



## Darwin Initiative Annual Report



note:

To be completed with reference to the Reporting Guidance Notes for Projects. It is expected that this report will be about 10 pages in length, excluding annexes. Submission deadline 30 April 2010

### Darwin Project Information

Project Ref Number	17-004
Project Title	Building civil society capacity for conservation in the Caribbean UKOTs
Country(ies)	Anguilla, British Virgin Islands (BVI), Cayman Islands, Montserrat, Turks and Caicos Islands (TCI)
UK Contract Holder Institution	Commonwealth Foundation
Host country Partner Institution(s)	Caribbean Natural Resources Institute (CANARI)
Other Partner Institution(s)	<p>Main partners</p> <p>National Trusts in each of the participating UKOTS</p> <p>Youth Environmental Society of Anguilla</p> <p>Montserrat Small Business Association</p> <p>Jost Van Dyke Preservation Society</p> <p>Departments of Environment/Conservation/Fisheries, relevant private sector organisations and associations, and other civil society organisations have also been involved in dialogue about the project and identification of institutional and capacity gaps.</p> <p>UK Action Learning Group partners</p> <p>Defra</p> <p>DFID</p> <p>Durrell</p> <p>Joint Nature Conservation Committee (JNCC)</p> <p>Royal Botanic Gardens, Kew</p> <p>RSPB</p> <p>UK Overseas Territories Conservation Forum</p> <p>UK Overseas Territories Parliamentary Representatives</p>
Darwin Grant Value	£262,755
Start/End dates of Project	1 April 2009 – 31 March 2012
Reporting period (1 Apr 200x to 31 Mar 200y) and annual report number (1,2,3..)	1 April 2009-31 March 2010
Project Leader Name	Vijay Krishnarayan
Project website	Under construction on CANARI's website
Author(s) and main contributors, date	Sarah McIntosh/Nicole Leotaud, CANARI Junaid Habib, Commonwealth Foundation Date: 30 <sup>th</sup> April 2010

## 1. Project Background

The project is rooted in the growing worldwide awareness of the value and fragility of the biodiversity in the Caribbean UK Overseas Territories (UKOTs) and the role that civil society can play in conserving this. For example, the House of Commons Environmental Audit thirteenth report noted that the biodiversity in the UKOTs is as valuable as, and at a greater risk of loss than, biodiversity in the UK itself. It described the situation as “the eleventh hour for many species” and strongly urged the UK Government to act rapidly to protect UKOT biodiversity. Much of this rich biodiversity lies in the Caribbean UKOTs, which are also particularly vulnerable to climate change.

The Message from the 2008 Conference on Climate Change and Biodiversity in EU Overseas Entities, organised by the International Union for the Conservation in Reunion echoed this concern and emphasised that civil society participation is essential to biodiversity conservation, including obligations under the Convention on Biological Diversity (CBD) and other international conventions. This includes important roles in policy development, planning, research and monitoring, on-the-ground biodiversity conservation, advocacy, communication and public awareness and education. Strong civil society organisations (CSOs) can also play a critical role in catalysing, facilitating and coordinating wider civil society participation in biodiversity conservation.

Additionally, research conducted by CANARI (see <http://www.canari.org/docs/policybrief7.pdf> and <http://www.canari.org/docs/331mangones.pdf>) has identified several important barriers to equitable and effective civil society participation in biodiversity conservation in Caribbean islands, including:

- existing civil society capacity insufficiently valued or leveraged by donors and government partners;
- capacity of CSOs to participate in natural resource governance limited by inadequate human or financial resources;
- insufficient attention paid to creating resilient, sustainable organisations as opposed to strong individuals;
- lack of skills or experience within government to effectively facilitate participatory and co-management processes
- capacity of organisations sometimes depleted rather than built as a result of complex donor and partner requirements;
- challenges transitioning from volunteer group to professional organisation;
- prevalence of a self-reinforcing cycle of unclear strategic direction, financial crisis, over-dependence on one or a few key individuals, no succession planning, outdated governance structures, and rifts between board, staff and members.

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.

The project therefore seeks to enhance the capacity of the 10 identified CSOs to directly support the implementation of the Convention on Biological Diversity in their respective Territories as well as to strengthen overall civil society participation in biodiversity conservation in Caribbean UKOTs through the catalytic role these CSOs will play as facilitators, mobilisers and change agents.

