

# Darwin Initiative – Final Report

(To be completed with reference to the Reporting Guidance Notes for Project Leaders

(<http://darwin.defra.gov.uk/resources/reporting/>) -

it is expected that this report will be a **maximum** of 20 pages in length, excluding annexes)

## Darwin project information

Project Reference	DAR17004
Project Title	Building civil society capacity for conservation in the Caribbean UKOTs
Host Country/ies	Anguilla, British Virgin Islands (BVI), Cayman Islands (CI), Montserrat, Turks and Caicos Islands (TCI)
UK contract holder institution	Commonwealth Foundation
Host country partner institutions	Caribbean Natural Resources Institute (CANARI) (see section 3 on Partnerships for more information on the other host country and UK partnerships developed in the project)
Other partner institutions	Main partners/beneficiaries <ul style="list-style-type: none"> <li>• National Trusts in each of the participating UKOTs: <ul style="list-style-type: none"> <li>○ Anguilla National Trust (ANT)</li> <li>○ British Virgin Islands National Parks Trusts (BVINPT)</li> <li>○ Montserrat National Trust (MNT)</li> <li>○ National Trust for the Cayman Islands (NTCI)</li> <li>○ Turks and Caicos Islands National Trust (TCINT)</li> </ul> </li> <li>• Youth Environmental Society of Anguilla (YESA)</li> <li>• Montserrat Small Business Association (MBSA)</li> <li>• Jost Van Dyke Preservation Society (JvDPS)</li> <li>• Rotaract, Turks and Caicos</li> </ul>
Darwin Grant Value	£262,755
Start/end dates of project	1 April 2009 – 31 March 2012
Project Leader name	Vijay Krishnarayan
Project website	<a href="http://www.commonwealthfoundation.com/AreasOfWork/NaturalEnvironment/DarwinInitiativeinUKCaribbeanTerritories">http://www.commonwealthfoundation.com/AreasOfWork/NaturalEnvironment/DarwinInitiativeinUKCaribbeanTerritories</a> (Commonwealth Foundation) and <a href="http://www.canari.org/civil_sub3.asp">http://www.canari.org/civil_sub3.asp</a> (CANARI)
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## 1 Project Background

The project sought to address the barriers to effective civil society participation in biodiversity conservation in the five Caribbean United Kingdom Overseas Territories (see map below) through a process of participatory research, action learning, capacity building, peer exchange

and small grant making. The focus was on building the organisational capacity of a core group of ten civil society organisations (two per Territory). The project built individual and organisational capacity to participate in biodiversity conservation and support the UKOTs' commitments under the Convention on Biodiversity (CBD) as well as developing new or enhanced in-country, regional and international partnerships.



## 2 Project support to the Convention on Biological Diversity (CBD)

The purpose of the project was to enhance the organisational capacity of at least ten civil society organisations (CSOs) in the five Caribbean UKOTs (Anguilla, British Virgin Islands (BVI), Cayman Islands, Montserrat, Turks & Caicos), including the five National Trust organisations, to function as strong, effective and sustainable organisations that play a significant role directly in biodiversity conservation in their Territories and the Caribbean region, as well as indirectly by catalysing and coordinating wider civil society participation. As such, the project was not intended to contribute directly to any specific CBD objectives, particularly since only two of the participating countries, Cayman Islands and BVI are formally included in the UK's ratification of the CBD, with Cayman being the only one with a formal BSAP.

As such, the project focused on contributing to the CBD through building capacity of the CSOs to support and partner with their governments in the implementation of the CBD or activities that complement CBD objectives, specifically via:

- enhanced capacity of National Trusts and selected CSO partner organisations to advocate for and participate in the development of national policy processes that support conservation (e.g. advocacy and public awareness campaigns in Anguilla with the formation of the Youth Environmental Society of Anguilla being a direct outcome of the project; participation in CBD-related conservation planning in Cayman and BVI).
- enhanced capacity and increased interest of Trusts in managing protected areas for biodiversity conservation and sustainable livelihoods (particularly in Anguilla and Turks and Caicos);
- enhanced partnerships among CSOs in the UKOTs, with UK partners, with CSOs in the wider Caribbean, and in some instances with their government partners (see Section 3), which resulted in enhanced knowledge sharing, coordination and collaboration on biodiversity conservation.

National focal points were involved in the national meetings held at the start of the project (see [http://www.canari.org/civil\\_sub3\\_sub1.asp](http://www.canari.org/civil_sub3_sub1.asp) for details), at which the capacity needs were identified. In some instances, they were also involved in the Action Learning Group meetings and associated activities (see [http://www.canari.org/civil\\_sub3\\_sub2.asp](http://www.canari.org/civil_sub3_sub2.asp) for details).

The representative of Defra and UK CBD focal point, Eric Blencowe, also attended or sent a representative to the majority of the UK Action Learning Group meetings.

See also Annex 3.

### **3 Project Partnerships**

Partnerships played a critical role the successful outcomes of the project – within each Territory, regionally, between the UKOTs and the UK partners, and between CANARI and the Commonwealth Foundation and the UK partners.

#### **Partnerships between the UK lead organisation and others**

The Commonwealth Foundation and CANARI have worked together on a number of projects over the years so this project was an extension of a long-standing partnership.

The project was managed by the Commonwealth Foundation and implemented primarily by CANARI. The Foundation had overall oversight of the project. The Foundation also provided a total of £60,000 in additional resources [small grants (£46,000), accommodation and per diems (£5,860) and communication products (£8,140)].

UK partners have been actively engaged through the mechanism of a UK Action Learning Group (ALG), which has met on six occasions (September 2009, January 2010 and September 2010, April 2011, June 2011 and January 2012). This comprises representatives of the following organisations:

- Department for Environment, Food and Rural Affairs (Defra)
- Department for International Development (DFID)
- Durrell Wildlife Conservation Trust
- Joint Nature Conservation Committee (JNCC)
- Royal Botanic Gardens, Kew (Kew)
- Royal Society for the Protection of Birds (RSPB)
- UK Overseas Territories Conservation Forum
- UK Overseas Territories Association

The representative of RSPB on the UK ALG also participated in all three Caribbean Action Research and Learning Group (ARLG) meetings. There has also been close collaboration between CANARI and RSPB in terms of assessments of the Trusts' needs, particularly in Anguilla and Montserrat, and how the small grant programme under this project can complement RSPB activities and vice-versa. RSPB is now collaborating with Anguilla on the development of a joint BEST proposal.

Several UK partners also acted as resource persons contributing to the case study of the Centre Hills as follows:

- Sarah Sanders, James Millett, RSPB
- Carol McCauley, former Centre Hills Project Manager, RSPB
- Colin Clubbe, Kew

Through this project and its role in implementation of the Critical Ecosystem Partnership Fund (CEPF) in the Caribbean, CANARI has also developed a close relationship with Birdlife International and RSPB, resulting in the joint development of a BEST proposal to address capacity building needs in the area of protected areas management in the Caribbean UKOTs that emerged from this project.

#### **Partnerships within and among the UKOTs**

Within the Caribbean, the main partnerships that have been established or enhanced under the project are with and among the five National Trusts that form the core of the target audience and membership of the ARLG and their selected partner organisations:

##### Anguilla

Anguilla National Trust (ANT)

Youth Environmental Society of Anguilla (YESA)

### British Virgin Islands

- BVI National Parks Trust (BVI)
- Jost Van Dyke Preservation Society (JvDPS)

### Cayman Islands

- National Trust for the Cayman Islands (NTCI)
- Rotaract Club of Grand Cayman (only participated in second ARLG)

### Montserrat

- Montserrat National Trust (MNT)
- Montserrat Small Business Association (MSBA)

### Turks and Caicos

- Turks and Caicos Islands National Trust (TCINT)
- Rotaract Club of Providenciales

Additionally, partnerships were enhanced in some countries with the Departments of Environment/Conservation/Fisheries (which are the local focal points for the CBD) and with relevant private sector organisations and associations, and other civil society organisations in the UKOTs. These partners were involved in dialogue about the project and identification of institutional and capacity gaps in the national meetings and in some cases for the ARLGs, for example in Montserrat where the following contributed to the panel discussion and/or case study on the Centre Hills:

- Stephen Mendes, Department of Environment, Montserrat and former local Centre Hills project manager
- Gerard Gray, Director, Department of Environment and former President of the Montserrat National Trust, Montserrat
- Melissa O'Garro, Director, Department of Agriculture, Montserrat
- Jervaine Greenaway, Forestry Department, Montserrat and former Field Officer, Centre Hills project
- James "Scriber" Daley, Forestry Department, Montserrat and Centre Hills tour guide
- Rosetta West, Montserrat Tourist Board

The strategic planning processes undertaken under small grant projects by the National Trusts Anguilla, Montserrat and Turks and Caicos (and before that in Cayman Islands in which CANARI participated in lieu of a national meeting) also provided opportunities to engage the wider membership of the Trusts, including senior government officials, and other key stakeholders.

### **Partnerships with the wider Caribbean**

Partnerships were also built or enhanced also with civil society organisations in the Dutch Caribbean and independent islands of the English-speaking Caribbean through their involvement as resource persons for peer learning, as follows:

#### Resource organisations for first ARLG

- Nevis Historical and Conservation Society (NHCS); and
- Saint Lucia National Trust (SLNT)

#### Resource organisations for Bonaire Study Visit

- Dutch Caribbean Nature Alliance (DCNA)
- Stichting Nationale Parken (STINAPA)

#### Resource organisations for second ARLG

- Caribbean Network of Fisherfolk Organisations

#### Resource organisations contributing to the case study of civil society participation in conservation in Bonaire

- DCNA

- STINAPA
- Ministry of Economic Affairs, Agriculture & Innovation, National Office for the Caribbean Netherlands

Resource organisations contributing to study of the potential of endowment funds to contribute to enhanced financial sustainability in Caribbean CSOs

- DCNA
- Environmental Foundation of Jamaica
- Island Resources Foundation
- Jamaica Conservation and Development Society
- Jamaica Environmental Trust
- Nevis Historical and Conservation Society
- Nevkit

**Partnership achievements:**

- The strengthened partnerships among UK partners and with CANARI resulted in improved sharing of information, coordination of work, and collaboration on development of follow-up projects and initiatives (including on a submission to BEST and in the implementation of CEPF).
- The enhanced partnerships between CANARI and the National Trusts in the five UKOTs resulted in development of joint follow-up projects and initiatives (including submission by CANARI of a proposal to Defra, a planned follow-up to Darwin, and CANARI/Birdlife BEST proposals).
- The enhanced partnerships among CSOs in the five UKOTs resulted in enhanced interest in and commitment to collaboration through establishment of a formal regional network to continue beyond the project.
- The enhanced partnerships among CSOs, key government agencies, and private sector associations at national level resulted in CSO access to a wider range of competencies, improved exchange of information, and, in some Territories, renewed partnerships for protected areas management, and access to new funding sources.
- The built and enhanced partnerships between CSOs in the UKOTs and CSOs in the wider Caribbean resulted in exchange of information (both within and beyond the project context) and access to expertise and models for the formation of the proposed regional UKOT CSO network.

