

# CARIBBEAN NATURAL RESOURCES INSTITUTE (CANARI)



***Going from Strength to Strength***  
**Action Research and Learning Group**  
**Report of the second meeting**  
**12-18 July 2009**



Prepared through the John D. and Catherine T. MacArthur Foundation funded project "*Going from strength to strength: Building capacity for equitable, effective and sustained participation of civil society organisations in biodiversity conservation in Caribbean islands.*"

***Going from Strength to Strength***  
**Action Research and Learning Group (ARLG)**  
**Second Meeting 11-19 July 2009**  
Dominican Republic and Haiti

## 1 Overview of *Going from Strength to Strength* project

*Going from strength to strength* is a three-year (2008-2010) research and capacity building project, coordinated by the Caribbean Natural Resources Institute (CANARI) with funding from the John D. and Catherine T. MacArthur Foundation (MacArthur). It builds on the findings of and capacities developed under earlier CANARI projects, notably:

- *Improving governance through civil society involvement in natural resource management in the Caribbean* [2001-2006 funded by EC/Hivos-funded];
- *Developing and disseminating methods for effective biodiversity conservation in the insular Caribbean* [2003-2005 funded by MacArthur]; and
- CANARI's extensive experience of assisting government agencies and civil society organisations with processes of visioning, strategic planning and organisational development.

The project is based on the identification of a number of challenges facing the islands of the Caribbean in sustainably managing their natural resources in such a way that they continue to support local livelihoods. It recognises that the livelihoods of Caribbean people are inextricably linked to the natural resources and biodiversity of their islands, notably through agriculture and fishing, tourism and recreation, and long-standing cultural and spiritual practices. Also, that there is also a high dependence on natural ecosystems for the provision of critical services such as clean air, water, climate amelioration, and flood and erosion control. Yet, several recent assessments of biodiversity show escalating degradation of both marine and terrestrial resources in most islands, as well as high vulnerability to climate change.

The project seeks to address these challenges through a programme of activities designed to enhance the capacity of civil society organisations to play their role in developing and implementing strategies to:

- halt, and where possible reverse, biodiversity degradation;
- increase public awareness of the implications of loss of biodiversity and of climate change; and
- assist communities to adapt to climate change by increasing resilience and reducing vulnerability.

The main project activities are listed below:

- a. Creation and coordination of a civil society **Action Research and Learning Group (ARLG)**;
- b. Three **ARLG meetings**, the first in Jamaica, the second spanning both Dominican Republic and Haiti and the third provisionally in Tobago, including a field/study/study visit component and formal capacity building activities, with two members of each participating organisation being invited to attend each ARLG meeting;
- c. **Case studies** both specifically under this project and from complementary CANARI projects;
- d. **A Small grants** window providing grants in the region of \$5,000 – 10,000 for participating CSOs;
- e. **Dissemination of project learning and capacity building**;
- f. **Participatory monitoring and evaluation** throughout the course of the project including the development of an appropriate framework and the development of participants' capacity for monitoring and evaluation of their own organisations, institutions and projects.

For more information, see concept note attached at Appendix 1.

## 2 Target audience

*Going from strength to strength* focuses particularly on civil society organisations in the islands of Hispaniola (Dominican Republic and Haiti) and Jamaica, with some involvement of organisations in Trinidad and Tobago. Lessons learned will be disseminated to a wide range of stakeholders in the other islands of the Caribbean.

Eleven organisations were selected to become members of the Action Learning Group (three from Jamaica, three from Haiti, three from Dominican Republic, one from Trinidad and Tobago and one with offices in Jamaica and Haiti, plus CANARI itself). Each organisation was encouraged to nominate two persons to the ARLG, including ideally one senior staff person and one member of the Board. All groups were able to participate in this meeting and a full list of participants is attached at Appendix 2.

## 3 Agenda and objectives for the meeting

The agenda for the second ARLG meeting is attached at Appendix 3.

The main objectives for the meeting were to:

- review the outcomes of the first ARLG and assess how learning had been applied since then;
- continue the process of learning from and building the capacity of participating organisations, notably in the areas of:
  - building their facilitation skills through modelling of techniques;
  - participatory monitoring and evaluation (M&E), with a focus on outcome mapping;
  - enhancing their financial sustainability; and
  - building effective networks and partnerships
- enhance our collective understanding of the institutional frameworks for biodiversity conservation in the Dominican Republic and Haiti and the particular challenges each country faces;
- study and analyse the institutional framework for and outcomes of a protected area managed by a civil society organisation (Progressio) through a field visit to Ebano Verde protected area;
- learn more about the structure of and approaches used by Consorcio Ambiental Dominicano (CAD) and assess whether such a model could be adopted/adapted elsewhere;

Additional objectives were added during the course of the meeting, notably to:

- assess the role of civil society in the implementation of the Caribbean Biological Corridor and, in particular, how civil society in Jamaica can become more involved;
- initiate linkages between the project and the newly-formed network of environmental civil society organisations in Haiti, Rezo Ekolo.

## 4 Methodology

As with the first meeting, the workshop was facilitated in a highly interactive manner, with participants playing key roles in the action learning process (learning coach, story teller and mood investigator). Opportunities were also provided throughout for participants to apply the learning to their organisational and national contexts, working in pairs or in small groups. Templates were provided for continuing application of learning with other members of the organisations and their wider stakeholder base.

As at the first meeting, the facilitators continued to model and analyse action learning and other facilitation techniques, including:

- icebreakers
- learning from each other;
- facilitators as learning coaches;
- effective questioning;
- reflective inquiry and listening;
- the use of creative and visual techniques.

Although the original intention had been to hold ARLG meetings in English as there was insufficient funding for simultaneous translation, it was evident at the first ARLG meeting that this was impractical since it imposed a heavy burden on the tri-lingual Haitians and Panos staff to provide impromptu translations into both Spanish and French. At this second ARLG meeting, CANARI staff (Leida Buglass and Sarah McIntosh) provided the majority of the translations and, wherever possible, slides were translated into Spanish. This facilitated greater participation from the Spanish-speaking participants and contributed to a more equitable process.

## **5 Welcome and introductions**

Sarah McIntosh, CANARI's Executive Director and Manager of CANARI's Civil Society Programme, welcomed participants to the meeting. She also introduced her co-facilitator, Nicole Leotaud, CANARI Programme Director, and Leida Buglass, CANARI Senior Technical Officer, who was charged with playing a dual role in the meeting – translator and part of CANARI's own action learning team, along with Kwesi Dennis.

New participants from Grupo Jaragua, Panos and Seguin introduced themselves, while participants from the first meeting were randomly given a card with someone else's name on it and asked to describe them by recalling something about that person that made a particularly strong and positive impression on them. Others were challenged to guess who the person was.

## **6 Recap of the first Action Research and Learning Group meeting**

Sarah McIntosh presented a quick overview of the first ARLG meeting, (see Appendix 4) and of the agenda and objectives for the second meeting. She highlighted the main immediate outcomes of the first meeting as the:

- improved understanding of the role that action research and action learning can play in problem solving;
- understanding of the commonalities and differences between the missions, activities and approaches of the participating organisations;
- peer learning in the areas of:
  - management of protected areas;
  - building the capacity of partner groups at community level to play a role in conservation;
  - NGO fundraising and fund development strategies;
  - building networks and partnerships;

- influencing the political agenda through public awareness;
- enhanced understanding of power structure and relations within local, national and regional institutions.
- improved understanding of the socio-political context of Haiti and its impacts on conservation;
- commitment of non-Haitian groups to assist their Haitian colleagues in any way they can.

## 7 Overview of agenda

The agenda was approved and the ‘parking lot’ was re-established for issues that come up but are not addressed immediately (and in some cases require further action after the meeting (see Appendix 5 for full list of issues raised). Participants’ attention was also drawn to the communication framework on the wall, which had columns for *key messages* (what we want to say), *target audiences* (who needs to receive the messages), *products and pathways* (how do we get the messages across). The idea was for the framework to be filled out incrementally throughout the workshop, with a final session on the last day to draw all the threads together and also to discuss a strategy for communications between ARLG members.

## 8 Overview of agenda

Participants expectations were solicited and commented on by the facilitators as follows:

<b>Expectation</b>	<b>Feedback on whether or not covered during the meeting</b>
<b><i>To understand or learn more about:</i></b>	
<ul style="list-style-type: none"> <li>● what the project is about (Grupo Jaragua, which was not represented at the first meeting)</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Mainly addressed at the first meeting, some aspects of the project will be revisited and reviewed; also recommended familiarity with the project concept note.</i></li> </ul>
<ul style="list-style-type: none"> <li>● financial sustainability and funding sources</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Will be addressed in session on financial sustainability.</i></li> </ul>
<ul style="list-style-type: none"> <li>● governance</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Not a core focus of the meeting, addressed to some extent under networking session.</i></li> </ul>
<ul style="list-style-type: none"> <li>● participation</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Not a core focus of this meeting, except participatory monitoring and evaluation.</i></li> </ul>
<ul style="list-style-type: none"> <li>● other places in the Caribbean – in the field</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Field trips in both countries (Haiti optional) and also bus trip between the two countries.</i></li> </ul>
<ul style="list-style-type: none"> <li>● networking</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Strong focus on networking during the meeting both through facilitated sessions and panel discussion with CAD members.</i></li> </ul>
<ul style="list-style-type: none"> <li>● best practices by other organisations</li> <li>● experience of other countries that are more advanced</li> <li>● how NGOs and government coordinate in other islands</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Integral to the philosophy of action learning and peer exchange. Will also be addressed through case studies, both under this project and other CANARI projects.</i></li> </ul>
<ul style="list-style-type: none"> <li>● administration</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Confined mainly to the area of financial management</i></li> </ul>

<ul style="list-style-type: none"> <li>theory to action. How to apply what we learn</li> </ul>	<ul style="list-style-type: none"> <li><i>Both through action learning and action planning for implementation (e.g. M&amp;E and financial sustainability)</i></li> </ul>
<ul style="list-style-type: none"> <li>monitoring and evaluation of networks</li> </ul>	<ul style="list-style-type: none"> <li><i>M&amp;E will be a theme throughout workshop, including in relation to networks</i></li> </ul>
<ul style="list-style-type: none"> <li>peer exchanges/exchange experiences</li> <li>knowing and sharing</li> <li>develop agenda for what we can do together</li> </ul>	<ul style="list-style-type: none"> <li><i>Action learning – will be doing action planning for implementation</i></li> </ul>

## 9 Presentation by Grupo Jaragua

Yvonne Arias made a presentation on Grupo Jaragua (see Appendix 6). In response to other participants questions she clarified that they:

- are working ‘without boundaries’, both with other protected areas in the Dominican Republic and with Haiti;
- monitor sites and species e.g. patrol beaches, conduct scientific research and collect data with universities (tag turtles and satellite tracking, monitor parrots and iguana);
- work to build children and youth environmental awareness through a bird watching club, involvement in beach patrols and development of some young people as facilitators.

The Haitian groups also expressed interest in Grupo Jaragua working with Haiti on the conservation of turtles.

## 10 Updates from other groups on activities and progress made since the last ARLG meeting

The groups that had attended the first ARLG then provided updates on their activities since then, with the main points highlighted below:

### Buccoo Reef Trust (BRT)

BRT has been seriously affected by the economic downturn which resulted in the loss of its major sponsor, whose funding was used to leverage other financial support. Consequently BRT has switched its strategy from programme-based fundraising to strategic fundraising for building institutional capacity.

Nevertheless, BRT has continued to work on its three pillars, research, education (it has hired two new education officers) and conservation in Marine Protected Areas. It has continued to host workshops, including a regional training of trainers session.

### Consorcio Ambiental Dominicano (CAD)

At the first ARLG meeting in Jamaica, CAD saw how people live with trees that provide food (e.g. ackee and breadfruit) so initiated a project planting macadamias since the Dominican Republic has ideal land and climate conditions for this. The project currently has NGO and private sector involvement and CAD is now seeking to involve the government too. La Loma, a private sector CAD member, has provided part of the money. The intention is to expand the project into organic coffee production as well.

The US National Fish and Wildlife Foundation has approved US\$147,000 towards a migratory bird project but more funding is needed as the total project cost is US\$500,000.

With the reduction in interest rates on the trust fund, there is insufficient funding to cover the number of staff CAD really needs, so CAD is trying to engage more volunteers, which is also in line with its policy of staying small. There is also a need to build stronger relationships within CAD but current staffing levels make it difficult to focus on this.

The change of Minister of Environment has led to a weakening of the relationship, combined with the fact that NGOs have been strongly protesting against the government's intention to reduce the total size of areas under protection.

## **CANARI**

CANARI received a US\$350,000 MacArthur Foundation Award for Creative and Effective Institutions which will be dedicated to organisational strengthening, with a particular focus on improving the effectiveness of its communications and enhancing financial sustainability, from both of which it hopes to draw lessons that will be of value to other organisations.

Staff changes have seen Hema Seeramsingh (former member of the ARLG) depart and two new staff arrive: Leida Buglass (Spanish-speaking member of ARLG, Programme Manager for Coastal and Marine Governance and Livelihoods Programme) and Neila Bobb-PreScott (Programme Manager for Forests and Livelihoods Programme).

CANARI is also in the middle of a succession planning process that will see Nicole Leotaud take over as Executive Director on 1 March 2010 when Sarah McIntosh will transition to the role of CANARI Associate.

## **Fondation des Amis de la Nature (FAN)/ Reso Ekolo (RE)**

FAN has dedicated much of its energies since the last ARLG meeting to building the new environmental network, Reso Ekolo, which now has 11 local members. RE is also seeking to link with another post-hurricane CSO network, Conaus. However, although the potential for joint advocacy is clear, the organisations' approaches are different and there is currently a sense of competition and uncertainty about how to proceed.

The period has seen more international support being provided for hurricane preparation and prevention, including the Bill Clinton initiatives which are focusing on building schools and renewable energy.

For the first time in its 23 year history, as a result of the impacts of the hurricanes, FAN is seeing a significant increase in people's awareness of the need for conservation and prevention. The challenge for FAN is to determine whether it should focus first on convincing the government or citizens. FAN will also continue to focus on preparing the next generation to be better stewards through environmental education since 75% of population is under 25 years old.

## **Fondation Seguin**

Fondation Seguin also noted that Haiti is starting to benefit from effective international aid. It has begun to implement activities in the park with funding from GTZ and has developed a partnership with Helvetas to produce two awareness/advocacy videos on land use planning. Other funding that is being investigated is USAID, GTZ, UNEP and UNDP. Seguin started an online forum with the Ministry of Environment, UNEP and UNDP, which is going well but is only funded to the end of 2009. Seguin has also been involved in structuring RE.

Some of the challenges Seguin currently faces are:

- need for more paid staff: Seguin was founded as coalition of committed citizens but most work in Port-au-Prince so their on-the-ground involvement is necessarily limited;
- internal and institutional strengthening: how to strengthen the Board to get more support for the organisation; how to strengthen the networking with government and local authorities; and how to

improve CSO networking and partnerships and overcome the current lack of trust and sense of competition because most depend on international funding for their programmes;

- diversifying funding: most Haitian NGOs depend on grant funding but Seguin would like to explore the potential for more assistance from local and national stakeholders, including the private sector, as is the case for the Dominican Republic.

### **Jamaica Conservation and Development Trust (JCDDT)**

JCDDT has a new management plan for the Blue and John Crow Mountains National Park. Jamaica Energy Partners (private sector) funded an intern to collect baseline data on the outcomes of management strategies to date (e.g. impacts on ecosystems, birds), which will enable JCDDT to evaluate and review annually in future.

JCDDT's annual/bi-annual events, Green Expo and Misty Bliss had proven challenging and costly this year, the latter in part because it had to be relocated as a result of the road being impassable.

JCDDT currently has a strong focus on strategic planning (for which it will use its GFS2S small grant) and on fundraising with the intention of building an endowment fund of US\$1 million.

### **Panos**

In addition to its existing focus on youth, Panos now hosts the Haiti office of Help the Aged since people over 60 often get into poverty as soon as they stop working.

They have conducted two staff retreats dedicated to creating a single team between Haiti and DR, with integrated workplans, budgets and reporting. Based on the exercise conducted at the first ARLG, Panos conducted a similar institutional analysis which helped to clarify its beneficiaries and target audiences and strengthen the monitoring of their impacts on the target beneficiaries. Panos has also established a reserve fund of US\$150,000 for disasters.

The intention is to use the GFS2S grant for one of the following:

- Enhancing staff capacity for collaboration between Haiti and Jamaica; or
- Collecting further baseline data (building on data collected initially from past literature in 2000, 2005 and 2008) with the intention of building on this framework and conducting systematic data collection and evaluations from 2011 onwards.

### **Jamaica Environmental Trust (JET)**

JET has two main areas of focus, advocacy and education. On the advocacy front, their focus has been on:

- getting access to information for local communities;
- EIA review;
- launching the *Jamaica for Sale* video on tourism;
- inputting into proposals for Treasure Beach with a view to having more sustainable tourism in that area than what exists on the north coast.

In the education area, the Ministry of Education is withdrawing its funding support so the programme for the 2009/2010 academic year is uncertain. If no other funding is secured, this would mean JET losing five staff working in this area as well as one lawyer who is leaving.

The lawsuit against JET for its review of the Dolphin Cove EIA is in mediation but JET's offer was refused, so it still in the courts.



JET is trying to build good relationships with government agencies so that they understand that JET is not anti-development. JET has also developed a social networking project focused on wetlands.

The funding environment is relatively bleak with several of JET's major donors withdrawing. Like other organisations, JET wants to increase its endowment fund to increase its financial sustainability and also suggested that we need more regional funds to reduce the impact of the frequent changes in focus of international aid programmes.

### **Progressio**

During the period, Progressio received external funding for developing a park management plan. It has also relaunched its *fondo patrimonial* (endowment fund) with a 25 million pesos (US\$670,000) target, and has already secured about 15-20% of this. They have a financial plan which identifies the core costs, which would then be paid for out of the fund interest. They are seeking to raise money from a combination of sources: membership, activities/ performances/raffles, selling products, the fee they receive from credit card beneficiaries, and international donations.

Progressio is also restructuring its Board with a view to moving from the old to a new generation.

### **South Trelawney Environmental Agency (STEA)**

During the period, STEA completed its biodiversity garden. Otherwise, it was still in transition and in the 'dream' phase of appreciative inquiry introduced at the last meeting. This includes a focus particularly on dreaming up potential small business opportunities, based on the sustainable use of forest resources and ecotourism based on local attractions. STEA has a licence from NEPA as a licensed ecotourism entity to be tour operator but financing has been a major problem. For example, they need money to make sure sites and attractions are safe but also appropriate environmentally. STEA has also been examining the range of skills within the organisation that could be made available to partners, such as writing proposals for community groups, which it has already done successfully. The focus of its GFS2S grant was therefore likely to be strategic planning.

STEA's financial situation has been exacerbated by the fact that this year's Trelawney Yam Festival was not successful.

### **Fondation Macaya**

Fondation Macaya continues to work on building the green revolving microcredit credit scheme and to bring together grassroots groups to focus on local issues and advocacy. The area in which Macaya works is isolated and neglected and difficult ecologically and this has been exacerbated by hurricane damage.

