to rely on traditional biomass energy sources for the foreseeable future. Current policies and capacities result in patterns of production and use that are often environmentally unsustainable, impact heavily on fragile ecosystems and important biodiversity areas, harm human health and fail to make use of appropriate technologies and improved management systems. Women need to be more directly involved in the development of sustainable solutions that build on local knowledge and priorities, and these solutions must take into account their needs and conditions.

Sub-results

- The feasibility and appropriateness of new energy options based on the use of renewable natural resources is tested in at least one country where fuelwood and charcoal are important sources of traditional energy (K).
- Sustainable energy policy is promoted in at least one country where fuelwood and charcoal are important sources of traditional energy (G).

Component Result 3.2.3: At least two renewable energy investment schemes incorporate biodiversity and ecosystem services.

The development of renewable energy systems will put increased pressure on biodiversity and ecosystems throughout the region, ranging from habitat loss and land degradation associated with biofuel cultivation, to threats to birds from wind power generators, to damage to watersheds and riparian ecosystems due to hydro-power development. Some renewable energy systems – notably biofuels – may also have adverse social impacts, including displacement of traditional resource uses, reduction in food security, changes in employment and working conditions, and the reduction of economic opportunities for women.

Sub-results

- The biodiversity and livelihood impacts (including gender impact) of at least one new renewable source of energy are assessed and trade-offs are identified (K).
- Energy managers are empowered to manage the impacts of these technologies and productions in at least two investment schemes (E).
- Governance systems are established that are capable of managing the impact of technology and production in at least two investment schemes in new renewable sources of energy (G).

Thematic Priority Area 4: Managing ecosystems for human well-being

Twenty-five percent of the Caribbean population can be categorized as poor, with more women than men living in poverty. As in many other developing regions, the rural poor and especially women depend heavily on common property natural resources, e.g. wild foods and other non-timber forest products, fish and other marine products, biomass energy, building materials.

Conservation strategies often fail to recognize the linkages between biodiversity conservation, sustainable natural resource management, modes of consumption and production, and poverty reduction. Many of the conventional approaches to conservation have had detrimental effects on people; and conservation organizations therefore need to pay more attention to the social impacts of their work and change their practices accordingly.

Global Result 4.1: Development policies and strategies support vulnerable and poor stakeholders, especially women, to sustainably manage ecosystems for improved livelihoods.

Component Result 4.1.1: Poverty reduction strategies and development investments of Caribbean countries and territories and regional development institutions better reflect biodiversity and ecosystem management concerns.

Poverty reduction strategies and development investments in the region have not taken adequate account of the linkages between biodiversity and livelihoods. Development actors now need to take more advantage of opportunities to reduce poverty through ecosystem conservation, in partnership with national and regional environmental organizations whenever possible. This should include the promotion of small-scale, natural resource-based enterprise that empowers and benefits the poor, women and youth. In addition, development actors need to avoid interventions that undermine livelihoods based on natural resources. Conservation groups can play an important role in monitoring and supporting improved performance.

Sub-results

- The status of biodiversity integration in selected existing poverty reduction strategies (or their equivalent) is analysed, key lessons are learned and opportunities are identified (K).
- Awareness is raised on requirements to integrate biodiversity in poverty reduction strategies, based on lessons from the region and best practice from other parts of the world (E).
- Support is provided to selected development partners active in the region to revise their policies and processes and/or undertake pilot activities that integrate biodiversity and ecosystems in poverty reduction (E).
- Support is provided to selected governments and development institutions to integrate biodiversity, ecosystems and linkages to resource-based livelihoods in large-scale infrastructure investment processes (E).

Component Result 4.1.2: Biodiversity conservation policies and practices reflect poverty and equity concerns.

The dominant biodiversity conservation models are not well suited to the realities of small islands, which are characterized by multi-layered and highly inter-connected resource use systems. This complexity is one reason why the negative impacts of conservation on the poor are especially intense in the Caribbean, including inequitable sharing of costs and benefits and loss of access to natural resources and the services they provide. IUCN Members have a responsibility to take the lead in efforts to design and implement innovative approaches to conservation that avoid such adverse impacts, enhance social equity and reduce poverty, in partnership with development organizations whenever possible.

Sub-results

- The positive and negative social and economic impacts of various approaches to biodiversity conservation and protected area management in the region are documented (K).
- Awareness is raised among conservation organizations, development actors and local stakeholders of opportunities and requirements to reduce conflict and enhance synergies between conservation, poverty reduction and community empowerment (E).
- Specific action plans are formulated and practices are adopted by IUCN Members to improve coherence between conservation and poverty reduction (G).
- Opportunities and requirements to develop biodiversity-based enterprises in and outside protected areas are explored (K).
- The capacity of protected area managers and local communities to undertake sustainable biodiversity-based enterprises is increased in at least two sites (E).