**Lessons:**

Factors that were identified by participants as contributing to the success of the partnerships were:

- participatory identification of needs and potential solutions by engaging partners in country and during various project meetings;
- creation of an atmosphere at the meetings of the ARLG and UK ALG that fostered open peer exchange, discussion of challenges and the building of mutual trust and respect;
- opportunities to work together at ARLG meetings on real life situations in their Territories.

**Challenges and how these were met:**

- The Trusts in Cayman and TCI did not identify suitable partners in time for the first ARLG but did so by the second, selecting in each case the local Rotaract Society. However the relationship between NTCI and Rotaract Grand Cayman broke down during a period of transition between two General Managers. The current Board and General Manager are committed to renewing the contact and identifying areas of potential partnership, particularly after witnessing the value of the partnership in TCI at the third ARLG.
- Maintaining communication between meetings via the proposed newsletter proved challenging, both because participating organisations found it difficult to make the time to submit articles and CANARI had not allocated sufficient time to this component to do telephone interviews and write up the articles itself. However, CANARI maintained

regular email contact, both about the project and about other activities or opportunities relevant to the project's objectives.

- The strategic planning activities under the small grants indicated that functional partnerships (where there is joint planning, clear roles and responsibilities, and shared use of resources and decision-making) between CSOs, and between government agencies and CSOs, were still not fully developed. However, the enhanced understanding by participating CSOs of the need for greater executive focus on strategic issues, combined with the initiation of stronger working partnerships, should provide a basis for addressing this challenge in future.
- No funding was allocated for CANARI to travel to UK ALG meetings. However, this was overcome by holding meetings opportunistically when the Project Manager was in the UK on other business and by holding at least one meeting via Skype. The ALGs were also enhanced by the fact that the Small Grants Coordinator was based in the UK during the period.

## **4 Project Achievements**

### **4.1 Impact: achievement of positive impact on biodiversity, sustainable use or equitable sharing of biodiversity benefits**

As noted in Section 2 above and in the logframe, the nature of the project, with its focus on building CSO organisational capacity to play an enhanced role in biodiversity conservation at the national level, does not lend itself to identification of the longer-term impacts on biodiversity.

However, future impacts are likely given the Trusts' greater organisational capacity for, confidence in and awareness of the potential role they can play in partnering with their government to achieve the national level conservation objectives. This was particularly evident in the shift from initial reluctance at national workshops to take on an increased role in protected areas management (mainly due to lack of money and hence staff) to an enthusiasm to identify and assist in the designation and management of additional protected areas, especially in Anguilla and Turks and Caicos. Even in BVI, where the BVINPT already manages the protected areas, new strategies are being developed to raise fees to support both increased organisational capacity and improved biodiversity conservation. Improved biodiversity conservation in protected areas managed by the National Trusts, as well as enhanced conservation in the Territories generally, will result in enhanced delivery of ecosystem goods and services that are essential for livelihoods and quality of life of people in the Territories.

### **4.2 Outcomes: achievement of the project purpose and outcomes**

- a) All CSOs reported greater capacity for involvement in biodiversity conservation planning, advocacy and public education, through enhanced skills in participatory planning, communication and advocacy skills developed through the project.
- b) All or some of the participating CSOs demonstrated the ability to apply project learning in the following areas (see small grant [http://www.canari.org/civil\\_sub3\\_sub4.asp](http://www.canari.org/civil_sub3_sub4.asp) and ARLG reports [http://www.canari.org/civil\\_sub3\\_sub2.asp](http://www.canari.org/civil_sub3_sub2.asp) for details):
  - Establishing strategic priorities
  - Problem analysis
  - Converting project objectives into a fundable proposal
  - Strategic fundraising and financial sustainability
  - Understanding and managing Board roles and responsibilities
  - Facilitation techniques for engaging diverse stakeholders
  - Participatory planning for biodiversity conservation
  - Institutional arrangements for protected areas management
  - Effective civil society leadership and governance
  - Advocacy to support biodiversity conservation
  - Networking for effective advocacy and policy influence

- Report writing
  - Presentation skills and constructive peer review
  - Developing effective communication strategies
- c) Opportunities for policy influence, whether locally or in the UK, were perceived to be limited during the period. However, participating CSOs have committed to the formation of an ongoing and more formalised network of the National Trusts and their partners in the Caribbean UKOTS to strengthen policy influence nationally, regionally, internationally (and particularly in the UK and Europe). This will draw on the Dutch Caribbean Nature Alliance model, which they observed during the study visit and which is described in the Bonaire case study [http://www.canari.org/documents/Bonairecasestudyfinal\\_000.pdf](http://www.canari.org/documents/Bonairecasestudyfinal_000.pdf).
- d) Development of new or enhanced partnerships and networks (see Annex 1 for more details).
- e) Development of an informal network for peer exchange of information, knowledge and experience between the participating organisations.
- f) The project has also indirectly contributed to partnerships for the development of one Defra and two BEST proposals, including a joint project between CANARI and Birdlife and another between RSPB and ANT, both of which will continue to contribute to the goal and purpose of this project.

### 4.3 Outputs (and activities)

The project achieved the outputs in the logical framework as follows:

1. Four national meetings held in Year 1 (Anguilla, BVI, Montserrat and Turks and Caicos) plus input into NTCI strategic planning process in the Cayman Islands (see [http://www.canari.org/civil\\_sub3\\_sub1.asp](http://www.canari.org/civil_sub3_sub1.asp)).
2. As a result of the national meeting in Anguilla, YESA was formed, both to provide an avenue for members of the school environmental clubs to continue to work together in a youth forum on conservation issues and to act as an advocacy group in areas that it would be difficult for ANT to lead on as a statutory body heavily dependent
3. Main capacity and capacity needs assessment identified and documented in Year 1 through national meetings and the first ARLG meeting (<http://www.canari.org/documents/DarwinARLG1reportfinal.pdf>).
4. Three ARLG meetings held in March 2009, March 2010 and March 2011 in Nevis, Montserrat and BVI respectively and reported on – see [http://www.canari.org/civil\\_sub3\\_sub2.asp](http://www.canari.org/civil_sub3_sub2.asp).
5. Seven of the eight core identified capacity needs addressed through training and peer exchange at ARLG meetings (see [http://www.canari.org/civil\\_sub3\\_sub2.asp](http://www.canari.org/civil_sub3_sub2.asp)):
  - Community mobilisation and participatory planning skills
  - Lobbying and advocacy
  - Fundraising
  - Networking
  - Board management and strengthening
  - Strategic planning
  - Adaptive capacity in the face of rapid and unpredictable change

The remaining one - volunteer mobilisation and management - was addressed to some extent in the three Territories that opted to do strategic planning under their small grants.
6. Study visit to Bonaire conducted in December 2010 with 9 UKOT participants from 9 CSOs in 5 UKOTs and four resource persons (one from DCNA, one from STINAPA, and two from CANARI) and reported on in the study visit report <http://www.canari.org/documents/StudytourREPORTFINAL.pdf>

7. Publication and dissemination (within UKOTs, wider Caribbean and UK and internationally at conferences and via email, mail, listservs, and CANARI website and through the UK ALG) of the following publications funded or co-funded under the project:
  - Issues Paper 1: *Community participation in natural resource management: lessons from Caribbean small island states* (see Annex 7);
  - Technical Report 397: *Half a century of civil society participation in biodiversity conservation and protected area management: A case study of Bonaire* (see Annex 8);
  - Technical Report 400: *Participatory Approaches to Biodiversity Conservation: a case study of the Montserrat Centre Hills Project* (Annex 9);
  - Technical Report 398: *Endowment funds – the route to financial sustainability for civil society organisations or just a distraction?* (see Annex 10)
  - Technical Report 396: *Consortio Ambiental Dominicano: A decade of networking and developing strategic partnerships to promote the conservation and participatory management of natural resources in the Dominican Republic* (see Annex 11)
  - Toolkit: *Facilitating participatory natural resource management: A toolkit for Caribbean managers* (see Annex 12)
  - Toolkit: *A communication toolkit for Caribbean civil society organisations working in biodiversity conservation* (see Annex 13)
  - Project note: *Small grants can make a big difference Impacts of and lessons learnt from the small grants component of Building civil society capacity for conservation in Caribbean United Kingdom Overseas Territories* (see Annex 14)
8. Nine small grant projects completed and reported on, (see Summary at Annex 15).
9. Dedicated project webpage [http://www.canari.org/civil\\_sub3.asp](http://www.canari.org/civil_sub3.asp) uploaded onto CANARI website, providing access to all major project documents.
10. Facility for a web-based forum was delayed by technical issues with CANARI's website design but has now been established and the first discussion topic was posted just before the final ARLG meeting.
11. Areas for potential collective advocacy identified at the second ARLG meeting (see [http://www.canari.org/civil\\_sub3.asp](http://www.canari.org/civil_sub3.asp)).
12. Six UK ALG meetings held September 2009, January 2010, September 2010, April 2011, June 2011 and January 2012.

#### **4.4 Project standard measures and publications**

See Annexes 4 and 5.

#### **4.5 Technical and Scientific achievements and co-operation**

Since the project focused on building CSO organisational capacity, the results do not directly contribute to technical and scientific cooperation; however, indirect results have included the development of strengthened partnerships between the Trusts, UK partners such as RSPB, and Caribbean partners, CANARI, and the DCNA for technical and scientific cooperation. Specific projects have been developed and proposals submitted to Defra and BEST.

#### **4.6 Capacity building**

As the project was entirely focused on capacity building, these results have been described in Sections 4.1-4.3 above.

#### **4.7 Sustainability and Legacy**

Certain achievements of the project seem likely to remain sustainable, notably the peer exchange, networking and sharing of information. However, the participating organisations are at very different levels of strength and development and in many cases there is a need for more capacity building, ideally in the form of coaching, mentoring and action learning. Without this,



and particularly if the funding environment remains challenging, there is a danger that the organisations' strategic focus may not be maintained.

Areas that could usefully be pursued in follow up projects are:

- coaching and mentoring for effective CSO leadership in the UKOTs;
- support for the development of the regional network of UKOT conservation-oriented CSOs;
- development of in-country multi-sectoral ARLGs (i.e. with government and private sector representatives as well as CSOs) for biodiversity conservation;
- capacity building and scientific and technical collaboration (across the UKOTs and with international partners) for effective protected areas management in the UKOTs;
- further networking with CSOs involved in biodiversity conservation in the wider Caribbean;
- further documentation in case studies of good practice examples of CSO involvement in conservation in both the UKOTs and independent islands of the Caribbean.

## 5 Lessons learned, dissemination and communication

Several of the key lessons learned from the project are documented in the paper *Small grants can make a big impact* and the ARLG reports and include (see [http://www.canari.org/civil\\_sub3\\_sub4.asp](http://www.canari.org/civil_sub3_sub4.asp) for more detailed information):

- Relatively small grants, accompanied with technical assistance, can successfully address organisational development needs.
- When operating in a challenging financial environment, CSOs can be innovative in exploiting available human resources need to do more to strengthen this approach.
- Devoting time to organisational planning and reflection is critical to organisational development; however it is not an entrenched behaviour so needs to be revisited on a systematic and regular basis.
- One of the main capacity challenges participants identified to effective CSO involvement in biodiversity conservation remains dwindling and/or insecure funding at the local government (island) level and therefore insufficient human capacity to take on, for example, the management of more protected areas or the implementation of advocacy campaigns. Although few organisations had diversified funding strategies at the start of the project, attempts to diversify were relatively successful, particularly in the case of JvDPS's fundraising campaign, which can provide a model for others.

