



Darwin Initiative Annual Report

Important note:

To be completed with reference to the Reporting Guidance Notes for Project Leaders: it is expected that this report will be about 10 pages in length, excluding annexes



Submission Deadline: 30 April 2011

1. 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)
Other partner institutions	<p><u>Main partners/beneficiaries</u></p> <ul style="list-style-type: none"> • National Trusts in each of the participating UKOTS • Youth Environmental Society of Anguilla (YESA) • Montserrat Small Business Association (MBSA) • Jost Van Dyke Preservation Society (JvDPS) • Rotaract, Turks and Caicos • Rotaract, Cayman Islands <p><u>Support agencies</u></p> <ul style="list-style-type: none"> • 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><u>Caribbean resource organisations involved to date in peer exchange and learning</u></p> <p><i>Year 1</i></p> <ul style="list-style-type: none"> • Saint Lucia National Trust • Nevis Historical and Conservation Society <p><i>Year 2</i></p> <ul style="list-style-type: none"> • Dutch Caribbean Nature Alliance and Stichting Nationale Parken, Bonaire • Caribbean Network of Fisherfolk Organisations <p><u>UK Action Learning Group partners</u></p> <ul style="list-style-type: none"> • Defra • DFID • Durrell • Joint Nature Conservation Committee (JNCC) • Royal Botanic Gardens, Kew • RSPB • UK Overseas Territories Conservation Forum • UK Overseas Territories Association
Darwin Grant Value	£262,755
Start/end dates of project	1 April 2009 – 31 March 2012
Reporting period	1 April 2010-31 March 2011

Project Leader	Vijay Krishnarayan
Project website	http://www.commonwealthfoundation.com/Areasofwork/Naturalenvironment/DarwinInitiativeinUKCaribbeanTerritories (Commonwealth Foundation and http://www.canari.org/civil_sub3.asp (CANARI))
Report authors, main contributors and date	Vijay Krishnarayan, Stephanie Song, Commonwealth Foundation Sarah McIntosh, Nicole Leotaud, Gillian Cooper, CANARI 25 May 2011:

2. 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.

More recently, the European Commission has announced that it will give an additional €2 million to the conservation and sustainable use of biodiversity and ecosystem services in its Outermost Regions (ORs) and Overseas Countries and Territories (OCTs) under the Voluntary ‘BEST’ scheme for Biodiversity and Ecosystem Services. In announcing this scheme, the EC noted that the EU ORs and OCTs “are home to exceptional biodiversity” and “play host to more endemic species than are found on the whole of continental Europe”.

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 civil society organisations (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.

These problems, which exist throughout the Caribbean small island developing states, are exacerbated in the UKOTs by:

- the even smaller human resource pool with relevant skills;
- the limited number of CSOs;
- the heavy dependence of the main environmental CSOs (the National Trusts) on dwindling and uncertain local government subventions and a limited number of UK-based funding agencies.

The project seeks to address the barriers outlined above through a process of **participatory research, action learning, capacity building** and **peer exchange**, 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 (ARLGs) 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.

3. 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 long-standing 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 a total of £60,000 in additional resources [small grants (£46,000), accommodation and per diems (£5,860) and communication products (£8,140)].

Within CANARI, Sarah McIntosh (CANARI Associate) acts as the Project Manager, with Nicole Leotaud, (Executive Director) providing oversight, advice and co-facilitation of the first ARLG meeting (see Year 1 report). Other CANARI Associates and technical and administrative staff have provided support as follows:

Gillian Cooper, Associate	Coordinator and facilitator, Bonaire study visit; small grant administration and mentoring; co-facilitation of second ARLG meeting.
Keisha Sandy, Technical Officer:	Co-facilitator Bonaire study visit; rapporteur and on-site logistics, second ARLG meeting; management and dissemination of communication products.
Loiza Rauzduel, Technical Officer	Website administration
Patricia Franco, Administrative Officer:	Workshop logistics and general administrative support
Venash Ramberan, Financial Officer:	Financial record-keeping and reporting

Within the Caribbean, the main partnerships that have been established or enhanced under the project are with 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 of the Cayman Islands (NTCI)
- Rotaract, Cayman Islands

Montserrat

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

Turks and Caicos

- Turks and Caicos Islands National Trust (TCINT)
- Rotaract, Turks and Caicos

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 in the national meetings and during ARLG meetings.