Global Result 4.2: Sustainable environmental management reduces vulnerability to natural hazards and conflicts.

Component Result 4.2.1: The contribution of biodiversity and ecosystem management to the reduction of vulnerability to natural disasters is reflected in the policies, programmes and practices of regional, national and donor institutions addressing relief and disaster risk reduction.

Human communities and ecosystems in the Caribbean are highly and increasingly vulnerable to natural disasters. If properly managed, biodiversity and ecosystems could play a significant role in reducing these risks and enhancing the resilience of Caribbean economies. In recent years, national governments and regional institutions, working in partnership with development agencies, have established a range of mechanisms for disaster preparedness and recovery. There is an opportunity to strengthen these mechanisms through increased attention to biodiversity and ecosystem considerations.

Sub-results

- The status of biodiversity integration in selected existing risk reduction strategies is analysed, key lessons are learned and opportunities are identified (K).
- Economic evidence of the contribution of biodiversity conservation and ecosystem services protection or restoration to reducing vulnerability to natural disasters is generated, documented and disseminated (K).
- Awareness is raised of opportunities and requirements to integrate biodiversity in disaster risk reduction strategies, based on lessons from the region and best practice from other parts of the world (E).
- Support is provided to selected regional and national institutions and mechanisms to integrate biodiversity and ecosystems management and restoration in disaster risk reduction (E).

Component Result 4.2.2: Mechanisms for humanitarian and development assistance in Haiti better reflect the linkages between ecosystems, poverty and social conflict.

An initiative that seeks to link biodiversity, poverty reduction and security in the Caribbean cannot ignore the special case of Haiti, where extreme degradation of the environment is both a cause and a consequence of violent social conflict and insecurity. This was recognized by the membership of IUCN at the 3rd World Conservation Congress, in 2004, which called on IUCN “to promote understanding of environmental conditions in Haiti in order to undertake environmental remediation.” Responding to this injunction requires, as a priority, increased efforts to integrate conservation in humanitarian and development strategies and processes. IUCN and its Members have experience that is relevant to this need, notably community-based management of natural resources and the promotion of protected areas as instruments of peace and cooperation.

Sub-results

- Understanding of the linkages between biodiversity loss, ecosystem degradation, poverty and social conflict in Haiti is improved (K).
- The capacity of IUCN Members and others working in Haiti to integrate biodiversity conservation and ecosystem restoration into humanitarian and development programmes is strengthened (E).
- Opportunities for integrating biodiversity conservation and ecosystem management are explored and promoted within donor coordination mechanisms (G).

Thematic Priority Area 5: Greening the world economy

The extent and benefits involvement of the region's business sector in conservation and sustainable development have been mixed. Where initiatives linking conservation to economic opportunity have occurred, the participants have been mainly smaller, locally owned businesses. Environmental certification programmes for tourism enterprises are one area where some progress has been made to increase the participation of the private sector in environmental protection efforts, but there are concerns that some of these programmes may not be fully effective.

The region has a few examples of private conservation and several countries have prominent private sector environmental "champions", however, the concept of corporate social responsibility (CSR) is not well developed in the region.

Governments of the region may be reluctant to insist on good environmental stewardship from the private sector or to hold companies to environmental standards and regulations out of fear that they will take their business elsewhere. Governments also find it challenging to apply stringent environmental standards to publicly-owned enterprise and public investment projects.

The potential of trade agreements to encourage greater attention to environmental concerns remains to be explored, but there are promising exceptions, as in the case of the new DR-CAFTA trade agreement between the Dominican Republic, Central America and the US, which includes an environmental policy component.

Global Result 5.1: Economic, trade and investment policies better integrate biodiversity values.

Component Result 5.1.1: Strategic approaches to reducing the adverse impacts of trade and investment on biodiversity and livelihoods are developed and promoted within the insular Caribbean.

Trade arrangements can have significant biodiversity impacts, both positive and negative. The same applies to public and private investment, at a macroeconomic scale. At the same time, trade and investment policies can be effective means to achieve certain conservation objectives, such as controlling the introduction of invasive species. There is therefore a need to integrate the conservation dimension into trade and investment policy processes and agreements. This can be achieved by increasing awareness of the linkages and opportunities, supporting participation of the conservation community in trade negotiations and major investment decisions, and promoting the use of tools such as Strategic Environmental Assessment.