Key lessons learned from other components of the project included:

### Bonaire study visit and case study

- An alliance or network of conservation-oriented CSOs, as in the case of DCNA, can increase the overall pool of funding available to members, which in turn facilitates capacity building, as well as increasing policy influence at the regional and European level (see case study of Bonaire [http://www.canari.org/documents/Bonairecasestudyfinal\\_000.pdf](http://www.canari.org/documents/Bonairecasestudyfinal_000.pdf)).
- Centre Hills field visit and case study (see <http://www.canari.org/documents/CentreHillsTechRepJan12.pdf> for more detailed information)
- Implementing participatory processes effectively takes time, resources and commitment but results in more sustained stakeholder engagement.
- Establishing mutual trust and respect between stakeholders is essential.
- Developing a written participation strategy, including jointly negotiated values and objectives can contribute both to the process of establishing trust and transparency and to building the capacity of the team charged with implementing it.
- A participatory economic valuation exercise, combined with a communication strategy targeting policy makers, is an effective tool for raising stakeholder awareness and securing political buy-in.

- An experienced, neutral facilitator can add value to the process, particularly where there are conflicts between stakeholders.
- Effective inter-departmental collaboration and the backing of the political directorate contribute to the effectiveness and visibility of the participatory process and to its lasting legacy.
- Establishing implementing partnerships and networking can contribute to securing both additional funding and a broader range of technical expertise. Participatory biological surveys facilitate the integration of traditional and scientific knowledge.
- The media can play a vital role in implementing a participation strategy.
- There is a fine line between effective and excessive consultation.
- Planning for the transfer of skills from external to national stakeholders is a critical element of ensuring the sustainability of project outcomes.

Endowment fund paper (see [http://www.canari.org/documents/Endowmentfundfinal\\_002.pdf](http://www.canari.org/documents/Endowmentfundfinal_002.pdf) for more information)

- Endowment funds can be an effective channel for the type of long-term support that is needed for sustainable development in the Caribbean.
- Combining grant making with endowment fund contributions can increase financial sustainability and organisational effectiveness.
- Endowment funding can provide an alternative to annual subventions – to the benefit of both the donor and the recipient.
- Good practices are emerging to support effective and efficient use of donors' investments in endowment funds.
- Establishing and sustaining an effective and efficient endowment fund can only be supported when key prerequisites are in place.
- National fiscal regimes need to be amended in order to stimulate individual and corporate giving to endowment funds.
- Innovative Caribbean approaches to philanthropy can be established, even during an economic downturn.
- Case study of Consorcio Ambiental Dominicano (see [http://www.canari.org/documents/CADcasesstudyEnglishfinal\\_000.pdf](http://www.canari.org/documents/CADcasesstudyEnglishfinal_000.pdf) for more information)
- Strategic investments by international cooperation agencies can support the building of effective local institutions.
- Effective networking needs to be based on a common vision and processes that facilitate equitable dialogue but consensus may not always be possible.
- Equitable dialogue and systematic mediation and negotiation help to manage natural resource conflicts.

Dissemination of these lessons will continue via CANARI's website and dissemination of publications at conferences and meetings.

## **5.1 Darwin identity**

The Darwin Initiative logo was used on all project documentation. The Darwin Initiative appeared to be well known in all the Caribbean UKOTs, both at civil society and government level. However, there was a clear sense that this was a distinct project and one that diverted from the more usual technical projects, facilitating the development of much-needed but often overlooked skills, knowledge and partnerships.

## **6 Monitoring and evaluation**

The only major change to project design was the decision in Year 1 to facilitate national meetings before holding the first ARLG meeting, resulting in the reduction of the total number of ARLG meetings from three to four. This proved to be a very valuable strategy, enabling much wider input to the capacity and capacity needs analysis than originally envisaged.

Baseline information related mainly to existing capacities and capacity gaps in relation to managing an effective and efficient conservation-oriented CSO. Participatory monitoring was carried out at each ARLG meeting and in the interim on an individual organisational basis by regular contact from the CANARI Project Manager and Small Grants Coordinator.

An informal participatory evaluation of the project impact on participating organisations was carried out during the final ARLG meeting. No external evaluation has been conducted or is planned, though it would be useful to evaluate the longer-term impacts several years after the completion of the project as the type of behavioural and organisational change the project sought to effect will take some time to become entrenched.

### **6.1 Actions taken in response to annual report reviews**

The Year 1 LTS review had suggested a follow-up meeting in Cayman Islands to conduct the type of national assessment conducted in the other four OTs but the NTCI Board did not feel this was a priority during Year 2. During Year 3, there was a change in key Board and staff positions, which meant that the project was temporarily accorded a low priority. However, the NTCI team at the third ARLG acknowledged in retrospect that such an exercise would have been useful.

The capacity building strategy identified during first ARLG was re-validated during the second ARLG, with the addition of advanced communication skills as a priority topic for the third ARLG.

## 7 Finance and administration

### 7.1 Project expenditure

Table 3 Project expenditure during the reporting period 1 April 2009 – 31 March 2012

Budget Category	Actuals in the Period	Adjustments in the Period 2011-2012	Revised Actuals in the Period	Budget in the Period	Variance in the Period on Budget	%Variance on Budget	Comments
Staff costs (Host country and UK staff costs)	£103,442	(£511)	£102,931	£95,490	(£7,441)	7%	Management support to small grantees higher than expected at all phases of implementation. Adjustment re staff costs accrued in earlier years.
Host country international travel	£42,404	-	£42,404	£49,390	£6,986	14%	Lower than budget mainly due to the fact that not all organisations sent two persons to all ARLG meetings.
Host country national/local travel	£3,228	-	£3,228	£5,560	£2,332	42%	Savings due to fewer individuals attending meetings (see note above) plus combined airport pickups.
Host country accomm/per diems	£49,667	£732	£50,399	£54,280	£3,881	7%	Reflects numbers attending rather than real savings (in fact BVI per person costs were above budget).
Host country workshops/training	£3,701	-	£3,701	£2,000	(£1,701)	85%	Workshop costs higher than anticipated for Years 1 and 2.
Host country overhead costs	£42,731	(£7,855)	£34,876	£32,225	(£2,651)	8%	Institutional overheads partly related to human resources and so higher than budgeted. Adjustment in the period due to reversal of accruals from prior periods.
Host country other costs (communication products)	£10,560	(£2,544)	£8,016	£4,310	(£3,706)	86%	More publications produced than originally budgeted for. Adjustment in the period due to reversal of accruals from prior periods.
Host country other costs (small grants)	£19,530	(£5,530)	£14,000	£14,000	-		Grant awards were within budget. Adjustment in the period due to reversal of accruals from prior periods.
UK partner other costs (audit fee/admin)	£5,814	(£4,093)	£1,721	£1,000	(£721)	72%	Admin costs associated with remitting funds to Host country. Audit fee £1,000. Adjustments re accruals.
UK partner int'l travel and subsistence	-	-	-	£4,500	£4,500	100%	Meetings were held mainly in the UK.
<b>Total</b>	<b>£281,077</b>	<b>(£19,801)</b>	<b>£261,276</b>	<b>£262,755</b>	<b>£1,479</b>		

## **7.2 Additional funds or in-kind contributions secured**

No additional funding was secured during the lifetime of the project but estimated in-kind contributions included:

- Free rental of CANARI audiovisual equipment (£6,000).
- Use of government, Trust and CSO partner facilities for meetings and waived entrance fees (£2,400).
- Project Manager's travel to UK for UK ALG meetings (£3,000).
- Time of resource persons provided gratis for ARLG meetings and study tour - from Saint Lucia National Trust, Caribbean Network of Fisherfolk Organisations, Nevis Historical and Conservation Society, Montserrat government agencies, RSPB, DCNA (£14,400).
- Financial and administrative support from the Commonwealth Foundation- £66,000.

## **7.3 Value of DI funding**

The DI funding enabled participating organisations to engage in a range of activities that have strengthened the capacity for conservation in the five participating Territories, but for which it would otherwise have been extremely difficult to find funding. These include:

- critical organisational strengthening and development activities such as strategic planning; enhancement of website and other communications; development of diversified fundraising strategies; development of key competencies including advocacy and a range of management skills;
- development of new in-Territory partnerships, with a particular focus on youth engagement;
- creation of a regional network of Caribbean UKOT CSOs for information and knowledge exchange, peer support and advocacy;
- development of stronger links between Caribbean UKOTs CSOs and similar organisations in the wider Caribbean;
- strengthening of partnerships between UK agencies, and particularly CSOs and CANARI/ Caribbean UKOT CSOs, resulting in new joint projects, design of complementary projects, and enhanced opportunities for knowledge exchange.

## Annex 1 Report of progress and achievements against final project logframe for the life of the project

Project summary	Measurable Indicators	Progress and Achievements April 2009 - March 2012	Actions required/planned for next period
<p><b>Goal:</b> <i>Effective contribution in support of the implementation of the objectives of the Convention on Biological Diversity (CBD), the Convention on Trade in Endangered Species (CITES), and the Convention on the Conservation of Migratory Species (CMS), as well as related targets set by countries rich in biodiversity but constrained in resources.</i></p>		<p>Enhanced capacity of National Trusts and selected CSO partner organisations to advocate for and participate in the development of national policy processes that support conservation.</p> <p>Enhanced capacity and increased interest of Trusts in managing protected areas for biodiversity conservation (particularly in Anguilla and Turks and Caicos).</p> <p>Enhanced partnerships among CSOs in the UKOTs, with CANARI, with UK partners, with CSOs in the wider Caribbean and, in some instances, their government partners (see Section 3), which resulted in enhanced knowledge sharing, coordination and collaboration on biodiversity conservation.</p>	
<p><b>Sub-Goal:</b> To build civil society capacity for effective, equitable and sustainable civil society participation in biodiversity conservation in the UKOTs of the Caribbean.</p>	<p>Greater civil society participation in biodiversity conservation in the 5 Caribbean UKOTs (e.g. in policy development, planning, advocacy, and on-the-ground initiatives).</p> <p>CSO involvement in development</p>	<p>Indicators of limited value because UKOTs made little reported progress on CBD implementation with the exception of Cayman (Island BSAP in 2009) and to some</p>	

Project summary	Measurable Indicators	Progress and Achievements April 2009 - March 2012	Actions required/planned for next period
	<p>and implementation of Island BSAPs and the CBD Island Programme of Work in the 5 Caribbean UKOTs.</p> <p>Effective representation by UKOTs at regional and international fora (CDB COP 10, Commonwealth Heads of Government meeting etc.).</p>	<p>extent, BVI. Both processes were reported to be participatory (Cooper 2010 <a href="http://cmsdata.iucn.org/downloads/iucn_cbd_review_in_europe_overseas_national_report_uk.pdf">http://cmsdata.iucn.org/downloads/iucn_cbd_review_in_europe_overseas_national_report_uk.pdf</a>) including CSO participation.</p> <p>Strengthened relationships built with focal points through national inception workshops (see <a href="http://www.canari.org/civil_sub3_sub1.asp">http://www.canari.org/civil_sub3_sub1.asp</a>), and in some islands, through ARLG meetings and small grant projects.</p> <p>All CSOs reported continuing involvement in biodiversity conservation planning, advocacy and public education, with planning, communication and advocacy skills enhanced through the project (see ARLG reports <a href="http://www.canari.org/civil_sub3_sub2.asp">http://www.canari.org/civil_sub3_sub2.asp</a>).</p> <p>Opportunities for policy influence, whether locally or in the UK, were perceived to be limited during the period, but the proposed creation by participating CSOs of an ongoing and more formalised network of the National Trusts and their partners in the Caribbean UKOTS is in part designed to strengthen joint policy influence.</p> <p>Project has also indirectly</p>	

