**Building civil society capacity for conservation
in the Caribbean UK Overseas Territories**

REPORT OF THE THIRD ACTION LEARNING GROUP MEETING
J.R. O'Neal Botanic Garden, Tortola, British Virgin Islands
19-23 March 2012

Participants at Copper Mine Point protected area on Virgin Gorda, BVI (*Source CANARI*)

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REPORT OF THE THIRD ACTION LEARNING GROUP MEETING

1. Background

The Action Research and Learning Group (ARLG) is a key element of Building civil society capacity for conservation in the Caribbean UK Overseas Territories (UKOTs), a three-year (2009-2012) research and capacity building project, coordinated by the Commonwealth Foundation (the Foundation) and implemented regionally by the Caribbean Natural Resources Institute (CANARI) under funding from the Darwin Initiative (Darwin). A full concept note for the project is attached at Appendix 1.

Based on priorities identified at the second ARLG meeting[1], it was decided that the focus of the third meeting should be on communications and developing communications strategies and feedback on the results of the small grants. Section 2 provides an overview of the meeting objectives. The British Virgin Islands (BVI) was selected as the venue as it was seen to be an ideal area for the group to further explore civil society management of protected areas, in this case by the National Parks Trust of the Virgin Islands (NPTVI). The NPTVI did an excellent job in helping CANARI to organise the meeting and they were also a very gracious host for the week of the ARLG in Tortola.

2. Objectives of the meeting

The objectives of the third ARLG meeting were to:

- Review the main lessons and results of the second ARLG meeting (held in March 2011);

- Review the results and main lessons from the small grant programme;

- Continue to build participants' skills in stakeholder identification and mapping;

- Introduce institutional mapping;

- Discuss the main findings of the communication products that were produced under the project;

- Introduce and apply a methodology for developing a communications strategy;

- Evaluate the outputs and outcomes of the project as a whole and discuss possible next steps.

The agenda for meeting is attached at Appendix 2.

3. Target audience/ participants

The project was targeted at the National Trusts from each participating UKOT and a partner CSO selected by the Trust. For the ARLG meetings, each organisation was expected to send two senior representatives (preferably the Executive Director and a Board member) to participate. Executive Directors from each National Trust were represented with Board members from the Turks and Caicos

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[1] See http://canari.org/documents/ARLG2reportforYear2report.pdf

National Trust (TCNT) and the National Trust of the Cayman Islands (NTCI) also participating. Several senior staff members of the NPTV also participated for all or some of the meeting.

The partner organisations of the Trusts were all also represented, with the exception of Rotaract Grand Cayman, which dropped out of the project sometime between the second and third ARLGs. The wide range of participants added value to the meeting and validated the merit of partnering at the local level. In particular, participants were able to see the advantage of building relationships with sister civil society organisations in their countries through observing the benefits derived from the excellent partnership developed between the Turks and Caicos National Trust (TCNT) and the Rotaract Club of Providenciales, which had jointly implemented a small grant project.

Even though about half the participants were new to the ARLG process, there was a strong sense of action learning and open peer exchange from the very beginning of the meeting.

A full list of participants is attached at Appendix 3.

4. Approach

As with the two previous ARLG meetings, this meeting was designed to be participatory and interactive in order to maximise opportunities for peer exchange and learning. The facilitators used a range of techniques including PowerPoint presentations, plenary discussions, icebreakers that drew on relevant topics, small group work, pair work and individual reflection and energisers. A field visit to one of the national parks in BVI, The Baths National Park, provided an opportunity for participants to jointly focus on a case study for analysing the challenges of managing a complex institutional framework for a protected area and to apply the lessons to the institutional framework in their own country.

Figure 1: Participants in a small group discussion *Source CANARI*

5. ARLG sessions

5.1. Welcome, facilitator and participant introductions, expectations and overview of the agenda

CANARI facilitator, Sarah McIntosh, welcomed participants and thanked the NPTVI for hosting the meeting. As an interesting way of introducing each other, participants were invited to participate in a

'human web' introduction icebreaker. Everyone was asked to stand and form a circle in the centre of the room. Holding one end of a ball of wool, the facilitator introduced herself and said why she was interested in working in biodiversity conservation. Keeping one end, the facilitator then passed the rest of the ball to one of the participants with whom she had a connection. This person then introduced themselves and their organisation, also saying why they work in biodiversity conservation. This process continued with each person handing over the ball saying how he/ she has related over the past year (or expects to relate over the next year) to the other person. Once everyone was introduced, the facilitator pulled on the starting thread causing the entire 'web' to move. This exercise served both as an icebreaker and to demonstrate the interconnectedness of the group and the importance of existing and new links and networks. Many of the relationships were formed or strengthened during the ARLG process under this project.

Participants' expectations of the meeting were solicited and the overview of the agenda indicated that most would be covered.

5.2. Recap of the second ARLG and updates from participants

> Session objectives:
>
> The objectives of this session were that by the end of this session, participants would be able to:
>
> - recall the key learnings and outcomes of ARLG 2;
> - state what are the major challenges and achievements of ARLG members over the past 15 months;

Sarah McIntosh gave a recap of the key areas of learning from the second ARLG meeting which included:

- Effective report writing;

- Participatory planning processes (including stakeholder identification, analysis and mobilisation, and creating decision-making 'spaces' in organisations and making them more participatory);

- Leadership in a rapidly changing world;

- Effective advocacy; and

- Networks and networking for effective advocacy and policy influence.