The project seeks to address the barriers outlined above through a process of **participatory research, action learning** and **capacity building** involving a core group of 10 CSOs. Rather than focusing just on the capacity gaps and weaknesses, this approach acknowledges that each participating CSO already has significant strengths on which it can draw, build and share with others in order to strengthen the collective effectiveness of all participating CSOs – and by

extension their partners and beneficiaries – to promote and engage in effective biodiversity conservation. This approach builds on CANARI's experience of facilitating Action Research and Learning Groups under several of its programmes. It also draws on feedback from the CSOs that participated in *Improving governance through civil society involvement in natural resource management in the Caribbean*, who all highly valued the opportunities to exchange information and experiences and recommended the institutionalisation of such exchanges in future projects.

## 2. Project Partnerships

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

The project is being managed by the Commonwealth Foundation and implemented primarily by CANARI. The Foundation has overall oversight of the project. The Foundation is also providing additional resources (£60,000) for small grants component.

Within CANARI, Sarah McIntosh (Executive Director to 28.2.10 and now CANARI Associate) acts as the Project Manager, with Nicole Leotaud, (former Programme Director and current Executive Director) co-implementing, facilitating the Montserrat national stakeholder consultation (see Annex 3) and co-facilitating the first Action Research and Learning Group (ARLG) meeting (see Annex 4). Other CANARI technical and administrative staff have provided support as follows:

Leida Buglass, Senior Technical Officer:	Small grant design and administration
Kwesi Dennis, Technical Officer:	Information management, communications, logistical support
Patricia Franco, Administrative Officer:	Workshop coordination and logistical support
Venash Rambaran, Financial Officer:	Financial record-keeping and reporting

Within the Caribbean, the main partnerships that have been established or enhanced are with the five National Trusts which form the core of the target audience and membership of the ARLG:

- Anguilla National Trust (ANT)
- BVI National Parks Trust (BVI)
- National Trust of the Cayman Islands (NTCI)
- Montserrat National Trust (MNT)
- Turks and Caicos Islands National Trust (TCINT)

It was anticipated in the project proposal that each of these organisations would identify a further partner organisation to participate in the ARLG meetings, which has resulted to date in further partnerships with:

- Youth Environmental Society of Anguilla
- Montserrat Small Business Association
- Jost Van Dyke Preservation Society, BVI

Partner organisations are still being sought in Cayman Islands and TCI.

Additionally, the Departments of Environment/Conservation/Fisheries (which are the focal points for the CBD), relevant private sector organisations and associations, and other civil society organisations have also been involved in dialogue about the project and identification of institutional and capacity gaps.

Similar civil society organisations in the islands of the English-speaking Caribbean have also been engaged as resources for peer learning, with the following having taken part in the first Caribbean ARLG meeting:

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

It is also intended during the next phase of the project to link participants in this project, via CANARI's website, with those participating in a similar MacArthur foundation-funded project, *Going from Strength to Strength*, which seeks to build civil society capacity for conservation in Dominican Republic, Haiti, Jamaica and Trinidad and Tobago, which would extend the partnerships to a further 12 civil society organisations (names available on request).

UK partners have been actively engaged through the mechanism of a UK Action Learning Group, which has met on two occasions (September 2009 and January 2010), and comprises representatives of the following organisations:

- Defra
- DFID
- Durrell
- Joint Nature Conservation Committee (JNCC)
- Royal Botanic Gardens, Kew
- RSPB
- UK Overseas Territories Conservation Forum
- UK Overseas Territories Parliamentary Representative

The representative of RSPB on the UK Action Learning Group also participated in the first Caribbean ARLG meeting.

Lessons from the project scoping exercises and national stakeholder workshops were also incorporated in a two-day training programme which CANARI facilitated for JNCC in the UK entitled *Working effectively with the Overseas Territories*.

### **3. Project progress**

Overall, the project has progressed as planned during the first year, though this necessitated some adaptation in methodology (with approval from Defra). National visits and stakeholder meetings being substituted for the first ARLG meeting to increase buy-in at local level, validate the capacity needs, and to identify partner organisations for the trust. However, the consequent delay to the first ARLG meeting, which was not held until Quarter 4, had a knock-on effect on the communication strategy. Now that this has been validated, it will be initiated during Quarter 1 of Year 2.

The launch of the small grants component was delayed because the transfer of funds from the Foundation to CANARI took longer than expected. The Foundation and CANARI also agreed to have a separate contract of services to ensure accountability and transparency. A draft contract is in its last stages of finalisation. The extended level of lucidity resulted in some unexpected delays which in turn affected the disbursements. Things are on track now and no such challenges are anticipated during the Year 2.