Project summary	Measurable Indicators	Progress and Achievements April 2009 - March 2012	Actions required/planned for next period
		<p>contributed to the development of a project proposal to Defra by CANARI (which was unsuccessful) and BEST proposals, including a joint project between CANARI and Birdlife and another between RSPB and ANT, both of which will continue to contribute to the goal and purpose of this project.</p> <p>None of the ARLG participating organisations were represented at CBD COP 10 or CHOGM, nor were they aware of their governments attending CBD.</p>	
<p><b>Purpose</b> To enhance the organisational capacity of at least 10 Civil Society Organisations (CSOs) in the 5 Caribbean UKOTs (Anguilla, British Virgin Islands, Cayman Islands, Montserrat, Turks &amp; Caicos), including the 5 National Trust organisations, to function as strong, effective and sustainable organisations that play a significant role directly in biodiversity conservation in their Territories and the Caribbean region, as well as indirectly by catalysing and coordinating wider civil society participation.</p>	<p>a) Existing capacities and key capacities needed by participants and their partners identified by the end of Year 1.</p> <p>b) Strategy for greater involvement of CSOs in the implementation of Island BSAPs and the CBD Island Programme of Work in the Caribbean UKOTs by the end of Year 2.</p>	<p>a) Main capacity and capacity needs assessment completed in Year 1 through national meetings and ARLG 1 see <a href="http://www.canari.org/civil_sub3_sub1.asp">http://www.canari.org/civil_sub3_sub1.asp</a> and <a href="http://www.canari.org/document/s/DarwinARLG1reportfinal.pdf">http://www.canari.org/document/s/DarwinARLG1reportfinal.pdf</a> respectively.</p> <p>b) This indicator did not prove to be a useful one as Cayman and BVI remain the only Caribbean UKOTs formally included in the UK's ratification of the CBD, with Cayman being the only one with a formal BSAP.</p> <p>However, a strong indicator of progress in towards the overall goals of the CBD is the increased capacity and interest</p>	<p>The follow-up RSPB-ANT and Birdlife-CANARI BEST proposals seek to address the most urgent</p>



Project summary	Measurable Indicators	Progress and Achievements April 2009 - March 2012	Actions required/planned for next period
	<p>c) At least 4 of the key capacities built or enhanced in at least 8 participating organisations by the end of Year 3.</p>	<p>of the Trusts in Anguilla, Cayman and Montserrat in playing a more active role in protected areas management.</p> <p>In addition, enhanced partnerships and collaboration among CSOs in the UKOTs and with CSOs in the wider Caribbean builds capacity for enhanced involvement in the CBD.</p> <p>c) Seven of the eight core capacity needs identified at ARLG 1 were addressed:</p> <ul style="list-style-type: none"> <li>• Community mobilisation and participatory planning skills</li> <li>• Lobbying and advocacy</li> <li>• Fundraising</li> <li>• Networking</li> <li>• Board management and strengthening</li> <li>• Strategic planning</li> <li>• Adaptive capacity in the face of rapid and unpredictable change</li> </ul> <p>The remaining capacity need (volunteer mobilisation and management) was addressed to some extent in the three Territories that opted to do strategic planning under their small grants.</p> <p>For evidence of built capacity see ARLG</p>	<p>unmet needs in this area.</p> <p>Organisational capacity still varies greatly within the participating organisations and within CSOs in general in the Caribbean UKOTs. Follow-up work, particularly in the form of action learning, mentoring, coaching and peer networking would be desirable to sustain the capacity gains made to date and to ensure that strategic focus is maintained.</p>

Project summary	Measurable Indicators	Progress and Achievements April 2009 - March 2012	Actions required/planned for next period
		<p><a href="http://www.canari.org/civil_sub3_sub2.asp">http://www.canari.org/civil_sub3_sub2.asp</a>, small grant</p> <p><a href="http://www.canari.org/civil_sub3_sub4.asp">http://www.canari.org/civil_sub3_sub4.asp</a> and study visit reports</p> <p><a href="http://www.canari.org/documents/StudytourREPORTFINAL.pdf">http://www.canari.org/documents/StudytourREPORTFINAL.pdf</a>.</p> <p>See also Output 2 for full list of capacities built.</p>	

Project summary	Measurable Indicators	Progress and Achievements April 2009 - March 2012
<p>Output 1.</p> <p>Capacity needs of at least 10 Caribbean UKOT CSOs identified and tailored capacity building programme designed.</p>	<p>Capacity assessments of at least 10 CSOs.</p> <p>Development of capacity building strategy for 5 Caribbean UKOTs.</p> <p>Priority capacity building activities for the Darwin project refined.</p>	<p>The main capacity and capacity needs assessment was completed in Year 1 through national meetings and the first ARLG meeting (see reports provided in Year 1 and available at <a href="http://www.canari.org/civil_sub3_sub1.asp">http://www.canari.org/civil_sub3_sub1.asp</a> and <a href="http://www.canari.org/documents/DarwinARLG1reportfinal.pdf">http://www.canari.org/documents/DarwinARLG1reportfinal.pdf</a> respectively.</p> <p>This was revalidated at the second ARLG meeting and the needs assessment was continuously updated and refined for individual organisations throughout the project through the ARLG meetings and small grant process.</p>