Civil society organisations in the Dutch Caribbean and independent islands of the English-speaking Caribbean have also been engaged as resources 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 the two Bonaire conservation organisations, DCNA and STINAPA (drafted, awaiting local validation and peer review)

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

Resource persons contributing to the case study of the Centre Hills case study (part-drafted, awaiting further interviews/validation)

- Sarah Sanders, James Millett, RSPB
- Carol McCauley, Centre Hills Project Manager
- Stephen Mendes, Department of Environment, Montserrat and former local Centre Hills project manager
- Gerard Gray, Director, Department of Environment, 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

Resource organisations contributing to study of the potential of endowment funds to contribute to enhanced financial sustainability in Caribbean CSOs (data collection phase completed, findings in process of being documented and validated/peer reviewed)

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

Lessons from a wide range of Caribbean CSOs were also featured in CANARI Issues Paper no. 1, *Community participation in natural resource management: lessons from Caribbean small island states*, which was co-funded by this project and published during the reporting period.

CANARI is also involved in a number of other regional activities that complement and support this project, including

- acting as Regional Implementation Team for the Caribbean component of the Critical Ecosystem Partnership Fund
- acting as Chair of the recently-formed IUCN Regional Committee of Members in the Caribbean, which is structuring itself in such a way that it can actively engage interested Caribbean OCT members (to date, the only OCT member is from the Dutch Caribbean);
- signing an MOU during the period with the Caribbean Community Climate Change Centre (CCCCC) “for collaboration between the Centre and CANARI, in implementing the mandates of the Centre and CANARI as they relate to communications and building community resilience and adaptive capacities to climate change”. This will complement and support the *Enhancing Capacity for Adaptation to Climate Change in the Caribbean UK Overseas Territories Project* (ECACC) being implemented by CCCCC under funding from DFID.

UK partners have been actively engaged through the mechanism of a UK Action Learning Group, which has met on three occasions (September 2009, January 2010 and September 2010) and is due to meet again in April 2011. 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
- RSPB
- UK Overseas Territories Conservation Forum
- UK Overseas Territories Association.

The representative of RSPB on the UK Action Learning Group also participated in both Caribbean 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.

4. Project Progress

Overall, the project has progressed as planned during the second year, although the uptake of the small grants was slow and really only got off the ground through discussion and mentoring during the Bonaire study visit in December 2010. However, all grantees have now determined their grant focus and the proposals have benefitted significantly from CANARI and partner reviews. Several of the projects focus on strategic planning/prioritisation, an area that was identified as a weakness during the Year 1 national reviews. The second ARLG meeting in March 2011 also provided evidence of application of learning from the first meeting and enhanced networking between participants.

The data collection and interview process for the next three publications (case study of two Bonaire conservation organisations; case study of Centre Hills management planning process; and paper on the potential of endowment funds to contribute to the financial sustainability of biodiversity CSOs) has also taken a bit longer than expected but is now complete, so all three are now in the process of being drafted, validated or peer reviewed, and are expected to be published during the first quarter of Year 3.

Electronic newsletters have not been produced because several of the organisations already have their own newsletters and the preference seems to be for communication via email and the web forum.

4.1 Progress in carrying out project activities

The activities for Year 2 were largely implemented as planned in terms of Outputs 2, 3 and 4 (Output 1 completed in Year 1), namely:

- identification and engagement of partner organisations for the National Trusts in Cayman and Turks and Caicos Islands
- facilitation of study visit to Bonaire in December 2010, involving 9 persons from 9 of the participating organisations, who identified a wide range of lessons and good practices that could be transferred to their UKOT context;
- facilitation of second ARLG meeting in Montserrat in March 2011, with participation of 16 persons from the 10 participating organisations plus 5 resource persons.
- facilitation of two UK Action Learning Group meetings;
- small grant applications finalised for the majority of organisations and contracts issued;
- implementation of first stage of communication strategy including:
 - co-funding drafting, publication and dissemination of Issues paper on *Community participation in natural resource management: lessons from Caribbean small island states*;
 - desk research and interviews conducted for case study of the Centre Hills project as an example of effective participatory planning for biodiversity conservation.
 - field research and interviews conducted for case study of DCNA and STINAPA in Bonaire;
 - desk research and interviews conducted for paper examining the potential of endowment/trust funds to enhance CSO financial sustainability and/or protected areas management; and
 - creation of dedicated webpage and intranet