Macaya has been given a large piece of land but needs more funding to make use of it. The intention is to both to improve protection within the park and to encourage sustainable agriculture in the buffer zones, with Macaya providing assistance for marketing and selling. A key outcome of increasing local financial assets is that people have enough money to send their children to school.

## **11 CANARI update on a parallel project being implemented in the Caribbean UK Overseas Territories**

Sarah McIntosh provided an overview of the project *Building civil society capacity for conservation in the Caribbean UKOTs (April 2009-March 2012)*, which is attached at Appendix 7. She noted that the organizations in the UKOTs are particularly keen to have more interaction with their counterparts in the rest of the region, which should be explored through joint social networking opportunities and exchange of experiences through case studies.

## 12 Introduction to strategic monitoring and evaluation (see Appendix 8 for slide presentation)

### Overview

Nicole Leotaud introduced this session by referring back to the updates that participants had made on their organisation’s progress since the last meeting. She noted that we often tend to focus on activities rather than on what we are achieving or what impact we are having. She invited participants to provide examples that would show their organisation is doing a good job, which elicited the following:

- Seguin’s *Education Vert* camp for children has evidence of its impact both through the reports the children write in school and by the fact that some children recently decided to (sustainably) harvest seeds and herbs from the mountain and sell them to raise funds to support Seguin’s programmes.
- One of JCDT’s staff got a grant to study at Cambridge University where she examined the impact on the park of deforestation. She discovered that deforestation had increased but at a lower rate than the (re)growth of the forest, in part thanks to the actions of the park rangers. The lessons learned have been incorporated in the new management plans.
- The partnerships developed under CAD have resulted in more people making demands on government and greater protection of national parks.

Nicole then highlighted that there are different ways to show/prove “value/ success/ achievement/ progress” and strategic monitoring and evaluation is about asking yourself questions in two areas:

- **Results:** How can we “prove” that we are doing good work? How are we making a difference?
- **Process:** Is the approach we are using the best approach? What are we learning about how we work? How can we make it better?

### Understanding the difference between monitoring and evaluation

Participants were then asked to state what words came into their heads when they thought of monitoring and evaluation as shown below:

<b>The first word that springs to mind when I hear ‘monitoring and evaluation is....</b>	
<ul style="list-style-type: none"> <li>• review</li> <li>• indicators</li> <li>• efficiency</li> <li>• effectiveness</li> <li>• que se ha hecho – what you have to do</li> <li>• intercambio</li> <li>• discipline/rigour</li> <li>• sistematization</li> <li>• dynamisme</li> <li>• control</li> </ul>	<ul style="list-style-type: none"> <li>• checking</li> <li>• verification</li> <li>• review</li> <li>• discipline</li> <li>• results</li> <li>• checks and balances</li> <li>• performance (checking)</li> <li>• management</li> <li>• follow-up</li> </ul>

The distinctions between ‘monitoring’ and ‘evaluation’ and ‘outputs’ and ‘outcomes’ were clarified (see slides) with particular emphasis on the fact that you directly control outputs whereas you can only influence or contribute to what outcomes are achieved. It was also noted that the two main purposes of monitoring and evaluation are accountability and learning and that there may be tensions between the demands of ‘proving’ on the one hand and seeking to ‘improve’ on the other.

### Introduction to outcome mapping

As a precursor to starting to collectively develop a monitoring and evaluation framework for the GFS2S project, the concept of outcome mapping was introduced as a means of measuring 'success' using indicators as changes in people's behaviour, in contrast to the more typical logframe approach that measures changes in, for example, policy, species conserved etc.

Participants were then divided into small groups by country (Trinidad and Tobago joined Jamaica) to produce 'body maps' of the key things that would illustrate that the GFS2S project had been a success. They were asked to develop indicators of behaviour of civil society organisations and write these inside of the bodies, and indicators of changes in external partners (government, private sector, donors, etc.) and write these outside of the body maps. The products of this exercise are shown below.

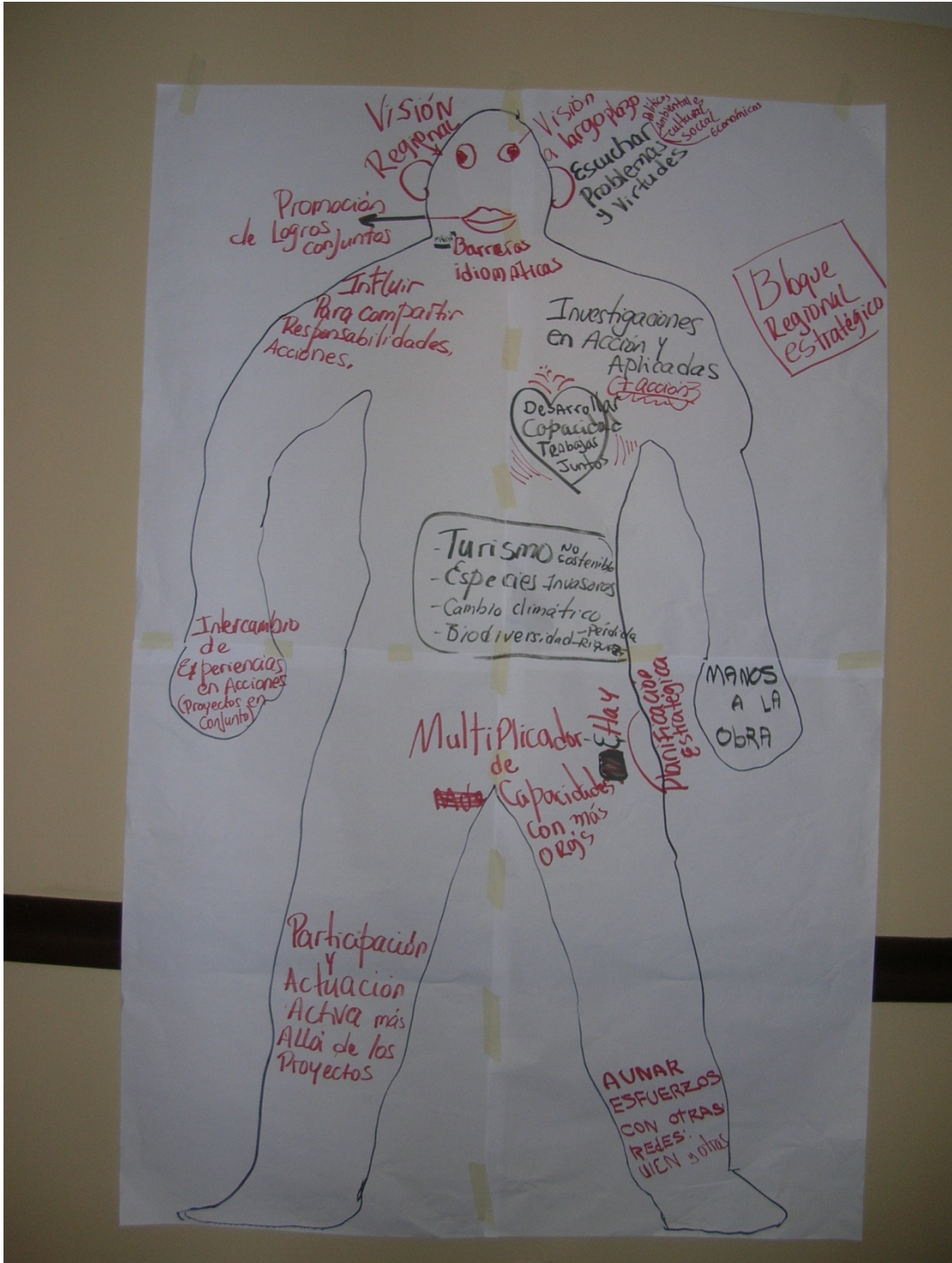


Photo 1: Outcome mapping of the DR group

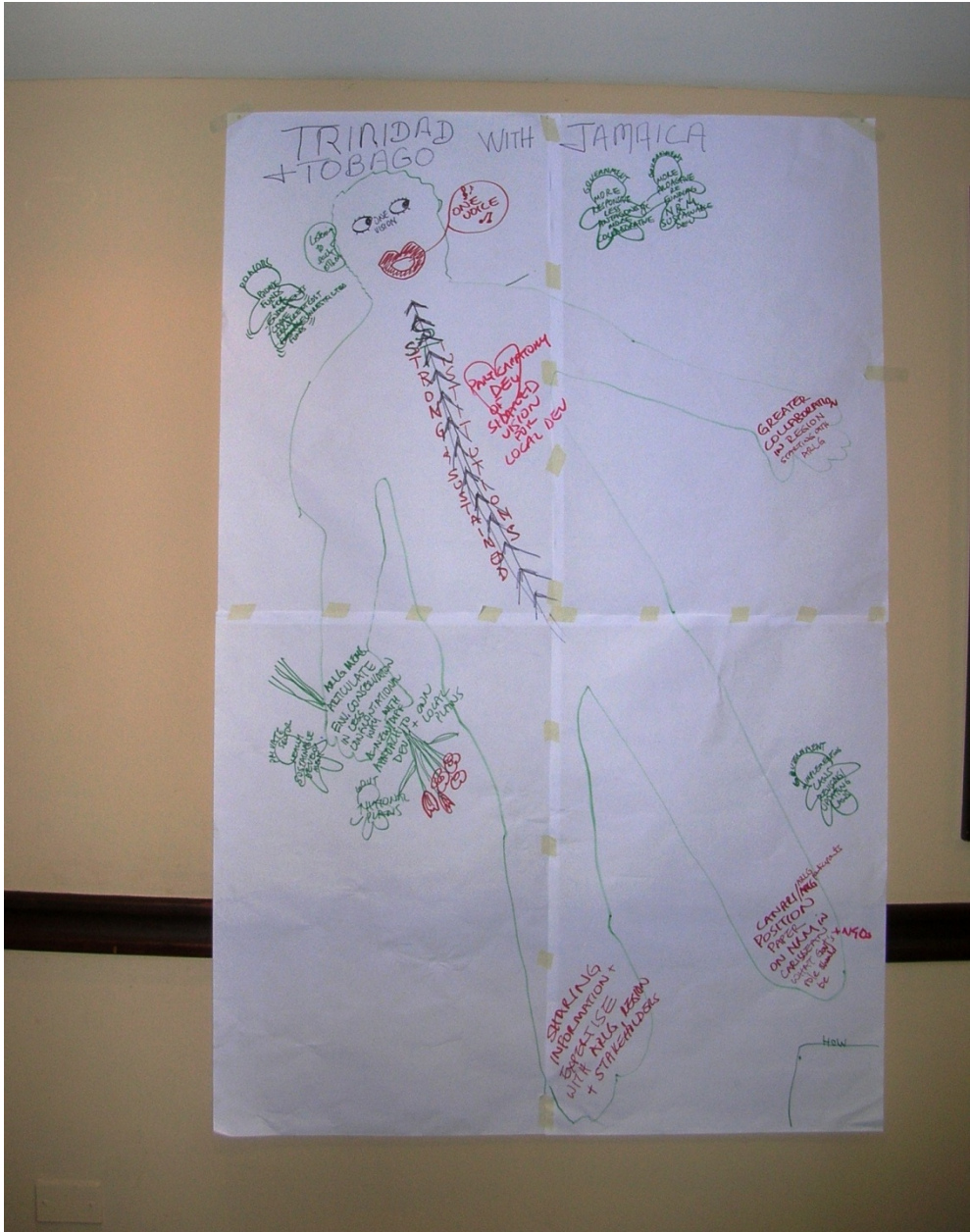


Photo 2: Outcome mapping of the Jamaica/ Trinidad & Tobago group

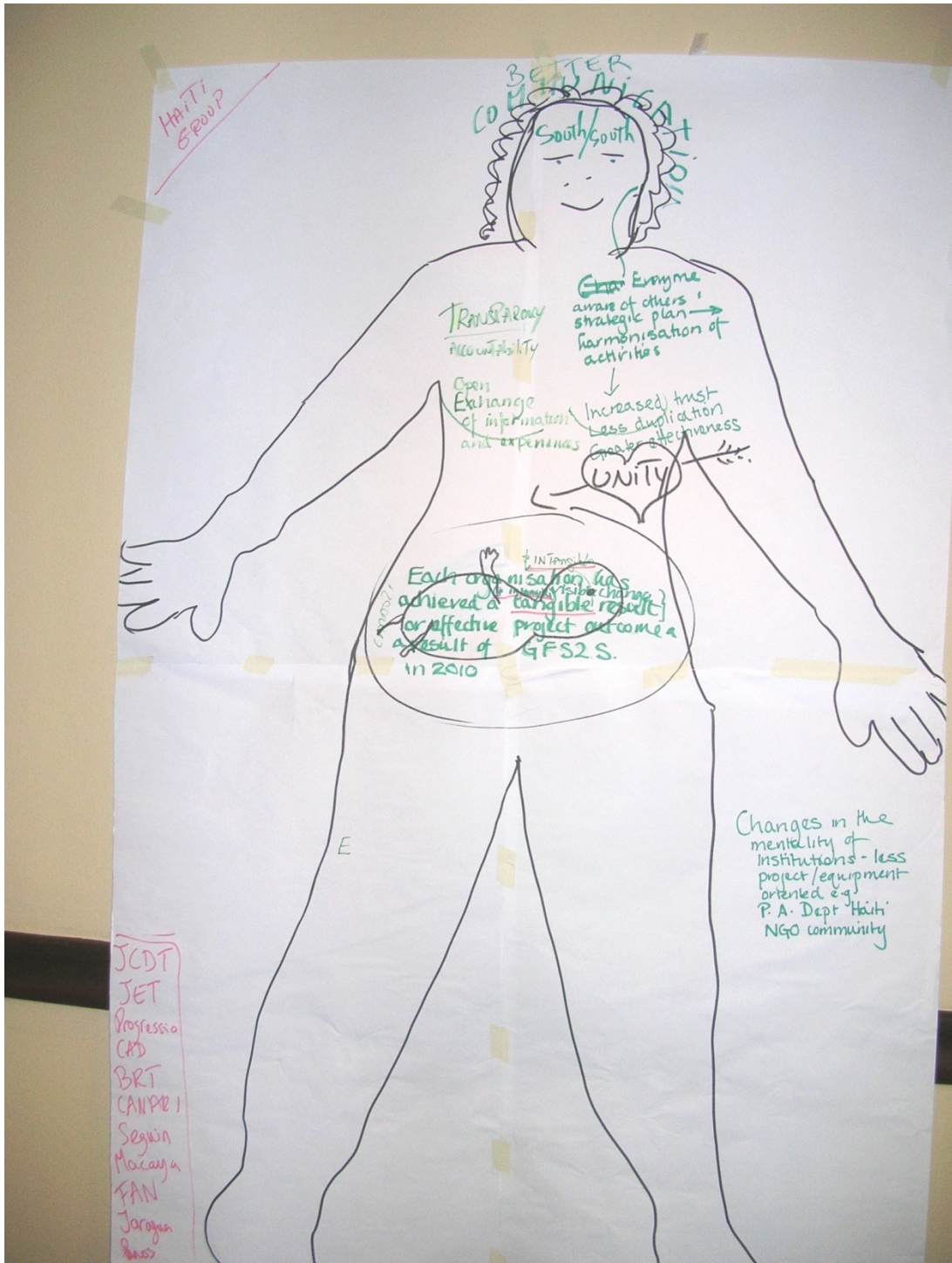


Photo 3: Outcome Mapping of Haiti Group

The creative activity stimulated rich discussion and a major shift in thinking of the participants in how they could measure their 'success'. All of the groups identified specific indicators of how civil society organisations should be or should interact with each other if we have a strong civil society sector in the Caribbean. Participants used the concept of the functions of the parts of the body to conceptualise the desired behaviours, for example groups identified with the functions of the heart, hands, and head.

The facilitator closed by noting that the indicators given in the body maps were a start of indicators for the GFS2S project's M&E framework and there would be a further applied session on M&E on the final day of the meeting.

## DAY 2

### 13 Introduction to financial sustainability (see Appendix 9 for slide presentation)

After introducing a definition of financial sustainability (as the ability to raise sufficient funds to implement the priority activities necessary to achieve its mission and obtain the desired results, cover its administrative costs and generate a surplus to cover the unexpected and facilitate growth at the organisational, programme and project levels), the facilitator asked participants what challenges they faced in achieving financial sustainability. The responses highlighted a number of common challenges and perceptions:

- many NGOs are competing for what is, in most countries, a small pool of funding. This is exacerbated by donor focus on numbers of groups funded rather than deeper outcomes, resulting in a tendency to invest in new groups rather than consolidating the investment in existing ones;
- a vicious cycle arising out of donor unwillingness to fund core costs whereby the Executive Director spends too much time on project implementation and too little on strategic organisational development, including long-term fundraising;
- strong emphasis by donors and governments on CSOs deriving a large proportion of their funding from revenue-generating activities, which a) may not be feasible in poor communities and b) tends to attract suspicion when the business activities start to move from small- to large-scale;
- many CSO leaders have never been trained in financial management or entrepreneurial skills;
- donor focus tends to be short term whereas CSOs have long term commitments, so when donors change their funding priorities, there is a need to look for new donors;
- CSOs generally have lost credibility because of a perception that many account poorly for the funds they have received (both financially and in terms of results achieved), do not use resources efficiently, and in some cases have become 'politicised' as a result of government funding;
- a perception among some donors (individual, corporate and philanthropic) that Caribbean CSOs do not collaborate sufficiently, resulting in duplication of effort, and that capacity has not been built at the pace they would expect in relation to their investments.

Four key elements of financial sustainability were introduced: strategic and financial planning; diversified sources of funding; sound financial management; and generating your own revenue. After a brief introduction to each element, participants worked in pairs to complete a financial questionnaire (see Appendix 10).

Some common findings emerged:

#### Strategic and financial planning

None of the organisations had developed financial plans to cover even the core elements of their strategic plans, although some had subsequently developed annual or multi-year work plans with budgets to implement strategic priorities. This discussion also highlighted the fact that in many instances the strategic plans did not outline the objectives specifically enough to monitor or evaluate whether they had been achieved.

JET raised the concern that where, as in its case, advocacy is a core aspect of its strategic objectives, this could be a deterrent to donors who 'do not fund advocacy'. The facilitator clarified that, in fact many

donors are keen to encourage advocacy and transparent policy influence and involvement in decision-making but not lobbying, which can compromise their charitable/Foundation status. If a good relationship is developed with a donor, they will usually assist the organisation in ensuring that the language in its proposal is appropriate and does not convey that it is lobbying.

Diversified sources of funding and generating your own revenue

Although participants were able to brainstorm a wide range of potential sources of funding (see below), many indicated that they were over-dependent on one or a few funding sources.

<b>Potential funding sources</b>
<ul style="list-style-type: none"><li>• Corporate donors</li><li>• Interest (from endowment fund)</li><li>• In kind sponsorship</li><li>• Members</li><li>• Individual people make donations</li><li>• Grants</li><li>• Enterprise / business – income-generating projects</li><li>• Government</li><li>• Other NGOs</li><li>• Consulting</li><li>• Tax efficient donations</li></ul>



It was noted that several organisations had or were about to start endowment funds and JET made a presentation on its fund , which has primarily been used to generate interest to cover the salary of the Executive Director and enable her to focus on strategic and advocacy issues.