<p>Output 2.</p> <p>Organisational capacity of at least 10 Caribbean UKOT CSOs enhanced through tailored training and other capacity building to meet the identified priority needs</p>	<p>a) Each participating organisation taking part in at least 5 capacity building activities of the project.</p>	<p>a) Four National Trusts (ANT, NTCI, MNT, TCNT) and two partner organisations (YESA, JvDPS) took part in all of the capacity building activities (three ARLG meetings, study visit, small grant).</p> <p>BVINPT and MSBA participated in all activities except the small grants, with the former opting to transfer its small grant funding to JvDPS and the latter having insufficient time to develop a new proposal after its initial idea (strategic planning) was funded through another source (Caribbean Development Bank).</p> <p>Rotaract Providenciales and Rotaract Grand Cayman were only identified as partners in Year 2. Rotaract Providenciales participated in all activities except the first ARLG meeting but Rotaract Grand Cayman only attended the second ARLG meeting, with the partnership arrangement apparently breaking down during the period NTCI was without a full-time Manager. .</p> <p>Within the core areas of capacity need identified at the start of the project, the following specific capacities were built in all participating organisations via the ARLG meetings and the exchange visits:</p> <ol style="list-style-type: none"> <li>1. Establishing strategic priorities</li> <li>2. Problem analysis</li> <li>3. Converting project objectives into a fundable proposal</li> <li>4. Strategic fundraising and financial sustainability;</li> <li>5. Understanding and managing Board roles and responsibilities;</li> <li>6. Facilitation techniques for engaging diverse stakeholders</li> <li>7. Participatory planning for biodiversity conservation</li> <li>8. Institutional arrangements for protected areas management</li> <li>9. Effective civil society leadership and governance</li> <li>10. Advocacy to support biodiversity conservation</li> <li>11. Networking for effective advocacy and policy influence</li> <li>12. Report writing</li> <li>13. Presentation skills and constructive peer review</li> <li>14. Developing effective communication strategies</li> </ol> <p>Additional capacities built through the small grants:</p> <ul style="list-style-type: none"> <li>• Strategic visioning and planning (ANT, MNT, TCNT)</li> <li>• Conservation monitoring (JvDPS partners)</li> </ul>
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	<p>b) Enhanced governance structures, policies and systems in at least 10 participating CSOs.</p> <p>c) Enhanced civil society networks in the participating Territories</p>	<ul style="list-style-type: none"> <li>• Strategic financial planning (ANT)</li> <li>• Fundraising (JvDPS, NTCI)</li> <li>• Board management (MNT, ANT, TCNT)</li> </ul> <p>(See ARLG, study visit and small grants reports and hyperlinks above)</p> <p>b) Application of learning to improving governance structures, policies and systems included:</p> <ul style="list-style-type: none"> <li>• Development or updating of <b>strategic plans</b> (ANT, MNT, TCNT)</li> <li>• Implementation of <b>staff job descriptions and performance review systems</b></li> <li>• Implementation of <b>financial diversification strategies</b> (mainly to address reduced government subventions) including fundraising from the private sector/high net worth individuals, revision of protected areas fee structure, development of grant proposals, and identification of new income generating activities.</li> <li>• Development of a <b>strategic financial plan</b> to support the strategic plan (ANT)</li> <li>• Improved <b>financial management systems</b> and support (TCINT)</li> <li>• <b>Clarification of Board roles and responsibilities</b>, leading to greater involvement of the Board in activities such as fundraising (for most CSOs).</li> <li>• Websites updated to improve <b>fundraising, dissemination of information and collection of membership dues</b> (ANT, NTCI)</li> <li>• Membership numbers increased through small grant activities (NTCI)</li> </ul> <p>Other areas where learning was applied (other than governance) included:</p> <ul style="list-style-type: none"> <li>• Enhanced <b>advocacy role</b> (all, but particularly YESA).</li> <li>• Role in <b>protected areas management</b> enhanced (ANT, TCNT, JvDPS)</li> </ul> <p>(See ARLG and small grant reports - hyperlinks above)</p> <p>c) The National Trusts reported enhanced partnerships with their selected partner CSOs and others. However, as noted in the paper on lessons learnt from the small grants (see Annex 14); <b>in-country partnerships</b> could be further expanded and strengthened to mutual advantage. It appeared that the Trusts' need to focus on operational</p>
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		<p>issues because they were grappling with the challenges of reduced income from subventions and fees sometimes hindered them from pursuing more strategic and long-term actions, such as the development of partnerships.</p> <p>The partnership between ANT and YESA was particularly strong, with YESA members working or volunteering at the Trust, good exchange of knowledge and information, and strategic joint advocacy through YESA. The partnership between TCNT and Rotaract Club of Providenciales developed during the project, generating a joint grant proposal for strategic planning for the Trust. And indications from the third ARLG meeting are that synergies will continue to be exploited. This injection of business-oriented, youthful, techno-savvy thinking into the more traditional modus operandi of the Trusts could prove to be a valuable model. In the BVI, there is a good working relationship between the two organisations but this could be enhanced by more active involvement of BVINPT in the development and implementation of joint projects and sharing of knowledge. In both Cayman and Montserrat, the original partnerships seem to have been based on individual relationships that did not flourish to the same extent after changes in staffing or Board membership. However, the two Montserratian organisations committed at the final ARLG meeting to continue exploring avenues for greater collaboration.</p> <p>The project also contributed to improved partnerships between RSPB and CANARI and RSPB and the National Trusts.</p> <p>The project also catalysed participating CSOs' interest in establishing a formal CSO network among the Caribbean UKOTs.</p> <p>(See also Section 3 above)</p>
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<p>Output 3.</p> <p>UKOT CSO effective involvement in biodiversity conservation enhanced through regional collaboration and the creation of (formal or informal) networks of Caribbean CSOs</p>	<p>a) Each participating CSO involved in at least one wider regional training programme, project or network.</p> <p>b) Peer mentoring among 10 participating CSOs.</p> <p>c) Increased communication and networking among Caribbean UKOT CSOs and with CSOs in other Caribbean islands.</p>	<p>a) The ARLG meetings and the Bonaire study visit contributed to <b>enhanced regional networking</b> between the UKOTs and between the UKOTs and other Caribbean countries.</p> <p>TCNT, NTCI and BVINPT are also collaborating within the framework of the EU-funded <i>Management of Protected Areas for Sustainable Economies</i> project.</p> <p>Participating CSOs plan to establish a formal network, and have asked CANARI to support them with this. This will be the focus on a follow-up proposal to Darwin.</p> <p>Participating CSOs are involved in the Birdlife-CANARI BEST proposal to enhance protected area management.</p> <p>Participating CSOs are involved in several projects being implemented by the IUCN Overseas Programme, which has shared information with CANARI as facilitator of this Darwin project as well as Chair of the IUCN Regional Committee. Invitations were extended by CANARI to the IUCN Overseas Programme to attend ARLG meetings but prior commitments for those dates meant this was not possible. Collaboration took place between IUCN and CANARI on the BEST proposal to ensure coordination and deepening of CSO involvement in IUCN initiatives.</p> <p>b) <b>Peer mentoring</b> took place at the ARLG meetings and during the small grant process both between the UKOT participants and through the use of resource persons (CNFO, CANARI, RSPB).</p> <p><b>Peer exchange of information, knowledge and experience</b> took place between the Trusts at various stages of the project (e.g. between those undertaking strategic planning) and there was a strong commitment during the final ARLG meeting to continue this process.</p> <p>c) As noted in a) above, the project provided several opportunities for <b>increased communication and networking with organisations in other parts of the Caribbean</b>. However as a result of the different political structures – and consequently available funding mechanisms – opportunities for intra-Caribbean networking remain limited, to the</p>
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		<p>detriment of both the OTs and the independent countries. Inspired in particular by the examples of the DCNA and the Caribbean Network of Fisherfolk Organisation, participants agreed in principle to the <b>formation a network of Trusts and partner organisations to test the effectiveness of networking and advocacy to secure more funding and influence local and UK policy</b>. This floundered after the second ARLG as a result of the resignation of the person who agreed to take the lead but was picked up again with enthusiasm at the third ARLG, with NTCI and ANT agreeing to take the lead.</p> <p>Participants also reported on the following collaborative regional activities to which the project has contributed directly or indirectly:</p> <ul style="list-style-type: none"><li>• Participants from BVINPT and CINT took part in the Invasive Predator Management workshop hosted by JvDPS.</li><li>• Good practices/lessons about feral animal control were shared through RSPB, which is also working with several of the National Trusts/Departments of Environment.</li><li>• As a result of partnerships built between CANARI and the UKOT CSOs, the UKOT CSOs are being involved in several planned initiatives with CSOs in the wider Caribbean, including a project on fisherfolk governance (proposal submitted to the EU), a regional conference on protected area management in 2013 and the IUCN Programme of Work for the Caribbean 2013-2016.</li></ul>
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<p>Output 4.</p> <p>Greater awareness of Caribbean UKOT CSOs and their partners (governments, donors, overseas agencies) of how to facilitate participation of civil society in biodiversity conservation.</p>	<p>a) Participation of key government and private sector participants in project activities in their Territories</p> <p>b) Communication strategy developed and implemented with at least 3 case studies, 1 policy brief, 2 guidelines, 6 newsletters, project website, intranet and listserv produced and disseminated.</p>	<p>a) Government agencies and private sector organisations participated in the national inception meetings and selected in-country ARLG and study group activities. However, participation by government and the private sector in small grant projects was relatively weak even though most Trusts characterised their relationships with the main conservation agencies as good.</p> <p>b) Communication strategy implemented as follows:</p> <ul style="list-style-type: none"> <li>• Publication and dissemination (within UKOTs, wider Caribbean and UK and internationally at conferences and via email, mail, listservs, and CANARI website and through the UK ALG) of the following publications funded or co-funded under the project: <ul style="list-style-type: none"> <li>○ Issues Paper 1: <i>Community participation in natural resource management: lessons from Caribbean small island states</i></li> <li>○ Technical Report 397: <i>Half a century of civil society participation in biodiversity conservation and protected area management: A case study of Bonaire</i></li> <li>○ Technical Report 400: <i>Participatory Approaches to Biodiversity Conservation: a case study of the Montserrat Centre Hills Project</i></li> <li>○ Technical Report 398: <i>Endowment funds – the route to financial sustainability for civil society organisations or just a distraction?</i></li> <li>○ Technical Report 396: <i>Consortio Ambiental Dominicano: A decade of networking and developing strategic partnerships to promote the conservation and participatory management of natural resources in the Dominican Republic</i></li> <li>○ Toolkit: <i>Facilitating participatory natural resource management: A toolkit for Caribbean managers</i></li> <li>○ Toolkit: <i>A communication toolkit for Caribbean civil society organisations working in biodiversity conservation</i></li> </ul> </li> </ul>
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	<p>c) CSOs committed to continued capacity building.</p> <p>d) CSO capacity building needs reflected in partner programmes.</p>	<ul style="list-style-type: none"> <li>○ Project note: <i>Small grants can make a big difference Impacts of and lessons learnt from the small grants component of Building civil society capacity for conservation in Caribbean United Kingdom Overseas Territories</i></li> </ul> <p>(See Annexes 7-15 and <a href="http://www.canari.org/civil_sub3_sub3.asp">http://www.canari.org/civil_sub3_sub3.asp</a>)</p> <ul style="list-style-type: none"> <li>● Dedicated project webpage uploaded onto CANARI website, providing access to all major project documents (See <a href="http://www.canari.org/civil_sub3.asp">http://www.canari.org/civil_sub3.asp</a>).</li> <li>● Facility for a web-based forum was delayed by technical issues with CANARI's website design but has now been established and the first discussion topic was posted just before the final ARLG meeting.</li> <li>● Attempts to collect information for the newsletter were not successful so these were substituted with informal exchange of information via email as it became available from participating CSOs or when CANARI identified potentially interesting information.</li> <li>● Areas for potential collective advocacy identified at the second ARLG meeting (See second ARLG report).</li> <li>● Dialogue throughout the project with UK partners, primarily through UK ALG meetings (six in total).</li> </ul> <p>c) Participating organisations continued to seek opportunities outside the project to build their capacity (e.g. the training opportunities highlighted in Output 3 c). Their commitment is also reflected in the projects being developed by the Trusts in conjunction with RSPB and other UK partners. At the final ARLG, participants also expressed strong enthusiasm for a follow-up project.</p> <p>d) UK partners have expressed continuous interest in the findings, particularly those in the case studies, and reported at UK ALG meetings on projects being implemented in the Caribbean UKOTS with complementary capacity building components, often of a more technical nature. CANARI (in collaboration with UK partners and others) has developed and is continuing to develop several follow-up projects to address capacity building needs identified.</p>
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Project summary	Progress and Achievements April 2009 - March 2012
<p>Activity 1.1 First ARLG meeting and participatory tools and methods workshop: Montserrat; 5 days; to focus on:</p> <ul style="list-style-type: none"> <li>• capacity needs assessment and development of capacity building strategy;</li> <li>• refinement of project design/development of <b>monitoring and evaluation framework</b>;</li> <li>• strengthening capacity for enhanced role of CSOs in CBD implementation (e.g. stakeholder identification and analysis; participatory planning; participatory management; participatory GIS mapping; stakeholder mobilisation);</li> <li>• introduction of Centre Hills project (Darwin funded) as case study of effective civil society engagement in biodiversity planning</li> <li>• introduction to small grants and peer mentoring programme;</li> </ul>	<p>In order to stimulate renewed interest in the project and involve a wider group of stakeholders in the capacity needs assessment, this was adapted to five national visits and stakeholder meetings, four completed and reported on in Year 1. The Cayman Island national meeting did not take place in the same format although CANARI attended and presented on financial sustainability at a NTCl strategic planning workshop. See <a href="http://www.canari.org/civil_sub3_sub1.asp">http://www.canari.org/civil_sub3_sub1.asp</a> for reports of the national meetings.</p> <p>Validation of logframe as appropriate tool, along with outcome mapping, to guide participatory monitoring and evaluation was discussed and agreed upon at first ARLG meeting.</p>
<p>Activity 1.2 Second ARLG meeting and organisational development workshop: Saint Lucia; 5 days; to focus on:</p> <ul style="list-style-type: none"> <li>• strengthening organisational development capacity (e.g. participatory strategic visioning and planning, clarifying roles and responsibility of Board &amp; staff members, and other priority needs as identified in meeting one);</li> <li>• development of strategy for greater involvement of Caribbean UKOT CSOs in implementation of CBD;</li> <li>• case studies of Saint Lucia National Trust strategic planning (EU funded) and civil society role in development and implementation of National Biodiversity Strategy and Action Plan;</li> <li>• development of project communication strategy;</li> <li>• networking with Saint Lucia National Trust and other Saint Lucian CSOs;</li> <li>• review of progress on small grant activities.</li> </ul>	<p>Became the first ARLG meeting, held in Nevis with 12 UKOT participants from 8 UKOT CSOs and five resource persons (two from CANARI, one from Saint Lucia National Trust, one from Nevis Historical and Conservation Society, and one from RSPB).</p> <p>The main outputs of the meeting are the meeting report (see <a href="http://www.canari.org/documents/DarwinARLG1reportfinal.pdf">http://www.canari.org/documents/DarwinARLG1reportfinal.pdf</a>) and hand-outs providing training and reference materials</p> <p>Other results include:</p> <ul style="list-style-type: none"> <li>• Enhanced capacity of participants in: <ul style="list-style-type: none"> <li>○ Strategic visioning</li> <li>○ Establishing strategic priorities</li> <li>○ Problem analysis</li> <li>○ Converting project objectives into a fundable proposal</li> <li>○ Strategic fundraising and financial sustainability</li> <li>○ Understanding and managing Board roles and responsibilities</li> <li>○ Presentation skills and constructive peer review</li> </ul> </li> <li>• Commitment of NTCl and TCNT to identify partner organisations before the next ARLG meeting.</li> </ul>