### **3.1 Progress in carrying out project activities**

The main activities for Year 1 were achieved in terms of Outputs 1 and 2, namely:

- securing buy-in from a wide range of partners (government and civil society) in the five UKOTs;
- identifying / validating the civil society capacities and capacity needs in the five UK Overseas Territories;
- mobilising 8 of the 10 civil society organisations;
- establishing a regional Action Research Learning Group (ARLG);
- holding the first meeting of the ARLG;
- launching the small grants programme;
- establishing the UK-based Technical Advisory Committee (renamed, at its own request, as the UK Action Learning Group);
- holding two meetings of the UKALG.

However, some activities were adapted, notably the substitution of the first Action Learning Group by a series of national meetings (see Annex 3) based on the need to:

- secure greater buy-in at the local level;
- gain greater insight into the institutional framework for civil society participation in biodiversity conservation and CBD processes;
- validate the capacity needs, which were emerging as both more comprehensive and more urgent than originally envisaged;
- identify partner organisations for the National Trusts in certain UKOTs.

Activities under Outputs 3 and 4 that were delayed by this revised process and the schedule of disbursement of funds were:

- the launching of the small grants, which only took place in Quarter 4; and
- the development and implementation of the communication strategy.

However, it is anticipated that the project will be back on track in these areas within Year 2.

For more details see Annex 1.

### **3.2 Progress towards Project Outputs**

The two main outputs of the project to date are attached at Annexes 3 and 4:

- Summary of the national meetings in the five participating UKOTs;
- Report of the first ARLG meeting, together with 26 Appendices including capacity building materials, documents relating to the small grant programmes, identification of capacity strategy for future ARLGs; and actions to be taken within participating organisations to enhance their organisational capacity.

3.3 Standard Measures

**Table 1 Project Standard Output Measures**

Code No.	Description	Year 1 Total	Year 2 Total	Year 3 Total	Year 4 Total	Total to date	Number planned for this reporting period	Total planned from application
6A	UKOT CSO organisations trained through ARLG	8				8	10	10
6B	Number of training weeks to be provided	1				1	2	
7	Number of (ie. different types - not volume - of material produced) training materials to be produced for use by host country - PowerPoint presentations - Printed handouts - Case study - Memory stick with useful materials - Guidelines	5				5		Not stated
15A	Number of national press releases in host country(ies) Press release/Youtube videos/interviews in Nevis during ARLG	Est. 3				Est. 3		Not specified
15B	Number of local press releases in host country(ies)							
15C	Number of national press releases in UK							
15D	Number of local press releases in UK							
23	Value of resources raised from other sources (ie. in addition to Darwin funding) for project work	£30,000 directly Est. £10,000 indirectly through relevant case study materials etc.				£30,000		

## **Table 2      Publications**

None to date, though the reports at Annexes 3 and 4 will shortly be uploaded to CANARI's website.

### **3.4      Progress towards the project purpose and outcomes**

Outcomes to date include:

- Capacities of 8 CSOs built in:
  - establishing strategic priorities
  - problem analysis
  - converting project objectives into a fundable proposal
  - strategic fundraising and financial sustainability
  - defining Board roles and responsibilities
  - facilitation techniques for engaging diverse stakeholders
- Partnerships between UKOTs and RSPB enhanced
- Enhanced networking between 8 UKOT CSOs and between them and other CSOs in the English-speaking Caribbean

The project rationale and assumptions remain valid, notably the fact that the main CSOs in the UKOTs will have a limited ability to influence and contribute to biodiversity conservation in their countries unless their core organisational functions become more strategic and financially sustainable.

### **3.5      Progress towards impact on biodiversity, sustainable use or equitable sharing of biodiversity benefits**

The direct impact on the goal is not yet measurable.

## **4.      Monitoring, evaluation and lessons**

The project progress has been continuously monitored by CANARI as evidenced by the adaptive measures taken. This is done through regular project team meetings, liaison with project partners and the ARLG and UK ALG meetings.

Indicators of achievement include numbers of persons, organisations and types of stakeholder interests represented at meetings; and evidence of applied learning during and after the meetings, including changes in behaviour and approaches. Additionally, formal meetings have included an oral and/or written evaluation component to validate the relevance of the approach and applicability of learning to the organisational context (see Annex 4 in particular).

CANARI is also in the process of developing an overall monitoring and evaluation framework, with an enhanced focus on outcome mapping, for the organisation as a whole that will then be rolled out at the programme, project and activity level.