Participants noted that the Centre Hills case study from Montserrat was very interesting and there was a lot to learn especially about conflict resolution and participatory approaches to planning.

Figure 2: Farah Mukhida, Executive Director of the Anguilla National Trust, presenting its achievements since the last ARLG meeting
Source CANARI

Sarah McIntosh invited each group to present a short oral update on what they achieved over the past year, asking them to focus on outputs, outcomes and impacts rather than just activities, since this is a useful skill to develop for all donor reporting. The facilitator also asked each group to present on the small grant outcomes and any important changes they experienced in their external environment. She also asked everyone to practice active listening with a view to identifying what the group applied from topics covered in the previous two ARLG meetings and also what might be applicable in other organisations. The facilitator paired each group with a 'first responder' who asked questions about the presenter's outcomes and lessons learned.

A summary of participants' updates can be found in Table 1 below. Presentations made by ANT, NTCI and JvDPS can be found in Appendix 4.

Table 1: Participant updates

Organisation	General Context	Small grant objectives/ activities/ outcomes	Other activities/ achievements
CANARI	• CANARI's strategic planning process for 2012 – 2016 is in progress.		• Development of a regional mentorship programme. • Development of another regional ARLG on green economy in the Caribbean.
TCNT	• It has been a good year despite some challenges and political turbulence. • Advocacy on land acquisition for biodiversity and preservation continues. • Working closely with partners including Rotaract, Tourism Board and others.	• 10-day participatory strategic planning workshop for Board, staff, partners and volunteers. The Executive Director of the TCNT noted that that the strategic planning exercise was a "mountain top experience for the Trust". One of the main outcomes is that the role of the Board is a lot clearer and three Board standing committees have been established. • The Trust's communication with partners has improved. • Two joint committee meetings held • Improvement of the Trust's financial management structure. • One staff training session was held in which staff participated fully. The focus was on improving report writing skills, team building. • The Integrated Biodiversity Project was launched through various sectors, such as culture and heritage tourism. • Held an Easter Jubilee event, to involve families and youth in awareness-raising and education on biodiversity. The aim of the event	• Financial management structure has improved with a new accountant and part-time book keeper. Financial audits have improved. • Facebook page established. • Weekly newspaper articles published. • Quarterly bulletins published. • Website enhanced.

		was to encourage youth to be advocates for biodiversity conservation through a fun and innovative way. TCNT hired a part-time coordinator which proved to be essential for the success of the event.	
		• Workshop to promote biodiversity through small business development was held. As a result, 12 ladies decided to form a group to sell craft items made from natural products. After hearing about the workshop, a teacher on Grand Turk Island asked them to conduct another workshop there.	

NTCI	• New General Manager, Christina McTaggart appointed in January 2012.
	• Several other staff changes including a new Development and Marketing Officer. They are currently seeking a new Education Officer.
	• The NTCI feels well poised to move forward and acquire new funding.
	• Operational fundraising is more important than ever and the Trust is seeking ways to sustain this aspect of its funding.
		• Website upgrade is almost complete. This will allow for:
		  o Commercial transactions
		  o Discussion forum and blog with members and supporters
		  o Simplified volunteer sign up
		  o Webpages targeted at young people and teachers.
		• Establishment of the Guardians of the Environment Youth Conservation Club:
		  o The programme gives youth a leadership position in their communities to have a hands-on impact. Youth have to become a member of the Trust and they get "green points" if they get other people to sign up. There are
			• In Feb 2011, 110 acres were added to the Mastic Reserve, closing a gap in the centre of the reserve which now covers a total of 835 acres of dry forest and mangrove wetlands on Grand Cayman.
			• The Trust strategically fundraised for this piece of property. The property itself was the appeal – it was particularly diverse and important and so proved to be an easy sell to sponsors who wanted to invest in something tangible.
			• Recently, the Trust used part of an EU grant, coupled with funds from a corporate donor, to purchase 23 acres of land which have been added to the Saline Reserve. This additional parcel has enabled the

		incentives such as movie tickets for doing an 'act of green'. o The Trust found a school to partner with which will incorporate this programme and have their first meeting with the school soon.	Trust to solidify the Reserve's lands and better protect the core habitat. • The Trust's total land holdings are 5% of Grand Cayman's landmass.
ANT	• Implementing several diverse projects under their 7 Programme Areas of Work. • Received funding for some staff through projects supported by RSPB. • Developing ANT's Annual Report 2011.	• Completed strategic planning exercise and strategic plan 2012-2017. • Completed website redesign which will be uploaded soon. • In the process of developing a strategic financial plan (2012-217).	• NPTVI is helping ANT to create an employee handbook. • The ongoing Dog Island restoration project addressing the eradication of invasive species is set to be a flagship project and good example of eradication on an offshore island. • ANT's relationship with RSPB has been extremely beneficial to the Trust in helping to build its capacity in proposal development. • Weekly radio programme, 'Protecting Anguilla's Natural Environment' has been extremely successful. ANT has never been approached more about the invasive species eradication work on Dog Island which is a great indicator.
YESA	• Completed strategic plan 2012 – 2016. By-laws are being developed. • Identified advocacy as the area to focus on as an organisation. • Created a facebook page.	• Workshop on effective advocacy held • Guidance booklet on advocacy produced. • Study visit to the Caribbean Youth Environment Network (CYEN) in the BVI was conducted by 6 YESA members.	• Participated in training on monitoring of invasive species on Dog Island with ANT.
RSPB	• Been in strategic review over last year, to develop		• Supported the Trusts in proposal development.