Project summary	Progress and Achievements April 2009 - March 2012
	<ul style="list-style-type: none"> <li>• Agreement on logframe as main monitoring and evaluation framework</li> <li>• Increased understanding of the process of action research and learning and its value.</li> <li>• Relationship established between UKOT Trusts and Nevis Historical and Conservation Society and Saint Lucia National Trust.</li> </ul>
<p>Activities 1.3</p> <p>Third ARLG meeting &amp; organisational development workshop: Nevis; 4 days; to focus on:</p> <ul style="list-style-type: none"> <li>• strengthening organisational development capacity (e.g. sustainable funding [proposal development, fund development], lobbying and advocacy, membership, volunteer recruitment and management, public education and outreach);</li> <li>• case study of Nevis Historical and Conservation Society;</li> <li>• networking with Nevis Historical and Conservation Society and other CSO;</li> <li>• review of progress on small grant activities.</li> </ul>	<p>Second ARLG meeting held in Montserrat in March 2011 with 16 UKOT participants from 10 CSOs and five resource persons (three from CANARI, one from CNFO and one from RSPB).</p> <p>The main outputs of the meeting are the meeting report (see <a href="http://www.canari.org/documents/ARLG2reportforYear2report.pdf">http://www.canari.org/documents/ARLG2reportforYear2report.pdf</a> and handouts providing training and reference materials</p> <p>Other results include:</p> <ul style="list-style-type: none"> <li>• Enhanced capacity of participants in: <ul style="list-style-type: none"> <li>○ Participatory planning for biodiversity conservation</li> <li>○ Effective civil society leadership and governance</li> <li>○ Protected areas planning and management</li> <li>○ Tools and methods for engaging diverse stakeholders</li> <li>○ Networking for effective advocacy and policy influence</li> <li>○ Report writing</li> <li>○ Presentation skills and constructive peer review</li> </ul> </li> <li>• Commitment of National Trusts to explore with their Boards the creation of an informal network of Caribbean UKOT CSOs involved in biodiversity conservation for improved advocacy and policy influence at the national, regional and international level.</li> <li>• Agreement to start intranet (private) section of the project webpage for exchange of information and facilitated forums/dialogue.</li> <li>• Small grant focus clarified for all organisations.</li> <li>• Trust and mutual respect built between CANARI and the partners, as evidenced by open discussions and willingness of grantees to amend</li> </ul>

Project summary	Progress and Achievements April 2009 - March 2012
	<p>their approaches in response to CANARI suggestions.</p> <ul style="list-style-type: none"> <li>Relationship between CANARI and RSPB further strengthened.</li> </ul>
<p>1.4 <b>Fourth ARLG meeting:</b> Anguilla or British Virgin Islands; 4 days: content to be determined based on outstanding capacity needs, but to include:</p> <ul style="list-style-type: none"> <li>final reports on small grant activities;</li> <li>final project evaluation and analysis of lessons learned;</li> <li>identification of outstanding capacity building needs.</li> </ul>	<p>Third ARLG meeting held in Tortola, BVI in March 2012 with 17 UKOT participants from 9 CSOs and five resource persons (two from CANARI, two from RSPB and one from Virgin Island Environmental Council).</p> <p>The main outputs of the meeting are the meeting report and handouts providing training and reference materials (see <a href="http://www.canari.org/civil_sub3_sub2.asp">http://www.canari.org/civil_sub3_sub2.asp</a>)</p> <p>Other results include:</p> <ul style="list-style-type: none"> <li>Enhanced capacity of participants in: <ul style="list-style-type: none"> <li>Institutional arrangements for protected areas</li> <li>Developing communication strategies</li> <li>Advocacy to support biodiversity conservation</li> </ul> </li> <li>Commitment by ANT and NTCI to take the lead on creation of an informal network of Caribbean UKOT CSOs involved in biodiversity conservation for improved advocacy and policy influence at the national, regional and international level.</li> <li>Peer exchange of lessons learnt from small grants</li> <li>Trust and mutual respect between CANARI, RSPB and the partners, further enhanced as evidenced by open discussions and willingness of all organisations to share materials (e.g. BVINPT shared its Board manual).</li> <li>Relationship between CANARI and RSPB further strengthened.</li> </ul>
<p>Activity 2 Study visit:</p> <p>The study visit will be open to 2 persons per Caribbean UKOT. Study visit to Bermuda to take place outside main tourist season to minimise costs; 4 days; to focus on:</p> <ul style="list-style-type: none"> <li>networking with and analysing the differences and commonalities between governance structures of civil society organisations in Bermuda and the Caribbean UKOTs;</li> </ul>	<p>Study visit to Bonaire conducted in December 2010 with 9 UKOT participants from 9 CSOs in 5 UKOTs and four resource persons (one from DCNA, one from STINAPA, and two from CANARI).</p> <p>The main output is the study visit report with appendices (see <a href="http://www.canari.org/documents/StudytourREPORTFINAL.pdf">http://www.canari.org/documents/StudytourREPORTFINAL.pdf</a>). The findings of the meeting together with additional desk research and interviews provided the basis for the full case study of the STINAPA and</p>

Project summary	Progress and Achievements April 2009 - March 2012
<ul style="list-style-type: none"> <li>analysing the differences in economic, social and cultural context and institutional framework that may enable or disable civil society involvement in implementing the CBD commitments;</li> <li>identification of lessons from the Bermuda context that can be transferred to the Caribbean UKOTs, including case study of the civil society engagement in the development of Bermuda's Island Biodiversity Strategy and Action Plan.</li> </ul>	<p>DCNA models of CSO involvement in biodiversity conservation in European OTs in the case study <i>Half a century of civil society participation in biodiversity conservation and protected area management: A case study of Bonaire</i> published as part of the project (see <a href="http://www.canari.org/civil_sub3_sub3.asp">http://www.canari.org/civil_sub3_sub3.asp</a>)</p> <p>Other results include:</p> <ul style="list-style-type: none"> <li>Improved networking between UK and Dutch OT CSOs;</li> <li>Identification of enabling factors for effective CSO networking and management of protected areas in the Dutch Caribbean;</li> <li>Identification of key ingredients of CSO effectiveness;</li> <li>Enhanced relationship between CANARI and DCNA, with identification of several future areas of potential collaboration.</li> </ul>
<p>Activity 3 Communication</p> <p>A communication strategy will be formulated, in consultation with participants, and a variety of communication materials developed and disseminated including:</p> <p>3.1 Short <b>case studies</b> published electronically on:</p> <ul style="list-style-type: none"> <li>Centre Hills project implementation and how it build civil society (and government) capacity to participate in biodiversity conservation</li> <li>Bermuda CSOs and their leading of the Island Biodiversity Strategy and Action Plan process</li> <li>NHCS development of sustainable financing mechanisms (and possibly also advocacy and lobbying)</li> </ul> <p>These will be complemented by 2 additional case studies on civil society organisational development under the <i>Going from strength to strength project</i> and 6 case studies of participatory forest management under CANARI's Forest and livelihoods programme.</p> <p>3.2 A <b>policy brief</b> summarising the project findings, targeting policy- and decision makers, published electronically</p> <p>3.3 Two <b>guidelines</b> booklets published in both hard and electronic</p>	<p>Communication strategy formulated, with some publications being jointly funded under this project and the MacArthur Foundation <i>Going from Strength to Strength</i> project, which was implemented in a similar fashion in four independent Caribbean countries (Dominican Republic, Haiti, Jamaica and Trinidad and Tobago)</p> <p>d) Publication and dissemination (within UKOTs, wider Caribbean and UK and internationally at conferences and via email, mail, listservs, and CANARI website and through the UK Action Learning Group) of the following publications funded or co-funded under the project:</p> <ul style="list-style-type: none"> <li>Issues Paper 1: <i>Community participation in natural resource management: lessons from Caribbean small island states</i></li> <li>Technical Report 397: <i>Half a century of civil society participation in biodiversity conservation and protected area management: A case study of Bonaire</i></li> <li>Technical Report 400: <i>Participatory Approaches to Biodiversity Conservation: a case study of the Montserrat Centre Hills Project</i></li> <li>Technical Report 398: <i>Endowment funds – the route to financial sustainability for civil society organisations or just a distraction?</i></li> <li>Technical Report 396: <i>Consortio Ambiental Dominicano: A</i></li> </ul>

Project summary	Progress and Achievements April 2009 - March 2012
<p>format, provisionally on:</p> <ul style="list-style-type: none"> <li>• Civil society participation in natural resource management</li> <li>• Civil society development and management</li> </ul> <p>3.4 At least 6 <b>newsletters</b> published electronically</p> <p>3.5 Intranet, listserv and project website</p> <p>3.6 <b>Media releases</b> in the UKOTs and wider Caribbean</p> <p>3.7 <b>Regional and international conference presentations</b> and <b>journal articles</b> by CANARI staff and other participants, as opportunities present themselves.</p>	<p><i>decade of networking and developing strategic partnerships to promote the conservation and participatory management of natural resources in the Dominican Republic</i></p> <ul style="list-style-type: none"> <li>○ Toolkit: <i>Facilitating participatory natural resource management: A toolkit for Caribbean managers</i></li> <li>○ Toolkit: <i>A communication toolkit for Caribbean civil society organisations working in biodiversity conservation</i></li> <li>○ Briefing note: <i>Small grants can make a big difference Impacts of and lessons learnt from the small grants component of Building civil society capacity for conservation in Caribbean United Kingdom Overseas Territories</i></li> </ul> <p>(See Annexes 7-15 and <a href="http://www.canari.org/civil_sub3_sub3.asp">http://www.canari.org/civil_sub3_sub3.asp</a>)</p> <ul style="list-style-type: none"> <li>• Dedicated project webpage uploaded onto CANARI website, providing access to all major project documents (See <a href="http://www.canari.org/civil_sub3.asp">http://www.canari.org/civil_sub3.asp</a>).</li> <li>• Facility for a web-based forum was delayed by technical issues with CANARI's website design but has now been established and the first discussion topic was posted just before the final ARLG meeting.</li> <li>• Attempts to collect information for the newsletter were not successful so these were substituted with informal exchange of information via email as it became available from participating CSOs or when CANARI identified potentially interesting information.</li> <li>• Areas for potential collective advocacy identified at ARLG2 (See Second ARLG report <a href="http://www.canari.org/civil_sub3.asp">http://www.canari.org/civil_sub3.asp</a>).</li> <li>• Dialogue throughout the project with UK partners, primarily through UK ALG meetings (six in total). (See Minutes of UK ALG meetings, available on request from the Commonwealth Foundation)</li> </ul>

Project summary	Progress and Achievements April 2009 - March 2012
<p>Activity 4: Small grants and peer mentoring</p> <p>A fund of £60,000 will be established so that each of the 10 participating CSOs can receive a small grant to be used to build a specific priority capacity, in areas where it is often difficult to secure project funding. These will be designed to be used primarily for strategic visioning and planning; participation in regional training workshops; study visits and exchanges; and/or development of communication strategies and communication/advocacy products. Where participating CSOs have capacity that they can share with others, this fund can also support peer mentoring among the participating CSOs to support capacity building by each organisation. This will also enhance relationships among CSOs in the Caribbean UKOTs.</p>	<p>Nine small grants of between £5,000 and 6,000 were made to seven organisations, with JvDPS and NTCI getting two grants because their partner organisations declined to take up the grant. MSBA initially received a grant but then discovered that they had also been awarded funding for strategic planning by the Caribbean Development Bank; they did not succeed in formulating a new proposal in time to meet the grant deadline so the initial tranche was returned and allocated to communications instead.</p> <p>A summary report on the small grant component is attached at Annex 15 and the report on impacts and lessons learnt is attached at Annex 14.</p>
<p>Activity 5 Monitoring activities</p> <p>Participatory monitoring and evaluation will be facilitated involving the participating CSOs and other stakeholders and based on a monitoring and evaluation framework developed for the project by the stakeholders. Capacity to develop and implement this will be built in the participating CSOs.</p>	<p>There was general consensus from the outset that the Logframe provided a good basis for monitoring and evaluation.</p> <p>CANARI's monitoring of results was continuous throughout the project as evidenced by the adaptive measures taken to:</p> <ul style="list-style-type: none"> <li>• substitute national meetings for the first ARLG meeting</li> <li>• re-stimulate interest in the small grants programme and provide additional coaching and mentoring to assist participants in their proposal development.</li> </ul> <p>ARLG2 and 3 provided the main opportunities for participatory evaluation of the application of learning from early meetings and the study tour and the impacts of these and the small grants on participating organisations.</p> <p>Participant capacity was also built in reporting on impacts, outcomes and outputs rather than just focusing on activities.</p>