However, there was no time at the first ARLG for the full participatory development of a monitoring and evaluation framework, which will now be developed in full at the second ARLG meeting.

Lessons learned during the project to date include:

CANARI's mission – the promotion of equitable participation and effective collaboration in managing the natural resources critical to development – is as relevant to the sustainable development and biodiversity agendas in the UKOTs as elsewhere in the Caribbean.

- Organisations with weak capacity in key strategic areas need ongoing support and mentoring/monitoring; otherwise, they revert to the status quo of focusing on familiar operational tasks. This will be taken into account in the review of small grant funding applications, with local mentoring suggested where deemed necessary.
- UKOT Trusts are over-dependent on a small number of financial funding sources, and particularly their government subsidies (or in the case of BVI, right to levy fees in protected areas), which has rendered them particularly vulnerable during the economic downturn. This is exacerbated by the fact that they cannot access many of the funding opportunities open to CSOs in the rest of the Caribbean for biodiversity conservation (e.g, UNDP GEF small grants; MacArthur Foundation grants) and this does not appear to be fully compensated for by funds being made available by the UK government and European Union. Continued capacity building on how to diversify funding sources will be a focus of the project.
- In several UKOTs, networking with resource users and other CSOs working in areas relating to biodiversity conservation is comparatively weak, which offers scope for creative networking and partnerships. The networking with similar organisations in the other UKOTs and other English-speaking Caribbean islands offers a considerable resource pool of relevant experience and potential support. This will be a focus of the project through ARLG meetings and other CANARI events that can involve the UKOT organisations.

Several National Trusts perceive external support received in the past to have been insufficiently tailored to their real needs and priorities. The pre-proposal consultation and action learning approach of the national meetings and ARLG have contributed to a high level of mutual trust and respect between participating organisations and CANARI. This indicates that the design of programmes and projects that are financed by external sources should be a collective exercise, driven by needs and priorities on the ground.

## **5. Actions taken in response to previous reviews (if applicable)**

Not applicable

## **6. Other comments on progress not covered elsewhere**

The initial difficulties encountered and the corresponding adaptation of the design of the project is outlined above and in various other documents, including the mid-year report and the change request letter.

## **7. Sustainability**

The sustainability of the project will primarily be assured through the enhanced capacity at the national level and the access to a greater network of resources at the regional and international level.

## **8. Dissemination**

National workshop reports have been or will be disseminated in most Territories. However, the dissemination and application of lessons learned and capacities built at the ARLG will occur primarily in Years 2 and 3



## 9. Project Expenditure

**Table 3 Project expenditure during the reporting period (Defra Financial Year 1 April 2009 to 31 March 2010)**

Budget Line Item	Actual £	Budget £	Variance £	Explanations
Human resources				
International travel				
National / local travel				
Accommodation and Per diems				
Workshops / training sessions				
Institutional overheads				
Operating costs				
Other cost (Print guidelines)				
Other cost (Small Grants)				
Total				

## 10. **OPTIONAL: Outstanding achievements of your project during the reporting period (300-400 words maximum). This section may be used for publicity purposes**

[I agree for LTS and the Darwin Secretariat to publish the content of this section](#) (please leave this line in to indicate your agreement to use any material you provide here)

The ARLG immediate evaluations indicate a high degree of success at that meeting (see Annex 4) but we would prefer to write this up as a success story after having evaluated the extent to which lessons have been applied in country, and it is too early to assess this.

## Annex 1 Report of progress and achievements against Logical Framework for Financial Year: 2000/10

Project summary	Measurable Indicators	Progress and Achievements April 2009 - March 2010	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><i>Greater understanding by both government and civil society partners of the role that civil society organisations can play in supporting the goals and implementation of the CBD as a result of the national stakeholder workshops.</i></p>	<p><i>(do not fill not applicable)</i></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). CSO involvement in development and implementation of Island BSAPs and the CBD Island Programme of Work in the 5 Caribbean UKOTs. Effective representation by UKOTs at regional and international fora (CDB COP 10, Commonwealth Heads of Government meeting etc.).</p>	<p>Progress on these indicators limited during the first year, except as noted above and growing awareness of CSOs of the need to engage in formal processes associated with CBD. Capacity assessment resulted in need to focus initially on strengthening core organisational functions such as governance and financial sustainability.</p>	