	a plan for 2012-2020. • Helped to raise the profile of UKOTs which is emerging as a key area in the UK and internationally. • Substantial part of work remains in advocacy to the UK government and within Europe. RSPB lobbying for LIFE+ funding and BEST funding to continue. • Priorities on invasive species management have been identified.		• Supported participation of some groups to the Society for the Study and Conservation of Birds (SCSCB) regional meeting where networking opportunities were open to UKOTs. • Undertaking a review of environmental legislation across the OTs. This can be fed into advocacy processes. • Working on a toolkit to identify ecosystem services in Montserrat. Looking at values of water, carbon storage and forests and how these can be assessed.
NPTVI	• Trust will soon take on management of a hurricane shelter. • Still do not have an Education and Outreach Officer.		• Developing a bird monitoring committee with JvDPS and the Department of Fisheries to complement each organisation's monitoring ventures. • Implemented an effective rodent eradication programme.
MNT	• Work on the conservation of the Mountain Chicken continues despite the challenges of the chytrid fungus. • Trust trying to attract more youth to the organisation. • Government is moving MNT main office away from the Botanical Gardens.	• Independently facilitated strategic review and planning process. • In the process of completing their strategic plan 2012-2014.	• MNT cleared a room at their office to rent out for exhibitions as a fundraising strategy, recognising that the majority of their funding is coming from government subventions. • Hosted university students doing research on plants and an inventory on archaeological sites in Montserrat. Information gathered will be shared with the MNT. • MNT opened the Botanic Garden in December 2011.

			• Opened museum in March 2012.
MSBA	• New President, James Lee, was elected. • Some membership turnover.	• Small grant funding returned because secured funding for same activity (strategic planning) from Caribbean Development Bank and could not identify another organisational development project in time.	
TCI Rotaract	• TCI Rotaract has developed a very good relationship with the TCNT.	• Partnered with TCNT to bring awareness to the national sites, reserves.	• Beach and park clean-ups were held and there is interest in developing a recycling campaign.
JvDPS		• Community members received scuba and skills training in turtle monitoring and REEF fish identification. • Monitoring equipment acquired. • Development of a fundraising plan. • Fundraising event held in March 2012. • Materials to promote the annual fund campaign were developed and disseminated. • Relationship with the NPTVI enhanced.	• Implemented a very successful invasive species project in partnership with the Food and Environment Research Agency and RSPB which included a workshop, trapping programme, a spay/ neuter clinic and public outreach. • Training of youth boat and canoe building as part of maritime heritage work.

5.3. Results and lessons learned from the small grant programme

Session overview:

The objectives of this session were that by the end of this session, participants would be able to:

- identify the results of the small grants
- identify lessons learnt from and challenges in the small grant process
- make recommendations to CANARI/other donors for improvements in small grant making

The facilitator presented the main findings and lessons learnt from a summary report on the small grants prepared by the project's small grant coordinator, Gillian Cooper (see Appendix 5 for presentation and 6 for summary of small grant results). The facilitator noted that a paper on lessons learned from the small grants would be published shortly and shared with participants.

Through follow up discussions with the group, the following emerged as additional lessons learned:

- In hindsight, the objectives of some of the small grants were too ambitious and organisations ended up stretching themselves too thin when it came to implementation.

- Organisations who took part in strategic planning processes found that it strengthened the relationship between Board and staff and revived the Board's commitment through defining clear roles and responsibilities.

- The Executive Director of the TCINT has been spending more time focusing on strategic level actions as opposed to day to day activities in the Trust as a result of the strategic planning development process.

- ANT and NTCI foresee improved communication and increased membership as another result of the website development.

- The experience of partnership building between the TCINT and the Rotaract has strengthened both organisations and validated the worth of the Trusts partnering with other CSOs. It is very important for each partner to understand the terms of the partnership so that work can be complementary and to avoid duplication or overlap of efforts.

5.4. Analysis of the institutional arrangements in The Baths protected area

Session overview:

The objectives of this session were that by the end of this session, participants would be able to:

- identify the main stakeholders in the management of The Baths protected area;
- identify the main challenges of managing The Baths;
- compile any recommendations they would like to make to the NPTVI for addressing management challenges
- identify key lessons that they could apply in their national context.

