



17-004

Submit by Monday 1 December 2008

DARWIN INITIATIVE APPLICATION FOR GRANT FOR ROUND 16: STAGE 2

Please read the Guidance Notes before completing this form. Where no word limits are given, the size of the box is a guide to the amount of information required. Information to be extracted to the database is highlighted blue.

1. Name and address of organisation (NB: Notification of results will be by post)

Name: The Commonwealth Foundation	Address: Marlborough House London SW1Y 5HY
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2. Project title (not exceeding 10 words)

Building civil society capacity for conservation in the Caribbean UKOTs.
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3. Project dates, duration and total Darwin Initiative Grant requested

Proposed start date: 1 April 2009		Duration of project: 3 years		End date: 31 March 2012	
Darwin funding requested	2009/10 £117,150	2010/11 £88,140	2011/2012 £54,965	2012/13 £2,500	Total £262,755

4. Define the purpose of the project (extracted from logframe)

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 can 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.
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5. Principals in project. Please provide a one page CV for each of these named individuals. You may copy and paste this table if you need to provide details of more than one overseas project partner.

Details	Project Leader	Main project partner and co-ordinator in host country/ies	Main project partner and co-ordinator in host country/ies
Surname	Krishnarayan	McIntosh	Leotaud
Forename (s)	Vijay	Sarah	Nicole
Post held	Deputy Director	Executive Director	Programme Officer
Institution (if different to above)	Commonwealth Foundation	CANARI	CANARI
Department			
Telephone			
Email			

6. Has your organisation received funding under the Darwin Initiative before? If so, give details.

Reference No	Project Leader	Title

7. IF YOU ANSWERED 'NO' TO QUESTION 6 describe briefly the aims, activities and achievements of your organisation. (Large institutions please note that this should describe your unit or department)

Aims (50 words)

The Foundation works to enhance the role of civil society organisations in governance, democracy, sustainable development and culture by strengthening their institutional and human capacity, and creating opportunity and space for partnership, participation, advice and leadership, thereby achieving lasting improvements in the lives of Commonwealth people.

Activities (50 words)

The Foundation supports activities in four programme areas through influencing civil society's input into key policy and decision making fora, undertaking project work, including capacity building, in conjunction with a range of civil society partners and overseeing a small grants programme .

Achievements (50 words)

Over its 43 year history, the Foundation has strengthened civil society's capacity to engage with governments and promote their interests in the fields of sustainable development, good governance, culture and diversity.

8. Please list the UK/collaborative (where there are partners in addition to the applicant organisation) and host country partners that will be involved, and explain their roles and responsibilities in the project. Describe the extent of their involvement at all stages, including project development. This section should illustrate the capacity of host country partners to be involved in the project. Please provide written evidence of partnerships. Please copy/delete boxes for more or fewer partnerships.

<p>Partner Name:</p> <p>Caribbean Natural Resources Institute (CANARI)</p>	<p>Details (including roles and responsibilities and capacity to engage with the project):</p> <p>CANARI will provide regional project coordination and facilitation of all the proposed activities in the region, as well as providing in-kind support through case studies and training materials developed under other projects.</p> <p>CANARI has over 25 years experience of conducting research into and building capacity for effective participatory biodiversity conservation in the Caribbean region. Current CANARI projects and recent activities from which lessons will be drawn include:</p> <ul style="list-style-type: none"> • Facilitation of the CBD regional capacity development workshop for the Caribbean on NBSAPs, mainstreaming of biodiversity and integration of climate change (November 2008). • Implementation of the MacArthur Foundation-funded <i>Going from strength to strength</i> project focusing on building the capacity of 12 key civil society organisations engaged in biodiversity conservation in Dominican Republic, Haiti, Jamaica and Trinidad & Tobago, and specifically contribution of 2 case studies of effective NGO management (ongoing US\$350,000 project). • Development of research, capacity building and communications agendas for mitigation of and adaptation to the impacts of climate change in Caribbean islands (in press, output of MacArthur Foundation-funded regional assessment of the impacts of climate change on biodiversity). • Experience of facilitating strategic planning and organisational development workshops involving many of the leading conservation organisations in the region (e.g. Environment Tobago, Environmental Awareness Group Antigua, Anguilla National Trust, Jamaica Conservation and Development Trust, Nevis Historical and Conservation Society, Nature Seekers Trinidad); • Experience of facilitating participatory protected areas planning processes for governments (e.g. Aripo Savannas Trinidad; Centre Hills Montserrat); • Case studies of effective civil society participation in natural resource management (e.g. <i>The People and the Sea</i> project; Community based tourism initiatives in the Windward Islands; case studies under CANARI's Forest and Livelihoods programme).
<p>Participating National Trusts and other CSOs in the Caribbean UKOTs</p>	<p>Through the Action Learning and Research process, participating National Trusts and other CSOs will also play a critical role in the design, implementation and evaluation of the project and contribute their human resources.</p>