Photo 4: Nadia from JET fielding questions on Endowment Funds

Progressio noted that some donors will allow a line in project proposals for a contribution to the endowment fund. Progressio was also unusual in having a very low dependence on grant funding with the balance coming from the private sector and revenue-generating activities, as follows:

<b>Total budget</b>		<b>6 million pesos (US\$71,428)</b>
<i>Administrative costs</i>	30%	<i>1.6 million pesos</i>
<b>Sources of funding</b>		
Local donors:	45%	
<ul style="list-style-type: none"> <li>- 2 banks</li> <li>- 2 businesses</li> </ul>		

- 1 individual		
Self generated funds:	50%	
- Credit card percentage donated 22%		
- Endowment 15%		
- Sale of goods and services 13%		
Donors for projects (grants)	5%	

Fondation Seguin outlined an innovative cooperative-type scheme that it has introduced to build relationships, encourage investors in the park and assist individuals to save to invest in their own businesses. It withholds 40% of the salary of its part-time employees (investors) and then pays it in a lump sum at the end of the year. In the meantime, the money is invested in an interest-bearing account and the interest is used to fund administrative costs.

The facilitator presented the case of Nature Seekers, a small community-based organisation in Trinidad as an example of entrepreneurship coupled with a diversified funding strategy (see Appendix 19).

### **Action**

It was agreed that ARLG members and other CSOs could collaborate to encourage tax regimes which facilitate tax-deductible charitable giving, which might help to stimulate higher levels of corporate and individual giving in the region.

### **Sound financial management<sup>1</sup>**

Participants identified several key aspects of sound financial management and several organisations have their financial policies and procedures compiled into a manual. Lessons learned and challenges emerging from the discussion after groups had filled out the questionnaire included:

- the importance – but also the challenge – of building the capacity of the Board members to interpret financial statements. STEA noted that it has found a way to present financial information simply so that its Board and staff could understand;
- the importance of having dedicated financial staff;
- the importance of having different levels of accountability e.g. Executive Director, Treasurer, Board;
- the danger of becoming too comfortable when the organisation has a very competent financial officer – still need to ensure accountability;
- the importance of keeping separate project accounts to ensure easy reporting and accountability to donors. In some cases, donors may require separate bank accounts;
- the need for network administrators to have effective and transparent budgeting and accounting procedures to allay members' fears.

In Haiti, Fondation Haitienne de L'Environnement (FHE) had been established specifically to acquire, manage and disburse funds to Haitian NGOs. It provided a support service to other NGOs in terms of financial management and accountability. However, it floundered because it did not have sufficient core

<sup>1</sup> Discussion on this element was deferred to Day 5 due to time constraints, but is included here for the sake of coherence.

funds to support it on an ongoing basis, so it started to raise funds to support its own activities which then caused conflict with its members.

The main focus of the discussion was on the extent to which donors are prepared to fund core (indirect/overhead) costs, such as those identified by participants in the table below, and whether donors buy in to the philosophy behind full cost recovery (i.e. that all activities of an NGO, including those of its Executive Director, administrative and financial staff are directly linked to achieving its mission and therefore should be contributed to equitably and proportionately under projects).

**Elements of core (indirect/overhead costs) which donors will cover:**

- Organisation's audit
- Board meetings
- Rent (part)
- Utilities (part)
- Bank charges
- Transportation of members of organisation to come to meetings
- Maintenance of equipment and facilities
- Attending conferences (time, sometimes travel)
- Salaries, particularly of administrative staff – receptionist, secretaries, etc.
- Staff bonuses, benefits (e.g. health, insurance, pension), statutory obligations
- General office equipment
- Office supplies
- Fundraising – staff time or consultant
- Strategic planning, workplanning, budgeting, monitoring, reporting
- Staff meetings
- Organisational outreach, PR, networking – including webpage

Based on participants' experience, it seemed that the more local the donor (e.g. national funds such as the Environmental Fund of Jamaica), the less willing they were to fund core costs, whereas some international donors were more flexible. Also, donors tend to apply more rigid rules to smaller, less-established NGOs, even though they may be the most in need of core support during their developmental stages. The larger international NGOs working in Haiti, for example, have recognised the need to provide support for local CSO's core costs.

Donors that do not fund core costs generally justify this on the grounds that it results in over-dependency that can result in the organisation falling apart at the end of the project. However, there is little documented evidence, at least in the Caribbean, that not funding core costs results in increased long-term financial sustainability, so this is an area that merits further analysis. It was also agreed that it would be useful to survey donor agencies that are currently active in the Caribbean to document their policies on core costs.

## **Recommendations and actions**

- ARLG members and other NGOs need to share experiences (e.g. via intranet) and CANARI (or other NGO) produce a paper documenting and experiences of how different donors accept covering administrative costs and so what strategies you can use with them. This could include a survey of the donors themselves.
- ARLG members and other NGOs can collaborate to advocate for greater donor understanding of the need to cover core costs to assure long-term sustainability of organisations, institutions, programmes and results.
- Share Haiti's experience of shifting from "the industry of charity" (and "waste" of money of very expensive cars, offices, etc) to a professional business-like entrepreneurial approach.
- NGOs need to shift from a project approach to a longer-term programme approach, including linking projects together.
- Caribbean NGOs should link together to make the case for framework funding in the region.
- NGOs should document their work in the way they want to see it documented. For example, Panos Caribbean refused to do a short-term self-evaluation and insisted instead on doing it on a longer-term basis. A recent paper based on CANARI's experience<sup>2</sup> similarly highlights its "creolisation of donor paradigms" in order to remain faithful to its vision and strategic priorities.

## **Next steps**

Participants were provided with an action planning template (see Appendix 11) to continue the process of strategic financial planning within their organisations on their return.

## **14 The role of networks in building sustainable governance arrangements for conservation**

### **Overview of networks**

As a precursor to the panel discussion with members of CAD, participants discussed what network is and then listed all the networks that each person belonged to. Participants identified networks as:

- a group of people who share information, experiences, resources
- a group that speaks on issues – one statement representing views of group
- a group of people or organisations who something in common – shared objectives
- aim is to increase value – sum total is greater than sum of individual parts
- connectivity
- space for discussion
- medium for communication (including electronic)

Participants identified thirty networks to which one or more organisations belonged. The culture of networking seemed to be strongest in Dominican Republic (DR) followed by Haiti, with the two English-speaking countries notably weaker. The facilitator noted that this had also been evident in the development of the IUCN Caribbean Programme, where DR and Cuban participants networked effectively throughout the process to agree on common positions in advance of meetings, whereas

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<sup>2</sup> Geoghegan, T. 2009. Creolising conservation: Caribbean responses to global trends in environmental management. Chapter 5 in J.G. Carrier and P. West, eds. *Virtualism, Governance and Practice: Vision and Execution in Environmental Conservation*. New York and Oxford: Berghahn Books.

representatives from the English-speaking countries mainly brought individual opinions to the meetings and negotiated them there.

The facilitator introduced the concept of nodes and ties in networks and outlined three different types of networks – centralised hub; open; and multi-cluster (see slide presentation at Appendix 12).

### Panel discussion with members of Consorcio Ambiental Dominicano (CAD)

Chair: Leida Buglass, CANARI

Panellists: Luis Carvajal, Secretaría de Medio Ambiente

Jesus Moreno, Presidente de CAD (private sector)

### Overview

CAD arose out of a 1993 initiative of Helvetas, the Swiss aid agency, which was looking for a small country that was involved in environmental matters and had similar geography to Switzerland. At the time the DR lacked information on its biodiversity so a project was developed to address this.

Helvetas worked initially through the government (Ministry of Agriculture – Department of Natural Resources and Department of Wildlife) and sought out and involved other organisations already working already in protected areas. At first they did not think about private sector and relations between the government and private sector were not close. However, some members of the group already had important relationships with the private sector because of corporate support and the Helvetas programme served to enhance these and stimulate new relationships.

The first phase of activity comprised a national species inventory followed by the creation of new protected areas with management plans. The second phase looked at the sustainability of doing this kind of work together, out of which CAD was formed. The structure of CAD and the method in which it should function were determined by the members and it was legally established on 17<sup>th</sup> February 1999. DED (Deutscher Entwicklungsdienst/ German Development Service) also took part in the creation and initial funding of CAD, with the intention that funding would decrease annually and responsibility for securing funding fall more to CAD members. CAD was created with an endowment fund into which each member organisation had to contribute 100,000 pesos (US\$8-9000). The endowment fund covers 45% of core expenses and the rest comes from managing projects. CAD also provides services to members of proposal writing, financial management and reporting, monitoring.

### Structure

The membership currently comprises

- 2 Government: Secretaría de Estado de Medio Ambiente y Recursos Naturales and Jardín Botánico Nacional.
- 7 NGOs: Fundación Progressio, Fundación Loma Quita Espuela, Grupo Jaragua, Inc. CEBSE-Centro para la Conservación y Ecodesarrollo de la Bahía de Samaná y su entorno, CASTA-Centro de Agricultura Sostenible con Tecnología Apropriada, Instituto de Desarrollo de la Economía Asociativa, and Programa Ecomar.

The Board of Directors determines whether applicants can become members of CAD. CAD has alliances with the private sector, but they are not members.

The Secretariat has four staff and does not execute projects directly, only through members. Its activities focus on things like coordinating a national forum for protected areas and advocacy. It is a delicate

balance to ensure that CAD does not duplicate or overlap with members' activities or compete for funding and this is achieved by continuous discussion and negotiation. CAD now meets every 2 months.

Co-management is a mechanism to bring members together and achieve conservation objectives and the Ministry of Environment has co-management agreements with some member NGOs. CAD also solicits the participation of and consults with many other organisations (e.g. research institutes, universities, science academy, community organisations, local small NGOs).

The Ministry of Environment was created in 2000 under a new law but initially lacked capacity for financial and operational management and staff were not motivated because of low pay. It was very bureaucratic, with top-down management, lack of continuity of projects, and a poor image and credibility with civil society. This forced the government to get together with civil society to collaborate on implementing programmes that would achieve their mission. In the words of one panellist, *"Like a marriage where they fight all day but at night they sleep together again"*.

### Results

In response to a question about the results achieved by CAD, panellists responded:

Results that have been achieved with CAD that could not have been achieved without it:

- mediation between members
- administrative efficiency
- development of bridges between different sectors
- collective articulation of national objectives and system vision
- development management plans for protected areas in the south – part of Biosphere Reserve
- creation of the protected area forum which has contributed to
  - developing a united civil society voice
  - more participation of civil society
  - more people informed and involved in environmental issues through attendance at forum, media blogs
  - more people demonstrating/advocating and getting their information from the forum
  - numbers of volunteers growing in areas where there is a lot of conflict
  - increased interest (people call in to complain if the forum is not putting out information)
- revision of protected area law and develop forest and biodiversity law
- establishment of the first biosphere reserve and development of a strategic plan, though funding is still needed for implementation
- constitutional reform that ensures that the size of protected areas cannot be reduced
- land use planning for two towns in south-west
- restructuring and increased effectiveness of Ministry of Environment
- design of policies for the national protected area system

### Challenges

- Members have different perspectives and ways of working. There are many strong people with loud voices so the challenge is to get along and achieve the *"unity through diversity"* (Ghandi) so that everyone will feel ownership.
- Conflicts between members, for example the Ministry of Environment gave permission to a mining company that other CAD members opposed. *"Central government is the problem – they are the mother-in-law"*.
- Being a member means that you need to be transparent with other members, which is a new culture.

What mechanisms are there to resolve conflicts?

The most important thing is that members have learned how to agree to disagree and continue round table discussions. Having a consensus is not the goal because it's not possible; but members can continue working together and trying to understand each other. Each member has its own role to play, its own voice and strength, so members respect each other.

Did CAD influence selection of the Minister of the Environment?

No. CAD feels that if it gets involved in politics then it will be a weak bridge. The vision for the environment remains the driver.

The potential of Haitian NGOs to join CAD and have the network expand to cover the island was discussed.

Participants from other countries found the panel discussion extremely useful in reflecting on their own national attempts to form and sustain networks and highlighted the following as the key lessons learned.



Photo 5: Panel Discussion with Consortio Ambiental Dominicano

### **Lessons from CAD**

1. The focus is on getting things done towards the achievement of a common vision, not about achieving consensus on everything.
2. Strong focus on what has been achieved (results), not just on the activities and challenges.
3. The continuous process of sharing information, mediation and negotiation via the roundtable, often requiring several meetings, is very important.
4. Clear evidence of benefits to both the communities and to the environment.

It was agreed that CAD was a strong candidate to be the second case study under GFS2S (the first being one on CANARI that was already underway).

### **DAY 3**

#### **15 Field trip to Ebano Verde Reserve managed by Progressio**

Participants met at a Progressio-owned facility where they were joined by members of the local community (all women) for a presentation by Ramon Elias, Ebano Verde General Manager and Jose Angeles, President.

Progressio's mission is to promote natural resource conservation while taking account of human beings. In the areas surrounding the reserve (5 communities with approximately 250 families in each), they therefore promote sustainable use of the resources, sustainable agriculture (growing of vegetables and flowers, mainly in greenhouses under Japanese funding), sustainable building (model school and houses), renewable energy (solar and hydro power) as well as building greater awareness of conservation issues. Tangible benefits from Progressio's activities include improved quantity and quality of water (the aqueduct constructed by Progressio benefited 280 families), reduced soil erosion as a result of reforestation and reduced degradation, and generally better quality of life for community members (improved access to livelihood assets). The initiatives also provide models for other communities and organisations to follow. Within the Reserve, programmes include research, a nursery and reforestation under an EU project.

Although Progressio is fairly dependent on a relatively small number of private sector funders, and particularly one family-owned bank, but they feel this is secure from generation to generation.

Challenges have arisen with regard to the Women in Development Group that feels that they don't get enough money from Progressio and that Progressio is constantly pushing them to do more without additional resources.





Photo 6: ARLG members at the Ebano Verde Reserve

#### **DAY 4**

#### **16 Bus trip to Haiti**

The trip from Santo Domingo to Haiti was extremely well coordinated by Pierre Chauvet of FAN, who is also a travel agent, who assured a seamless transition from a Dominicano to a Haitian bus at the border. Participants from Hispaniola provided valuable commentary throughout and those from other countries were naturally struck by the contrasts in terms of land cover between the two countries.

## DAY 5

### 17 How can we make our regional networks effective: application of lessons learned about networking

#### Jamaica experience

Participants from Jamaica shared their experience of membership of two networks:

- Hugh Dixon from STEA described NEST (National Environment Society's Trust), Jamaica as something that was started at the top and then tried to attract other organisations to it. Consequently people didn't feel that their needs were being met and saw no justification for paying membership fees as the costs exceeded the perceived benefits and the Trust was not addressing the issues members were concerned about.
- Susan Otuokon from JCDT explained that the Jamaica Protected Areas Network (JPAN) came out of a NEST sub-group on protected areas, which was open to anyone who had an interest. But JPAN was restricted to only those with responsibility for managing PAs. There were internal arguments and disagreements on how things should work. It was difficult to assess how much was achieved but there were some useful meetings, for example JPAN met with the government to discuss the user fee system and were able to thrash out the issues.

This further reinforced the lessons learned from the CAD experience

- Network members need to discuss and develop consensus on high level values and priorities.
- It is useful to be clear on what the indicators of results might be so that you can demonstrate progress

#### Small group work

Participants divided into two groups, one focusing on networking between GFS2S ARLG members and potentially other CSOs in the region and the other on networking within the Caribbean Biological Corridor, to address a common set of questions:

1. How can this network add value to the work of individual organisations and national networks for biodiversity conservation/sustainable development in terms of
  - Building capacity
  - Improving information exchange
  - Increasing policy influence (nationally, regionally, internationally)
  - Improving advocacy around conservation and development issues
2. How should it be structured?
3. What should be its main objectives?
4. What are likely to be the main challenges and what strategies can you suggest to overcome them?

#### **Civil Society Network report**

The focus would be on developing and testing a network structure with a short term phase focusing on GFS2S members and ending in 2010 (at the end of the GFS2S project) with the longer-term phase offering potential for wider membership

### Added value/objectives

- Advocacy to donors and governments
- Capacity building of civil society
- Developing a common voice for Caribbean civil society – *One voice, one region*

### Structure

(Longer term) Creation of a coordinating body, possibly an existing civil society organisation with environmental interests. Representatives might come from the regional, national or local level. There would need to be decision as to whether to confine it to Caribbean islands or extend the scope to the continental countries. There would be a need to develop criteria and a transparent process for accepting new members

### Measures of success by the end of 2010 – Results

- increased language capacity of members so they can better communicate with each other
- communication products (publications and website) in 3 languages
- joint advocacy to donors and government
- built capacity of members and other NGOs
- documentation about the network – purpose, functioning, processes structure, objectives etc
- membership criteria and process developed
- effectively advocated for Haiti's inclusion in more regional initiatives and processes
- met with regional agencies to advocate for effective support of civil society organisations
- civil society's voice being heard on issues such as climate change, protected areas, forests and livelihoods
- have communication channel in place to be open to new members from 4 countries and other Caribbean countries (islands?)

### **Caribbean Biological Corridor civil society network small group report**

#### Added value

- CAD knows and has worked on Caribbean Biological Corridor (CBC) proposals
- Members have good relations with Cuba as a participant of the CBC
- Jamaican ARLG members can collect, transmit and share information on CBC within Jamaica where civil society organisations know little about it
- ARLG members can offer local, regional and international collaboration (exact focus to be defined)
- Promote and build awareness in the region about the importance of a Marine Biological Corridor
- Development strategic alliances to influence policies
- Develop communication strategies

#### Structure of the network

- Establish an electronic network
- CAD to act as a bridge for information and link

- Create a committee with representatives from each country

#### Main objectives

- Ensure that Jamaica is a member country of the BC
- Ensure civil society organizations are actively involved in CB

### **18 Panel discussion on civil society networking in Haiti**

Chair: Sarah McIntosh, CANARI

Panellists: Jean André Victor, FAN/FHE

Gesner Champagne, Fondation Seguin

Rev. Eduard Paultre, Cohanne/CONAUS

The Chair opened the panel discussion by reading a document from Dr Jean Vilmond Hilaire of Société Audubon, which he sent since he could not be present as he was attending a conference in Antigua (see Appendix 13). The document outlines the evolution of civil society involvement in conservation in Haiti and the challenges it has faced, leading up to the formation of the Reso Ekolo.

Jean-André Victor then outlined the history of environmental groups noting that there had been a tendency to group together over the past 20-30 years, even before the concept of networking had become commonplace. However, success had been varied, often depending on the political climate. He noted that there were a couple of international examples of effective international networks he could cite, *Association Internationale des Ingénieurs Sanitaires*, which had national notes in Latin America and the Caribbean and *RedLAC* (Latin American and Caribbean Network of Environmental Funds) of which Haiti, DR and Jamaica were members. However he noted the danger when international organisations are supporting national organisations that the latter can become more fragile rather than less, with the international organisation being the one that benefits. He also mentioned networking in Haiti for specific purposes, e.g. the *Forêts des Pins* which had had its ups and downs, but still had concerns about the forests being threatened.