Introduction and overview

At the start of the field trip, Joseph Smith-Abbott, Director of the National Parks Trust of the Virgin Islands (NPTVI), gave an overview of the Baths National Park located on the south-west coast of Virgin Gorda, between Spring Bay and Devil's Bay. The Baths protected area was established in 1990 and is managed by the NPTVI. It covers 7 acres of land encompassing sandy beaches and unique granite boulders that were formed by volcanic activity on the island. What remains today, are piles of massive boulders along the beach, the largest being 40 feet (12 m) long. Today, The Baths is the signature park and tourist attraction in the BVI and so the NPTVI dedicates a lot more management attention to it than to the rest of the country's national parks. There have been a series of challenges related to park management, mainly due to visitation density, which gives rise to concerns about carrying capacity of the park. The park is frequented by cruise ship passengers, day trippers, boat charters, overnight visitors and other groups of day visitors, adding up to as many as 800 – 1,200 visitors per day. Compounding the challenges of high visitation rates are very narrow beaches and caves and serious groundswells which make access by sea difficult and the beach dangerous for swimming. There are 30 mooring fields that are regulated as well as access routes within the park area. There are some businesses within the park including restaurants and shops.

Figure 3: Joseph Smith-Abbott, Director of the National Parks Trust of the Virgin Islands, introducing participants to the Baths protected area *Source CANARI*

Participants were divided into three groups to focus on analysis of specific aspects of the Baths protected area institutional arrangements:

1. Financing

2. Stakeholder participation

3. Management challenges

Field visit to the Baths National Park

Participants walked along some of the trails within the Baths that guide visitors from the entrance area where there is a visitor's centre, restaurants and shops, down through a trail surrounded by large boulders that led to a beach. Having an opportunity to walk along the trail gave participants a good understanding of the work that is required for park managers to maintain the routes and infrastructure as well as see firsthand, the number of visitors and the challenge that overcrowding can present for the

park. The staff members of the NPTVI were very accommodating and the participants were guided by Mr. Athley Stevens, Senior Terrestrial Warden for Virgin Gorda Parks, who was a good source of information throughout the day. Participants also had the opportunity to visit Copper Mine Point, another protected area managed by the NPTVI.

Figure 4: The impressive granite boulders in The Baths National Park

Figure 5 (below left): Visitors at Devil's Bay, a small bay found at the end of one of the trails in The Baths.

Figure 6 (below right): Participants making their way through the piles of boulders in The Baths.

Group discussion with Athley Stevens, Senior Terrestrial Warden for Virgin Gorda Parks

Following the walk through the Baths, participants had an opportunity to have a more detailed discussion with Athley Stevens, chaired by Anna Cadiz of CANARI, to get more information about the focal areas they had been allocated:

5.4.1. Financing

The park has an annual operating budget of US$1.4 million, 75% of which is generated from mooring fees. Entrance fees generate $200,000 per year. This budget currently covers salaries, maintenance and also contributes to administrative expenses. In the BVI, there are only three parks that have established user fees including the Baths, Sage Mountain and the Botanic Gardens. Management also collects fees from concessions, shower tokens, merchandise and photography, for example, for fashion shoots. At the moment, the Baths is self-sustaining.

The challenge is to find the right balance between the carrying capacity of the park and the need to generate revenue from entrance fees. Also, there are a few areas of the park near to the restaurants where people can enter (illegally) without paying fees which results in a loss of income. Collecting fees from boats that come into the park can also be difficult as this entrance is difficult to monitor.

Participants suggested the following to help improve the sustainability of financing of the Baths:
- combine an increase in fees with access to the Copper Mine National Park to allow visitors to feel as though they are getting more value for their money;
- increase the available merchandise for sale;
- work closely with the restaurant to support a mutually beneficial arrangement. Ideas included creating a special drink which would be promoted for the park's conservation and having joint events;
- incorporate and charge for themed park photos;
- develop closer relationships with people and companies promoting photos within the parks to better control and increase the income gained from photo shoots;
- develop more lookout points on the trails.

5.4.2. Stakeholder participation

The stakeholders identified were:

- NPTVI
- Ministry of Natural Resources and Labour
- The Governor
- Cruise agents
- Customs
- Tourist board
- Land owners
- Restaurant owners
- Tourists
- Fishers
- Conservation and Fisheries Department
- Stay-over visitors
- Cruise tourists
- Marine Association
- Film Commission
- Marine Police
- Locals
- Virgin Islands Search and Rescue (VISAR)
- Taxi drivers
- Hotels
- Dive Associations
- Divers
- Port Authority
- Airlines
- Immigration
- Photographers

- Children
- Marine Boaters

- Virgin Gorda District Officer
- U.S. Virgin Islands Operators

Engaging the stakeholders happens on both a formal and informal basis. Usually, it happens on an individual as-needed basis and when important decisions have to be made. Public meetings are sometimes held or if stakeholders have a concern, they get in touch with the Trust directly. Participants observed that having more regular meetings with stakeholders could allow the Trust to get more information about what stakeholders want. The challenge is finding the balance between too many versus too few meetings.

5.4.3. Management challenges

The main challenge of managing the park is the high rate of visitation and the difficulties and risks that this brings to the park.