## Annex 2 Project's final logframe, including criteria and indicators

Project summary	Measurable Indicators	Means of verification	Important Assumptions
<p><b>Goal:</b> Effective contribution in support of the implementation of the objectives of the Convention on Biological Diversity (CBD), the Convention on Trade in Endangered Species (CITES), and the Convention on the Conservation of Migratory Species (CMS), as well as related targets set by countries rich in biodiversity but constrained in resources.</p>			
<p><b>Sub-Goal:</b> To build civil society capacity for effective, equitable and sustainable civil society participation in biodiversity conservation in the UKOTs of the Caribbean.</p>	<ul style="list-style-type: none"> <li>• Greater civil society participation in biodiversity conservation in the 5 Caribbean UKOTs (e.g. in policy development, planning, advocacy, and on-the-ground initiatives).</li> <li>• CSO involvement in development and implementation of Island BSAPs and the CBD Island Programme of Work in the 5 Caribbean UKOTs.</li> <li>• Effective representation by UKOTs at regional and international fora (CDB COP 10, Commonwealth Heads of Government meeting etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy for CSO participation in CBD implementation in the 5 Caribbean UKOTs.</li> <li>• CBD strategies, plans, reports, including on Island BSAPs, Island Biodiversity Programme and COP 10 and preparatory meetings.</li> <li>• Participant feedback, feedback from CBD focal points and partner organisations, including regional agencies and UK technical partners.</li> <li>• Project communication products.</li> <li>• Caribbean UKOT involvement in IUCN Caribbean Programme of Work.</li> </ul>	
<p><b>Purpose:</b> To enhance the organisational capacity of at least 10 Civil Society Organisations (CSOs) in the 5 Caribbean UKOTs (Anguilla, British Virgin Islands, Cayman Islands, Montserrat, Turks &amp; Caicos), including the 5 National Trust organisations, to function as strong, effective and</p>	<ul style="list-style-type: none"> <li>• Existing capacities and key capacities needed by participants and their partners identified by the end of Year 1.</li> <li>• Strategy for greater involvement of CSOs in the implementation of Island BSAPs and the CBD Island Programme of Work in the Caribbean UKOTs by the end of Year 2.</li> <li>• At least 4 of the key capacities</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity needs assessment</li> <li>• Project reports to Darwin.</li> <li>• Reports of 4 Action Research and Learning Group (ARLG) meetings, 3 training workshops, study visits or exchanges, small grants and peer mentoring.</li> <li>• Annual and other reports of participating CSOs and their partners.</li> </ul>	<ul style="list-style-type: none"> <li>• 5 Caribbean UKOT CSOs with sufficient capacity to participate in a 3-year project (in addition to the 5 National Trusts) can be identified.</li> <li>• Participants are able to influence policy and practice in their organisations.</li> <li>• Government agencies implementing the CBD have the willingness and skills to effectively facilitate civil society participation.</li> </ul>



<p>sustainable organisations that play a significant role directly in biodiversity conservation in their Territories and the Caribbean region, as well as indirectly by catalysing and coordinating wider civil society participation.</p>	<p>built or enhanced in at least 8 participating organisations by the end of Year 3.</p>	<ul style="list-style-type: none"> <li>• Mid and final project evaluation reports.</li> </ul>	
<p><b>Outputs</b> (add or delete rows as necessary)</p> <p>1. Capacity needs of at least 10 Caribbean UKOT CSOs identified and tailored capacity building programme designed.</p>	<ul style="list-style-type: none"> <li>• Capacity assessments of at least 10 CSOs.</li> <li>• Development of capacity building strategy for 5 Caribbean UKOTs.</li> <li>• Priority capacity building activities for the Darwin project refined.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed surveys</li> <li>• Capacity needs assessment report</li> <li>• Capacity building strategy</li> <li>• Plan for Darwin project capacity building activities</li> </ul>	<p>No significant change in UKOT context to alter capacity building priorities during the life of the Darwin project.</p>
<p>2. Organisational capacity of at least 10 Caribbean UKOT CSOs enhanced through tailored training and other capacity building to meet the identified priority needs</p>	<ul style="list-style-type: none"> <li>• Each participating organisation taking part in at least 5 capacity building activities of the project.</li> <li>• Enhanced governance structures, policies and systems in at least 10 participating CSOs.</li> <li>• Enhanced civil society networks in the participating Territories</li> </ul>	<ul style="list-style-type: none"> <li>• Reports of 4 ARLG meetings, 3 training workshops, study visits or exchanges</li> <li>• Reports of CSO internal meetings (Board, staff or members).</li> <li>• Plans, policies and guidelines developed by participating CSOs (e.g. strategic plans, Board terms of Reference, operational plans, human resource development and management policies, fundraising strategy, financial management procedures).</li> <li>• Final project capacity assessment.</li> </ul>	<p>Participating CSOs have the capacity (including human resource availability) to invest in improving their governance structure and systems.</p>
<p>3. UKOT CSO effective involvement in biodiversity conservation enhanced through regional collaboration and the creation of (formal or</p>	<ul style="list-style-type: none"> <li>• Each participating CSO involved in at least one wider regional training programme, project or network.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports of 4 ARLG meetings, 3 training workshops, study visits or exchanges</li> <li>• Exchanges on intranet and list</li> </ul>	<p>CSOs in other Caribbean islands and regional organisations receptive to greater UKOT involvement.</p>

informal) networks of Caribbean CSOs	<ul style="list-style-type: none"> <li>• Peer mentoring among 10 participating CSOs.</li> <li>• Increased communication and networking among Caribbean UKOT CSOs and with CSOs in other Caribbean islands.</li> </ul>	<p>serves.</p> <ul style="list-style-type: none"> <li>• Plans and reports from CSOs, their partners, and regional agencies.</li> <li>• Reports from peer mentoring.</li> </ul>	
4. Greater awareness of Caribbean UKOT CSOs and their partners (governments, donors, overseas agencies) of how to facilitate participation of civil society in biodiversity conservation.	<ul style="list-style-type: none"> <li>• Participation of key governmental and private sector participants in project activities in their Territories</li> <li>• Communication strategy developed and implemented with at least 3 case studies, 1 policy brief, 2 guidelines, 6 newsletters, project website, intranet and listserv produced and disseminated.</li> <li>• CSOs committed to continued capacity building.</li> <li>• CSO capacity building needs reflected in partner programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop and study visit reports</li> <li>• Communication strategy</li> <li>• Dissemination list for communications.</li> <li>• Plans and reports of CSOs and partners.</li> <li>• Report assessing project communication</li> </ul>	<ul style="list-style-type: none"> <li>• CSOs and their partners are open to findings and lessons developed by UKOT CSOs.</li> <li>• Donors, overseas partners, and UKOT governments are able to respond within the project timeframe.</li> <li>• Participants are able to influence strategic priority-setting in their organisation.</li> </ul>

**Activities** (details in workplan)

### **1. Action Research and Learning Group (ARLG) meetings and training workshops:**

The ARLG meetings will target 2 senior persons from each participating organisation (e.g. Executive Director, Board member). At the end of each meeting, participants will have identified and committed to addressing key needs within their organisations (e.g. initiation of strategic planning process, development of a policy on Board's roles and responsibilities, fundraising strategy, etc.). Meetings will be held outside the main tourist season whenever possible to minimise costs.

#### **1.1 First ARLG meeting and participatory tools and methods workshop:** Montserrat; 5 days; to focus on:

- **capacity needs assessment** and development of **capacity building strategy**;
- refinement of project design/development of **monitoring and evaluation framework**;
- strengthening capacity for enhanced role of CSOs in CBD implementation (e.g. stakeholder identification and analysis; participatory planning; participatory management; participatory GIS mapping; stakeholder mobilisation);
- introduction of Centre Hills project (Darwin funded) as case study of effective civil society engagement in biodiversity planning
- introduction of small grants and peer mentoring programme;

#### **1.2 Second ARLG meeting and organisational development workshop:** Saint Lucia; 5 days; to focus on:

- strengthening organisational development capacity (e.g. participatory strategic visioning and planning, clarifying roles and responsibility of Board & staff members, and other priority needs as identified in meeting one);
- development of **strategy for greater involvement of Caribbean UKOT CSOs in implementation of CBD**;
- case studies of Saint Lucia National Trust strategic planning (EU funded) and civil society role in development and implementation of National Biodiversity Strategy and Action Plan;
- development of **project communication strategy**;
- networking with Saint Lucia National Trust and other Saint Lucian CSOs;
- review of progress on small grant activities.

#### **1.3 Third ARLG meeting & organisational development workshop:** Nevis; 4 days; to focus on:

- strengthening organisational development capacity (e.g. sustainable funding [proposal development, fund development], lobbying and advocacy, membership, volunteer recruitment and management, public education and outreach);
- case study of Nevis Historical and Conservation Society;
- networking with Nevis Historical and Conservation Society and other CSO;
- review of progress on small grant activities.

1.4 **Fourth ARLG meeting:** Anguilla or British Virgin Islands; 4 days: content to be determined based on outstanding capacity needs, but to include:

- final reports on small grant activities;
- final project evaluation and analysis of lessons learned;
- identification of outstanding capacity building needs.

## **2. Study visit:**

The study visit will be open to 2 persons per Caribbean UKOT. Study visit to Bermuda to take place outside main tourist season to minimise costs; 4 days; to focus on:

- networking with and analysing the differences and commonalities between governance structures of civil society organisations in Bermuda and the Caribbean UKOTs;
- analysing the differences in economic, social and cultural context and institutional framework that may enable or disenable civil society involvement in implementing the CBD commitments;

Additional study visits and exchanges may be identified and conducted by participating CSOs and funded under their small grants (Activity 4).

- identification of lessons from the Bermuda context that can be transferred to the Caribbean UKOTs, including case study of the civil society engagement in the development of Bermuda's Island Biodiversity Strategy and Action Plan.

## **3. Communications:**

A communication strategy will be formulated, in consultation with participants, and a variety of communication materials developed and disseminated including:

3.1 Short **case studies** published electronically on:

- Centre Hills project implementation and how it build civil society (and government) capacity to participate in biodiversity conservation
- Bermuda CSOs and their leading of the Island Biodiversity Strategy and Action Plan process
- NHCS development of sustainable financing mechanisms (and possibly also advocacy and lobbying)

These will be complemented by 2 additional case studies on civil society organisational development under the *Going from strength to strength project* and 6 case studies of participatory forest management under CANARI's Forest and livelihoods programme.