<p>Technical Advisory Committee</p>	<p>The Foundation also intends to invite a few key UK/international organisations with whom it or CANARI has worked closely in the Caribbean region (e.g. CBD Secretariat, RSPB, Kew, JNCC, IUCN Caribbean) to serve on a Technical Advisory Committee. This will facilitate coordination with other capacity building that is taking place within the Caribbean UKOTs and catalyse additional, complementary support.</p> <p>Communication will be facilitated electronically, via telephone, via meetings held in the UK and opportunistic meetings in the OTs.</p>
<p>Caribbean UKOT government agencies</p>	<p>Government agencies in the Caribbean UKOTs, in particular the Departments of Environment and the CBD focal points, will be consulted and informed throughout the project, including via participation in events being held in their respective Territories.</p>

9a. Have you consulted stakeholders not already mentioned above? Yes No

If yes, please give details:

The initial consultation took place during the IUCN Conference in Reunion in June 2008 and involved CANARI, civil society and government stakeholders in the Caribbean UKOTs and Bermuda, as well as UK agencies such as RSPB and Kew.

Subsequent discussions have taken place with the Executive Director or President of the National Trusts in all 5 Caribbean UKOTs, who identified, via questionnaire and/or phone interview, their priority capacity building needs in three core areas:

- participatory tools and methods
- organisational development
- networking, partnerships and building strategic alliances.

Feedback was not received from all Bermuda CSOs contacted, but the one response received indicated that CSO capacity was much higher in Bermuda so participation might not be valuable. The writer also suggested that there might be valuable case study material in Bermuda, in spite of the fact that the institutional framework and enabling environment differ from those in the Caribbean UKOTs. The project design was adjusted accordingly, which results in a significant reduction in the proposed project cost (2 fewer organisations throughout and elimination of the highest airfares).

Additional telephone interviews were also held with, and some written comments received from, key partners in the UK (RSPB, JNCC) and the CBD Secretariat to validate the project approach and refine specific capacity needs of Caribbean UKOT CSOs.

9b. Do you intend to consult other stakeholders? Yes No If

yes, please give details:

CANARI and the participating CSOs will conduct a more systematic stakeholder identification and analysis, at the international, regional and Territory level, during the first ARLG meeting, with a view to identifying the key stakeholders who should be consulted and who should participate in the project.

9c. Have you had any (other) contact with the government not already stated? Yes No

If yes, please give details:

The Commonwealth Foundation has advised the FCO offices in the relevant UKOTs of this proposal.

9d. Is any liaison proposed with the CBD/CMS/CITES focal point in the host country? Yes No

If yes, please give details:

A close relationship exists between CANARI and the CBD Secretariat, as a result of CANARI's facilitation and input into the design of the recent regional CBD NBSAP workshop. The CBD has indicated its support for the project (see attached letter). Representatives of several of the Caribbean UKOT Environment Departments, within which the responsibility for the implementation of the Conventions resides, participated in the discussions about and crafting of recommendations regarding civil society at the IUCN meeting in Reunion Island. CANARI will ensure that the appropriate persons continue to be consulted for their input on civil society capacity needs to support the implementation of the Conventions and advised on project progress. They will also be kept informed of project progress and be integral parts of any meetings held in their respective Territories.

PROJECT DETAILS

10. Please provide a Concept note (Max 1,000 words) (repeat from Stage 1, with changes highlighted)

Concept note (maximum 1,000 words). Describe the problem to be addressed, explain why it is a priority for the host country and how its resolution will improve host country ability to meet its obligations under CBD/CMS/CITES. The proposed strategy and its intended outcomes should be described adequately, including justification for and brief details of the contribution of each UK and host country partner.