4.2 Progress towards Project Outputs

The main outputs of the project during the period are attached as follows

- Annex 3: Bonaire Study visit report
- Annex 4 Report on second ARLG meeting
- Annex 5 Minutes of UK ALG meeting held on 13 January 2010
- Annex 6 Minutes of UK ALG meeting held on 10 September 2010
- Annex 7: Issues paper on *Community participation in natural resource management: lessons from Caribbean small island states*;
- Annex 8: Bonaire case study outline
- Annex 9: Endowment fund paper outline and questionnaire
- Annex 10: Small grants programme status report

4.3 Standard Measures

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 from 5 UK OTs	10 from 5 UK OTs			10	10	10 from 5 UK OTs
6B	Number of training weeks to be provided through ARLG and study visit	1	2			3	2	4
7	Number of (i.e. different types - not volume - of material produced) training materials to be produced for use by host country <ul style="list-style-type: none"> • PowerPoint presentations • Resource material handouts • Case study material • Memory stick with resource materials • Guidelines • Small group work 	5	6			5	Not specified	Not specified
14B	Project and issues paper findings presented and discussed at other workshops and conferences under CANARI's Civil Society and Governance and Forests and Livelihoods project as well as disseminated at conferences and meetings attended by CANARI staff		5				Not specified	Not specified
15A	Press release/Youtube videos/interviews in Nevis and Montserrat	Est. 3	2			Est. 3		Not specified

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
15C	Number of national press releases in UK	0	0					
16A	Electronic newsletters planned	0	0				2	6
17A	Informal network being formed by CSOs participating in ARLG has potential to act as dissemination network		1				Not specified	Not specified
19B	Interviews of CANARI staff and ARLG participants by Antigua radio station and Radio Montserrat	1	1					
23	Value of resources raised from other sources (i.e. in addition to Darwin funding) for project work	£30,000 from Commonwealth Foundation Est. £10,000 indirectly through relevant case study materials etc.	£30,000 Commonwealth Foundation Est. £12,5,00 indirectly or in kind - materials funded under other projects and in-kind contribution of resource persons and facilities			£60,000	£30,000 direct £4,300 in-kind	£60,000 direct £19,050 in-kind

Publications

Type (eg journals, manual, CDs)	Detail (title, author, year)	Publishers (name, city)	Available from (eg contact address, website)	Cost £
Issues paper	<i>Community participation in natural resource management: lessons from Caribbean small island states</i> , CANARI, 2010	CANARI, Laventille, Trinidad	http://www.canari.org/docs/Issue%20paper%201%20final.pdf	None

4.4 Progress towards the project purpose and outcomes

Outcomes to date include:

- Learning from first ARLG meeting applied by organisations during the reporting period.
- Capacities built in 10 organisations during the period in:
 - Participatory planning for biodiversity conservation
 - Effective civil society leadership and governance
 - Advocacy to support biodiversity conservation
 - Networking for effective advocacy and policy influence in biodiversity conservation
 - Proposal development
 - Report writing
 - Presentation skills and constructive peer review
- Relationships between Trusts and their selected national partner organisation established or strengthened.
- Relationship of trust between UKOT CSOs and both CANARI and RSPB established.
- Networking between UKOT CSOs further enhanced with commitment to explore formally with their Boards the development of an ongoing regional network for improved policy influence and advocacy at the national, regional and international level.
- Enhanced regional networking between UKOT CSOs and others in the region, including the Dutch 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 nationally, regionally or internationally unless their core organisational functions become more strategic and financially sustainable.

4.5 Progress towards impact on biodiversity, sustainable use or equitable sharing of biodiversity benefits

The direct impact on the goal is not yet measurable but the focus in Year 2 on capacity building on participatory planning for biodiversity conservation and sharing of biodiversity benefits resulted in commitments by the ARLG participants to share and apply relevant tools and methods in their national contexts where possible.

5. Monitoring, evaluation and lessons

The project progress has been continuously monitored by CANARI and adaptive measures taken where necessary (e.g. relaunch and mentoring for small grant programme). 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, the ARLG meeting and study tour included both an oral and a written evaluation component to validate the relevance of the approach and applicability of learning to the organisational context.

CANARI is also in the process of developing an overall monitoring and evaluation framework for its 2011-2015 strategic plan, which will then be rolled out at the programme, project and activity level.