<p><b>Purpose</b> (insert original project purpose statement)</p> <p>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>Existing capacities and key capacities needed by participants and their partners identified by the end of Year 1.</p> <p>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>At least 4 of the key capacities built or enhanced in at least 8 participating organisations by the end of Year 3.</p>	<p>Existing capacities and key capacities needed identified during Year 1 (for Means of Verification see Annex 3 summary of national meetings and Annex 4 Report of first ARLG for details).</p> <p>Status of Island BSAPs determined in each country but in several cases still in development. Governments open to greater CSO involvement (for Means of Verification see Annex 3 summary of national meetings. RSPB committed additional technical support to further this objective.</p> <p>Capacities build in: establishing strategic priorities; problem analysis; converting project objectives into a fundable proposal; strategic fundraising and financial sustainability; Board roles and responsibilities; and facilitation techniques for engaging diverse stakeholders (for Means of Verification see Annex 4 Report of first ARLG for details).</p>	<p>Second ARLG to be held to address identified highest capacity priorities, e.g.: accessing grant funding; leadership and management; governance structures; Board selection and performance; engaging stakeholders in participatory processes; participatory protected area management.</p> <p>Location and focus of study visit determined and study visit implemented. Ongoing networking and peer exchange via a newsletter and the website.</p>
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<p>Output 1. 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>Capacity assessment of 8 CSOs completed; in two instances (CI and TCI), partner organisation has not been identified. However, wider CSO assessment completed via national workshops.</p> <p>Most ARLG participating organisations identified key actions to be taken with regard to organisational capacity building during first ARLG.</p> <p>Outline of capacity building strategy for remainder of project identified during first ARLG, but will continue to be subject to continuous review and modification based on emerging findings during second ARLG, study visit and small grant outcomes.</p> <p>(MOV for above Annexes 3 and 4)</p>
<p>Output 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>	<p>Each participating organisation taking part in at least 5 capacity building activities of the project.</p> <p>Enhanced governance structures, policies and systems in at least 10 participating CSOs.</p> <p>Enhanced civil society networks in the participating Territories</p>	<p>Participating organisations have taken part in 2 activities to date – national stakeholder meetings and associated visit and first ARLG meeting.</p> <p>NTCI strategic planning meeting resulted in proposed revised governance structure that has now been ratified by the Council.</p> <p>Anguilla national stakeholder meeting resulted in the decision to form the Youth Environmental Society of Anguilla to provide a forum for youth to influence biodiversity conservation after they leave school.</p> <p>The Montserrat Small Business Association identified the need to conduct strategic planning as a result of the first ARLG.</p> <p>Other participating organisations made commitments to changes in or review of Board roles and responsibilities following first ARLG.</p> <p>Partnerships within countries developed or enhanced as a result of national stakeholder meetings.</p> <p>(MOV for above Annexes 3 and 4)</p>
<p>Output 3. UKOT CSO effective involvement in biodiversity conservation enhanced through regional collaboration and the creation of</p>	<p>Each participating CSO involved in at least one wider regional training programme, project or network.</p>	<p>Participating CSOs engaged in first ARLG meeting and enhanced networking with RSPB established</p>

<p>(formal or informal) networks of Caribbean CSOs</p>	<p>Peer mentoring among 10 participating CSOs.</p> <p>Increased communication and networking among Caribbean UKOT CSOs and with CSOs in other Caribbean islands.</p>	<p>Peer mentoring used in first ARLG, both between the UKOT participants and through the use of resource persons (NHCS, SLNT, CANARI, RSPB).</p> <p>Networks between participating organisations established or enhanced, as well as with NHCS and SLNT CSOs in other Caribbean islands and regional organisations receptive to greater UKOT involvement.</p> <p>(MOV for above Annex 4)</p>
<p>Output 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.</p>	<p>Participation of key governmental and private sector participants in project activities in their Territories</p> <p>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>CSOs committed to continued capacity building.</p> <p>CSO capacity building needs reflected in partner programmes.</p>	<p>Government and private sector partners engaged in national stakeholder meetings and also in individual meetings with CANARI representatives and Trust Directors (these meetings are documented internally at CANARI and the Trusts but have not been validated/approved for wider circulation. However, they could be made available to Defra on the understanding that they are not to be externally circulated).</p> <p>Skeleton communication strategy developed at first ARLG.</p> <p>All participating CSOs at ARLG committed to application of learning within their organisations and national networks. Small grants launched, providing potential for organisational capacity building tailored to individual needs.</p> <p>RSPB representative highlighted how useful the ARLG would be in better understanding the context, capacities and capacity needs and therefore informing RSPB's strategic focus in the Caribbean UKOTs.</p> <p>Representatives in the UK- Action Learning Group meeting notes the innovativeness of CANARI's project approach, including the action learning component, and highlighted its potential to be adopted/adapted more widely in UKOT-oriented projects.</p>