The recent House of Commons Environmental Audit report noted that the biodiversity in the UKOTs is as valuable - and at a greater risk of loss - than biodiversity in the UK. It described the situation as "the eleventh hour for many species" and strongly urged the 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 Reunion emphasised that civil society participation is essential to biodiversity conservation, including obligations under Conventions such as CBD. This includes important roles in policy development, planning, research and monitoring, on-the-ground biodiversity conservation, advocacy, communication and public awareness and education. Strong CSOs also play a critical role in catalysing, facilitating and coordinating wider civil society participation in biodiversity conservation.

In the five Caribbean UKOTs, this role falls primarily to the National Trusts. They are called upon to play a critical but complex role, combining partnership with government agencies, mobilisation of other civil society actors, while maintaining their independence to voice the concerns of their members. The Trusts have therefore been selected as the primary beneficiaries of this project, together with the few other NGOs in the Territories with comparable levels of capacity and similar capacity needs. Bermuda will be also used as the focus of a case study and study visit to examine the role played by civil society in developing and implementing the Island Biodiversity Strategy and Action Plan.

Research conducted by CANARI (see <http://www.canari.org/policybrief7.pdf>) identified several important barriers to equitable and effective civil society participation in 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.

The Foundation has therefore identified three core areas of capacity that CANARI is uniquely positioned to facilitate in the Caribbean UKOTs and which complement the technical conservation skills needed for civil society to contribute effectively to biodiversity conservation:

- capacity to participate in, mobilise for, and facilitate the participatory decision-making and management processes that are essential to ensure equitable and effective engagement of all relevant civil society stakeholders;
- core organisational development and management skills;
- access to, and capacity to participate in, local, regional and international networks, as well as capacity to form and sustain strategic alliances and partnerships.

How will this project improve the host countries' ability to meet its obligations under CBD?

This project will equip a core group of CSOs in the five Caribbean UKOTs with the knowledge, skills and capacity to effectively partner with government in the implementation of their Territories' obligations under the CBD, including the CBD Island Programme of Work, and to mobilise wider civil society input and participation. Having CSOs with the necessary resources and competencies to play an effective role in partnership with government agencies and the private sector, together with broader civil society stakeholder participation, will result in a more robust response to the implementation of these instruments.

The project has three complementary components, collectively designed to enhance civil society participation in biodiversity conservation and the implementation of obligations under the Conventions

a) **identification of the key enabling factors, at both the institutional and organisational level, for effective civil society participation** through analysis of :

- the roles currently and potentially played by CSOs in biodiversity conservation in the participating Territories;
- which governance arrangements work best for biodiversity conservation and why;
- the key factors in existing institutional arrangements that facilitate or hinder effective CSO participation in governance;
- the capacities that CSOs need in order to contribute;
- the most effective strategies, tools and methods for civil society capacity building.

b) **Capacity building of the 5 National Trusts, 5 other national-level CSOs, and indirectly all other civil society stakeholders, in the Caribbean UKOTs to effectively participate in biodiversity conservation** through:

- implementation of an innovative Action Research and Learning Group programme, including cross-learning, information sharing, externally-facilitated training, study and field visits, small grants, networking and case studies, which leverages and builds on the existing capacity within the group;
- building participants' capacity to act as catalysts, change agents and facilitators for wider dissemination of lessons, tools and methods to the other stakeholders within their networks and institutions, regionally and nationally;

- dissemination of best practice case studies and guidelines to participating organisations and to their government and civil society partners;
- design and facilitation of regional, national and local training programmes and seminars based on the tools and methods identified through the project, by CANARI, other participating CSOs, and specialist consultants.

c) **to build a regional network of civil society stakeholders engaged in biodiversity conservation:**

This activity addresses the need for greater regional collaboration identified by the UKOTs in Reunion, which specifically recommended that CSOs “*strengthen regional collaboration, enhance technical capacity and strengthen advocacy through development and enhancement of networks of civil society organisations and development of strategic alliances and partnerships.*” It will be achieved through:

- quarterly teleconferences, project intranet, webpage and e-list;
- interaction with conservation organisations in the wider Caribbean, e.g. through:
 - workshops/meetings in other Caribbean countries;
 - joint electronic exchange forum with participants in the *Going from strength to strength* project;
 - study visit to Bermuda; and
 - option to use small grant funding for regional workshops or exchange visits;
 - peer mentoring.

Partner roles and responsibilities are described under Section 8 above.

11a. Is this a new initiative or a development of existing work (funded through any source)?