Lessons learned during the period include:

- those documented in Issues Paper No. 1 (see Annex 7), many of which are relevant and applicable not only to community-based organisations but also to other small CSOs such as those that exist in the UKOTs including:
 - developing effective community-based natural resource institutions and organisations requires long-term commitment of resources from donors and partners;
 - better coordination by government agencies and other external partners can help to address resource challenges.
 - the policy and legal framework for community participation in management needs strengthening in the Caribbean - but the absence of it should not be an excuse for doing nothing.
 - in the absence of formal contractual arrangements, development of mutual trust and respect is critical, but this can break down easily with changes of personnel.
 - building on existing community organisations and structures can speed up and improve implementation of natural resource management projects but it is still important to give voice to the wider community.
 - assessing and building capacity for community participation is essential but complex and potentially a lengthy process.
 - start-up organisations need special attention, with small grants combined with mentoring providing a winning combination.
- those documented in the study visit report (see Annex 8), notably in relation to:
 - the value of an enabling legal framework for CSO participation in biodiversity conservation and management of protected areas;
 - the potential of user fees to contribute to financial self sufficiency;
 - identification of several essential ingredients of CSO effectiveness;
 - the role of key leaders in effective advocacy and management;
 - developing organisational models and approaches appropriate for local culture and responding to local needs.

6. Actions taken in response to previous reviews (if applicable)

- Increased participation from TCI and CI secured for activities during Year 2.
- Study visit location switched from Bermuda to Bonaire, in part in response to review comments.
- National meeting in CI suggested to NTCI to assess capacities, capacity needs and power structures but NTCI Board did not perceive this a priority during the period. This will be reassessed and reviewed in Year 3.

7. Other comments on progress not covered elsewhere

CANARI has experienced a period of relatively high staff turnover during Year 1 and 2 of the project but this has not had a negative impact on project implementation as CANARI Associate, Gillian Cooper has been contracted to assist with ARLG and study visit facilitation, Bonaire case study and small grant oversight and new staff member Keisha Sandy is playing an important role as meeting rapporteur combined with some facilitation.

8. Sustainability

It was envisaged at the outset that the sustainability of the project would be assured mainly through enhanced CSO capacity at the national level and the access to a wider network of resources at the regional and international level. However, at ARLG2, it was felt by some participants that a follow-up project will be needed to ensure the development of a strong regional network and maximise its opportunities for policy influence and advocacy.

9. Dissemination

The main channel for dissemination of project results and findings is through CANARI's website, which attracts a high readership both regionally and internationally, particularly from CSO and government technical staff, researchers and post-graduate students. Project outputs will remain on the website for as long as they remain relevant.

For the Issues paper, CANARI identified the main target audiences as policy makers, donors, technical support agencies, private sector Corporate Social Responsibility programmes and non-governmental organisations (NGOs) that support community-based organisations (CBOs). The CBOs themselves were identified as secondary target audiences, with the paper serving as an advocacy and fundraising tool for them. The dissemination strategy included:

- Publication on CANARI website, including feature in news section
- Launch to selected donors, researchers and policy makers attending an international meeting in Trinidad;
- Dissemination via List serves such as GLISPA, CaMPAM and the regional lists managed by Bruce Potter of Island Resources Foundation;
- Circulation to members of Forests and Livelihoods, GFS2S and Darwin ARLGs
- Distribution to IUCN Caribbean members
- Distribution to other relevant persons from CANARI's extensive contact database
- Distribution and discussion of findings at meetings with any of the target audiences.

It is also hoped that a forum discussion of the findings can also be facilitated in Year 2.

10. Project Expenditure

Please expand and complete Table 3.

Table 3 project expenditure during the reporting period (1 April 2010 – 31 March 2011)

Budget Line Item	Year 1			Year 2			Cumulative Year 1 & Year2			Variance/Comments
	Actual	Agreed Year 1 Workplan Budget	Variance against Year 1 budget (amount c/f to Year 2)	Actual	Agreed Year 2 Workplan Budget (without c/f)	Variance against Year 2 budget	Actual	Budget total for Year 1 and Year 2	Variance Total for Year 1&2	
	£	£	£	£	£	£	£	£	£	
Human Resources										
International Travel										There was not the full complement of participants in either the study tour or ARLG and some airfares lower than budgeted
National/local travel										Low local travel costs in Montserrat and Bonaire
Accommodation and per diems										Fewer participants at ARLG and study tour and Canari secured inexpensive accommodation/meals in Montserrat and Bonaire