The European Union and countries in the region have recently entered into new Economic Partnership Agreements (EPA), but no mechanism has been developed to systematically monitor the impact of EPAs on the environment and on biodiversity. Intra-CARICOM trade, although smaller in size, is growing significantly and its environmental impacts have not been fully assessed, especially within the context of the CARICOM Single Market and Economy.

Sub-results

- Conservation issues that arise from or can be addressed by trade agreements or investment policy are identified (K).
- Understanding of the biodiversity and ecosystem implications of trade policy and agreements – including issues of biosafety and bioprospecting – is enhanced among trade policy makers in the region (E).
- The capacity of Caribbean negotiators and policy makers to promote measures to combat biopiracy and to enhance biosafety is enhanced (E).
- The conservation community (government and civil society) is supported to understand and participate in trade policy processes (E).
- Strategic environmental assessment and similar tools for anticipating the adverse biodiversity and livelihood impacts of economic and trade policy, and of public and private investment, are promoted and applied in selected countries (G).
- A system to monitor the impact of trade agreements on biodiversity, notably intra-CARICOM trade and the EPAs is developed (K).

Component Result 5.1.2: Economic incentives and instruments for biodiversity conservation and ecosystem management in sensitive areas are adopted in selected countries of the Caribbean.

There is increasing interest around the world in using economic incentives for biodiversity conservation, including payments for watershed or coral reef protection, water user fees in tourism, waste management and pollution control in agriculture, but limited application in the Caribbean. Opportunities exist to evaluate and test such approaches in the region, and a small number of studies and pilot projects have been conducted or are currently underway. These opportunities must be developed in a manner that is relevant and appropriate to the specific conditions of small island developing states and that does not lead to the loss of traditional rights, social exclusion or inequitable distribution of benefits.

Sub-results

- Opportunities for using economic incentives to conserve biodiversity are identified, based on experience from the region (and especially that of IUCN Members) and elsewhere (K).
- Specific approaches and tools such as payments for environmental services or biodiversity offsets, are tested and documented in selected countries, and the results are disseminated (E).
- The capacity of decision makers and resource managers to understand and apply economic incentives is improved (E).
- The policy requirements for the implementation of selected economic incentives are identified and promoted (G).
- The experience of the Caribbean in introducing economic incentives and instruments is shared with that of other island regions (E).

Global Result 5.2: Companies, industry associations and consumer groups incorporate ecosystem values into planning and action.

Component Result 5.2.1: Biodiversity conservation and ecosystem values are integrated in CSR policies and practices in selected companies, industry associations and consumer groups in the insular Caribbean.

Corporate social and environmental responsibility, environmental certification and fair trade schemes are expanding worldwide and are relevant to several important economic sectors in the region (e.g. tourism, mining, agriculture, petroleum, construction, transportation). While CSR remains dominated by multinational companies, it is also applicable to small and medium-size enterprises that play a critical role in poverty reduction and economic development. In the Caribbean, the concept of CSR also needs to be embraced by investors from the emerging economies, in light of their growing presence and impacts. At the same time, there is a need and an opportunity to promote the integration of biodiversity and ecosystem considerations in CSR, environmental certification and fair trade schemes.

Sub-results

- The impact and effectiveness of existing CSR, certification schemes and fair trade arrangements on biodiversity and ecosystems in the region is assessed (K).
- Case studies of the impacts of hotel and marina construction on biodiversity and possible remedies are developed and disseminated (K).
- Awareness is raised of the potential and limitations of CSR for biodiversity conservation and ecosystem management in the region, based on relevant lessons from the Caribbean and other regions (E).
- Opportunities are explored for strengthening linkages between regional and global CSR initiatives, focusing on biodiversity and ecosystems (K).
- Five partnerships between conservation organizations and business are supported and documented. Possible activities include: mainstreaming biodiversity in mining operations, testing biodiversity offsets, restoring degraded sites or providing marketing support to communities involved in community-based tourism (E).

Component Result 5.2.2: New biodiversity business opportunities that generate sustainable economic, social and ecosystem benefits are identified and promoted in selected countries of the Caribbean.

Caribbean economies are highly dependent on natural resources but are vulnerable to economic shocks due to their reliance on a few industries and sectors. There is therefore a need to diversify economies but also an opportunity to do this through the development of new and more sustainable enterprises based on natural resources. These new business opportunities should be designed and implemented in a manner that contributes to environmental sustainability, social equity and poverty reduction. For this to happen there is a need to increase awareness of new biodiversity business opportunities and strengthen support for environmental entrepreneurs (including within conservation organizations and rural

communities). Such a strategy could enable the region to turn many environmental problems into viable business opportunities.