<p>Activity 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 <b>monitoring and evaluation framework</b>; 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;</p>	<p>Adapted to Five national visits and stakeholder meetings. 8 CSOs were mobilised for the proposed first regional ARLG meeting in September but several subsequently withdrew and the first ARLG meeting was substituted by 5 national visits by CANARI representatives in November and December 2010 for the reasons outlined in Commonwealth Foundation letter to Defra of 4 September 2009. This resulted in greater buy-in to the project by all stakeholders (government, private sector and CSOs) and clearer identification of priority organisational needs (financial sustainability, establishing strategic priorities, and aspects of leadership and management) which then became the focus of the first ARLG meeting (see Activity 2.1). See Annex 1 for MOV</p>
<p>Activity 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 &amp; 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.</p>	<p>Became the first ARLG meeting Meeting held in Nevis in March 2010 with 17 participants – 12 from UKOT CSOs and five resource persons (two from CANARI, one from SLNT, one from NHCS and one from RSPB).</p> <p>Outputs of the meeting comprise a meeting report with appendices and handouts providing training and reference materials (see Annex 2).</p> <p>Outcomes include:</p> <ul style="list-style-type: none"> <li>• identification of capacities within the participating groups that could be shared with their peers;</li> <li>• identification of the additional priority capacity needs of the participating groups resulting in an outline capacity building strategy to inform the remaining ARLGs;</li> <li>• enhanced capacity of participants in problem analysis and identification of strategic priorities;</li> </ul> <p>enhanced awareness of the participants of the key elements of financial sustainability and initiation of an action plan to enhance the financial sustainability of their own organisations; enhanced awareness of the roles and responsibilities of effective Board members and commitment to enhance effectiveness within their own organisations where necessary;</p> <ul style="list-style-type: none"> <li>• launch of the small grants and peer mentoring programme;</li> <li>• establishment of priorities for future ARLG meetings, study visit and communications.</li> </ul>

Activities 1.3	<p>It is anticipated that the second ARLG will be held in mid-Year 2 with a focus on:</p> <ul style="list-style-type: none"> <li>• accessing grant funding,</li> <li>• leadership and management</li> <li>• governance structures</li> <li>• Board selection and performance</li> <li>• engaging stakeholders in participatory processes</li> <li>• participatory protected area management</li> </ul> <p>Venue yet to be decided, but probably Montserrat to capitalise on CANARI's earlier work there, in conjunction with the Department of the Environment , on participatory management planning for and economic valuation of the Centre Hills.</p>
Activity 2 Study visit:	<p>No activity in Year 1  Expected to be implemented in Year 2 but relevance of Bermudan experience and willingness of local partners needs to be validated before making final choice of venue and focus.</p>
Activity 3 Communication	<p>Internal communication strategy validated at first ARLG (MOV Annex 4)  CANARI case study produced under <i>Going from Strength to Strength</i> project disseminated  Year 2 activities will focus on:</p> <ul style="list-style-type: none"> <li>• Creation of project webpage on CANARI's website including password protected intranet and forum;</li> <li>• Development of first project <b>case study</b> (provisionally either NHCS development of sustainable financing mechanisms of SLNT strategic planning process);</li> <li>• Development of first policy brief, provisionally co-funded by two other CANARI projects, partnerships for capacity building of civil society; organisations for conservation and sustainable livelihoods</li> <li>• Dissemination of two electronic project newsletters.</li> </ul>
Activity 4: Small grants and peer mentoring	<p>Small grant fund launched at first ARLG (MOV Annex 4 and its Appendices 21-23.</p> <p>It is anticipated that in Year 2, the majority of participating organisations will submit their applications and begin implementation.</p>

Activity 5 Monitoring activities	<p>Monitoring is continuous as evidenced by the adaptive measures taken when responses to the first ARLG proved disappointing and in relation to re-prioritising the topics for the meeting that was eventually held in March 2010. CANARI briefly introduced the concept of monitoring outcomes rather than outputs at the first ARLG and it is intended that the second ARLG in Year 2 should encompass the participatory development of a full monitoring and evaluation framework. In the interim, CANARI is using the Logframe as the primary tool for monitoring.</p> <p>A revised workplan is attached at Annex 7.</p>
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## Annex 2 Project's full current logframe