3.2 A **policy brief** summarising the project findings, targeting policy- and decision makers, published electronically

3.3 Two **guidelines** booklets published in both hard and electronic format, provisionally on:

- Civil society participation in natural resource management
- Civil society development and management

3.4 At least 6 **newsletters** published electronically

3.5 **Intranet, listserv and project website**

3.6 **Media releases** in the UKOTs and wider Caribbean

3.7 **Regional and international conference presentations** and **journal articles** by CANARI staff and other participants, as opportunities present themselves.

#### **4. Small grants and peer mentoring:**

A fund of £60,000 will be established so that each of the 10 participating CSOs can receive a small grant to be used to build a specific priority capacity, in areas where it is often difficult to secure project funding. These will be designed to be used primarily for strategic visioning and planning; participation in regional training workshops; study visits and exchanges; and/or development of communication strategies and communication/advocacy products. Where participating CSOs have capacity that they can share with others, this fund can also support peer mentoring among the participating CSOs to support capacity building by each organisation. This will also enhance relationships among CSOs in the Caribbean UKOTs.

#### **5. Monitoring activities:**

Participatory monitoring and evaluation will be facilitated involving the participating CSOs and other stakeholders and based on a monitoring and evaluation framework developed for the project by the stakeholders. Capacity to develop and implement this will be built in the participating CSOs. Assessments will be facilitated via the ARLG meetings and meetings of the Technical Advisory Committee. Self-assessments of CSO organisations will also be conducted by CSO participants and supported by peer evaluations conducted by other CSO members of the ARLG. Mid-term and end-of-project evaluation reports will be produced.

## Annex 3 Project contribution to Articles under the

### Project Contribution to Articles under the Convention on Biological Diversity

Article No./Title	Project %	Article Description
6. General Measures for Conservation & Sustainable Use	20	Develop national strategies that integrate conservation and sustainable use.
7. Identification and Monitoring		Identify and monitor components of biological diversity, particularly those requiring urgent conservation; identify processes and activities that have adverse effects; maintain and organise relevant data.
8. In-situ Conservation	60	Establish systems of protected areas with guidelines for selection and management; regulate biological resources, promote protection of habitats; manage areas adjacent to protected areas; restore degraded ecosystems and recovery of threatened species; control risks associated with organisms modified by biotechnology; control spread of alien species; ensure compatibility between sustainable use of resources and their conservation; protect traditional lifestyles and knowledge on biological resources.
9. Ex-situ Conservation		Adopt ex-situ measures to conserve and research components of biological diversity, preferably in country of origin; facilitate recovery of threatened species; regulate and manage collection of biological resources.
10. Sustainable Use of Components of Biological Diversity	20	Integrate conservation and sustainable use in national decisions; protect sustainable customary uses; support local populations to implement remedial actions; encourage co-operation between governments and the private sector.
11. Incentive Measures		Establish economically and socially sound incentives to conserve and promote sustainable use of biological diversity.
12. Research and Training		Establish programmes for scientific and technical education in identification, conservation and sustainable use of biodiversity components; promote research contributing to the conservation and sustainable use of biological diversity, particularly in developing countries (in accordance with SBSTTA recommendations).
13. Public Education and Awareness		Promote understanding of the importance of measures to conserve biological diversity and propagate these measures through the media; cooperate with other states and organisations in developing awareness programmes.
14. Impact Assessment and Minimizing Adverse Impacts		Introduce EIAs of appropriate projects and allow public participation; take into account environmental consequences of policies; exchange information on impacts beyond State boundaries and work to reduce hazards; promote emergency responses to hazards; examine mechanisms for re-dress of international damage.
15. Access to Genetic Resources		Whilst governments control access to their genetic resources they should also facilitate access of environmentally sound uses on mutually agreed terms; scientific research based on a country's genetic resources should ensure sharing in a fair and equitable way of results and benefits.

<b>Article No./Title</b>	<b>Project %</b>	<b>Article Description</b>
16. Access to and Transfer of Technology		Countries shall ensure access to technologies relevant to conservation and sustainable use of biodiversity under fair and most favourable terms to the source countries (subject to patents and intellectual property rights) and ensure the private sector facilitates such assess and joint development of technologies.
17. Exchange of Information		Countries shall facilitate information exchange and repatriation including technical scientific and socio-economic research, information on training and surveying programmes and local knowledge
19. Bio-safety Protocol		Countries shall take legislative, administrative or policy measures to provide for the effective participation in biotechnological research activities and to ensure all practicable measures to promote and advance priority access on a fair and equitable basis, especially where they provide the genetic resources for such research.
Other Contribution		Smaller contributions (eg of 5%) or less should be summed and included here.
Total %	100%	Check % = total 100

## Annex 4 Standard Measures

Code	Description	Totals (plus additional detail as required)
<b>Training Measures</b>		
6a	Number of people receiving other forms of short-term education/training (i.e. not categories 1-5 above)	22 persons from 10 UKOT organisations plus 4 persons from partner resource organisations.
6b	Number of training weeks not leading to formal qualification	4 (three ARLG meetings and one study visit)
7	Number of types of training materials produced for use by host country(s)	Seven: <ul style="list-style-type: none"> <li>• PowerPoint presentations</li> <li>• Resource material handouts</li> <li>• Case study material</li> <li>• Memory stick with resource materials</li> <li>• Toolkits</li> <li>• Small group work</li> <li>• Role play</li> <li>• Technical reports</li> </ul>
<b>Research Measures</b>		
8	Number of weeks spent by UK project staff on project work in host country(s)	
11b	Number of papers published or accepted for publication elsewhere	Eight publications produced under the project and published and disseminated by CANARI: <ul style="list-style-type: none"> <li>• 4 technical reports</li> <li>• 2 toolkits</li> <li>• 1 issues paper</li> <li>• 1 project paper</li> </ul>
<b>Dissemination Measures</b>		
14a	Number of conferences/seminars/workshops organised to present/disseminate findings from Darwin project work	One (the last ARLG meeting)
14b	Number of conferences/seminars/ workshops attended at which findings from Darwin project work will be presented/ disseminated.	One conference planned for 2013
15a	Number of national press releases or publicity articles in host country(s)	Ten (estimate as ARLG press releases handled at UKOT level)
15c	Number of national press releases or publicity articles in UK	
16a	Number of issues of newsletters produced in the host country(s)	Informal news dissemination by CANARI throughout the project, estimate one every 3 months = 12
16b	Estimated circulation of each newsletter in the host country(s)	Initially to project partners, some evidence that they then circulated



Code	Description	Totals (plus additional detail as required)
		more widely.
17a	Number of dissemination networks established	CANARI already had extensive dissemination network in Caribbean prior to the project, which is broken down by country and then by sector (NGO, government, private sector, academia etc.)
17b	Number of dissemination networks enhanced or extended	UKOT dissemination network enhanced, notably through national workshops and complementary projects being implemented by CANARI, e.g., in conjunction with JNCC.
19a	Number of national radio interviews/features in host country(s)	2 Radio interviews with CANARI staff and project participants in Anguilla and Montserrat.
<b>Physical Measures</b>		
23	Value of additional resources raised for project	<p>£30,000 from Commonwealth Foundation</p> <p>Estimated £10,000 financial contributions from other projects towards the communication products</p> <p>Estimated £7,500 in-kind contributions from host countries for meetings etc. (e.g. facilities, equipment, staff time on logistics)</p>

## Annex 5 Publications

Provide full details of all publications and material that can be publicly accessed, eg title, name of publisher, contact details, cost. Mark (\*) all publications and other material that you have included with **project paper**:

Type *	Detail (title, author, year)	Publishers (name, city)	Available from (eg contact address, website)	Cost £
Issues paper	*CANARI. 2010. Community participation in natural resource management: lessons from Caribbean small island states	CANARI, Laventille	<a href="http://www.canari.org/civil_sub3_sub3.asp">http://www.canari.org/civil_sub3_sub3.asp</a>	None
Technical Report	*McIntosh, S. 2011. Participatory Approaches to Biodiversity Conservation: a Case Study of the Montserrat Centre Hills Project. CANARI Technical Report No. 400.	CANARI, Laventille	<a href="http://www.canari.org/civil_sub3_sub3.asp">http://www.canari.org/civil_sub3_sub3.asp</a>	None
Technical Report	McIntosh, S. 2011. Endowment funds – the route to financial sustainability for civil society organisations or just a distraction? CANARI Technical Report 398.	CANARI, Laventille	<a href="http://www.canari.org/civil_sub3_sub3.asp">http://www.canari.org/civil_sub3_sub3.asp</a>	None
Technical Report	*Cooper, G. 2011. Half a century of civil society participation in biodiversity conservation and protected area management: A case study of Bonaire. CANARI Technical Report 397.	CANARI, Laventille	<a href="http://www.canari.org/civil_sub3_sub3.asp">http://www.canari.org/civil_sub3_sub3.asp</a>	None
Technical Report	*Buglass 2011.	CANARI,	<a href="http://www.canari.org/civil_sub3_sub3.asp">http://www.canari.org/civil_sub3_sub3.asp</a>	None

	<p>Consortio Ambiental Dominicano (CAD): A decade of networking and developing strategic partnerships to promote the conservation and participatory management of natural resources in the Dominican Republic. CANARI Technical Report No. 396.</p>	<p>Laventille</p>	<p><a href="#">ub3_sub3.asp</a></p>	
<p>Toolkit</p>	<p>*CANARI. 2011. Facilitating participatory natural resource management: A toolkit for Caribbean managers.</p>	<p>CANARI, Laventille</p>	<p><a href="http://www.canari.org/civil_s">http://www.canari.org/civil_s</a> <a href="#">ub3_sub3.asp</a></p>	<p>No cost to project participants (CANARI is currently assessing whether to make future editions for sale)</p>
<p>Toolkit</p>	<p>*CANARI. 2012. A communication toolkit for Caribbean civil society organisations working in biodiversity conservation</p>	<p>CANARI, Laventille</p>	<p><a href="http://www.canari.org/civil_s">http://www.canari.org/civil_s</a> <a href="#">ub3_sub3.asp</a></p>	<p>None</p>
<p>Project report</p>	<p>*Cooper, G. 2012. Small grants can make a big difference Impacts of and lessons learnt from the small grants component of Building civil society capacity for conservation in Caribbean United Kingdom Overseas Territories</p>			<p>None</p>

## Annex 6 Darwin Contacts

To assist us with future evaluation work and feedback on your report, please provide details for the main project contacts below. Please add new sections to the table if you are able to provide contact information for more people than there are sections below.

<b>Ref No</b>	17-004
<b>Project Title</b>	Building civil society capacity for conservation in the Caribbean UKOTs
<b>UK Leader Details</b>	
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<b>Other UK Contact (if relevant)</b>	
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Role within Darwin Project	
Address	
Phone	
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Email	
<b>Partner 1</b>	
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Organisation	Caribbean Natural Resources Institute
Role within Darwin Project	
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Fax	+1 868 626-1788
Email	nicole@canari.org
<b>Partner 2 (if relevant)</b>	
Name	

Organisation	
Role within Darwin Project	
Address	
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