He noted that in complex situations, such as the negotiation of key environmental agreements in Haiti, civil society networks should always clarify key points in advance. He also recommended that network members specialise in niche areas, to make the most efficient and effective use of resources. If a network spans multiple countries, it may be more sustainable and stable but will require greater coordination and management skills, not just technical competencies. Finally, he felt that networked CSOs could find a better balance between advocacy, partnerships with government and direct action; in Haiti the tendency had been to over-focus on the latter.

Gesner Champagne spoke about the development of the Reso Ekolo through a series of working meetings. There was a clear common objective of improving the environment and natural resource management but nevertheless it had proven difficult to achieve consensus on several issues. However the challenges were too important to be deterred either by the weak will of governments or minor differences between organisations, so it was critical to move forward.

The Rev. Eduouard Paultre spoke of attempts to unify different sectors of civil society around the issue of environmental degradation, which had achieved more prominence since the devastation by the hurricanes. The environmental NGOs were already well networked but it was delicate trying to bring specialists and non-specialists together to unite in advocating for necessary changes. After initial consultations, they had brought together about 200 grassroots organisations in Port-au-Prince and elsewhere to sensitise them to the issues.

The march that was planned for the next day aimed to mobilise thousands of people to focus on getting government to make a long-term commitment of resources to improving environmental management and to implementing the laws. The budget of the Ministry of Environment, for example, was only 0.7% of the total national budget.



Photo 7: Panel discussion on civil society networking in Haiti

## DAY 6

### 19 Strategic monitoring and evaluation: developing a monitoring and evaluation system

Nicole Leotaud outlined the key steps involved in developing a monitoring and evaluation system, including identifying boundary partners, defining outcomes, and identifying progress markers (see Appendix 14). She then led a discussion on how the various stages would apply to monitoring and evaluating the GFS2S project.

Some small group work was started as shown below but by mutual agreement, this session was curtailed to facilitate an ad hoc discussion on the Caribbean Biological Corridor, which Haitian participants had organised at short notice given the high level of interest in the initiative.

Small group work on defining outcomes

**Outcome: Greater collaboration between members of the ARLG**

<u>Expect to see</u>	<u>Like to see</u>	<u>Love to see</u>
<ul style="list-style-type: none"> <li>• 2-way communication by email and people respond</li> <li>• Everyone attend the next meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Create online forum to discuss issues</li> <li>• Create intranet and use to update on activities</li> </ul>	<ul style="list-style-type: none"> <li>• Partner on one action</li> <li>• Joint publication on one issue</li> <li>• Creation of a formal ARLG network</li> </ul>

**Outcome: Greater transparency and accountability (Haiti)**

<u>Expect to see</u>	<u>Like to see</u>	<u>Love to see</u>
<ul style="list-style-type: none"> <li>• Bank account in organisation's name</li> </ul>	<ul style="list-style-type: none"> <li>• Good financial reports</li> <li>• Small grants requested</li> </ul>	<ul style="list-style-type: none"> <li>• Audited financial reports</li> </ul>

**Outcome: Better communication between members**

<u>Expect to see</u>	<u>Like to see</u>	<u>Love to see</u>
<ul style="list-style-type: none"> <li>• Quantity and quality of emails exchanged after the meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Active forum</li> </ul>	<ul style="list-style-type: none"> <li>• Dynamic Intranet (extranet)</li> </ul>

**Outcome: Better communication in 3 languages**

<u>Expect to see</u>	<u>Like to see</u>	<u>Love to see</u>
<ul style="list-style-type: none"> <li>• All members say they want to have better language skills</li> </ul>	<ul style="list-style-type: none"> <li>• Get training</li> <li>• Organisations support language training</li> <li>• Key documents translated into all 3 languages</li> <li>• Translate documents for each other</li> <li>• All organisations have short summary of themselves in 3 languages</li> </ul>	<ul style="list-style-type: none"> <li>• All members understand what is said in the 2 other languages.</li> <li>• All ARLG communication in the 3 languages</li> <li>• (Kweyol as universal Caribbean language)</li> </ul>

### Small group work on defining boundary partners

#### ***Outcome: Ministries of Environment of Haiti, Cuba and DR include Jamaica in Caribbean Biological Corridor***

#### Boundary partners (who needs to change)

- Ministry of Environment in Cuba, DR and Haiti
- Ministry of Foreign Affairs in Cuba, DR and Haiti
- Media in Cuba, DR and Haiti
- UNDP in Cuba, DR and Haiti
- Other environmental CSOs in Cuba, DR and Haiti

## **20 Informal presentation on the Caribbean Biological Corridor and the potential for enhanced civil society involvement**

Presenters: Ronald Toussaint, CBD focal point and Vernet Joseph, CBD representative on the Caribbean Biological Corridor.

The presenters made the following key points:

- The Caribbean Biological Corridor (CBC) is both a framework for advocacy and to attract funds, as well as a good example of regional coordination.
- The institutional mechanism at the highest level is the Ministers of the Environment
- Each Minister is supported by a national technical committee, which in Haiti includes Vernet Joseph, Ronald Toussaint, and Jean Vilmond Hilaire. In the DR, Yvonne Arias is the civil society representative on the committee. The technical committees do not execute, just coordinate.
- The idea came out of workshop in Jacmel where participants spoke about the possibility of creating a biosphere reserve between Haiti and the DR. This evolved into the idea of a Caribbean ecological corridor, outlined in the First Declaration of Santo Domingo by governments.
- Afterwards Jamaica expressed interest in taking part as an observer. Keith Porter, deputy Head of Forestry, is Jamaica's representative
- Although biological in name, the idea behind CBC is to get countries to address issues related to climate change and land degradation and to tackle poverty through these lenses.
- Includes a focus on improved involvement of communities in protection.
- Next steps include a meeting, to be held in Haiti, of technical committees to finalise strategic plans and a meeting of Ministers with international agencies to see how they can support the proposed activities.
- Activities will be implemented through the identification of 12 projects to be implemented mainly with / by civil society. Interested partners will be identified, who might come from any sector. He encouraged those at the meeting to submit proposals that match the strategic objectives. The DR Technical Committee had already been bombarded by proposals.

- Jamaica had been invited to participate in next meeting in early August in Haiti and it was hoped that Jamaica decide to get involved. Jamaica wants to follow the process to see if it is relevant for them.

It was agreed that JCDT would seek clarification on who is responsible in Jamaica (because environment is now under the Office of the PM and there is no Minister or junior Minister for the Environment).

Yves-André Wainright outlined a number of challenges to which the presenters responded (see sections on bold text):

- It is not known which communities will be part of the Caribbean Biological Corridor. **The process of delineation has been started in the strategic action plan but the different land use plans etc. still need to be elaborated.**
- It will be difficult to get positive results if the initiative is managed just by the Ministry of Environment. There is a need to also involve Ministries of Foreign Affairs and Interior and to develop a mechanism for inter-sectoral coordination. **The Ministry of Environment is the driver but other Ministries can be brought on board once the strategic action plan and concrete proposals are defined. Otherwise the initiative will just be seen as more “blah blah blah”.**
- Issues with civil society representation in Haiti - who selected them and who do they represent?

Participants expressed their gratitude to the presenters for coming and such short notice and being so open. They confirmed their continuing interest in involvement in the CBC.



Photo 8: Ronald Toussaint, CBD focal point and Vernet Joseph, CBD representative on the Caribbean Biological Corridor presenting on the Caribbean Biological Corridor

## 21 Next steps on the GFS2S project

### a) Case Studies

Two case studies will be produced under the project. They will document results achieved and lessons learned and analysis of the internal and external factors contributed to those achievements. The first will be on CANARI and draw on an ongoing self-analysis conducted under another project. However, there was scope for participants to express their preferences for the second study. The following were all proposed as possibilities.



- CAD
- JCDDT
- Ebano Verde
- Macaya

b) Development of a communication strategy

Participants started to flesh out a strategy as outlined below and this will be built upon by CANARI, which will solicit wider input as it starts to be developed.

<b>Key messages: what do we want to say?</b>	<b>Objectives: what do we want to achieve by sending the message e.g. change in policy, behaviour, relationships, institutions, etc</b>	<b>Target audiences: who do we want to receive our messages?</b>	<b>Products and pathways (external)</b>	<b>Products and pathways (internal)</b>
Networks need to have clear common objectives	Donor funding more “NGO friendly” eg covers indirect costs of programmes	“champions” ARLG members Ministries of Environment (Ministers and technical people) Other CSOs Media Donors Academia Private sector Network of business people for environment (DR)	CANARI website, with links to ARLG member websites Intranet/extranet Famous people as advocates – artists Famous people can be powerful opposers – need targeting	
Network members do not have to agree on anything to	Governments put more funding into natural resource			

work together effectively	management (should there be a common goal % developed? More money doesn't mean more results)			
Private sector playing significant role in DR and Haiti	Government policy and development projects more conservation based			
Development and conservation can go successfully hand in hand	National budgets should be accompanied by strategic analysis of impact on environment			
Administrative costs are a legitimate element of all projects	More unified approach and sharing of experiences among civil society organisations			
NGOs need to record information	Educate donors at national level to give better support to developing sustainable civil society organisations			
Jamaica should become a full party to the biological corridor	Develop trust between NGOs and government			
Civil society needs to be more involved by right in decision				

making about the biological corridor (needs refining)				
Need transparency in the selection of civil society representatives				

Participants also shared ideas and experiences on how to influence behaviour and change policy, including:

- dining together proved very effective with politicians (but Panos never succeeded in getting money to fund this)
  - bringing different stakeholders together in a workshop
  - six-monthly newsletter targeted mainly to other environmental organisations
  - 15 minutes television programme every week funded under projects (Jaragua), which stimulates emails and calls
  - submitting video material to national and regional television stations, which are desperate for programmes. These can be promoted as documentaries not advocacy (BRT)
  - use short snappy slogans (Panos)
  - tailor messages to focus on “what’s in it for you” not preach. There is a tendency of NGOs to take a superior “evangelical approach” to “ignorance” but can offend audience. Need to assess audience to see what may be a more appropriate route.
- c) Small grants updates and possible focus of applications
- Draft proposals from JCDT (strategic planning) and JET (use of IT for education and outreach) discussed with CANARI
  - Panos has a proposal to submit
  - FAN would like to develop a website and put up 3 years of information and distil lessons that others can learn from
  - Macaya would like to focus on increasing the credit scheme
  - Seguin – need to discuss internally
  - CAD – strengthen CAD leadership to lead reform PA law; develop stronger links among Haitian and DR organisations
  - Progressio - document and disseminate what the reserve has achieved and how, which could then be used for fundraising, to get support etc.
  - BRT – revisit strategic plan and reposition itself focusing on change management and raising money for programmes, not only projects.
- d) Next meetings

The project has funding for one more big meeting but there are still 18 months until the end of the project. It was agreed that the third (and final) ARLG should be held in Trinidad and Tobago. However to maximise the time available before the project ends, CANARI will seek to secure funding for at least one representative of each organisation to attend the regional Forests and Livelihoods conference which it is hosting in April or May 2010. This will feature the findings of both CANARI's work and that of other organisations both within and outside the region. If sponsorship can be found a GFS2S meeting could be held after or in the margins of the main meeting. The final ARLG meeting could then be held around October 2010. There might also be other opportunities for members to meet, for example at IUCN regional meeting.

e) Action list to be done before next meeting

**CANARI**

- Produce a webpage by 30 September 2009 with links to all member websites and all project documents. To be followed by a password protected page where groups can post updates and documents to share that are not public documents and with scope to host a moderated forum. The three languages may present a problem but topics might be moderated by ARLG members. CAD suggested that its website with a facilitator, themes of the month for contributions and searchable documents submitted by members could be a model for GFS2S.
- Aim to get all project documents translated. There is some funding in the project for published documents, but not workshop reports. Find out if CARICOM or Francophonie have funds. Explore sources of funding for ARLG members to attend Forests and Livelihoods regional conference
- Build CANARI staff capacity in languages:
  - Start conversational Spanish classes for all staff facilitated by Leida Buglass
  - Provide sponsorship for Leida to learn French
- Finalise draft communication strategy and circulate for comments by 31 September 2009
- Finalise and circulate workshop report – preferably a short executive summary with more details available for those that want them as a supplement to the memory sticks and for interested persons who were not at the workshop, including donors.
- Develop strategy to survey conditions of donors active in the 4 project countries (may require additional funding)
- Finalise CANARI case study, translate, disseminate (date depends on outline)
- Produce second case study – before regional conference Forests and Livelihoods

**MACAYA**

- Get all documents related to Macaya – archive and transparency

**JET**

- Information management of electronic files

**FAN**

- Develop generic guidelines for developing an “operations manual” for NGOs working in environment (a communication product for GFS2S?)
- Work with Seguin to organise trip for Reso Ekolo members to DR

## **BRT**

- Do film on Haiti to make rest of Caribbean more aware of lessons Haiti has to share
- Collaborate with Panos to learn from their experience

## **STEAM**

- Do monitoring and evaluation using the templates provided

## **CAD**

- Disseminate what has been learned from the meeting to other members of CAD and share with ARLG members what other CAD groups are doing

## **22 EVALUATION OF WORKSHOP**

Participants were asked to evaluate the workshop in terms of results and lessons learned for them personally. These highlighted the practical value of the sessions and peer exchange that had taken place as well as concerns about how to sustain the interactions beyond the end of the project, with consensus that this would continue to need regional coordination and opportunities for face-to-face meetings in order to secure maximum benefits.

In terms of changes in behaviour and attitudes the following were highlighted:

- greater appreciation of the culture and language of other participants and therefore interest in building language skills
- intention to focus less on problems and more on results as achievements, which was a “360 degree turnaround”
- Understanding the difference between outputs and outcomes and the importance on focusing on results rather than activities
- Importance of documenting results
- Understanding that networks don’t have to agree to be effective; we just have to start the dialogue process
- Increased capacity of some English-participants to translate between English and Spanish
- Recognition that topics that are usually boring, like financial management, can become dynamic when linked to external reality
- Revived personal interest in the environment and commitment to planting trees on own land
- Increased understanding of what Haitian environmental organisations doing, their strengths and weaknesses with potential for Panos to lend a hand with administrative structural issues
- Increased climate of trust between organisations, including built trust in CANARI
- Development of friendships and networks which can go beyond the meetings

Commitments to apply learning to their own organisations included:

- Moving away from a focus on volunteer activity to managing as a business
- Renewed commitment to not breaking the endowment (based on the experience of a member of CAD)
- Using the endowment fund as collateral/leverage to secure other funding
- Will put proposal to Board to develop endowment fund

- Commitment to keep working with Ministry of Environment in the DR on developing relations with organisations in Haiti
- Will review and adapt proposals to include administrative costs and also talk to local donor



## CARIBBEAN NATURAL RESOURCES INSTITUTE

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### CONCEPT NOTE

#### ***Going from strength to strength: Building capacity for equitable, effective and sustained participation of civil society organisations in biodiversity conservation in Caribbean islands.***

#### **1. Overview**

***Going from strength to strength*** is a three-year (2008-2010) research and capacity building project, coordinated by the Caribbean Natural Resources Institute (CANARI) with funding from the John D. and Catherine T. MacArthur Foundation (MacArthur). It builds on the findings of and capacities built under earlier CANARI projects, notably:

- *Improving governance through civil society involvement in natural resource management in the Caribbean* [2001-2006 funded by EC/Hivos-funded]
- *Developing and disseminating methods for effective biodiversity conservation in the insular Caribbean* [2003-2005 funded by MacArthur]
- CANARI's extensive experience of assisting government agencies and civil society organisations with processes of visioning, strategic planning and organisational development.

***Going from strength to strength*** focuses particularly on the islands of Hispaniola (Dominican Republic and Haiti) and Jamaica, with dissemination of lessons learned to a wide range of stakeholders in the other islands of the Caribbean.

#### **2. Problem being addressed**

The livelihoods of Caribbean people are inextricably linked to the natural resources and biodiversity of their islands, notably through agriculture and fishing, tourism and recreation, and long-standing cultural and spiritual practices. There is also a high dependence on natural ecosystems for the provision of critical services such as clean air, water, climate amelioration, and flood and erosion control.

The islands of the Caribbean have also been identified as a global "hotspot" for biodiversity with numerous endemic, rare and threatened or endangered ecosystems and species. Yet recent assessments of biodiversity, such as those undertaken under the Millennium Ecosystem Assessment (Assessment of the Northern Range of Trinidad; Assessment of the Caribbean Sea), show escalating degradation of both marine and terrestrial resources. This is being directly driven by unsustainable exploitation of natural resources and conversion of natural ecosystems for development. Indirect drivers include growing populations, economic activity that is environmentally unsustainable, and consumption patterns that over-exploit natural resources. Under projected trends and scenarios for Caribbean islands (see <http://www.canari.org/macarthurclimatechange.html>) the ongoing degradation of natural ecosystems is likely to be further exacerbated by higher sea temperatures, sea level rise, and drier summers, notably in the Greater Antilles. Ironically, as the ecosystems providing ecological services and livelihood opportunities continue to be degraded, the pressure further increases to over-exploit and convert the remaining natural areas in the name of 'development'.

There is therefore an urgent need for the region to develop effective strategies to halt, and where possible reverse, biodiversity degradation before the changes become irrevocable and further diminish sustainable livelihood opportunities. Civil society has a critical role to play in the development and

implementation of such strategies and in increasing public awareness of the implications of loss of biodiversity. Civil society is also increasingly being called upon to play a pivotal role in the development of adaptive strategies in the face of climate change.

Past research by CANARI indicates that key barriers to equitable civil society participation in natural resource management include both the wider institutional framework for governance and the internal capacity of civil society organizations<sup>1</sup> (CSOs), as outlined in Table 1 below.

*Table 1: Analysis of key barriers to effective civil society participation in natural resource governance*

<i>Institutional framework / governance issues</i>	<i>CSO capacity issues</i>
<p>a) political and cultural barriers to strategic long-term planning and management for sustainable resource use and the development of sustainable livelihoods;</p> <p>b) outdated, overlapping and ineffective policies, legislation, institutions and practice;</p> <p>c) rigid governance structures that lack adaptability and resilience and exclude many of the key stakeholders;</p> <p>d) limited human and financial resources in government agencies (which are further stretched by demands for compliance and reporting under various multilateral agreements) and a world view and culture that resists collaboration with other partners, including civil society, private sector and other government agencies;</p> <p>e) under-valuing of the civil society capacity that exists;</p> <p>f) absence of or unwillingness to share the data essential to decision-making and failure to optimise the application of both scientific and traditional knowledge.</p>	<p>a) failure to strategically leverage the capacity which exists within the organisation;</p> <p>b) dependence on externally-driven capacity building programmes that are culturally inappropriate and often fail to draw or build on existing capacity;</p> <p>c) limited capacity of civil society organisations to participate in natural resource governance, with the following being the factors most frequently identified: <ul style="list-style-type: none"> <li>• lack of strategic direction;</li> <li>• internal governance issues;</li> <li>• limited availability of human and financial resources;</li> <li>• ineffectiveness of most capacity building initiatives in creating resilient and sustainable organisations and institutions as opposed to strong individuals;</li> <li>• capacity of organisations sometimes depleted rather than built as a result of complex donor and partner requirements, with no apparent analysis of the cost/benefit.</li> </ul> </p> <p>d) failure to capitalise on the collective strength of the CSOs in the region as a result of inadequate or ineffective collaboration between CSOs at the local, national and regional levels.</p>

Although there has been some progress in engaging civil society in natural resource governance (for example through participatory decision-making and co-management arrangements), there are still too few documented Caribbean examples of equitable, effective and sustained participation of CSOs in conservation and too little research on what enables or constrains effective participation of this kind.