Please give details:

This project will build on and complement a project called ‘*Going from strength to strength*’ which CANARI is undertaking in other Caribbean locations with the financial assistance of the MacArthur Foundation to the value of \$350,000 US over 3 years (2008-2010). It will also draw on the findings of a €900,000 EU-funded project entitled *Improving governance through civil society involvement in natural resource management in the Caribbean* (2001-2006)

11b. Are you aware of any other individuals/organisations/Darwin Initiative projects carrying out similar work?

Yes No

If yes, please give details explaining similarities and differences, and explaining how your work will be additional to this work and what attempts have been/will be made to co-operate with and learn lessons from such work for mutual benefits:

There are a number of technical capacity building initiatives that have taken/are taking place in the Caribbean UKOTs involving CSOs, implemented by agencies such as RSPB, Durrell, Kew, UKOTCF. CANARI has been contracted to facilitate participatory processes for a number of these, which has helped to highlight for all concerned the complementary benefits that would accrue from strengthening the participatory skills and core management structures of CSOs. The proposed Technical Advisory Committee of these partners reflects the desire to adopt a coherent approach to CSO capacity building in these Territories.

12. Please indicate which of the following biodiversity conventions your project will contribute to: -

At least one must be selected.

- Only indicate the conventions that your project is directly contributing to.

- No additional significance will be ascribed for projects that report contributions to more than one convention

Convention on Biological Diversity (CBD)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CITES	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Not specifically though built capacity
Convention on Migratory Species (CMS)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No should assist with these too.

What problem is this project addressing and how was it identified? (150 words)

In line with the problem statement outlined in the concept note above, the message from Reunion succinctly summarises the problems and needs addressed by this project: *“Biodiversity loss and climate change cannot be addressed effectively unless the link between people, biodiversity and climate change is recognized. This requires the involvement of policy-makers, civil society, scientists, private sector and the general public. Targeted capacity-building tailored to the needs of the ORs and OCTs, in addition to significantly improved communication between the scientific community, civil society as well as policy and decision-makers are essential to develop appropriate responses.”* It further adds *“The involvement of civil society in environmental decision making in the ORs and OCTs requires a philosophical shift and new approaches....The technical capacity of local organizations must be enhanced and advocacy strengthened... Moreover public consultations should be made more transparent and accessible”.*

What will change as a result of this project? (150 words)

The project's main contribution will be to enhance the capacity of the 10 identified CSOs to directly support the implementation of the CBD 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 CSOs will also be able to give greater voice to the needs and issues facing Caribbean UKOTs. The relationships built among the CSOs will facilitate joint lobbying for consideration of Caribbean UKOT issues in regional and international processes for biodiversity conservation (including at CBD COPs). This will contribute to greater inclusion of Caribbean UKOTs and their CSOs in development and implementation of national, regional and international CBD strategies, plans, and initiatives.

Stronger ties with CSOs in other Caribbean islands will also contribute to increased regional collaboration including sharing of lessons and capacity.

Why is the project important for the conservation of biodiversity? (150 words)

The UKOTs, and other Caribbean islands, have been identified as global “hotspots” for biodiversity with numerous endemic, rare and threatened or endangered ecosystems and species. Yet recent biodiversity assessments (e.g. *Assessment of the Caribbean Sea; Impacts of climate change on the biodiversity of European Union Overseas Entities*), show escalating degradation of both marine and terrestrial resources and high vulnerability to climate change. The recent report from the House of Commons Environmental Committee also highlights the urgent need for greater attention to biodiversity conservation in the UKOTs.

However, resources for biodiversity conservation in the Caribbean UKOTs are very limited. CSOs in these Territories play an important role, and their contribution could be further enhanced with increased capacity. This project will help equip CSOs with the knowledge, skills and capacity to effectively partner in the implementation of initiatives for biodiversity conservation.

How does this relate to one or more of the biodiversity conventions? (150 words)

The CBD Island Programme of Work developed at COP8 encourages the development of community-based approaches and partnerships between governments and civil society organisations to increase political, technical and financial support for accelerated implementation. Priority actions include the use of participatory approaches at all levels, strengthening regional cooperation, and promoting island networks and exchanges. These commit countries to the equitable involvement of CSOs in implementation of the CBD.

However, CSOs in the Caribbean UKOTs do not currently have the necessary capacity to fulfil this role. This project is designed to build their capacity to function as strong, effective and sustainable organisations that can partner with government and input into national, regional and international processes, both now and in the future. This in turn will result in a more robust response to the implementation of the CBD.