Budget Line Item	Year 1			Year 2			Cumulative Year 1 & Year2			Variance/Comments
Workshops/training sessions										Expenses under-allocated in the original budget
Institutional overheads										Expenses under-allocated in the original budget
Other (Operating costs)										Expenses under-allocated in the original budget
Other cost (Print Guidelines)										
Other cost (Small Grants)										Expenses under-allocated in the original budget
Total										

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

Annex 1: Report of progress and achievements against Logical Framework for Financial Year 2010-2011

Project summary	Measurable Indicators	Progress and Achievements April 2010 - March 2011	Actions required/planned for next period
<p>Goal: <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>Some progress in terms of built CSO organisational capacity to participate in the development of national policy processes as well as to manage protected areas.</p>	
<p>Sub-Goal: 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 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>Participating CSOs reported continuing involvement in biodiversity conservation advocacy and requested additional training/peer exchange in communications skills during Year 3 to further enhance this</p> <p>Opportunities for policy influence, whether locally or in the UK, were perceived to be limited during the period but the creation of an ongoing informal network of the participating CSOs is in part designed to strengthen policy influence.</p> <p>ARLG participants expressed the opinion that they have limited opportunities generally to influence UK biodiversity conservation policy as it is usually only government agencies that are consulted.</p> <p>All MOV Annex 4)</p> <p>None of the ARLG participating organisations were represented at CBD COP 10.</p>	<p>Implementation of small grant projects, closely monitored and supported by CANARI.</p> <p>Testing of potential for systematic networking between Caribbean UKOT CSOs involved in biodiversity conservation for improved advocacy and policy influence at the national, regional and international levels.</p> <p>Further discussion between CSO participants and project partners on the desirability and focus of a follow-on project.</p> <p>Facilitation of third ARLG meeting to include</p> <ul style="list-style-type: none"> ○ Analysis of project results ○ Analysis of continuing barriers to effective CSO participation in implementing CBD objectives and possible solutions ○ Field analysis of BVI model of CSO involvement in protected areas management.

Project summary	Measurable Indicators	Progress and Achievements April 2010 - March 2011	Actions required/planned for next period
			<ul style="list-style-type: none"> ○ Capacity building including (provisionally): <ul style="list-style-type: none"> ○ developing and implementing effective communication strategies ○ fundraising and donor relations ○ volunteer mobilisation and management <p>Publication and dissemination of communication products including</p> <ul style="list-style-type: none"> ○ Centre Hills case study ○ Bonaire case study ○ Endowment fund paper (all being drafted currently) <p>Research, publication and dissemination of:</p> <ul style="list-style-type: none"> ○ Two guidelines or toolkits (provisionally on participatory planning for natural resource management and effective communication and advocacy) ○ A policy brief summarising the project findings and lessons learned. <p>Testing of intranet and forum on website as a means of enhancing networking between UKOT CSOs and between them and other CSO partners in the region.</p> <p>Explore with UK ALG members potential spaces and channels for CSOs to influence UK policy.</p>

Project summary	Measurable Indicators	Progress and Achievements April 2010 - March 2011	Actions required/planned for next period
<p>Purpose 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 & 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>Capacities and capacity needs assessment completed in Year 1 but continues to be updated during ARLG and small grant interactions.</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.</p> <p>RSPB committed additional technical support to further this objective.</p> <p>Capacities built in 10 organisations during the period in:</p> <ol style="list-style-type: none"> 1. Participatory planning for biodiversity conservation 2. Effective civil society leadership and governance 3. Advocacy to support biodiversity conservation 4. Networking for effective advocacy and policy influence 5. Report writing 6. Presentation skills and constructive peer review (for MOV see Annex 4). 	<p>Implementation of small grant projects, closely monitored and supported by CANARI.</p> <p>Testing of potential for systematic networking between Caribbean UKOT CSOs involved in biodiversity conservation for improved advocacy and policy influence at the national, regional and international levels.</p> <p>Further discussion between CSO participants and project partners on the desirability and focus of a follow-on project.</p> <p>Facilitation of third ARLG meeting to include</p> <ul style="list-style-type: none"> ○ Analysis of project results ○ Analysis of continuing barriers to effective CSO participation in implementing CBD objectives and possible solutions ○ Field analysis of BVI model of CSO involvement in protected areas management. ○ Capacity building including (provisionally): <ul style="list-style-type: none"> ○ developing and implementing effective communication strategies ○ fundraising and donor relations ○ volunteer mobilisation and management