A few Caribbean conservation CSOs are thriving but many are still struggling to navigate the transition from volunteer group to professional organisation and/or from adversarial environmental advocacy to more collaborative partnerships with government and the private sector in the management of the resources critical to development. Too many Caribbean CSOs appear mired in a self-reinforcing cycle of lack of strategic direction, shortage of human and financial resources, overdependence on one or a few

<sup>1</sup> For the purposes of this project, civil society organisations are defined as non-governmental and community-based organisations, whether operating at regional, national or local level.



key individuals, no succession planning, inappropriate governance structures, and rifts between board, staff and members.

### **3. Project approach**

***Going from strength to strength*** seeks to address the barriers outlined above through a process of **participatory research, action learning** and **capacity building** involving a core group of 10 CSOs. Rather than focusing just on the capacity gaps and weaknesses, this approach acknowledges that each participating CSO already has significant strengths on which it can draw, build and share with others in order to strengthen the collective effectiveness of all participating CSOs – and by extension their partners and beneficiaries – to promote and engage in effective biodiversity conservation and management of the region's natural resources. This approach builds on CANARI's experience of facilitating Action Learning Groups (under the *Who Pays for Water* project <http://www.canari.org/alg.htm> and its current Forests and Livelihoods projects). 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. CANARI's coordination of the Action Research and Learning Group (ARLG) will seek to draw on its own strengths and it will also share the findings of its own processes of self-analysis and identification of capacity gaps.

Participating organisations will be selected based on their existing involvement in some aspect of biodiversity conservation; identified strengths in certain key areas of CSO competency; ability to act as leaders and change agents with a variety of different stakeholders in their countries, communities and sectors; and willingness to commit to a three-year period of self-analysis, open dialogue; cross-learning and capacity building. It is anticipated that at least eight of the groups will be based in Dominican Republic, Haiti and Jamaica. The intention is to have a mix of groups operating at regional, national and community level including several that have experience of active participation in civil society networks. Two representatives from each organisation will be invited to attend the ARLG meetings and the project will provide small grants for capacity building activities at the wider institutional and/or organisational level. In cases where a collective capacity need is identified that cannot be met through cross-learning, this will be addressed through external facilitation and training. Lessons learned from the project, and the tools and methods applied during it, will be widely disseminated to other key conservation actors in government, civil society, private sector and donor organisations.

### **4. Project goal**

Strengthened governance arrangements for effective and sustained biodiversity conservation in the islands of the Caribbean through improved civil society capacity and enabling institutional arrangements.

### **5. Project objectives**

**a) to identify the key enabling factors for effective civil society participation in institutions for biodiversity conservation in Caribbean islands through the analysis of a range of participatory biodiversity conservation governance arrangements**, including a review of :

- the roles played by CSOs in biodiversity conservation;
- which biodiversity conservation governance arrangements work and why;
- the key factors in existing institutional arrangements that facilitate or hinder effective civil society participation in governance;
- the interactions between the different elements (e.g. people, policies, legislation) in these complex governance systems;
- the capacity that CSOs need in order to contribute to effective biodiversity conservation in the islands of the Caribbean;
- the most effective strategies, tools and methods for civil society capacity building.

**b) to learn from and enhance the capacity of 10 Caribbean CSOs to effectively promote and participate in biodiversity conservation through:**

- implementation of an innovative **Action Research and Learning Group** (ARLG) programme of cross-learning, information sharing, training, networking and case studies designed to draw and build on the existing capacity within the group;
- identification of priority capacity needs that require external facilitation and development of a programme of capacity building activities to address these;
- development of fundraising strategies for both CANARI and the CSO participants to complement and augment activities under this project;
- development of a framework for participatory monitoring and evaluation of initiatives designed to build the capacity of CSOs to participate in biodiversity conservation governance.

**c) to influence the policies and practice in government agencies, civil society organisations private sector companies and donor agencies to enhance civil society participation in institutions engaged in biodiversity conservation through:**

- dissemination of lessons learned and innovative tools and methods from the project in a range of formats such as case studies, policy briefs, newsletters and guidelines via print and audiovisual media;
- building the capacity of 10 CSOs to act as catalysts, change agents and facilitators for wider dissemination of lessons, tools and methods to the government agencies, donor agencies, private sector and other CSOs within their networks and institutions;
- design and facilitation of regional, national and local training programmes and seminars on the tools and methods identified through the project, by CANARI, other participating CSOs and specialist consultants;
- delivery of presentations at regional and international events by participating CSOs in the ARLG.

## **6. Project results**

The project will be working towards contributing to changing the following behaviours and the structure and function of institutions for biodiversity conservation in Caribbean islands:

- CSOs effectively and equitably participating in institutions for biodiversity conservation;
- CSOs engaged in directing, monitoring and evaluating their own capacity building;
- CSOs collaborating with each other and their partners in government, academia, the private sector and the media to share information and to help each other build capacity;
- A core group of CSOs acting as leaders and change agents at regional, national and local level to promote effective tools and methods for capacity building of CSOs.

## **7. Guiding research questions**

The following guiding research questions will be refined with the participating CSOs at the first ARLG meeting and in consultation with partner agencies involved in complementary initiatives:

- What are the barriers to and enabling factors for effective self-organisation of Caribbean CSOs involved in biodiversity conservation?
- How can CSOs effectively monitor and evaluate their own strategic development?
- Can all CSOs realistically become self sustaining? What other financing mechanisms exist?
- What tools and methods work best for building the necessary capacity in such CSOs in the Caribbean?
- What mechanisms can be developed and stimulated to sustain effective cross-learning between CSOs in the Caribbean?

- How do CSOs function within conservation institutions? Can complex system theory help us understand this?
- How do civil society networks function at local, national and regional levels in conservation and how is capacity built in a network? Can networks function more effectively?
- What role(s) are CSOs best fitted to play in promoting conservation and sustainable development in Caribbean islands at the start of the 21st century?
- What enabling framework (policies, structures, processes) is needed to facilitate and optimise this role?

## **8. Project activities**

The core project activities comprise:

- a. Creation and coordination of a civil society **Action Research and Learning Group (ARLG)**
- b. At least four 4-5 day **ARLG meetings**, including a field/study/study visit component and formal capacity building activities, rotated between participants' countries, with two members of each participating CSO being invited to attend each ARLG meeting;
- c. **Case studies** both specifically under this project and from complementary CANARI projects (see list in Appendix 1, to be refined at the first ARLG meeting).
- d. **Small grants** of approximately \$5,000 – 10,000: provision for each CSO in the ARLG to access a small grant for some aspect of building its capacity or that of its institution or network. This could include formal training programmes, strategic planning, organisational or programme evaluation, study tours. **A small grant mentoring and monitoring team** will be also be established, coordinated by CANARI.
- e. **Dissemination of project learning and capacity building:** communication strategy to be developed at first ARLG meeting but to include:
  - mechanisms for **intra-ARLG communications** between meetings (e.g. intranet, newsletters, email listserv) ;
  - **Going from strength to strength web page** on CANARI's web site with links to ARLG member sites;
  - **training programmes:** at least four training modules including a "training of trainers" component;
  - **print and audiovisual materials**, where possible in English, French and Spanish;
  - **presentations by ARLG members**, including CANARI, at local, national, regional and international events and within the national and regional institutions of which they are part.
- f. **Participatory monitoring and evaluation** throughout the course of the project including the development of an appropriate framework and the development of participants' capacity for monitoring and evaluation of their own organisations, institutions and projects. External independent consultants will contribute to the final evaluation of the project, with the results being made available to inform the development of the programmes of CANARI, ARLG members and other key partners, including donor agencies.

In addition to short case studies of initiatives in which ARLG members are involved, which will be documented as part of the ARLG field/study visits, some additional substantive case studies have been identified under other CANARI projects that can contribute to the project learning, such as:

- an analysis of the impact on organisational capacity of Action Learning Projects being conducted under an FAO-funded Forests and Livelihoods project;
- 4-6 case studies analysing different typologies of forest management governance arrangements with a view to producing recommendations regarding institutional arrangements for forest management that optimise socio-economic benefits for the rural poor (EU-funded Forests and Livelihoods project)
- an analysis of civil society networks involved in the management of fisheries and other marine resources in Trinidad and Tobago (IDRC-funded MarGov project in collaboration with University of the West Indies Cave Hill Centre for Resource Management and Environmental Studies).

Two additional case studies will be funded under ***Going from strength to strength*** and the following have been identified as potential candidates:

- a case study of CANARI from its inception in the 1980s to the present time, with particular focus on its adaptive management, governance structures and succession planning to extract lessons on developing sustainable organisations;
- analysis of the impacts of programmes designed to build CSO capacity to determine the most effective strategies, tools and methods for civil society capacity building;
- analysis of the impact on the capacity of CSOs in Grenada of the large injection of funding following Hurricane Ivan to extract lessons on effective donor support for CSOs in general and in post-disaster situations specifically;
- survey and analysis of innovative financing mechanisms in Caribbean conservation CSOs, including endowment funds, fund development and entrepreneurial initiatives to extract lessons on developing financially sustainable CSOs;
- a case study of selected corporate social responsibility programmes in the Caribbean to extract lessons on the role of the private sector in building capacity of CSOs for biodiversity conservation.

All case studies will be published in English, with provision in the ***Going from strength to strength*** budget for two major case studies to be translated by a professional into Spanish and French. Additional funding will be sought to translate the remainder. It is also hoped that ARLG members will take the initiative to produce and/or translate the shorter case studies emanating from the ARLG study visits into their own language. All case studies will be available electronically on CANARI's website, again with provision for the printing of the two main case studies selected. Where appropriate, additional funding will be sought to document case studies in audiovisual formats.

APPENDIX 2: Participant List

GOING FROM STRENGTH TO STRENGTH  
PARTICIPANTS AT SECOND ARLG MEETING

First Name	Organisation	Address	Country	Telephone	Mobile	Fax	Email
Juan Almonte	Grupo Jaragua	Calle El Vergel #36, Ens. El Vergel, Santo Domingo	Dominican Republic	809 616 2865	829 882 6482		<a href="mailto:geovide@yahoo.com">geovide@yahoo.com</a>
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Leida Buglass	CANARI	Administration Building, Fernandes Industrial Centre, Laventille	Trinidad	868 626 6062		868 626 1788	leida@canari.org
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Pierre Chauvet	FAN (Federation des Amis de la Nature -Haiti Verte)	Petionville	Haiti	509 3445-5903	509 2222 1792		fanhaiti@gmail.com; pierre.chauvet@gmail.com
Kwesi Dennis	CANARI	Administration Building, Fernandes Industrial Centre, Laventille	Trinidad	868 626 6062	868 485 9994	868 626 1788	nicole@canari.org
Hugh Dixon	Southern Trelawny Environmental Agency	#3 Grant's Office Complex, Albert Town P.O. Trelawny	Jamaica	876 610 0818	876 393 6584	876 610 1676	hughmdix@gmail.com; stea@cwjamaica.com
Donna Fray	Jamaica Conservation and Development Trust	29 Dumbarton Avenue, Kingston 10	Jamaica	876 960 2848/9876 920 8278/9		876 960 2850	jamaicaconservation@gmail.com

**GOING FROM STRENGTH TO STRENGTH  
PARTICIPANTS AT SECOND ARLG MEETING**

<b>First Name</b>	<b>Organisation</b>	<b>Address</b>	<b>Country</b>	<b>Telephone</b>	<b>Mobile</b>	<b>Fax</b>	<b>Email</b>
Laurence Lemoine	FAN (Federation des Amis de la Nature -Haiti Verte)	Petionville	Haiti	509 3658 9414	509 3463 2986		laurence_lemoine@yahoo.com
Nicole Leotaud	CANARI	Administration Building, Fernandes Industrial Centre, Laventille	Trinidad	868 626 6062; 509 2245 5017	868 735 0945	868 626 1788	kwesi@canari.org
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Susan Otuokon	Jamaica Conservation and Development Trust	29 Dumbarton Avenue, Kingston 10	Jamaica	876 960 2848/9876 920 8278/9	876 868 3318	876 960 2850	jamaicaconservation@gmail.com
Sesar Rodriguez	Consortio Ambiental Dominicano (CAD)	Edificio 1M8, Apartamento 2-2. Los Ríos, Santo Domingo	Dominican Republic	809 385 0480	829-979-4300	809 563 7172	<a href="mailto:cad@codetel.net.do">cad@codetel.net.do</a> , <a href="mailto:sesar_rodriguez@yahoo.com">sesar_rodriguez@yahoo.com</a>
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Tamoy Singh	Jamaica Environment Trust	11 Waterloo Road, Kingston 10	Jamaica	876 960 3693; 876 929 8805	876 484 7132	876 926 0212	tsingh.jet@cwjamaica.com
Lucien St. Louis	Panos Caribbean	51, route du Canapé-Vert, Port-au-Prince	Haiti	509 2511 1460; 509 2213 6864	509 3460 1135	509 3526 1809	<a href="mailto:slouis@panoscaribbean.org">slouis@panoscaribbean.org</a> ; <a href="mailto:slouis@yahoo.com">slouis@yahoo.com</a>
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**GOING FROM STRENGTH TO STRENGTH  
PARTICIPANTS AT SECOND ARLG MEETING**

<b>First Name</b>	<b>Organisation</b>	<b>Address</b>	<b>Country</b>	<b>Telephone</b>	<b>Mobile</b>	<b>Fax</b>	<b>Email</b>
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Jan Voordouw	Panos Caribbean	9 Westminster Road, Kingston 10	Jamaica	876 920 0070/ 0071	876 448 4669	876 920 0072	jan@panoscaribbean.org

## ACTION RESEARCH AND LEARNING GROUP MEETING 11-19 JULY 2009

## DRAFT AGENDA

<b>Date</b>	<b>Location/activity</b>
Saturday 11 July	<i>Participants arrive in Santo Domingo and transfer to hotel: Hotel Clarion</i>
Sunday 12 July	<p><b>Workshop a.m.:</b></p> <ul style="list-style-type: none"> <li>○ <i>Welcome and introductions</i></li> <li>○ <i>Workshop overview and recap on ARLG1</i></li> <li>○ <i>Participants report on activities since ARLG1</i></li> <li>○ <i>Presentation by Grupo Jaragua</i></li> <li>○ <i>CANARI update on the project and parallel project for the UK Overseas Territories</i></li> <li>○ <i>Introduction to strategic monitoring and evaluation</i></li> </ul> <p><b>Workshop p.m.:</b> (Small group work)</p> <ul style="list-style-type: none"> <li>○ <i>Develop and present targets and indicators for the GFS2S project and the ARLG.</i></li> </ul>
Monday 13 July	<p><b>Workshop: a.m.</b> <i>Introduction to sustainable financing</i></p> <p><b>Workshop p.m.:</b> <i>The role of networks in building sustainable governance arrangements for conservation</i></p> <ul style="list-style-type: none"> <li>– <i>types of network and their respective strengths and weaknesses</i></li> <li>– <i>presentation and discussion of the CAD experience as compared to networks in other countries (panel discussion with invited CAD members)</i></li> <li>– <i>what type of network should the ARLG be and how can it add value</i></li> </ul> <p><b>Evening</b> <i>Cocktail with additional D.R. invitees</i></p>
Tuesday 14 July	<p><i>Briefing by Progressio on the field trip</i></p> <p><i>Depart early for field trip to part of Ebano Verde Park managed by Progressio</i></p> <p><i>Small group analysis of field trip experiences in terms of workshop themes:</i></p> <ul style="list-style-type: none"> <li>○ <i>Managing sustainable civil society organisations</i></li> <li>○ <i>Building financial sustainability</i></li> <li>○ <i>Getting added value from networks</i></li> <li>○ <i>Strategic monitoring and evaluation</i></li> </ul> <p><i>Return to Hotel in Santo Domingo</i></p>



<p>Wednesday 15 July</p>	<p><i>Travel to Haitian border, transfer to Haitian bus. View lakes on each side of the border and changes taking place in lake areas.</i></p> <p><i>Check in to Hotel Montana in Petionville that will be site for remainder of the workshop.</i></p>
<p>Thursday 16 July</p>	<p>Workshop a.m.:        Small group work (by organisation or network)  <i>Develop and present sustainable financing strategies for next 2-3 years</i></p> <p>Workshop p.m.  <i>The role of networks in building sustainable governance arrangements for conservation (continued) including</i></p> <ul style="list-style-type: none"> <li>- <i>Panel discussion with members of Haitian environmental networks (e.g. Audubon/Seguin/Macaya/etc and Reso Ekolo) including lessons learned in D.R.</i></li> <li>- <i>Discussion on what makes networks work effective and implications for (existing or potential) environmental networks in the project countries and the biological corridor.</i></li> </ul>
<p>Friday 17 July</p>	<p>Workshop a.m.:</p> <ul style="list-style-type: none"> <li>o <i>Develop targets and indicators for sustainable civil society organisations</i></li> </ul> <p>(Small group work)</p> <ul style="list-style-type: none"> <li>o <i>Groups develop a framework for monitoring and evaluation for their organisation or network with desired strategic results and indicators of sustainability and processes for collecting information and feeding lessons into decision-making</i></li> </ul> <p>Workshop p.m.:</p> <ul style="list-style-type: none"> <li>o <i>Groups present and plenary discussion,</i></li> <li>o <i>Case studies of civil society organisations</i> <ul style="list-style-type: none"> <li>o <i>discussion about draft CANARI case study</i></li> <li>o <i>update on forests and livelihoods case studies</i></li> <li>o <i>selection of second civil society case study</i></li> </ul> </li> <li>o <i>Next steps</i> <ul style="list-style-type: none"> <li>o <i>Communication strategy, including interaction with UKOT groups</i></li> <li>o <i>Small grants</i></li> </ul> </li> </ul> <p>Evening</p> <ul style="list-style-type: none"> <li>o <i>Cocktail with invited guests</i></li> </ul>

Saturday 18 July	<p><u>Option 1</u></p> <ul style="list-style-type: none"> <li>○ Participants depart for their home countries</li> </ul> <p><u>Option 2</u></p> <p>Field trip to the village of Kenscoff (1500m, 1 hour drive).  Visit Wynn’s Farm (45 minute soft mountain walk). Lunch at a restaurant. Afternoon working session/discussion in a reserved room at the restaurant.  Return to hotel in the afternoon.</p> <ul style="list-style-type: none"> <li>○</li> </ul>
Sunday 19 July	<p>TT, Jamaica and DR participants depart from Port au Prince by air for their home countries</p>

# *Caribbean Natural Resources Institute*



**Going from Strength to Strength  
Second ARLG meeting, DR/Haiti**

**Review of First Action Learning Meeting  
Jamaica September 2008**



# Activities

- Overview of project and objectives
- Presentations by participating organisations of their missions, core activities and funding needs.