Challenges	Proposed solutions from participants
1. Difficulty of cooperating with restaurant owners for single entry point, losing money and boats not paying	• Terrestrial - create fencing or hedging; • Marine - boat or lifeguard at beach, have to have band on wrist (Armbands could be souvenir opportunity, promote Virgin Gorda. Con is that people can then share with others)
2. Carrying capacity management on busy days – 500-600 per day – and risk of injury	• Trained lifeguards/patrol boat – help with liability issues, drowning, jumping off rocks. • Put up signs saying not liable • Sensitise tour operators about dangers • Weather warnings via communication network (NPTVI has also considered just having a one-way system. They also looked at turnstiles but these were rejected. They didn't think fees would have a terrible effect but may help to regulate.)
3. Illegal use of moorings, use of emergency mooring, encroaching on swimmers	• Boat to supervise • Fines – will spread the word • Having a physical warden presence • Rope off the swimming area • Dinghy channel

Table 2: Management challenges & proposed solutions for The Baths identified by participants

5.5. Mapping institutional arrangements for protected areas

Session overview:

The objectives of this session were that by the end of this session, participants would be able to:

- Understand what institutional mapping is and the process.
- Analyse the relationships among stakeholders, policies, and laws in The Baths protected area
- Analyse the relationships among stakeholders, policies, and laws in their own country's protected area

The facilitator reinforced the steps involved in participatory stakeholder identification and analysis that participants had been introduce to in the second ARLG workshop for the benefit of those who were not there (see Appendix 7: Concept Sheet 4: Identifying who is a stakeholder). Using the Baths protected area as the example and drawing on the previous discussions of stakeholder participation, the facilitator asked the group to list all the stakeholders they identified as being involved in the management of the national park. She asked the members of the NPTVI to let the rest of the group brainstorm without their input at this stage. She drew a large triangle on a piece of flipchart paper to represent the decision-making pyramid for the institution governing the natural resources in the Baths. The top of the triangle represents where the most decision-making power lies and the base the lowest power. Listing each stakeholder, the group guided the facilitator to position each stakeholder on the decision-making pyramid in terms of the level of power (high, medium or low) they have in the decision-making and management arrangements.
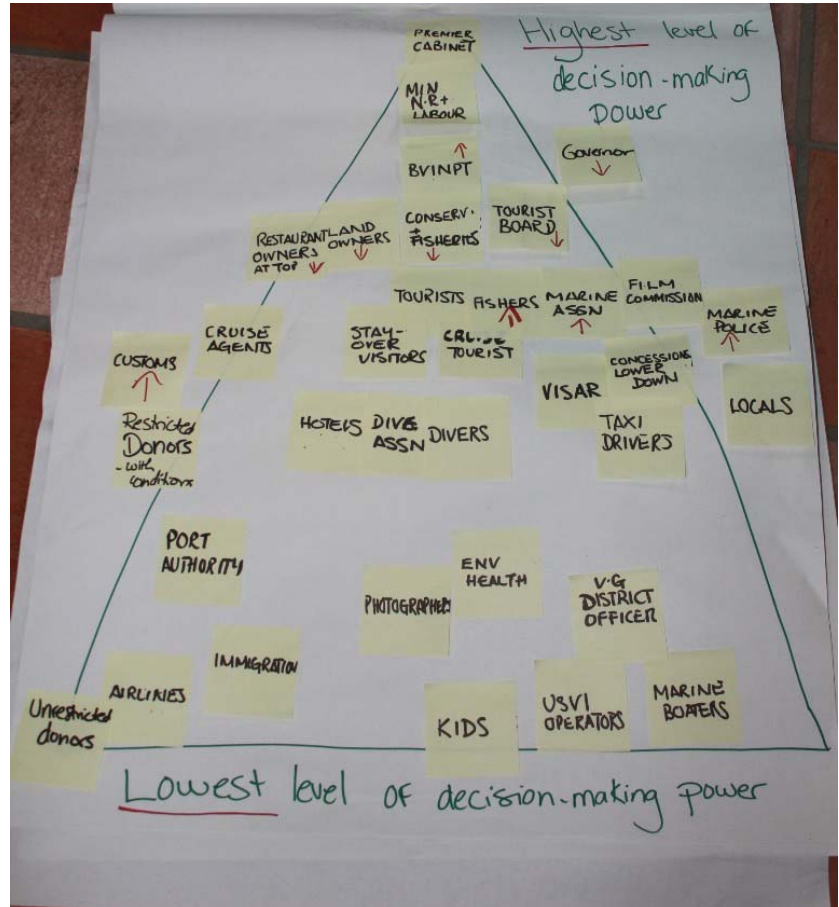

Figure 7: Decision-making pyramid of the Baths protected area *Source CANARI*

Stakeholders in natural resource management are the "individuals, groups and organisations that are involved in or may be affected by a change in the conditions governing the management and use of a resource, space or sector

-Geoghegan et al, 2044, p.3

In positioning the stakeholders on the pyramid, the following questions were presented to the group:

- Which types of stakeholders (government, private sector or civil society) have the most power and why?
- Do the identified key stakeholders have power? Why or why not?
- What determines how much power a stakeholder has (e.g. money, legal mandate, connections, etc)?
- How can stakeholders that are low on the triangle get more power in the decision-making process?
- Has the process identified any new stakeholders?

After the group brainstorming session, the facilitator asked the members of staff from the NPTVI whether or not they agreed with the rest of the groups' analysis of

stakeholder's decision-making power. The red arrows that can be seen on some stakeholders in Figure 7 show where the NPTVI thought that particular stakeholder had higher (↑) or lower (↓) decision-making power.