13. How will the results of the project be disseminated; how will the project be advertised as a Darwin project and in what ways will the Darwin name and logo be used? (max 200 words)

A communication strategy will be developed, in collaboration with the participating CSOs, and will be used as a framework to identify key messages, target audiences, and appropriate communication products and pathways.

Darwin support will be acknowledged and its logo included in all communications about the project and project findings, which include:

Publications and other written and electronic materials:

- letters, media releases, workshop invitations and announcements and other communications to stakeholders and the public;
- ARLG and training reports;
- capacity assessment and capacity building strategy;
- technical guidelines and policy briefs;
- case study write ups;
- Powerpoint presentations;
- websites, e-newsletters, and internet fora (including those of CANARI, the Commonwealth Foundation, participating Caribbean National Trust Organisations and other partners);
- project reports;
- annual reports of CANARI and the Commonwealth Foundation.

Workshops and events:

The programme of workshops, case studies, study visit and field trips will also act as mechanisms to pass on project findings more directly.

Participating organisations are also expected to act as catalysts, change agents and facilitators for wider dissemination of lessons, tools and methods to the other stakeholders within their networks and institutions, nationally, regionally and internationally.

All project partners are expected to design and facilitate regional, national and local training programmes and seminars based on the tools and methods identified through the project.

14. What will be the long term benefits of the project in the host country or region and have you identified any potential problems to achieving these benefits? (max 200 words)

Enhanced capacity and greater participation of civil society will contribute to **strengthening the overall Caribbean UKOT institutional capacity for implementation of CBD commitments**. Participating CSOs will be able to more effectively represent the views and needs of UKOTs at regional and international fora. Improved CSO networking in the region will result in greater and more effective regional collaboration, and increased sharing of lessons, limited resources and expertise among islands.

These long-term benefits can only be achieved within an enabling environment that supports effective participation of civil society. This will require the “philosophical shift” highlighted in the Reunion message, whereby:

- governments demonstrate willingness to share power and decision-making with civil society
- all partners are committed to developing a common vision of biodiversity conservation in the Territories; and
- all institutional partners (local, regional and international) are prepared to buy into the need for CSO (and government) organisational strengthening, a need that has frequently been identified in capacity assessments but rarely accorded the same priority as the equally important, complementary technical skills

In many instances, this philosophical shift will need to be accompanied by increased government capacity and resources to support equitable civil society participation.

15. State whether or not the project will reach a stable and sustainable end point. If the project is not discrete, but is part of a progressive approach, give details of the exit strategy and show how relevant activities will be continued to secure the benefits from the project. Where individuals receive advanced training, for example, what will happen should that individual leave? (Max 200 words)

The project is designed to enhance the sustainability of the participating organisations and by extension the other civil society partners in biodiversity conservation in the Caribbean UKOTs.

Organisational development and management is necessarily an ongoing process but the participation of 2 senior staff and/or Board members from each participating CSO is designed to reduce the impacts of an individual leaving the organisation and the challenges that a single person may face in trying to effect organisational change. The applied nature of the capacity building and the focus on strategic development means that by the end of the project all organisations should have clear strategic directions to which they are committed.

The Action Research and Learning approach fosters a culture of continuous reflection, organisational learning, and adaptation.

The relationships built with other Caribbean CSOs and government agencies in the UKOTs will provide opportunities for ongoing support.

Additionally, CANARI’s mandate ensures that it will continue its work with the Caribbean UKOTs and be able to build additional capacity as needed and continue to foster interaction between the UKOTs and the rest of the region.

16. If your project includes training and development, please indicate how you will assess the training needs in relation to the overall purpose of the project. Who are the target groups? How will the training be delivered? What skills and knowledge do you expect the beneficiaries to obtain. How will you measure training effectiveness. (max 300 words)

You should address each of these points.

The primary direct target group is 10 leading Caribbean UKOT conservation CSOs, including the 5 National Trusts.

A preliminary assessment of capacity needs of UKOT CSOs was conducted at Reunion and via interviews and written surveys with UKOT CSOs and their partners. This identified the following core needs:

1. enhanced capacity for participation (e.g. stakeholder identification and analysis; participatory planning; participatory management; participatory GIS mapping; stakeholder mobilisation; lobbying/advocacy)
2. core organisational development and management skills (e.g. strategic visioning and planning; Board roles and responsibilities; sustainable financing mechanisms; human resource management, including volunteers; project management);
3. capacity to form and sustain strategic alliances and partnerships and participate in local, regional and international networks.