# Activities

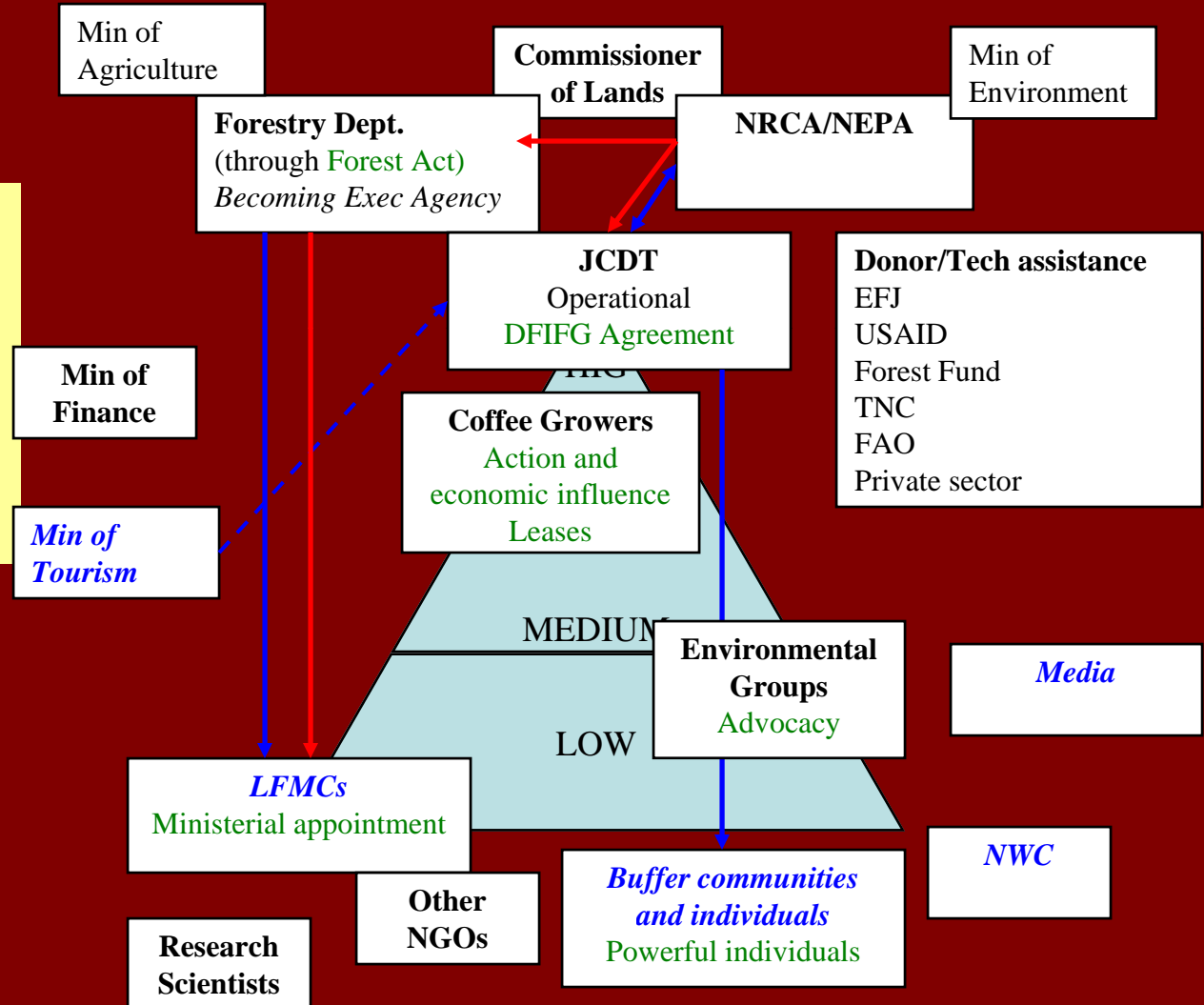
Introduction and modelling of action learning other facilitation techniques, including:

- learning from each other;
- facilitators as learning coaches;
- effective questioning;
- reflective inquiry and listening;
- nominal group technique;
- effective techniques for giving feedback.



# Activities

- Introduction and application of institutional mapping





# Activities

- Introduction and application of reflective inquiry technique to determine priorities
  - **Discovery:** identifying, appreciating and building on existing strengths and passions.
  - **Dream:** identifying what could be (and the capacities that would need to be developed).
  - **Design:** identifying and discussing 'what should be (action steps).
  - **Destiny:** what will we look like in the future (vision)



# Activities

- Identification of priorities for remaining ARLG meetings:
  - **Building sustainable organisations and networks**
  - **Financial sustainability** including fundraising, endowment funds; covering core administrative costs; access to framework funding.
  - **Monitoring and evaluation of outcomes;**





# Activities

- Identification of priorities for remaining ARLG meetings (cont.)
  - **Strategic leadership.**
  - **Human resource management** including hiring, retention, succession planning, volunteer management;
  - **Marketing the vision**, including public and media relations and branding;
  - **Giving voice to civil society in regional processes**, by right



# Outputs

- Workshop report and attachments
- Identified priorities for future meetings
- Institutional maps at various levels (local, national, regional)



## Immediate outcomes

- Improved understanding of the role that action research and action learning can play in problem solving
- Understanding of the commonalities and differences between the missions, activities and approaches of the participating organisations



# Immediate outcomes

- Peer learning in the areas of
  - Management of protected areas
  - Building the capacity of partner groups at community level to play a role in conservation
  - NGO fundraising and fund development strategies
  - Building networks and partnerships
  - Influencing the political agenda through public awareness and advocacy



## Immediate outcomes

- Enhanced understanding of power structure/relations within local, national and regional institutions
- Improved understanding of the socio-political context of Haiti and its impacts on conservation
- Commitment of non-Haitian groups to assist their Haitian colleagues in any way they can



# Outcomes

- Better understanding of the challenges of facilitating meetings in 3-4 languages
- CANARI brought a Spanish speaker to second meeting
- CANARI offering Spanish to all staff
- CANARI translated more materials into Spanish and French for ARLG2



## Longer term outcomes?

- What has happened in your organisation/network since the last meeting?
- Were you able to apply any learnings from ARLG1?
- What were the challenges?
- Can any of your current challenges or needs be addressed by a small grant?

## **APPENDIX 5: PARKING LOT**

1. Explore the potential for Haiti to join WIDECAST.
2. Project should include a focus on how to achieve results with partner organisations in our countries.
3. Explore sources of funding to improve language skills (and thereby the potential for greater intra-regional networking and exchange of information).
4. Civil society organisations should unite in their countries and in the region to collectively advocate for tax regimes that encourage charitable giving (as is done in USA, UK etc.).
5. A more systematic analysis is needed of the policies of the donors operating in the region with regard to their policy on funding operational (indirect) costs.



**"EL GRUPO JARAGUA"**



El Vergel No. 33. El Vergel. Santo Domingo, R. D.  
Teléfono: (809) 472-1036. Fax: (809) 412-1667  
[jaragua@tricom.net](mailto:jaragua@tricom.net)  
<http://www.grupojaragua.org.do>

**GRUPO JARAGUA-GJI-**

- Organización no Gubernamental, Independiente, sin fines de lucro, fundada 23 febrero del 1989.

**MISION**

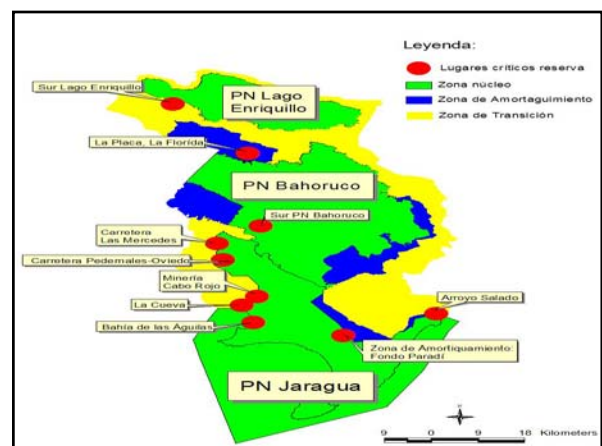
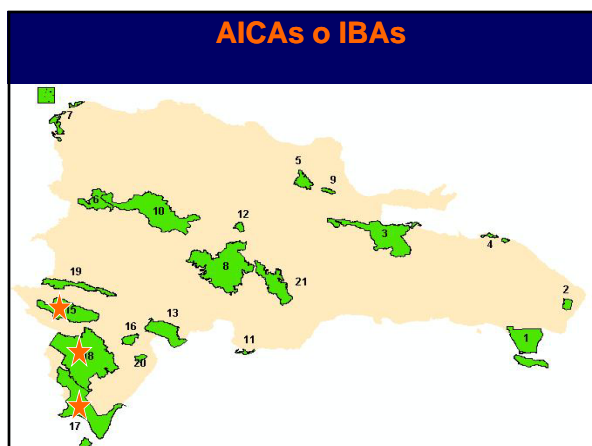
Trabajar en favor del manejo efectivo de los recursos de la biodiversidad, a través de la investigación y proyectos contribuyan a resolver problemas de conservación local, con la participación activa de las comunidades.

**OBJETIVOS GJI**

- Propiciar conservación PN Jaragua.
- Ejecutar programas de desarrollo.
- Realizar actividades en coordinación con las autoridades e instituciones el sector ambiental.
- Realizar acciones en beneficio del Sistema Nacional de Áreas Naturales Protegidas y de la vida silvestre.

**MAYOR ENFASIS GJI**

- Investigación y Conservación Sostenible Hábitats Globalmente Importantes
- Concienciación Conservación Biodiversidad
- Microempresas Locales Sostenibles
- Políticas ambientales y Defensoría Areas Protegidas y Biodiversidad
- Fortalecimiento Institucional







**Propuesta y Nominación de Sitios**

- Reserva Biosfera  
Jaragua-Bahoruco-Enriquillo
- RAMSAR  
Humedales Jaragua  
Laguna Cabral
- Area Municipal Protegida  
Los Ollivares  
Manglar de Cabo Rojo
- Refugio de Vida Silvestre  
La Placa  
Laguna Limón

**1. Laguna Oviedo: Sitio Observación Vida Silvestre**

**2. Fondo Paradi: Sitio Piloto Ecoturismo.**



**Esmeraldas Aladas**

**El Barrancón** (*Todus subulatus*)  
Es una ave endémica de las Antillas Mayores, siendo nuestra isla la única que posee dos especies, ambas endémicas. Construye sus nidos en barrancos y habita en elevaciones de hasta 800 metros, a diferencia del Cheol (*Todus angustirostris*) que prefiere áreas montañosas.

Es una de las aves más hermosas y representativas de la zona, por su color verde esmeralda y su combinación variada de colores. Su tamaño es del 1cm, aproximadamente.

**Laguna de Oviedo** **Fondo Paradi**

**LA PLACA: REFUGIO VIDA SILVESTRE**



**LAGUNA LIMON: REFUGIO VIDA SILVESTRE**



**APOYO CONSERVACION DE SITIOS**





**2. CONCIENCIACION**

- **Importancia Biodiversidad y AAPP**
  - Establecimiento Grupos Locales Apoyo
  - Establecimiento Red de Actores

Two photographs. The left one shows a person standing at a table with a poster, addressing a group of people seated on the ground. The right one shows a large group of people, many wearing colorful hats, standing together outdoors in a natural setting.



**3. MICROEMPRESAS LOCALES**  
• **Fondo Rotatorio Jaragua**  
– 49 microempresas locales hasta la fecha





#### 4. Políticas Ambientales y Defensoría

##### UICN

Comisión Areas Protegidas  
Comisión Sobre vivencia Especies  
Miembro

##### CITES

Autoridad Científica Fauna

##### BirdLife International

Afiliado

##### CAD

Miembro Fundador  
Ex-Directivo

##### Coalición Defensa AAPP

Co-fundador y Vocero



#### 5. Fortalecimiento Institucional para lograr:

Planificación Estratégica 5 años

Trabaja en estrategias de:

- Comunicación
- Defensoría
- Monitoreo

Apoya fortalecimiento de redes locales.



*Muchas Gracias!  
Merci beaucoup!  
Mèsi anpil!*










**Going from Strength to Strength**  
Second ARLG meeting, DR/Haiti

*Building civil society capacity for conservation in the Caribbean UKOTs April 2009-March 2012*

### Rationale for project

- Same as for GFS2S, plus
- IUCN Reunion discussions/**message** noting that “civil society participation is essential to biodiversity conservation, including important roles in policy development, planning, research and monitoring, on-the-ground biodiversity conservation, advocacy, communication and public awareness and education”.
- UK Parliament Environmental Audit report noting that “**biodiversity in the UKOTs is as valuable - and at a greater risk of loss - than biodiversity in the UK**”






### Project 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 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**





### Focal area 1: Research

- **Identification of the key enabling factors, at both the institutional and organisational level, for effective civil society participation in biodiversity conservation** 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

### Focal area 2: Capacity building

- **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.






### Focal area 2: Capacity building (cont.)

- **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.



### Focal area 3: Regional networking and collaboration

Reunion recommendation to *“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.”*





### Focal area 3: Regional networking and collaboration

Suggested methods of networking

- quarterly skype or teleconferences, project intranet, webpage and e-list;
- interaction with other conservation CSOs 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.





### Activities

- Four **action learning group meetings**
- **Study visit** to Bermuda
- **Case studies**
  - Centre Hills project implementation and how it built 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
- **Small grants**





### Other Communications

- A **policy brief** summarising project findings,
- Two **guidelines** provisionally on:
  - Civil society participation in biodiversity conservation
  - Civil society organisational development and management
- At least 6 **newsletters** published electronically
- **Intranet, listserv and project website**
- **Media releases/interviews** in the UKOTs and wider Caribbean
- **Regional and international conference presentations and journal articles** by CANARI staff and other participants, as opportunities present themselves.







**Caribbean  
Natural  
Resources  
Institute**



Introduction to strategic monitoring  
and evaluation  
*Going from Strength to Strength*  
ARLG meeting  
Dominican Republic / Haiti  
July 12<sup>th</sup> – 18<sup>th</sup> 2009




**You are Bill Gates...**

- What information (evidence) have you heard that convinces you that an organisation is doing a good job (making a difference) and you should give them money?




**Proving value / success / achievement / progress**

- **Results:** How can we “show/prove” that we are doing good work? How are we making a difference?
- **Process:** What are we learning about how we work? Is the approach we are using the best approach? How can we make it better?



**Think about...**

- What is the first word that comes into your mind when you hear the words “monitoring and evaluation”?



Monitoring - outputs	Evaluation - outcomes
<ul style="list-style-type: none"> <li>• Conducted <u>throughout</u> the activity</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted at <u>discrete points</u> or <u>completion</u> of activity</li> </ul>
<ul style="list-style-type: none"> <li>• A continuous process</li> </ul>	<ul style="list-style-type: none"> <li>• A defined single process</li> </ul>
<ul style="list-style-type: none"> <li>• Gives information on if following the plan, what assumptions change, what steps not achieved, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Gives information on whether the activity was successful, had negative impacts, suggests improvements, identifies gaps &amp; new avenues, etc.</li> </ul>
<ul style="list-style-type: none"> <li>• Inputs into constant revision of plan</li> </ul>	<ul style="list-style-type: none"> <li>• Inputs into designing new projects</li> </ul>
<ul style="list-style-type: none"> <li>• Urgency – need to take action</li> </ul>	<ul style="list-style-type: none"> <li>• Encourages broader reflection</li> </ul>
KEEPING ON TRACK	BEING STRATEGIC



**What are you asking in monitoring?**

- What progress is being made?
- Are activities/programmes are being carried out as planned?
- What is being learned to improve effectiveness and efficiency?

Effectiveness: result  
Efficiency: optimal use of resources



## What are you asking in evaluation?

- Are you having desired (positive) results?
- Are you having unanticipated negative or positive results?



## What are outputs?

- Observable short-term and medium-term tangible effects as a direct result of your action
- You control the outputs
- Examples?



## What are outcomes?

- Long-term observable changes
- Your action contributes to these changes
- Examples?



## Outputs vs. Outcomes



## Purpose of M&E

1. Accountability
    - Upward, horizontal, downward
  2. Learning
    - informed decision-making
    - enhanced knowledge and skills
    - providing information for communication and advocacy
- enhanced collaboration among partners
- built support, energy and enthusiasm



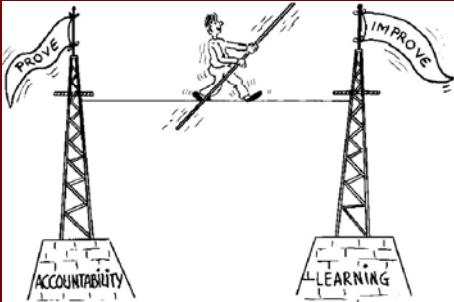
## How do you feel?

- *“Nothing in life is to be feared... only to be understood.” Marie Curie*





## Accountability & learning: a balancing act



Sourced from Terry Smutylo

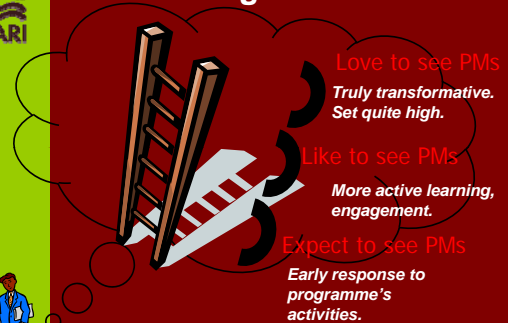


## GFS2S project goal

- Strengthened governance arrangements for effective and sustained biodiversity conservation in the islands of the Caribbean through improved civil society capacity and enabling institutional arrangements.



## Progress Markers = Change Ladder



Not everything that counts can be counted...  
and not everything that can be counted counts.



## Tools for collecting info

- direct observation (of people's behaviour or state)
- biophysical testing (e.g. changes in ecosystems)
- documentation review
- photographs and video
- questionnaires and surveys
- interviews – open, semi-structured
- focus groups, consultations
- case studies
- diaries / learning journals



## M&E Tools for collecting info

- techniques to use with people:
  - brainstorming, nominal group technique, ranking, historical trends and timelines
  - mapping (of physical area - comparison of before and after)
  - impact flow diagrams
  - social, network or institutional mapping
  - most significant change
  - participatory video
  - impact pathways



## Criteria for choosing a tool to collect info

- Does it fit in with our commitment to participation?
- Will it build the capacity of the stakeholders involved?
- Does it give info for learning as well as for accountability?
- Will it capture complexity and the unplanned?
- Will it provide the information that is needed at the right time to feed into decision making?
- Is it cost effective – value for money?
- Do we have or can we get the capacity to use it?
- Does it fit in with what do already?