Project summary	Measurable Indicators	Progress and Achievements April 2010 - March 2011	Actions required/planned for next period
			<p>Publication and dissemination of communication products including</p> <ul style="list-style-type: none"> ○ Centre Hills case study ○ Bonaire case study ○ Endowment fund paper (all being drafted currently) <p>Research, publication and dissemination of:</p> <ul style="list-style-type: none"> ○ Two guidelines or toolkits (provisionally on participatory planning for natural resource management and effective communication and advocacy) ○ A policy brief summarising the project findings and lessons learned. <p>Testing of intranet and forum on website as a means of enhancing networking between UKOT CSOs and between them and other CSO partners in the region.</p>

Project summary	Measurable Indicators	Progress and Achievements April 2010 - March 2011
<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>The remaining two partner organisations for CI and TCI were identified - in both cases, Rotaract Clubs. Their capacity needs have been discussed and relate mainly to improved understanding of the role they can play as partners in biodiversity conservation and tools and methods for participatory planning for natural resource management, which was addressed during the second ARLG meeting. As Rotaract Clubs comprise young professionals working in the private sector, they also add to the pool of collective pool expertise for peer exchange and learning.</p> <p>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 the period. This will be reviewed again during Year 3.</p> <p>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.</p> <p>ARLG2 also confirmed that the main capacity challenge 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.</p> <p>(MOV for above Annex 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>The participating organisations took part in 2 major capacity building/action learning/peer exchange activities during the year – the Bonaire Study Visit (9 organisations) and the second ARLG meeting (10 organisations). (MOV Annexes 3 and 4)</p> <p>Application of learning/competencies built during ARLG1 was reported on in ARLG2 and included:</p> <ul style="list-style-type: none"> • Implementation of staff job descriptions and performance review system; • Implementation of financial diversification strategies (to address reduced government subventions and/or revenue from fees) –

Project summary	Measurable Indicators	Progress and Achievements April 2010 - March 2011
	<p>Enhanced civil society networks in the participating Territories</p>	<p>although most organisations acknowledged that this is still a work in progress. Includes proposal for new fee structure in BVI.</p> <ul style="list-style-type: none"> • Development of a strategic financial plan to support the strategic plan (ANT) • Improved financial management systems and support (TCINT) <p>MOV Annex 4</p> <p>Capacity of the participating organisations was built in the following areas through the study visit and second ARLG</p> <ul style="list-style-type: none"> • Participatory natural resource planning, including stakeholder identification and stakeholder mobilisation (Centre Hills field study and facilitated learning) • Effective leadership in a rapidly changing world (Bonaire study visit and facilitated learning) • Understanding of effective management structures and processes for CSO management of protected areas (Bonaire study visit) • Effective advocacy • The role of networks in advocacy and policy influence. <p>MOV Annex 4</p> <p>Partnerships within each country continued to be consolidated with joint small grant proposals being developed in Cayman Islands, Montserrat, Turks and Caicos and BVI.</p> <p>Small grant proposal outlines and contracts were finalised for 7 organisations, with the remaining 3 proposals in an advanced stage of development and likely to be finalised in April/May 2011. Most include components relating to improving governance structures and/or enhanced capacity to participate in advocacy and policy development for biodiversity conservation. MOV- Annex 10.</p>

Project summary	Measurable Indicators	Progress and Achievements April 2010 - March 2011
<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>Each participating CSO involved in at least one wider regional training programme, project or network.</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>Both the second ARLG and the Bonaire study visit contributed to enhanced regional networking between the UKOTs and between the UKOTs and other Caribbean countries. They also provided good practice models of CSO management of protected areas and effective regional and international networking for improved funding and policy influence at the local, regional and international levels. Inspired in particular by the examples of the Dutch Nature Conservation Alliance and the Caribbean Network of Fisherfolk Organisation, participants at the second ARLG agreed in principle to the formation of an initially loose network of their organisations to test the effectiveness of networking and advocacy to secure more funding and influence local and UK policy, with the first step being to secure the buy-in of their respective Boards. (MOV Annexes 3 and 4)</p> <p>Participants also reported at ARLG2 on the following collaborative regional activities:</p> <ul style="list-style-type: none"> • TCNT, NTCI and BVINPT are collaborating within the framework of the EU-funded <i>Management of Protected Areas for Sustainable Economies</i> project • Participants from BVINPT and CINT took part in the Invasive Predator Management workshop hosted by JvDPS. • Good practices/lessons about feral animal control being shared through RSPB, which is also working with several of the National Trusts/Depts of Environment. <p>Peer mentoring and exchange again used in second ARLG, both between the UKOT participants and through the use of resource persons (CNFO, CANARI, RSPB).</p> <p>(MOV for above Annex 4)</p>
<p>Output 4.</p> <p>Greater awareness of Caribbean UKOT CSOs and their partners (governments, donors, overseas agencies) of how to facilitate</p>	<p>Participation of key government and private sector participants in project activities in their Territories</p>	<p>Participation of key government agencies (Environment, Agriculture, Forestry) in the ARLG Montserrat field visit and panel discussion (MOV Annex 4).</p>