Sub-results

- High potential biodiversity business opportunities are identified in selected locations (K).
- IUCN Members and other conservation organizations are informed and receive training about biodiversity business opportunities , and are better able to communicate that information (especially to rural communities living in or near protected areas) (E).
- Technical support (e.g., business plan development, investment mobilization, management arrangements) is provided for the establishment of biodiversity business in selected sectors (E).
- The experience of selected cases of biodiversity-based business enterprise in the region is documented and disseminated (K/E).

Operational Plan

Implementing the Caribbean Initiative's initial four-year programme of work requires an operational plan and strategy that draws on available resources within IUCN; that encourages the involvement of partners and leverages support from donors; that promotes collaboration and avoids duplication of efforts; that establishes channels of communication with programme stakeholders; and that coordinates programme development, implementation and monitoring.

The central objective of the strategy will be to position IUCN as a legitimate, recognized and effective conservation actor in the region, one that can bring to environmental debates and issues the strengths described in the Caribbean Programme value proposition (see page 11). Mobilizing and building IUCN's membership in the region and developing partnerships with established regional actors will be key components of the strategy. Communication will also be a central element of the approach, and a detailed communication strategy has been formulated for that purpose.

Because this is a new Initiative that needs to first build credibility and establish partnerships, IUCN's Caribbean operations will need to be "light on the ground" but at the same time responsive to issues, opportunities and the needs and priorities of Members.

Principles and strategies for each aspect of the Initiative's operational plan are outlined in this section.

1. Mobilizing and building membership

Principles:

1. IUCN will aim at building a membership base that is truly reflective of the broad constituency for conservation in the Caribbean.
2. IUCN will work on building the Caribbean membership of IUCN Commissions so that they embody the current state of the art in Caribbean expertise in the six main areas covered by these Commissions. It will work through the Commissions to increase networking among Caribbean Commission members and between these members and experts in other regions.
3. IUCN will assure that the programme responds to the interests of Members and that programme activities involve and benefit them to the extent possible.

Strategies:

- *Highlight, to both existing and potential Members, the values IUCN membership offers and could potentially offer, as seen and expressed by Members. In the initial phase of this Initiative, identify, with Members and other regional partners, the values that IUCN could provide to its Members.*
- *Enhance the value of membership by leveraging the influence of Members on national environmental issues. Provide support towards the establishment of fully-fledged IUCN national committees in Cuba and Jamaica and the operations of the Dominican Republic*

national committee. Explore the option of constituting sub-regional committees in some areas with limited number of Members (e.g. the Lesser Antilles). Support national committees to develop and implement national projects, especially those that have a demonstration potential.

- *Help IUCN Members to establish a regional platform to speak in a collective Caribbean voice.* Support the establishment of an IUCN sub-regional committee for the Insular Caribbean.
- *Support Members to create networks and partnerships across language and political boundaries.* Initiate activities, including regular IUCN Caribbean meetings, to strengthen communication and collaboration among Members.
- *Support Members to act effectively on local environmental issues.* Through its Commissions, publications and programme staff, create and activate mechanisms to make IUCN's knowledge and scientific expertise accessible to Members when needed.
- *Support the membership of Caribbean experts in IUCN's Commissions.* Undertake a systematic review of the membership of each Commission and recommend the addition of Caribbean experts. Encourage the active involvement of Commission members from the region in Commission activities and working groups.

2. Establishing strategic partnerships

Principles:

1. Partnerships will be the preferred mode of programme implementation. IUCN will give priority to projects and initiatives that can be implemented with and through its Members. It will also forge strong partnerships with the leading regional organizations that are active in the field of conservation and sustainable development.
2. Partnerships will be designed and used as mechanisms for capacity building and capacity exchange, especially for the benefit of IUCN Members.

Strategies:

- *Systematically assess the institutional landscape and identify potential programme partners.* Employ the tools of stakeholder analysis to identify key institutional actors in the areas covered by the programme.
- *Recognize and support the work of the main regional environmental institutions.* Establish early partnerships with key regional actors in priority programme areas, such as endangered species protection, invasive species and climate change.
- *Use partnerships to bring the IUCN network together in support of programme implementation.* Invite IUCN Members, WCPA-Caribbean and other Commission members from the Caribbean, and relevant regional offices (especially IUCN USA Multilateral Office and IUCN Mesoamerica) and programmes (especially the IUCN Programme on EU Overseas Entities) to propose and collaborate in developing joint projects and activities.