**Caribbean Natural Resources Institute**



Going from Strength to Strength  
Second ARLG meeting  
DR/Haiti

Introduction to financial sustainability



### What is financial sustainability for an NGO?

- The ability to raise sufficient funds to:
  - implement the **priority activities necessary to achieve its mission and obtain the desired results**
  - **cover its administrative costs**
  - generate a small **surplus** to cover the unexpected and facilitate growth


at the organisational, programme and project levels

**Surplus** = what is left if income is higher than expenditure (profit in a business).  
If expenses are higher than income, it is a **deficit**



### Some challenges to NGO financial sustainability in the Caribbean

- Donor and government perceptions of weak NGO capacity/lack of transparency and accountability/low levels of collaboration
- Very few **Foundations** active in the region
- Fluctuating **donor trends**
- **Weak tradition of local philanthropy**
- **Restrictive donor conditions regarding administrative costs**
- **Vulnerable and fluctuating economies**




### Can an NGO make a profit?

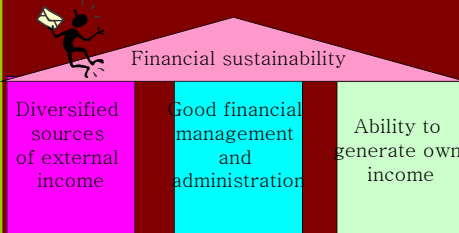
**Yes, and it should aim to do so, though it will be called a 'surplus'**

- Many projects are budgeted to achieve to **break even**
- Always include a **contingency line** (5-10%) to cover the unexpected
- Plan to make a **surplus** whenever possible

**Break even (or zero balance)** occurs when **income = expenditure**



### Four key elements of NGO financial sustainability



Financial sustainability

Diversified sources of external income

Good financial management and administration

Ability to generate own income

**STRATEGIC AND FINANCIAL PLANNING**


Adapted from Leon, Resources for Success, Volume 2: Four pillars of sustainability, TNC



### Strategic & financial planning

- **Strategic plan** clarifies vision, mission, **priorities** for medium term
- **Financial plan** to ensure adequate resources:
  - (always) minimum feasible scenario to achieve priorities and cover administrative costs
  - (desirable) range of more optimistic scenarios
- **Annual budgets**
- **Programme and project budgets**

How do you know if you can achieve your **strategic objectives**?




### Diversified sources of income

Annual budget (total)	\$1,000,000	%
Admin costs	\$450,000	45%
MacArthur	\$600,000	60%
EU	\$100,000	10%
FAO	\$150,000	15%
Consulting	\$150,000	15%

Where do you get your money from?

How do you cover your administrative costs?

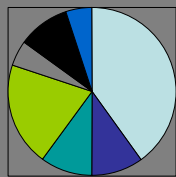
- Does this organisation look financially sustainable?



### Diversified sources of income

RECOMMENDATION

- 60% of your income should come from five different sources (including income you generate yourselves)
- 40% of the income is now unrestricted



- MacArthur
- FAO
- EU
- Consulting
- Membership
- Endowment interest
- Sale of goods



### Trends in fundraising

- Fewer event fundraisers, more 'relational' fundraising, e.g.
  - annual fundraising campaigns
  - contributions to trust or endowment funds, specific programmes, including equipment and administrative costs
  - greater focus on maintaining good relations with donors of all types
  - saying 'thank you' often to individual contributors and keeping them informed of your activities
  - 'tax-efficient giving' to organisations with charitable (tax-exempt) status



### Nature Seekers case study

- Combining passion with entrepreneurial skills
- Initial income from government for turtle tour guiding and monitoring
- Started getting grants for research and capacity building
- Exploited opportunity for 'research tourism' = Earthwatch volunteers paying to volunteer
- Invested in share of guesthouse built by one member = revenue from accommodation and food
- Sell turtle related souvenirs and T-shirts
- Hired as consultants on turtle tour guiding and research
- Expanded into forest management/reforestation via government programme
- Sold the government agency a computer programme to manage reforestation staff



### Good financial management


NGO financial management is more complex than private sector because of different donor requirements

- Accurate record keeping
- Procedures and policies that match the organisation's needs
- Reporting at all relevant levels:
  - project/grant (to donors)
  - programme and organisational to inform decision-making
- Effective cash management
- Board, staff and members with capacity to interpret the reports
- (Meeting all statutory responsibilities to tax authorities etc.)




### Key organisational reports

- Income and expenditure statement (actual and comparison to budget and/or previous year)
- Cash flow statement
- Balance sheet
- Audit report
- Annual budgets
- List of depreciated assets




### Cash management

- Where do you put your money when you receive it:
  - Cheque account
  - Savings account
  - Investment account?
- and how do you decide?
- Factors to consider:
  - Ease of access
  - Interest rate
  - Security
  - Ability to build relationships, including access to overdraft facility




### Common methods for covering administrative (indirect) costs

- Increase the amount of 'unrestricted' funding generated
- Advantage: no donor to persuade
- Disadvantage:
  - the indirect costs are often incurred as a direct result of the projects so it is not fair that the costs should be carried by you alone
  - reduces your 'contingency' or surplus funds




### Common methods for covering administrative (indirect) costs

- Factor an estimate proportion of indirect costs into all projects, e.g. % of each person's time, rent etc, allocated to each project budget at proposal stage
- Advantage: simplicity
- Disadvantage: not accurate in terms of total % of person's time covered or whether total indirect costs covered



### Common methods for covering administrative (indirect) costs


- Adopt an **indirect or full cost recovery system** based on
- the principle that indirect costs are the result of implementing donor-funded projects and that they indirectly benefit those donors and should therefore be funded by them
- a calculation of indirect costs
- allocation of indirect costs on pro-rata basis to each donor, either by
  - staff time, e.g. charged out at 120% of salary
  - total costs



### Calculating your administrative or 'indirect' costs

- Salaries and benefits that are not directly attributable to a project, e.g.

Position	Project A	Project B	Indirect
Director	20%	25%	55%
Project Manager	80%	10%	10%
Accountant	30%	30%	60%
Admin assistant	25%	25%	50%




### Calculating your 'indirect' costs

- All other costs not directly related to a project, e.g.
  - E.g. a proportion of the rent
  - General photocopying and printing
  - Annual audit
  - Cost of board meetings
  - Proposal preparation and general donor meetings



**Costs that many donors won't allow but which are still indirect costs**

- Contributions to contingency fund
- Bad debts
- Lobbying
- Fundraising campaigns
- Entertainment




**Example**

Overhead % =  $\frac{\text{Indirect}}{\text{Direct}}$

- Total indirect costs \$200,000
- Total direct costs \$1,000,000

Overhead recovery % = 20%


Adapted from Ortiz. Core costs and NGO sustainability. TNC



**Example**

Donor	Direct costs	Indirect costs 20%
MacArthur	\$500,000	\$100,000
FAO	\$300,000	\$60,000
CCCCC	\$200,000	\$40,000
TOTAL	\$1,000,000	\$200,000

Adapted from Ortiz. Core costs and NGO sustainability. TNC




**Example**

Overhead % =  $\frac{\text{Indirect}}{\text{Direct}}$

- Total indirect costs \$200,000
- Total direct costs \$1,000,000

Overhead % = 20% indirect overhead recovery



**Advantages and disadvantages**

- Fairer allocation both for donor and NGO but
- Allocation should change each time a new grant is added as the proportions will change – in practice this doesn't happen
- More complex to calculate



**Research findings**

- New and smaller NGOs tend to have higher overhead rates because they don't get economies of scale
- Once trust is built with donors, they rarely question the overhead recovery rate
- Caribbean NGOs have not lobbied collectively for fairer treatment by donors



## INTRODUCTION TO FINANCIAL SUSTAINABILITY QUESTIONNAIRE

### A) Are we aiming high enough?

1. Does your organisation currently have a:

Surplus

Deficit

Break even ?

2. Do you budget your programmes and projects to achieve:

Surplus

Break even ?

3. When you implement programmes and projects, do they usually finish up

Over budget

Under budget

Zero balance ?

Why?.....

APPENDIX 10: Financial sustainability questionnaire

**B) Financial planning**

1. Does your organisation currently have a strategic plan?

Yes       No       If yes, for what period: \_\_\_\_\_

2. If yes, have you set high, medium and low priorities?

3. Yes       No

4. Do you know what it would cost to implement the actions described in the strategic plan?

Yes       No       Only for some of the activities

5. Does your organisation currently have a medium term (3-5 year) financial plan to ensure the main priorities in the strategic plan are met?

Yes       No       Only for some of the activities

6. Do you expect to achieve the objectives you have set yourself in

your strategic plan?    Yes       No     Partially

7. What have been the successes and challenges in terms of raising money to implement the strategic plan?

**C) Diversifying your sources of income/generating more of your own income**

1. Make a quick list of all the **sources of external and self-generated income** that your organisation received last year and estimate the percentage of the total budget as shown in the example on the slide (**note it will not add up to 100% if you also generated your own income**). *If you don't know exactly, make your best guess.*

<b>Total budget:</b>		
<b>Amount needed to cover administrative costs:</b>		
<b>Source of funds</b>	<b>Percentage of total</b>	<b>Internal (I) or external (E)</b>

2. Even if you don't know the exact answer to Question 1, do you have records for the past 1-2 years that would provide these figures?

Yes       No       Don't know

3. Are you getting enough 'unrestricted' funding to cover your administrative costs?

APPENDIX 10: Financial sustainability questionnaire

Yes       No       Don't know

4. Are your sources of income sufficiently diversified?

Yes       No       Don't know

If not, what are your particular areas of vulnerability?

5. Does your organisation

- |  |                              |                             |
|--|------------------------------|-----------------------------|
| <input type="radio"/> Have any kind of trust fund                                    | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| <input type="radio"/> Organise annual fund raising campaigns                         | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| <input type="radio"/> Request funds from the private sector                          | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| <input type="radio"/> Offer consulting services                                      | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| <input type="radio"/> Collect membership dues  | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| <input type="radio"/> Sell any goods or other services                               | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| <input type="radio"/> Have charitable status that exempts it or your donors from tax | Yes <input type="checkbox"/> | No <input type="checkbox"/> |

6. Which of your fundraising strategies have been most effective in your view and why?

D) **Good financial management**

1. Does your organisation have clear written financial policies and procedures that provide adequate controls over the use of and reporting on the organisation's funds ?

Yes  No

2. What financial reports does your organisation prepare and how often?

o ***Income and expenditure (actual and comparison to budget) statement***

Yes  No  If yes: Monthly  Quarterly  Annually

o ***Cash flow statement***

Yes  No  If yes: Monthly  Quarterly  Annually

o ***Balance sheet***

Yes  No  If yes: Monthly  Quarterly  Annually

o ***Annual audit report***

Yes  No

o ***Annual budgets***

Yes  No

If yes are they reviewed: Monthly  Quarterly

3. Who within the organisation prepares and reviews these reports?

4. Does the Board have a special committee to oversee financial matters?

Yes  No

5. Are staff and/or board members with decision-making roles given any training in understanding financial statements?

Yes  No

6. Do you encounter any difficulties preparing reports to donors?

Yes  No  If yes, please list some of the problems.

**FINANCIAL ACTION PLANNING TEMPLATE**

<b>Financial sustainability</b>				
<b>Strategic goal</b>	<b>Objectives</b>	<b>Action to be taken</b>	<b>Expected measurable results</b>	<b>Person taking lead /other members of the project team</b>
<b>1. To develop a financial plan based on the organisation's strategic plan</b>	a)	○	○	○
<b>2. To diversify the organisation's sources of income</b>				
<b>3. To enhance the organisation's financial management</b>				
<b>4. To develop or enhance the organisations strategy for raising its own income</b>				

**ACTION PLANNING EXAMPLE**

<b>Financial sustainability</b>				
<b>Strategic goal</b>	<b>Objectives</b>	<b>Action to be taken</b>	<b>Expected measurable results</b>	<b>Person taking lead /other members of the project team</b>
<b>5. To develop a financial plan based on the organisation's strategic plan</b>	b) Conduct a mid-term review of the results of the organisation's 2007-2011 strategic plan by October 2009	<ul style="list-style-type: none"> <li>○ Summarise results presented in programme and donor reports</li> <li>○ Elicit stakeholder feedback via interviews, questionnaires and focus groups (July-August 2009).</li> <li>○ Draft mid-term review report by mid-September 2009</li> </ul>	<ul style="list-style-type: none"> <li>○ Draft mid-term review report</li> <li>○ <i>Better understanding of the impacts of the organisation's programmes on different stakeholder groups</i></li> <li>○ <i>Organisation's relationship with targeted stakeholders enhanced</i></li> </ul>	<b>Senior Programme Officer</b> <ul style="list-style-type: none"> <li>○ Executive Director</li> <li>○ Programme Officers</li> <li>○ Fundraising officer</li> <li>○ Communications specialist</li> </ul>
	c) Revise strategic priorities by October 2009	<ul style="list-style-type: none"> <li>○ Present mid-term review to September Board meeting for discussion</li> <li>○ Produce draft revised list of strategic priorities based on discussion</li> <li>○ Finalise new strategic priorities at October Board meeting</li> </ul>	<ul style="list-style-type: none"> <li>○ Revised strategic plan/priorities for 2010-2012</li> <li>○ <i>Consensus built on strategic priorities for the next 3 years</i></li> <li>○ <i>Partners make offers of specific support or collaboration</i></li> </ul>	<b>Executive Director</b> <ul style="list-style-type: none"> <li>○ Senior Programme Officer</li> <li>○ Board Chair</li> <li>○ Programme Officers</li> </ul>
	d) Develop financial plan to fund strategic priorities 2010-2012 December 2009	<ul style="list-style-type: none"> <li>○ Review current assured income streams and analyse gaps by mid-November</li> <li>○ Develop diversified fundraising strategy to cover income gap by mid December 2009.</li> <li>○ Present to Board for approval</li> </ul>	<ul style="list-style-type: none"> <li>○ Identification of sum that needs to be raised to cover main strategic priorities</li> <li>○ Fundraising plan developed</li> <li>○ <i>Team clear on roles, responsibilities and timelines for fundraising</i></li> <li>○ <i>Board gives commitment to</i></li> </ul>	<b>Fundraising Director</b> <ul style="list-style-type: none"> <li>○ Executive Director</li> <li>○ Accountant</li> <li>○ Senior Programme Officer</li> <li>○ Chair of finance committee</li> <li>○ Programme Officers</li> </ul>

APPENDIX 11: Action plan template and example

		at December Board meeting	<i>assist with fundraising</i>	
<b>6. To diversify the organisation's sources of income</b>				
<b>7. To enhance the organisation's administrative and financial management</b>				
<b>8. To develop or enhance the organisations strategy for raising its own income</b>				




**Caribbean Natural Resources Institute**




Going from Strength to Strength  
Second ARLG meeting  
DR/Haiti

Getting the most out of our networks



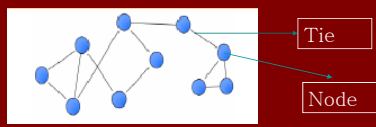
**Overview of Session 1**

- What is a network?
- What networks do member organisations belong to?
- Panel discussion
- Presentation of some common network structures
- 3 small group discussions *Making our regional networks more effective*
  - Networking within the biological corridor
  - IUCN Caribbean as a network
  - The ARLG as a network



**What is a network?**

- A relationship (*ties*) between individuals, organisations, countries or countries (*nodes*)



Simple network showing nodes and ties




**Networks can be many things....**

- Social networks based on friendship
- Communities of practice
- Knowledge/information exchange networks
- **Sectoral networks**
- Social change or advocacy networks
- Service delivery networks
- etc.




- What networks do member organisations belong to and at what level (local, national, regional, international)?




**Round table discussion**


- How did the CAD network come into existence and why?
- How is the CAD network structured?
- Successes and challenges of networking in CAD?



## Centralised hub network



- ❖ Single identifiable central node
- ❖ Few direct relationships between other nodes



## Centralised hub network

**Advantages**

- Clear network leadership and 'headquarters'
- Can build critical mass of capacity in one place
- Can be more efficient and effective for operations
- May delegate responsibility to other nodes
- Accountability is made easier by centralisation
- May be taken "more seriously" as an NGO network
- Familiar structure - hub responsibility can be rotated among members over time.

**Disadvantages**

- Concentration of power in hub may cause conflicts
- Whole network vulnerable if centre fails or falters
- May foster dependency on the better endowed hub
- Capacity building at hub may benefit only a few
- May be perceived as most inequitable structure


Adapted from McConney 2007



## Open network



- ❖ Highly decentralised
- ❖ No clear headquarters
- ❖ Loose and often temporary ties for specific activities



## Open network


**Advantages**

- Each NGO is encouraged to become self reliant
- Failure of a node may not affect the entire network
- Can be more equitable with shared leadership, benefits
- Tasks can be delegated based on individual NGO strengths
- Requires less continuous effort for coordination
- Capacity can be spread amongst the NGO nodes

**Disadvantages**

- Capacity may become spread too thinly to be useful
- Can be too diffuse to plan well and reach decisions
- NGO leadership may be more difficult to develop
- NGOs may be less inclined to sustain the network
- Effective communication may be more challenging
- Unable to present a clear 'face' to external stakeholders

Adapted from McConney 2007



## Multi-cluster network

**Advantages**

- NFOs that are neighbours can form strong clusters
- Clusters can be sized to suit available hub capacity
- A small number of hubs is easy to coordinate
- A hub can be designated leader by period or task
- Familiar structure as used by large companies
- Failure of a cluster may not destroy the network

**Disadvantages**

- Hub failure can still affect several NGO nodes
- Sub-regional NGO dependency on hub may arise
- Capacity has to be built in several locations
- Some activities are not optimally done sub-regionally
- Disparity in performance of clusters may be an issue
- Hubs need to be able to work together to form a regional network


Adapted from McConney 2007



## Multi-cluster network



- ❖ Hybrid of the other two
- ❖ Series of hubs joined to each other
- ❖ Lead nodes sub-regional with clusters of

 <p>CANARI</p>	<h2 data-bbox="375 310 654 344">Small group work</h2> <ol data-bbox="175 380 711 653" style="list-style-type: none"><li data-bbox="175 380 711 541">1. Networking in the biological corridor</li><li data-bbox="175 478 711 541">2. IUCN Caribbean</li><li data-bbox="175 531 711 552">3. ARLG</li></ol> <ol data-bbox="315 380 711 653" style="list-style-type: none"><li data-bbox="315 380 711 541">1. <b>How can this network add value to the work of individual organisations and national networks for biodiversity conservation/sustainable development in terms of</b><ul data-bbox="347 443 711 541" style="list-style-type: none"><li data-bbox="347 443 711 464">– Building capacity</li><li data-bbox="347 464 711 485">– Improving information exchange</li><li data-bbox="347 485 711 516">– Increasing policy influence, (nationally, regionally, internationally)</li><li data-bbox="347 516 711 541">– Improving advocacy around conservation and development issues</li></ul></li><li data-bbox="315 541 711 562">2. <b>How should it be structured?</b></li><li data-bbox="315 562 711 594">3. What should be its main objectives for the next one-two years?</li><li data-bbox="315 594 711 615">4. What would be the measures of success?</li><li data-bbox="315 615 711 653">5. What are likely to be the main challenges and what strategies can you suggest to overcome them?</li></ol>
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SARAH

Texte de Jean Vilmond Hilaire  
+ to be read

De : Dr. Jean Vilmond Hilaire  
Directeur Exécutif de la Société Audubon Haïti

Mesdames et messieurs, responsables d'organisations environnementales des pays voisins  
Mesdames et messieurs, responsables d'organisations environnementales haïtiennes  
Mesdames et messieurs les invités.....

Je dois commencer par vous présenter mes excuses pour le fait, qu'en guise d'une présentation, c'est la lecture de quelques lignes que M Chauvet a bien l'amabilité de vous faire à ma place. Je suis en ce moment à Antigua, participant à la 17ème réunion de Société pour l'Etude et la Conservation des oiseaux de la Caraïbe (SCSCB). Cependant, je ne voudrais manquer cette occasion pour donner mon point de vue sur le réseautage des organisations écologistes haïtiennes, non seulement comme l'un des initiateurs de cette action, mais aussi comme militant du développement durable et scientifique.