A more in-depth, participatory assessment of the capacity needs of participating organisations will be conducted at the first ARLG meeting. This will include assessments of the capacity needs of indirect target groups such as partner organisations (e.g. government, donors, overseas agencies) and wider civil society.

This assessment will validate and refine the proposed project mechanisms for capacity building, which include:

- ARLG meetings and training workshops;
- study visits and exchanges;
- small grants;
- peer exchanges of information via electronic media and teleconferencing;
- peer mentoring;
- regional support via CANARI project management.

All project activities will include participatory monitoring and evaluation with participating CSOs through plenary discussion, small group and individual feedback, and written questionnaires. Mid-term and final evaluation reports will be produced, with Advisory Committee and CANARI and other partner input. Where possible, these will compare baseline and post-intervention capacity. Evaluation feedback will be used throughout the project to adapt the design and implementation of the capacity building interventions as needed.

LOGICAL FRAMEWORK

17. Please enter the details of your project onto the matrix using the note at Annex 3 of the Guidance Note. This should not have substantially changed from the Logical Framework submitted with your Stage 1 application. Please highlight any changes. (Use no smaller than Arial 10 pt)

Project summary	Measurable Indicators	Means of verification	Important Assumptions
<p>Goal: 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 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>	<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 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. 	<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 peer mentoring. Annual and other reports of participating CSOs and their partners. Mid and final project evaluation reports. 	<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. 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). <p>Final project capacity assessment.</p>	<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 disable 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.

18. Provide a project implementation timetable that shows the key milestones in project activities. Complete the following table as appropriate to describe the intended workplan for your project.

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											
1.2 Mobilise partners and establish Technical Advisory Committee, inception meeting		X											
1.3 Establish project team and refine project workplan		X											
2: ARLG meetings and training workshops													
2.1 Plan, facilitate and report on first ARLG meeting and training workshop (Montserrat)		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 (Saint Lucia)				X									
2.4 Develop strategy for greater CSO participation in Caribbean UKOTs				X									
2.5 Plan, facilitate and report on third ARLG meeting and training workshop (Nevis)							X						
2.6 Plan, facilitate and report on fourth ARLG meeting and training workshop (Anguilla or BVI)												X	
3.1 3: Study visit													
3.2 Study visit to Bermuda						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										
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		X		X
5.9 Establish and maintain intranet, project website and listserv		X	X	X	X	X	X	X	X	X	X	X	X
5.10 Hold quarterly teleconferences when no meeting taking place			X		X		X		X	X	X		
5.11 Issue media releases in UKOTs on project activities		X	X	X	X	X	X	X	X	X	X	X	X
5.12 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	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									
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

19. Please indicate which of the following Standard Measures you are likely to report against. You will not necessarily plan to cover all these Standard Measures in your project.

Standard Measure No	Description	Tick if Relevant
1A	Number of people to submit thesis for PhD qualification (in host country)	
1B	Number of people to attain PhD qualification (in host country)	
2	Number of people to attain Masters qualification (MSc, MPhil etc)	
3	Number of people to attain other qualifications (ie. Not outputs 1 or 2 above)	
4A	Number of undergraduate students to receive training	
4B	Number of training weeks to be provided	√
4C	Number of postgraduate students to receive training	
4D	Number of training weeks to be provided	√
5	Number of people to receive at least one year of training (which does not fall into categories 1-4 above)	
6A	Number of people to receive other forms of education/training (which does not fall into categories 1-5 above)	√
6B	Number of training weeks to be provided	√
7	Number of (ie different types - not volume - of material produced) training materials to be produced for use by host country	√
8	Number of weeks to be spent by UK project staff on project work in the host country	
9	Number of species/habitat management plans (or action plans) to be produced for Governments, public authorities, or other implementing agencies in the host country	
10	Number of individual field guides/manuals to be produced to assist work related to species identification, classification and recording	
11A	Number of papers to be published in peer reviewed journals	
11B	Number of papers to be submitted to peer reviewed journals	√
12A	Number of computer based databases to be established and handed over to host country	
12B	Number of computer based databases to be enhanced and handed over to host country	
13A	Number of species reference collections to be established and handed over to host country(ies)	
13B	Number of species reference collections to be enhanced and handed over to host country(ies)	
14A	Number of conferences/seminars/ workshops to be organised to present/disseminate findings	√
14B	Number of conferences/seminars/ workshops attended at which findings from Darwin project work will be presented/ disseminated.	√
15A	Number of national press releases in host country(ies)	√
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	
16A	Number of newsletters to be produced	√
16B	Estimated circulation of each newsletter in the host country(ies)	√
16C	Estimated circulation of each newsletter in the UK	√
17A	Number of dissemination networks to be established	√
17B	Number of dissemination networks to be enhanced/ extended	
18A	Number of national TV programmes/features in host country(ies)	
18B	Number of national TV programmes/features in UK	
18C	Number of local TV programmes/features in host country(ies)	
18D	Number of local TV programmes/features in UK	
19A	Number of national radio interviews/features in host county(ies)	√
19B	Number of national radio interviews/features in UK	
19C	Number of local radio interviews/features in host country(ies)	
19D	Number of local radio interviews/features in UK	
20	Estimated value (£'s) of physical assets to be handed over to host country(ies)	
21	Number of permanent educational/training/research facilities or organisations to be established and then continued after Darwin funding has ceased	
22	Number of permanent field plots to be established during the project and continued after Darwin funding has ceased	
23	Value of resources raised from other sources (ie in addition to Darwin funding) for project work	√