Project summary	Measurable Indicators	Progress and Achievements April 2010 - March 2011
<p>participation of civil society in biodiversity conservation.</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>Communication strategy implemented as follows:</p> <ul style="list-style-type: none"> • Publication and dissemination (within OTs, wider Caribbean and UK and via CANARI website) of co-funded Issues Paper <i>Community participation in natural resource management: lessons from Caribbean small island states</i> (MOV Annex 7) • Dedicated project webpage uploaded onto CANARI website, providing access to all major project documents (MOV http://www.canari.org/civil_sub3.asp). • Desk research and interviews conducted for case study of the Centre Hills project as an example of good practice in participatory planning for biodiversity conservation. (MOV list of interviewees in Section 3 above) • Field research and interviews conducted for case study of DCNA and STINAPA (MOV paper outline at Annex 8) • Desk research and interviews conducted for paper examining the potential of endowment/trust funds to enhance CSO financial sustainability and/or protected areas management (MOV paper outline and questionnaire at Annex 9 and list of interviewees in Section 3 above) • Areas for potential collective advocacy identified at ARLG2 (MOV Annex 4). <p>Maintenance of close links between this project and those being designed by RSPB in the Caribbean UKOTs.</p> <p>Two further UK Action Learning Group meetings held and noted as valuable by participants. (MOV see Annexes 5 and 6)</p>

Project summary	Progress and Achievements April 2010 - March 2011
<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"> • 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; 	<p>Adapted to five national visits and stakeholder meetings, four completed and reported on in Year 1, CI one still outstanding and unclear whether there is local support for this. Second ARLG held in Montserrat in Year 2 (see below).</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"> • 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. 	<p>Became the first ARLG meeting, held in Nevis and completed and reported on in Year 1.</p>

Project summary	Progress and Achievements April 2010 - March 2011
<p>Activities 1.3</p> <p>Third ARLG meeting & organisational development workshop: Nevis; 4 days; to focus on:</p> <ul style="list-style-type: none"> • 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. 	<p>Third 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 Annex 4).and handouts providing training and reference materials</p> <p>Other results include:</p> <ul style="list-style-type: none"> • Enhanced capacity of participants in: <ul style="list-style-type: none"> ○ Participatory planning for biodiversity conservation ○ 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 • 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. • Agreement to start extranet (private) section of the project webpage for exchange of information and facilitated forums/dialogue. • Small grant focus clarified for all organisations. • Trust and mutual respect built between CANARI and the partners, as evidenced by open discussions and willingness of grantees to amend their approaches in response to CANARI suggestions. • Relationship between CANARI and RSPB further strengthened.
<p>Activity 2 Study visit:</p> <p>The study visit will be open to 2 persons per Caribbean UKOT. Study</p>	<p>Study visit to Bonaire conducted in December 2010 with 9 UKOT</p>