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>	<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). CSO involvement in development and implementation of Island BSAPs and the CBD Island Programme of Work in the 5 Caribbean UKOTs. Effective representation by UKOTs at regional and international fora (CDB COP 10, Commonwealth Heads of Government meeting etc.).</p>	<p>Strategy for CSO participation in CBD implementation in the 5 Caribbean UKOTs. CBD strategies, plans, reports, including on Island BSAPs, Island Biodiversity Programme and COP 10 and preparatory meetings. Participant feedback, feedback from CBD focal points and partner organisations, including regional agencies and UK technical partners. Project communication products. Caribbean UKOT involvement in IUCN Caribbean Programme of Work.</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</p>	<p>Existing capacities and key capacities needed by participants and their partners identified by the end of Year 1. 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. At least 4 of the key capacities built or enhanced in at least 8 participating organisations by the end of Year 3.</p>	<p>Capacity needs assessment Project reports to Darwin. Reports of 4 Action Research and Learning Group (ARLG) meetings, 3 training workshops, study visits or exchanges, small grants and peer mentoring. Annual and other reports of participating CSOs and their partners. Mid and final project evaluation reports.</p>	<p>5 Caribbean UKOT CSOs with sufficient capacity to participate in a 3-year project (in addition to the 5 National Trusts) can be identified. Participants are able to influence policy and practice in their organisations. Government agencies implementing the CBD have the willingness and skills to effectively facilitate civil society participation.</p>

Caribbean region, as well as indirectly by catalysing and coordinating wider civil society participation.			
<b>Outputs</b> (add or delete rows as necessary) 1. Capacity needs of at least 10 Caribbean UKOT CSOs identified and tailored capacity building programme designed.	Capacity assessments of at least 10 CSOs. Development of capacity building strategy for 5 Caribbean UKOTs. Priority capacity building activities for the Darwin project refined.	Completed surveys Capacity needs assessment report Capacity building strategy Plan for Darwin project capacity building activities	No significant change in UKOT context to alter capacity building priorities during the life of the Darwin project.
2. Organisational capacity of at least 10 Caribbean UKOT CSOs enhanced through tailored training and other capacity building to meet the identified priority needs	Each participating organisation taking part in at least 5 capacity building activities of the project. Enhanced governance structures, policies and systems in at least 10 participating CSOs. Enhanced civil society networks in the participating Territories	Reports of 4 ARLG meetings, 3 training workshops, study visits or exchanges Reports of CSO internal meetings (Board, staff or members). 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). Final project capacity assessment.	Participating CSOs have the capacity (including human resource availability) to invest in improving their governance structure and systems.
3. UKOT CSO effective involvement in biodiversity conservation enhanced through regional collaboration and the creation of (formal or informal) networks of Caribbean CSOs	Each participating CSO involved in at least one wider regional training programme, project or network. Peer mentoring among 10 participating CSOs. Increased communication and networking among Caribbean UKOT CSOs and with CSOs in other Caribbean islands.	Reports of 4 ARLG meetings, 3 training workshops, study visits or exchanges Exchanges on intranet and list serves. Plans and reports from CSOs, their partners, and regional agencies. Reports from peer mentoring.	CSOs in other Caribbean islands and regional organisations receptive to greater UKOT involvement.
4. Greater awareness of Caribbean UKOT CSOs and their partners (governments, donors, overseas agencies) of how to facilitate participation	Participation of key governmental and private sector participants in project activities in their Territories Communication strategy developed and implemented with at least 3	Workshop and study visit reports Communication strategy Dissemination list for communications. Plans and reports of CSOs and	CSOs and their partners are open to findings and lessons developed by UKOT CSOs. Donors, overseas partners, and UKOT governments are able to respond within

<p>of civil society in biodiversity conservation.</p>	<p>case studies, 1 policy brief, 2 guidelines, 6 newsletters, project website, intranet and listserv produced and disseminated.          CSOs committed to continued capacity building.          CSO capacity building needs reflected in partner programmes.</p>	<p>partners.          Report assessing project communication</p>	<p>the project timeframe.          Participants are able to influence strategic priority-setting in their organisation.</p>
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**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 Onwards – supplementary material (optional but encouraged as evidence of project achievement)**

The following documents have been enclosed separately with this report.