PROJECT BASED MONITORING AND EVALUATION

20. Describe, referring to the Indicators in the Logical Framework, how the progress of the project will be monitored and evaluated, including towards delivery of its outputs and in terms of achieving its overall purpose. This should be during the lifetime of the project and at its conclusion. Please include information on how host country partners will be included in the monitoring and evaluation.

Participatory monitoring and evaluation of the project will be conducted involving members of participating CSOs in the UKOTs, UKOT government partners (including CBD focal points), partners in the advisory committee, and other partners (including the CBD Secretariat and regional organisations such as UNEP and OECS ESDU).

UKOT CSOs will participate in the development of a monitoring and evaluation framework for the project, based on the indicators in the logframe, at the first ARLG meeting. The meeting will build the capacity of the participating CSOs to develop and apply this framework. The framework will be used to undertake participatory assessments at subsequent ARLG meetings and also to inform assessments at the territory and organisational level, which will be led by each of the participating CSOs. Peer evaluations conducted by members of participating CSOs will also be used to support self-assessments.

Input will also be sought from government agencies, the advisory committee, and other international and regional partners via interviews (telephone and in-person), written communications, and at ARLG and other meetings.

The final ARLG meeting will be used to facilitate a participatory evaluation of the project.

Using the indicators outlined in the logframe, the following will be the core focus of monitoring and evaluation of the process and results of the project (the specific indicators and methodology will be refined in the monitoring and evaluation framework):

1. Capacities of participating CSOs: Qualitative (and where possible quantitative) assessment of core capacities for good governance (e.g. strategic visioning and planning, leadership, human resource development and management, fundraising and fund development, operational planning, monitoring and evaluation, communication, public and media relations, and advocacy).
2. Extent of CSO participation in CBD implementation: Qualitative (and where possible quantitative) assessment of participation of CSOs in policy development, planning, research and monitoring, on-the-ground biodiversity conservation and natural resource management, advocacy, communication and public awareness and education within their home territories as well as at the regional and international level.
3. CSO collaboration within and among UKOTs, with wider region, and internationally: Qualitative (and where possible quantitative) assessment of networking / partnerships / strategic alliances of participating CSOs with UKOT government agencies, other CSOs in the UKOTs and the rest of the region, donors, regional organisations, other overseas partners.

Host country and other input will be fed into reports submitted to Darwin.

FUNDING AND BUDGET

Please complete the separate Excel spreadsheet which will provide the Budget information for this application. Some of the questions below refer to the information in this spreadsheet.

NB: Please state all costs by financial year (April to March). Use current prices – and include anticipated inflation, as appropriate up to 3% per annum. The Darwin Initiative will not be able to agree increases in grants to cover inflation on UK costs once grants are awarded.

21. How is your organisation currently funded? (max 100 words)

The Commonwealth Foundation is a membership organisation with 47 Commonwealth countries

(out of 54 potentially) currently members. Members pay an annual subscription and this accounts for approximately 85% of the organisation's income. The balance of funding comes from multilateral donors, the private sector, trusts and foundations.

22. Provide details of all confirmed funding sources identified in the Budget that will be put towards the costs of the project, including any income from other public bodies, private sponsorship, donations, trusts, fees or trading activity. Please include any additional unconfirmed funding the project will attract to carry out additional work during or beyond the project lifetime. Indicate those funding sources which are confirmed.