Introduction to institutional mapping

The facilitator explained that institutional mapping is another kind of analysis that includes some aspects of stakeholder analysis. In this case, 'maps' are used to analyse relationships among stakeholders, policies and laws within the institution. The influence of power and flows of information and money can also be examined. The facilitator used the analogy of a football game (see Appendix 8: Concept Sheet 5: What is an institution?) to explain the difference between stakeholders and an institution. She asked participants to list who they thought were the stakeholders in a football game – these included the players, the referee and the spectators. The facilitator then explained that there are formal rules that govern the game as well as informal norms about cheering when a goal is scored.

When it comes to the institutional mapping of the Baths protected area, the facilitator observed that different stakeholders can be involved at different levels (both formal and informal). The NPTVI has responsibility for managing the Baths using a formal user-fee system for example. Visitors coming to the park, including divers, stay-over tourists and cruise tourists, must follow the formal rules of the park management system by paying user fees to enter the park. Informally, the NPTVI involves the restaurant and business owners, villa owners, taxi drivers and tour operators in the management of the park through stakeholder meetings to get feedback on the fee structure and other issues of concern. So the Baths protected area management institution includes a number of stakeholders, laws, policies and informal norms.

Participants were asked to work in country-based groups to do an institutional map of one or more of their national parks. See Appendix 9 for participants' institutional maps.

The facilitator noted that the process of preparing the institutional maps is useful in understanding how decisions are made about the national parks and by whom. It can also help managers identify changes that could improve the management of a national parks system. For example, there may be stakeholders that have not been significantly engaged in the past but whose input could help with management or in supporting a policy change.

As an outcome of the process of creating the country-based institutional maps and presenting the results to the rest of the participants, the following points were identified:
- The NPTVI observed that it could improve communication with some stakeholders in the Baths and that forming an MOU between the NPTVI and JvDPS would be useful;
- The NCTI realized how powerful the National Roads Authority is as a stakeholder with a lot of influence in determining the protection of the terrestrial parks. That is, the authority has the power to develop roads anywhere on the island, including within the boundaries of the protected areas.
- In Anguilla, there is a need
    - for regulations for the Biodiversity and Heritage Conservation Act,
    - to formally identify a management authority for the Marine Protected Areas;
    - to enforce environmental legislation;
    - to introduce a Physical Planning Act;
    - for creation of an Environmental Protection Agency through public consultation and enactment.
- The process validated the importance of gaining local community support for the TCINT to effectively campaign for the transfer of all parcels of land contained in the National Parks Ordinance of 1992 over to the remit of the National Trust.

5.6. Communication products

Session overview:

The objectives of this session were that by the end of this session, participants would be able to:

- State what have been the main findings of the Bonaire, Centre Hills and CAD case studies and the endowment fund paper;
- Discuss findings of the case studies and evaluate how relevant they are to their national context and to the region as a whole
- State what areas the participator natural resource management toolkit covers;
- Identify ways in which CANARI's dissemination strategy could have been improved

The facilitator asked the participants if they had had a chance to read the following publications that have been produced under this project and whether or not they found them useful in identifying and or applying any of the learning to their own organisations:

- Participatory Approaches to Biodiversity Conservation: a case study of the Montserrat Centre Hills

- Half a century of civil society participation in biodiversity conservation and protected area management: A case study of Bonaire

- Consorcio Ambiental Dominicano (CAD): A decade of networking and developing strategic partnerships to promote the conservation and participatory management of natural resources in the Dominican Republic

- Endowment funds – the route to financial sustainability for civil society organisations or just a distraction?

- Facilitating participatory natural resource management: A toolkit for Caribbean managers

See Appendix 10 for a presentation outlining the outcomes, lessons learnt and good practices identified each of the products.

Participants had read or started reading the communication products they felt were most relevant to their organisation. For example, a member of the NTCI read the publication on endowment funds as this is an area of particular interest for the Trust while a member of the TCINT read the Centre Hills and Consorcio Ambiental Dominicano case studies. Participants said they would dedicate time to read through the communication products after the workshop.

Participants commented that it is very useful to have Caribbean examples for case studies. The group indicated that they do not usually have a budget for purchasing publications and so the availability if these resources free of charge makes them more accessible to a wider audience.

5.7. Developing a communication plan

Session overview:

The objectives of this session were that by the end of this session, participants would be able to:

- State the objective of a selected communication product
- Apply tools for identifying the key target audiences and their interests
- Outline some key messages relevant to the identified target audiences
- Identify products and pathways for disseminating the messages to the identified target audiences
- State the difference between active and passive communication
- Identify methods of improving feedback from passive communications
- State how they will monitor and evaluate uptake
- Identify ways in which they could apply the planning process in their organisations

The facilitator recapped the outline of a communication or advocacy plan and introduced the Communication Plan template below. She noted the addition of indicators/means of evaluation, which is critical in determining whether the communication has achieved its objective or not.