- **Summary of national meetings**  
([Year 1 Annual Report - Summary of National Meetings \(Project Ref 17-004\).doc](#))
- **ARLG report and appendices**  
([Year 1 Annual Report Appendices \(ref 17-004\).pdf](#))

Annex 7 Revised workplan

Activity	Quarters	Year 1				Year 2				Year 3			
		1	2	3	4	1	2	3	4	1	2	3	4
1. Inception and planning													
1.1 Mobilise 10 Caribbean UKOT CSOs		X	X	X									
1.2 Mobilise partners and establish UK Action Learning Group and, inception meeting			X										
1.3 Establish project team and refine project workplan		X	X										
1.4 Conduct and report on national surveys/stakeholder meetings				x									
2: ARLG meetings and training workshops													
2.1 Plan, facilitate and report on first ARLG meeting and training workshop (Nevis)					x								
2.2 Develop and disseminate capacity needs assessment and capacity building strategy				x									
2.3 Plan, facilitate and report on second ARLG meeting and training workshop (TBD)				X					x				
2.4 Develop strategy for greater CSO participation in Caribbean UKOTs						x	x	x					
2.5 Plan, facilitate and report on third ARLG meeting and training workshop (TBD)												x	
3.1 3: Study visit													
3.2 Study visit to Bermuda (or alternate)							x						
3.3 Additional study visits and exchanges (funded under small grant programme)						X	X	X	X	X	X		
4. Technical Advisory Committee													
4.1 Meetings of Technical Advisory Committee			x	X		X		X		X		X	
5.: Communications													
5.1 Develop communication strategy for the project					x	x							
5.2 Develop and publish case study on Montserrat Centre Hills Project								x	x				
5.3 Develop and publish case study on Bermuda civil society involvement in Islan dBSAP							x	x					
5.4 Develop and publish case study on NHCS						x	x						
5.5 Develop and publish policy brief on civil society participation in CBD in Caribbean UKOTs												X	
5.6 Develop and print guidelines on civil society participation in natural resource management						x							
5.7 Develop and print guidelines on civil society development and management							X						
5.8 Publish electronic project newsletter							X		X		X		X
5.9 Establish and maintain intranet, project website and listserv						X	X	X	X	X	X	X	X



Annex 7 Revised workplan

Activity	Quarters	Year 1				Year 2				Year 3			
		1	2	3	4	1	2	3	4	1	2	3	4
5.1 0 Hold quarterly teleconferences when no meeting taking place			X		X		X		X	X	X		
5.1 1 Issue media releases in UKOTs on project activities		X		X	X	X	X	X	X	X	X	X	X
5.1 2 Evaluate project communication						X			X			X	
6: Small grants and peer mentoring													
6.1 Design small grant and peer mentoring programme and discuss at first ARLG				x	x								
6.2 Refine design of small grant and peer mentoring programme					x								
6.3 Invite small grant applications				X	X	X	X	X					
6.4 Issue funds, CSO implementation of projects and peer mentoring					X	X	X	X	X	X	X		
6.5 Monitoring of small grants and peer mentoring						X	X	X	X	X	X		
6.6 Evaluate small grants and peer mentoring									X			X	
7. Project monitoring, evaluation and closure													
7.1 Participatory development of project monitoring and evaluation framework						x	x	x	x				
7.2 Mid-term evaluation, based on feedback from CANARI/UKOTs at ARLG mtgs and Technical Advisory Committee meetings								x					
7.3 End-of-project evaluation (CANARI/UKOTs at ARLG mtgs and Technical Advisory Committee meetings)													X
7.4 Project evaluation report													X
7.5 Project audit													X
7.6 Develop final project report and submit to Darwin and project stakeholders													X

### ***Checklist for submission***

	Check
<b>Is the report less than 5MB?</b> If so, please email to <a href="mailto:Darwin-Projects@ltsi.co.uk">Darwin-Projects@ltsi.co.uk</a> putting the project number in the Subject line.	Yes
<b>Is your report more than 5MB?</b> If so, please advise <a href="mailto:Darwin-Projects@ltsi.co.uk">Darwin-Projects@ltsi.co.uk</a> that the report will be send by post on CD, putting the project number in the Subject line.	No
<b>Have you included means of verification?</b> You need not submit every project document, but the main outputs and a selection of the others would strengthen the report.	Yes
<b>Do you have hard copies of material you want to submit with the report?</b> If so, please make this clear in the covering email and ensure all material is marked with the project number.	No
Have you involved your partners in preparation of the report and named the main contributors	Yes
Have you completed the Project Expenditure table fully?	Yes
Do not include claim forms or other communications with this report.	