Jusqu'à la fin de la décennie 90, les efforts de conservation de la nature en Haïti étaient exclusivement fait par le gouvernement aider d'agences de coopération multilatérale. Les initiatives étaient surtout le produit de réflexions d'experts des nations basées à l'extérieur ou à Port-au-Prince dont une grande majorité n'a jamais visité une aire protégée en Haïti. D'échec en échec, d'aucun puisse affirmer que les efforts de la coopération internationale, souvent augmentant la dette du pays, n'ont aboutis à un quelconque résultat positif pour Haïti. Au contraire, les effets pervers sont plus que notoires dans les zones tampons et à l'intérieur même des aires protégées. Pour un habitant de zone tampon d'un parc, un projet de conservation se résume en :

- 1- Un flot de consultants venant de l'étranger
- 2- De grosses 4x4 faisant l'aller et retour dans la zone
- 3- Des agronomes et techniciens animant des réunions en continue, montant de comités, sous-comité, commissions, sous-commissions,
- 4- Et pour ce qui concerne les communautés locales des travaux à haute intensité de main d'œuvre

Ces projets pouvaient avoir tous les objectifs imaginables, sauf celui de conserver les parcs.

Au début de la décennie actuelle plusieurs organisations environnementales ont pris naissance en Haïti, pour des raisons diverses, mais avec un objectif convergent qui est celui de la réhabilitation de l'environnement. Renforçant ainsi, sur le plan national, le travail de certaines organisations organisation comme la FAN et ORE dont l'existence remonte à la fin des années 80. Les nouvelles organisations ont soit une portée locale (Fondation Seguin, Fondation Macaya, etc.) ou nationale comme la Société Audubon Haïti.

Cette dernière organisation, dont j'assume la direction exécutive depuis près de deux années, appui la stratégie d'implémentation de ses trois programmes (Education et conscientisation, Conservation et Recherche) pour réhabilitation et conservation des habitats naturels des espèces indigènes d'Haïti sur la création de richesse. Comme vous le savez, le plus grand ennemi du développement durable est la pauvreté. (The greatest enemy of sustainability is the poverty). La pauvreté est maintenue par l'incapacité de l'état à trouver les stratégies adéquates pour répondre aux défis comme le conflit permanent entre l'haïtien et son environnement. Elle se manifeste par à travers l'enfant qui à 4 ans apprend à couper les brindilles, à 6 ans apporte au marché le plus près son premier paquet de bois gras apprenant ainsi à être un « minier » pour son environnement. D'ailleurs le seul système éducatif auquel il a droit, en guise de le transformer en citoyen capable de participer valablement à l'évolution de sa société, le transforme en destructeur de celle-ci par biais l'environnement.

Toutes les autres organisations citées sont conscients des faits que nous venons d'exposer. C'est pourquoi, toutes ont actions qui concernent directement ou indirectement le développement durable.

Ceci est le premier point qui approche ces organisations avant l'inefficacité des actions gouvernementales.

Cependant, ce qui porte les organisations écologistes à se rapprocher c'est une compréhension de la gouvernance environnementale et des ses enjeux pour la société haïtienne. En effet, les défis environnementaux en Haïti sont évidents, mais les décisions gouvernementales sont loin de tenir compte des besoins et des causes réelles de la dégradation de l'environnement. Les motivations politiques guidant le choix des dirigeants sont souvent supérieures aux besoins réels créant des frustrations chez les citoyens.

L'amélioration de la situation environnementale en Haïti nécessite un cadre de bonne gouvernance dont deux des caractéristiques principales sont la participation dans les décisions stratégiques et la transparence. Le clientélisme politique est ennemi de la transparence et combat l'idée de participation. Ainsi, la participation des organisations haïtiennes dans le système de gouvernance environnementale devient un combat politique que de manière isolée ne pourra pas être mené voir gagné.

En dernier point. J'invoquerai le problème des ressources humaines et l'insuffisance des moyens financiers. Les ressources financières pour l'ensemble des organisations citées pour les 3 prochaines années est inférieur à 1 millions de USD. Perspectives d'augmentation de ces ressources sont maigres. Celles-ci sont constituées essentiellement des fonds de projets en exécution qui permettent de payer uniquement le personnel du projet. Ainsi les fonds propres pouvant permettre la fidélisation de certaines compétences existent au niveau de ces organisations dans lesquelles le personnel est constitué surtout de volontaires souvent en mal de formation technique dans le domaine environnemental.

Ainsi, les organisations écologistes n'ont guère de choix que celui de se mettre en réseau pour maximiser leur potentialité.

Depuis 2007, l'idée de se constituer en réseau a fait l'objet de plus discussion entre membres d'organisations environnementales. Cependant, c'est événement politique qui va permettre un rapprochement réel entre les organisations. En effet, après le renvoi du premier ministre Jacques Edouard Alexis le 12 avril 2008 par la chambre des sénateurs, les responsables de l'état ont tout le mal du monde pour doter le pays d'un nouveau premier ministre. Celui-ci désigné, en la personne de l'actuel premier ministre (Mme Michelle Duvivier Pierre-Louis), tout laissait croire que le gouvernement va être renouvelé dans son ensemble. En plus de l'absence de résultats, la relation entre le ministère de l'environnement et ces organisations n'était pas la plus cordiale puisque le ministre de l'environnement avait systématiquement boudé les invitations de ce secteur de la société civile. Ainsi, les organisations environnementales voulaient influencer le choix du prochain ministre de l'environnement en suggérant dans lettre ouverte au président et au premier ministre désigner le choix d'une personne ayant un sens élevé de leadership. A la bonne surprise de tout le monde le ministre d'alors a été reconduit et est encore en fonction.

Cette crise a eut pour effet positif de permettre le rapprochement effectif de certaines organisations écologistes et citoyennes. Après sa reconduction, le ministre a tenté sans succès de se réconcilier avec le secteur. Pour la première fois après plus 2 ans dans l'exercice de cette fonction, c'était lui qui était demandeur de rencontre. Il est peut être trop tôt pour faire une analyse de l'échec de la tentative du ministre de signer un Protocol d'accord avec ces organisations.

Nous disions tantôt que le fait d'avoir essayé d'influencer le choix du ministre de l'environnement a permis le rapprochement réel entre les organisations. Après des et heures réunions, les gens ont appris à se connaître et à identifier les faiblesses et les forces de chacun et celles du groupe en général. Tout en acceptant le concept commun de REZO-EKOLO, les tentatives de définition des caractéristiques de la collaboration ont échouées sans pour autant empêcher un fonctionnement en vrai réseau. Selon certain la diversité des organisations qui se réunissent dans le cadre de ce réseau est obstacle à la formalisation de celui-ci.

En effet, ces organisations sont :

FAN – Fédération des amies de la nature. La patronne des organisations, ancienne fédération fonctionnant aujourd'hui surtout en association. Activités : Plaidoyer et Education relativement à l'environnement. Nous devons en profiter pour remercier notre cher infatigable BOBY pour la coordination de la visite de CANARI.

Fondation Seguin – Réhabilitation et conservation du parc La Visite comme principal objectif.

Fondation Macaya pour le Développement local : Développement communautaire et réhabilitation environnementale (zone tampon ouest du parc Macaya).

REPIE – Education environnementale

CUSM – Soutien aux municipalités (gouvernance locale)

APV- Développement communautaire et protection de l'environnement dans la 12ème section communale de Petit-Goâve

Fondation Ecosophique haïtienne – Réhabilitation de la culture indigène en Haïti

FHE – Fondation Haïtienne de l'environnement dont l'objectif serait de collecter des fonds pour la réhabilitation de l'environnement en Haïti et de les redistribuer aux organisations

SAH – Société Audubon Haïti dont la mission est de préserver la biodiversité en Haïti. Activités : recherche, publications, service de base (eau potable et éducation de base), activités génératrices de revenus dans la zone tampon de Macaya

GAFE – Education environnementale

FOKAL – Principalement des activités culturelles et gestion du Parc Martissant

Sans le vouloir j'ai peut-être oublié de citer quelques organisations. Toutefois, ces quelques exemples cités montrent comment les objectifs ainsi que les activités des organisations sont diversifiés bien que tous sont tournés vers l'environnement. Les objectifs étant divers, il n'existe pas une vision commune qui pourrait permettre la mise en place d'une stratégie à la hauteur des défis qui eux sont communs.

Pour d'autres au contraire, la diversité des activités est une bonne chose pour le réseau et il ne pouvait pas être autrement. C'est plutôt, les responsables d'organisation qui ont peut-être fixé la barre un peu trop haut.

Faut-il se contenter de fonctionner seulement lorsqu'il y a une décision à prendre et qui concerne tout le secteur ?

Faut-il se rencontrer régulièrement pour discuter sur un sujet quelconque ?

Faut-il se contenter de fonctionner selon les affinités naturelles dégagées à l'intérieur du REZO

Faut-il signer un accord de partenariat léger qui n'est contraignant pour aucune des organisations ?

Faut-il faire définir un cadre d'action global ?

Quelle peut être la mission du REZO ?

Ce sont autant de questions qui sont pendantes et auxquelles les organisations membres du réseau devront répondre s'ils veulent arriver à un renforcement mutuel tant important à l'atteinte des objectifs environnementaux qu'elles se sont fixées.

Ils existent des prémisses qui pourront nous faire croire que ces questions trouveront certainement une réponse dans un avenir pas trop lointain.

- Aujourd'hui les organisations parlent d'une même voix

- Elles prennent des initiatives conjointes. Par exemple la Société Audubon et la Fondation Seguin planifient de commun accord une intervention pour la conservation du Pétrel (Diablotin) cet oiseau marin qui perche dans les failles du parc La Visite.

- Un accord de partenariat a été signé entre 4 organisations qui interviennent dans les parcs

- Elles sont toutes informées des activités de l'un et l'autre et se supportent mutuellement

Pour conclure nous devons dire que nous croyons dans le renforcement de ce rezo qui permettra

- augmenter l'efficacité de nos interventions
- de mieux partager les ressources humaines et aussi de mieux les valoriser
- de renforcer les initiatives communes ce qui facilitera l'accès au financement et une utilisation plus rationnelle des fonds
- de dégager la vision commune tant nécessaire au succès du combat pour l'accès au développement durable de notre pays
- de constituer, pourquoi pas, une force politique qui pourra influencer positivement les décisions stratégiques dans le secteur
- de démontrer qu'en Haïti travailler ensemble est possible

La lutte pour la réhabilitation de l'environnement en Haïti se trouve à tournant décisif grâce à l'existence de ce REZO qui est soutenu dans son effort par un ensemble d'organisations de la société civile haïtienne. Petites, grandes, toutes conscientes d'une chose : l'haïtien est le principal acteur de la dégradation de son environnement, il doit se mettre en principal acteur de sa reconstruction. Les personnes qui vont marcher demain sont déjà des acteurs de cette reconstruction. Ils doivent eux aussi embrigader d'autres acteurs, créer plus de réseaux, forcer les barrières qui empêchent la reconstruction de notre pays.

MERCI

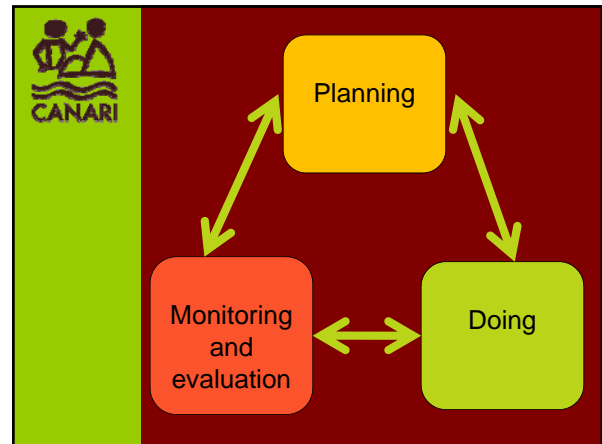

Votre serviteur

Jean Vilmond Hilaire

**Caribbean  
Natural  
Resources  
Institute**



Session 2: Strategic monitoring and evaluation  
*Going from Strength to Strength*  
ARLG meeting  
Dominican Republic / Haiti  
July 12<sup>th</sup> – 18<sup>th</sup> 2009

**Key components of an M&E system**

- Clear idea of what you want to achieve
- Identification of desired results (outcomes and outputs)
- Identification of indicators that will show that you are contributing to these results
- Identification of how you will measure these



**Developing a M&E system**

Why?	How?	Who?	What?
Vision / goal	Mission / purpose Strategies Org Practices	Stakeholders (Boundary Partners and partners)	Outcome Challenges Progress Markers



**8 key steps**

1. Develop vision/goal
2. Develop mission/purpose
3. Identify target group(s)
4. Define desired results (outcomes)
5. Identify indicators
6. Identify M&E priorities
7. Identify how will collect information
8. Develop M&E plan



**1. Develop vision/goal**

*"I have a dream."  
Martin Luther King*



- Positive statement
- Guiding image of success
- Looks long term
- Picture of the future





## GFS2S goal

- Strengthened governance arrangements for effective and sustained biodiversity conservation in the islands of the Caribbean through improved civil society capacity and enabling institutional arrangements.



## 2. Define how we will achieve this

Mission / purpose:

- How will we contribute to achieving the vision?
- What piece will we focus on?
- What areas will we work in?
- What will we do?



## GFS2S purpose?

Objectives:

1. Action research to identify factors for strong CSOs
2. Build capacity of 10 CSOs through ARLG
3. Influence policies and practices of key partners to enable civil society via communication, training and use of ARLG as change agents and catalysts

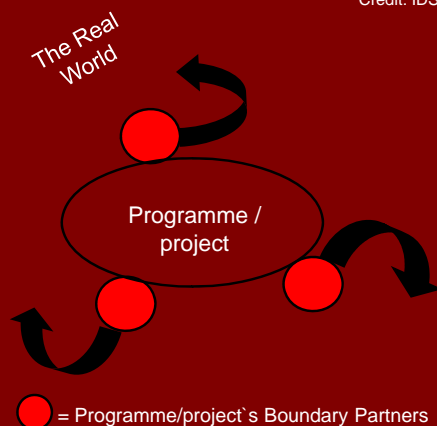


## 3. Identify who to target

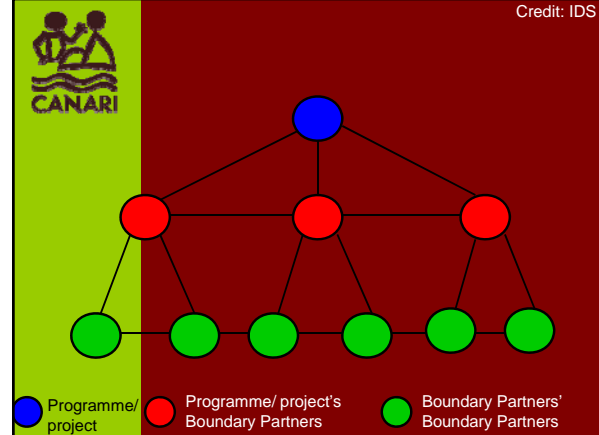
- Boundary Partners: those we directly target in the project



Credit: IDS



Credit: IDS





### GFS2S boundary partners?

- Look at body map created on first day
- Any others?
- Who are the strategic partners?



### 4. Define outcomes

- Express as changes in people!!!
- Changes in boundary partner's:
  - Relationships
  - Activities
  - Actions
  - Interactions
  - Behaviours



### GFS2S outcomes?

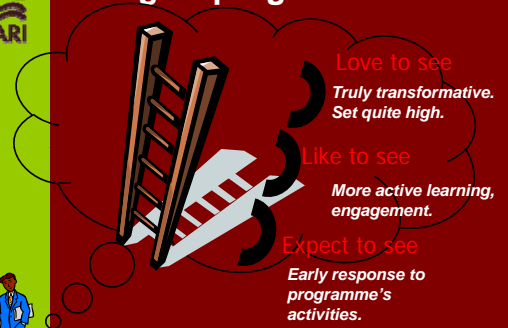
"GFS2S intends to see [boundary partner] who [description of behaviours in the active present tense]."

Identify outcome for ARLG:

- Relationships
- Activities
- Actions
- Interactions
- Behaviours



### 5. Develop indicators of change – progress markers



Credit: IDS



### Examples of progress markers

**Expect to See** local communities:

1. Participating in meetings
2. Applying new skills and knowledge
4. Contributing resources
5. Developing partnerships
6. Calling upon external experts when necessary
7. Requesting new opportunities for training



### Examples of progress markers

**Like to See** local communities:

1. Developing partnerships
2. Calling upon external experts when necessary
3. Requesting new opportunities for training



## Examples of progress markers

**Love to See** local communities:

1. Helping other groups establish themselves
2. Sharing lessons learned internationally
3. Influencing national policy debates & formulation on resource use and management



## Why graduated progress markers?

- Express the complexity of the change process
- Permit on-going assessment of partners' progress (including unintended results)
- Encourages the programme / project to think about how it can intentionally contribute to the most profound transformation possible
- Make mid-course corrections & improvement easier



## GFS2S progress markers?

- Develop progress markers for ARGL.



## Do we want to add traditional indicators?

Examples:

- Plan in place, reviewed and updated regularly
- Networks established and new opportunities investigated
- Income enhanced
- Community strengthened
- Capacity enhanced
- Delivery of capacity building
- Ecosystem protected



## 6. Identify monitoring and evaluation priorities

- **Learning needs**
  - Use(s) for findings from process to improve performance through learning
- **Accountability needs**
  - Help meet reporting requirements
- **Communication needs**
  - Inform publicity documents, communication activities, or case-study materials

Base priorities on intended use of intended users.



## 7. Choose method for collecting information



“Not everything that counts can be counted...  
and not everything that can be counted counts.”  
*Albert Einstein*



## Tools for collecting info

- direct observation (of people's behaviour or state)
- biophysical testing (e.g. changes in ecosystems)
- documentation review
- photographs and video
- questionnaires and surveys
- interviews – open, semi-structured
- focus groups, consultations
- case studies
- diaries / learning journals



## Tools for collecting info

- brainstorming, nominal group technique, ranking
- historical trends and timelines
- mapping (of physical area - comparison of before and after)
- impact flow diagrams
- social, network or institutional mapping
- most significant change stories
- participatory video



## Criteria for choosing a tool to collect info

- Does it fit in with our commitment to participation?
- Will it build the capacity of the stakeholders involved?
- Does it give information for learning as well as for accountability?
- Will it capture complexity and the unplanned?



## Criteria for choosing a tool to collect info

- Will it provide the information that is needed at the right time to feed into decision making?
- Is it cost effective – value for money?
- Do we have or can we get the capacity to use it?
- Does it fit in with what do already?



## 8. Develop monitoring and evaluation plans

- Who needs the information?
- What questions will be answered?
- What information will be collected?
- How?
- By whom?
- When?
- How much will it cost (resources)?
- How will you communicate information?



## For your organisation...

1. Analyse the “environment” for applying M&E in your organisation:
  - What is enabling?
  - What are challenges?
2. Develop an action plan to apply M&E in your organisation



“One thousand years old journey  
starts with the first step and that  
is the most difficult one.”

*Ancient Chinese proverb*