Project summary	Progress and Achievements April 2010 - March 2011
<p>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"> 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 disable civil society involvement in implementing the CBD commitments; 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. 	<p>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 (MOV Annex 3). The findings of the meeting together with additional desk research and interviews will also provide the basis for the full case study of the STINAPA and DCNA models of CSO involvement in biodiversity conservation in European OTs.</p> <p>Other results include:</p> <ul style="list-style-type: none"> Improved networking between UK and Dutch OT CSOs; Identification of enabling factors for effective CSO networking and management of protected areas in the Dutch Caribbean; Identification of key ingredients of CSO effectiveness.
<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 case studies published electronically on:</p> <ul style="list-style-type: none"> 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) <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 policy brief summarising the project findings, targeting policy- and</p>	<ul style="list-style-type: none"> Publication and dissemination (within OTs, wider Caribbean and UK and via CANARI website) of co-funded Issues Paper <i>Community participation in natural resource management: lessons from Caribbean small island states</i> (MOV Annex 7) Dedicated project webpage uploaded onto CANARI website, providing access to all major project documents (MOV http://www.canari.org/civil_sub3.asp). Desk research and interviews conducted for case study of the Centre Hills project as an example of effective participatory planning for biodiversity conservation. (MOV list of interviewees in Section 3 above) Field research and interviews conducted for case study of DCNA and STINAPA (MOV paper outline at Annex 8) Desk research and interviews conducted for paper examining the potential of endowment/trust funds to enhance CSO financial sustainability and/or protected areas management (MOV paper outline and questionnaire at Annex 9 and list of contributors in Section 3 above).

Project summary	Progress and Achievements April 2010 - March 2011
<p>decision makers, published electronically</p> <p>3.3 Two guidelines booklets published in both hard and electronic format, provisionally on:</p> <ul style="list-style-type: none"> • Civil society participation in natural resource management • Civil society development and management <p>3.4 At least 6 newsletters published electronically</p> <p>3.5 Intranet, listserv and project website</p> <p>3.6 Media releases in the UKOTs and wider Caribbean</p> <p>3.7 Regional and international conference presentations and journal articles by CANARI staff and other participants, as opportunities present themselves.</p>	<ul style="list-style-type: none"> • Case studies of participatory forest management completed and available from http://www.canari.org/casestudies.asp • Second case study under <i>Going from strength to strength</i> drafted in Spanish on the network, Consorcio Ambiental Dominicano –due for publication in Spanish and English in quarter 1 of Year 3.
<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>	<ul style="list-style-type: none"> • Small grant focus clarified for all organisations. • Applications submitted from 7 organisations, individually or in partnership and 5 approved during the period. • Mentoring provided in proposal development and clarification of strategic planning processes, suitable facilitators etc. <p>(MOV Annex 10)</p>

Project summary	Progress and Achievements April 2010 - March 2011
<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>CANARI monitoring of results is continuous as evidenced by the adaptive measures taken to re-stimulate interest in the small grants programme and to mentor participants in their proposal development.</p> <p>ARLG2 provided an opportunity to for participatory the application of learning from ARLG1 and the impacts on participating organisations.</p> <p>CANARI also continues to stress to participants the importance of monitoring outcomes as well as outputs and to report accordingly rather than just focusing on activities.</p> <p>There is general consensus that the Logframe is providing a good basis for monitoring.</p>

Annex 2 Project's full current logframe

Project summary	Measurable Indicators	Means of verification	Important Assumptions
<p>Goal:</p>			
<p>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>Sub-Goal: 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"> • 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.). 	<ul style="list-style-type: none"> • 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>Purpose: 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 & Caicos), including the 5</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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.

<p>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>Island Programme of Work in the Caribbean UKOTs by the end of Year 2.</p> <ul style="list-style-type: none"> At least 4 of the key capacities built or enhanced in at least 8 participating organisations by the end of Year 3. 	<p>peer mentoring.</p> <ul style="list-style-type: none"> Annual and other reports of participating CSOs and their partners. Mid and final project evaluation reports. 	<ul style="list-style-type: none"> Government agencies implementing the CBD have the willingness and skills to effectively facilitate civil society participation.
<p>Outputs (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"> 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. 	<ul style="list-style-type: none"> Completed surveys Capacity needs assessment report Capacity building strategy Plan for Darwin project capacity building activities 	<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"> 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 	<ul style="list-style-type: none"> 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. 	<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 informal) networks of Caribbean CSOs</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<p>CSOs in other Caribbean islands and regional organisations receptive to greater UKOT involvement.</p>
<p>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>	<ul style="list-style-type: none"> • Participation of key governmental and private sector participants in project activities in their Territories • 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. • CSOs committed to continued capacity building. • CSO capacity building needs reflected in partner programmes. 	<ul style="list-style-type: none"> • Workshop and study visit reports • Communication strategy • Dissemination list for communications. • Plans and reports of CSOs and partners. • Report assessing project communication 	<ul style="list-style-type: none"> • 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 the project timeframe. • Participants are able to influence strategic priority-setting in their organisation.

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.