3. Fundraising

Principles:

1. Because its fundraising efforts may be viewed with suspicion by some environmental actors in the region who may be struggling to secure adequate funding, IUCN will:
 - a. clearly articulate its niche and value added so as to avoid any perception of competition for funding;
 - b. formulate and implement fundraising strategies jointly with Caribbean implementation partners, and allocate the funds that are raised equitably and transparently;
 - c. use its global reach to attract new donors and funding sources for the region.
2. Care must be taken to avoid the perception of an international NGO take-over of conservation funding for the region, an issue that Caribbean organizations are very sensitive about. IUCN therefore will give priority to fundraising and sharing funding with Caribbean institutions, programmes and governments, rather than with other international NGOs.

Strategies:

- *Work to increase the pool of donors with an interest in Caribbean environmental issues.* Identify opportunities and develop strategies for bringing the Caribbean (and other island regions) to the attention of current IUCN donors, other donors and the private sector, and advocate the need for support.
- *Keep operational costs low in order to concentrate fundraising efforts on programme activities.* Funding will be needed for both operations and programme implementation. Avoid high operational overheads, as they can divert funding from implementation and compromise the principle of joint fundraising with programme partners.
- *Develop fundraising synergies with partners.* Seek donors that are interested in packaging complementary grants with IUCN and its local and regional partners. Tailor joint fundraising efforts to take advantage of donors' preferences and administrative requirements. For example, some donors may prefer to channel funding through a large grantee such as IUCN while others would prefer to support local or national organizations directly.
- *Facilitate the design of collaborative projects and programmes.* Bring countries and institutions together to create new funding opportunities by targeting and accessing sources that would not be available to small and medium scale projects and to countries working individually.

4. Communications

IUCN has developed a communication strategy for the Caribbean that seeks to:

- a. increase the level of knowledge about IUCN and build its image in the region;

- b. mobilize IUCN's current Members from the region in support of the Initiative;
- c. identify and inform other regional environmental actors, encourage their support for and participation in IUCN and the Caribbean Initiative, and create favourable conditions for partnerships;
- d. channel the region's experiences, knowledge, perceptions and priorities to an international audience, and allow for the full participation of Caribbean Members and other actors in global processes facilitated by IUCN;
- e. channel the expertise of the Union and its Commissions to Caribbean Members and other stakeholders;
- f. support ongoing participation of Members and other stakeholders in programming, monitoring and evaluation.

The communication strategy defines the specific strategies, activities, communication channels and dissemination mechanisms that will be employed.

5. Governance

Principles:

1. Decisions on programme activities will be based on the priorities articulated by Members, partners and other key stakeholders including the governments of the region.
2. The Initiative will operate in ways that keep its institutional "footprint" and administrative costs to a minimum, while maintaining its engagement with and responsiveness to Members and regional priorities and needs.

Strategies:

- *Establish a dedicated unit for programme coordination.* For an initial period of two years, create a Caribbean position within the regional IUCN office for Mesoamerica. Hire a tri-lingual Coordinator, preferably someone from the region.
- *Establish governance and management arrangements for specific projects and activities.* Develop agreements with partners (including Members, regional organizations and governments) for the implementation of elements of the Initiative, with the option of establishing joint management structures housed by the partners in various locations.
- *Give the IUCN membership a voice in determining programme direction and priorities.* Use meetings of Members and the proposed sub-regional Committee to provide ongoing programme guidance.
- *Involve regional stakeholders in programme decisions.* Periodically canvas Caribbean government agencies, NGOs and other stakeholders to get feedback on priority issues and desired programme directions. Participate actively in the main regional mechanisms and processes.

6. Monitoring and evaluation

Principles:

1. The primary purpose of monitoring and evaluation is to allow IUCN and its partners (including donors) to jointly learn from successes and failures, with the view to adjusting the programme and its management systems in response to issues encountered during implementation.
2. To assure that programme delivery is transparent and accountable, programme stakeholders will be full and active participants in monitoring and evaluation.

Strategies:

- *Take stock and adjust direction at mid-term.* Undertake a mid-term review in late 2010 or early 2011.
- *Employ participatory methods for monitoring and evaluation* that fully involve Members, partners, beneficiaries and other stakeholders in design, implementation, analysis and dissemination of results. Develop instruments (targets, indicators, case studies, surveys) that are rigorous and effective.



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