Confirmed:
The Commonwealth Foundation will contribute £20,000 a year in cash for the 3 year duration of the programme (total £60,000) and £6,000 in in-kind funding.

Unconfirmed:

23. Please give details of any further funding resources (confirmed or unconfirmed) sought from the host country partner (s) or others for this project that are not already detailed in the Budget or Question 22. This will include donations in kind or un-costed support eg accommodation. (max 50 words per box)

<p>Financial resources:</p>
<p>Funding in kind: Estimated in-kind contributions* are: CANARI £21,550 Technical Advisory Committee £4,500 Participants £10,000</p> <p>*Note: these are included in the budget as in-kind contributions</p>

FCO NOTIFICATIONS

Please check the box if you think that there are sensitivities that the Foreign and Commonwealth Office will need to be aware of should they want to publicise the project's success in the Darwin competition in the host country.

Please indicate whether you have contacted the local UK embassy or High Commission directly to discuss security issues (see Guidance Notes) and attach any advice you have received from them.

Yes (no written advice) Yes, advice attached No

CERTIFICATION 2009/10

On behalf of the trustees of The Commonwealth Foundation

(*delete as appropriate)

I apply for a grant of £117,150 in respect of expenditure to be incurred in the financial year ending 31 March 2010 on the activities specified in the above application.

I certify that, to the best of our knowledge and belief, the statements made by us in this application are true and the information provided is correct. I am aware that this application form will form the basis of the project schedule should this application be successful. (This form should be signed by an individual authorised by the lead UK institution to submit applications and sign contracts on their behalf.)

I enclose a copy of the organisation's most recent audited accounts and annual report, CVs for project principals and letters of support.

Name (block capitals)	Vijay Krishnarayan
Position in the organisation	Deputy Director

Signed 

Date: 1 December 2008.

Stage 2 Application - Checklist for submission

	Check
Have you provided actual start and end dates for your project?	X
Have you provided your budget based on UK government financial years ie 1 April – 31 March?	X
Have you checked that your budget is complete, correctly adds up and that you have included the correct final total on the top page of the application?	X
Is the concept note within 1,000 words?	X
Is the logframe no longer than 2 pages and have you highlighted any changes since Stage 1?	X
Has your application been signed by a suitably authorised individual? (clear electronic or scanned signatures are acceptable)	X
Have you included a 1 page CV for the Project Leader, any other UK staff working 50%+ on this project, and for a main individual in each overseas partner organisation?	X
Have you included a letter of support from the main overseas partner organisations?	X
Have you checked with the FCO in the project country/ies and have you included any evidence of this?	X
Have you included a copy of your most recent annual report and accounts? An electronic link to a website is acceptable.	X
Have you read the Guidance Notes ?	X

Once you have answered Yes to the questions above, please submit the application, not later than midnight GMT on **Monday 1 December 2008** to Darwin-Applications@itsi.co.uk using the application number (from your Stage 1 feedback letter) and the first few words of the project title **as the subject of your email**. However, if you are e-mailing supporting documentation separately please include in the subject line an indication of the number of e-mails you are sending (eg whether the e-mail is 1 of 2, 2 of 3 etc). **In addition**, a hard copy of the application and any supporting documents not available electronically should be submitted to the Darwin Applications Management Unit, c/o ECTF, Pentlands Science Park, Bush Loan, Penicuik EH26 0PL **postmarked** not later than **Tuesday 2 December 2008**.

DATA PROTECTION ACT 1998: Applicants for grant funding must agree to any disclosure or exchange of information supplied on the application form (including the content of a declaration or undertaking) which the Department considers necessary for the administration, evaluation, monitoring and publicising of the Darwin Initiative. Application form data will also be held by contractors dealing with Darwin Initiative monitoring and evaluation. It is the responsibility of applicants to ensure that personal data can be supplied to the Department for the uses described in this paragraph. A completed application form will be taken as an agreement by the applicant and the grant/award recipient also to the following:- putting certain details (ie name, contact details and location of project work) on the Darwin Initiative and Defra websites(details relating to financial awards will not be put on the websites if requested in writing by the grant/award recipient); using personal data for the Darwin Initiative postal circulation list; and sending data to Foreign and Commonwealth Office posts outside the United Kingdom, including posts outside the European Economic Area. Confidential information relating to the project or its results and any personal data may be released on request, including under the Environmental Information Regulations, the code of Practice on Access to Government Information and the Freedom of Information Act 2000.