Objective/ Desired outcome	Target audience(s)	Key message(s)	Product	Pathway	Indicators/ means of evaluation

Table 3: Communication Plan Template

5.7.1. Participant website review exercise

The facilitator noted that an organisation's website is a key communication product and pathway. As part of a small group exercise, she provided handouts of 5 participating organisations' website homepages along with at least one other webpage from the participant's website. The facilitator explained that the look of a website can change when it is in print version and this is something to be aware of as people do print webpages. Participants were divided into country-based groups and asked to spend a few minutes constructively reviewing and critiquing an organisation's website from another country to note anything that comes across as particularly positive or negative. Groups were also asked to identify:

- Who is/ are the key target audience(s)?

- What are the key messages?

- What opportunities are there for reader feedback/ interaction with the organisation?

Appendix 11 summarises the feedback from the group reviews and presentations.

Lessons learnt and good practices for website development

Participants indicated that they found the organisational website review exercise very useful and said that the reviews of their own organisation's website presented some tangible suggestions for improving the look, accessibility and use of this important communication product.

Depending on the broadband connection which sometimes may not allow certain parts of a website to be downloaded, or the print version of a website, viewers may see a very different product. Organisations should be cautious about who they contract to build their websites, ensuring that the contractor is available for training relevant staff in how to update the website and troubleshoot when necessary. The facilitator noted that having a lot of photos on a website looks good but it can take a long time for visitors to download the page.

A website is a particularly difficult communication product to develop and manage as there can be several different target audiences (locals, visitors, potential donors, students, etc). People should think of the individual webpages on their websites as being broken down into different audiences. The level of language on a webpage, for instance, should be appropriate for the targeted audience. For example, having information on rat killing (from a rat eradication project) on a homepage may turn some people off! In addition, having links to donors on a website's homepage has its disadvantages as people may be diverted to *their* web pages right away instead of staying on yours.

5.7.2. Developing a communication plan – a step by step process

The facilitator explained that the first step in developing a communication plan is identifying the objective of the communication (see Appendix 12 and Appendix 13 which outline steps in developing a communication plan). Objectives should link to and clearly indicate the desired change or outcomes you would want to see effected. In defining the objective, participants were asked to think of what they want the communication to raise awareness of or share knowledge on, what behaviour change they want it to effect and what action they want the audience to buy into or advocate for.

The participants continued to work in their country-based groups and with the help of the facilitators, worked through an iterative process of developing objectives, identifying their target audience(s), the key message(s), products and pathways, and indicators to monitor the results of their communication plans.

The participants used multiple creative strategies to address real issues. The results of this process can be seen in Appendix 14 which includes participants' presentations on the communication plans they developed. The facilitator also provided a number of handouts that serve as useful tools in the development of communication strategies (see Appendices 15-18).

5.8. Effective advocacy and the experience of the Virgin Islands Environmental Council

Figure 8: Dr. Lettsome speaking with participants about effective advocacy and the experience of the Virgin Islands Environmental Council *Source CANARI*

Dr. Quincy Lettsome, Director of the Virgin Islands Environmental Council, an umbrella representative group, gave a brief overview of the history and geographic layout of the Virgin Islands, spoke about how the Council was formed and its advocacy efforts to date. He explained that there were some early attempts to protect the environment in the late 1960s and 1970s and that the Council's role in recent years has been to promote sustainable development and to protect wildlife and threatened habitats, typically in the face of proposals for tourism development. The Council has used the legal route for its advocacy efforts and has benefited from linkages to UK-based lawyers who provide technical support and legal advice to the group. One of the Council's long-term goals is to have an office space and full-time staff which would help to boost their status and allow for a more effective organisational structure.

6. Evaluation of the project

In introducing the participatory evaluation of the project, the facilitator recapped the objectives of and theory of change behind the project. The assumption was that the Trusts need to be strong organisations in order to contribute effectively to biodiversity conservation in the UKOTs and that this requires competencies beyond just the technical skills that projects have historically been focused on. Additionally, both institutional and organisational capacity would be strengthened by the Trusts partnering more with other civil society organisations.

The facilitator asked the participants if they felt the project was successful and what the impacts were on the Trusts and the partner CSOs. She specifically asked:

1. Were your expectations of this workshop met?

2. What aspects of the project have been the most valuable to you?

3. What are the most important changes in your organisation as a result of the ARLG?

She explained that a strong NGO is like a blooming flower. In order for an NGO to be strong (represented by the structure of a flower), it must have elements of strength identified by participants at the first ARLG meeting (represented by petals) such as a strategic focus, strong leadership, good governance (relationships with Board, constitutions), financial sustainability, effective communications and it must be able to use networking as a strategy to make the organisation stronger. The facilitator constructed a visual of a blooming flower and asked participants to identify the strengths that they felt had been strengthened during the project, which were then included as new flowers within each petal (see Figure 9).
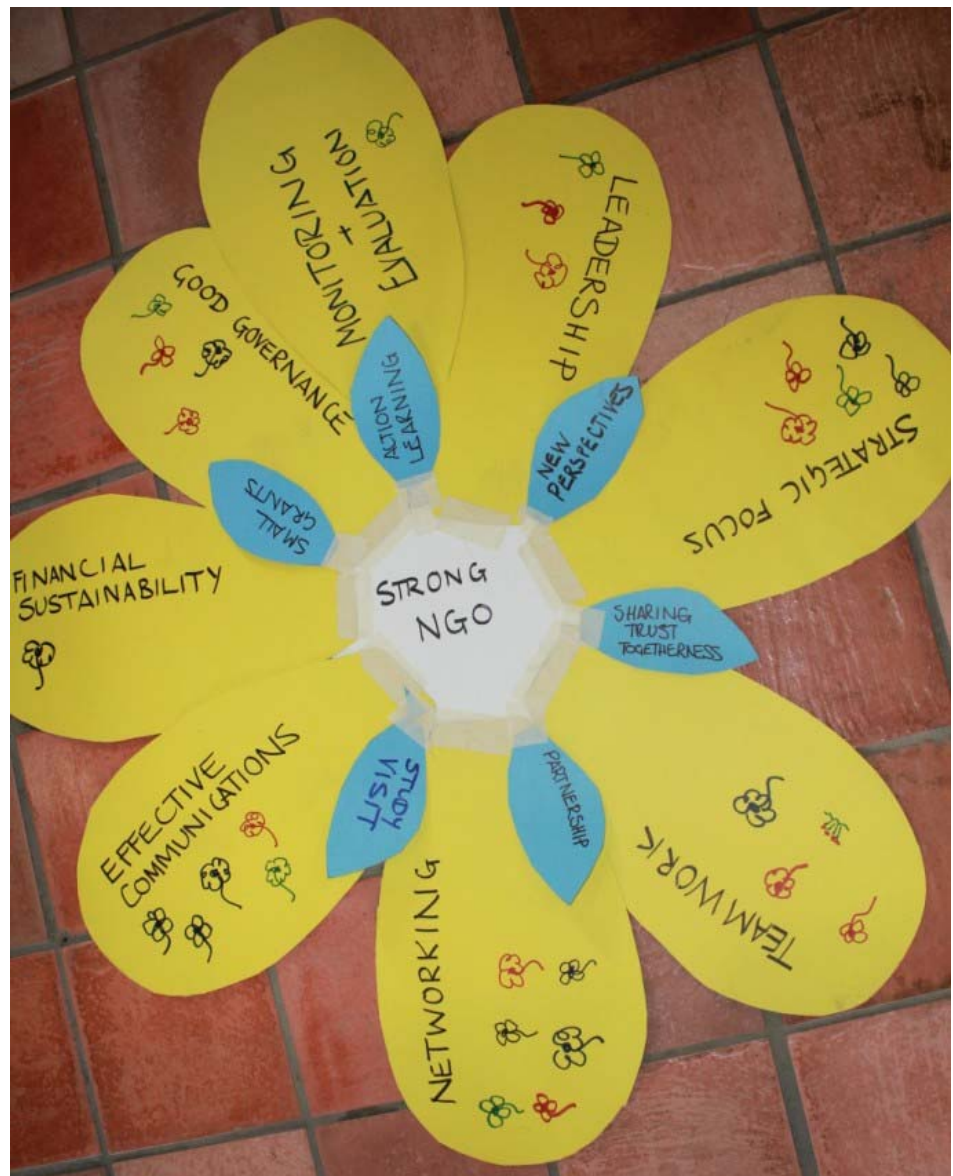
Figure 9: Evaluating the project's success in building capacities of participants for more effective organisations *Source CANARI*

- Participants all felt that their expectations of the ARLG meeting were met and those who were new to the process expressed that they now have a good understanding of the role that the partner CSOs can play in relation to the Trusts, as there were good examples of how this partnership worked in Anguilla and the Turks and Caicos Islands. The Cayman Islands National Trust said that they would try to replicate this kind of partnership building in their country in the future.

- The Cayman Islands National Trust also said that their communications capacity has been built and that people are now contacting them through the website. They found the exercise on developing a communication plan was extremely valuable.

- The Turks and Caicos National Trust stated that they have grown from strength to strength. They found the partnership they developed with the Rotaract to be especially rewarding as the Rotaract is such a vibrant and proactive group. The roles and responsibilities of the Board of the Trust have

been more clearly defined and this is working well. The Executive Director of the TCNT said that the strategic planning exercise was an eye-opener and has made the vision of the Trust clearer and the Trust is now able to link its activities directly to the Strategic Plan.

- Participants liked the feeling of cohesiveness and togetherness that the ARLG process encourages as people felt they were able to be open and share experiences. The majority of the participants urged the group to keep the momentum with networking amongst the Trusts and the partner CSOs going.

- The Montserrat National Trust highlighted the value it got in the strategic planning process. As one example of improved governance, the Executive Director noted that they used to have meetings of the Executive in a very ad hoc manner but now meet on the last Thursday of every month..

- JvDPS found the feedback it received on their organisation's website to be very useful. Susan Zaluski, Director of JvDPS, also noted the value of the involvement of partner organisations like MSBA and Rotaract as so many times when working in the environmental field, organisations work in silo and it is useful to have another perspective. Partner organisations and the private sector can act as a catalyst for change. She explained that JvDPS is a small organisation that is in an ongoing process of capacity building and that this project helped to identify young leaders in the society and also assisted with improving Board and staff working relationships. She thanked the NPTVI for offering to transfer its small grant funding to JvDPS.

- The Anguilla National Trust said that before it had the opportunity to develop its current strategic plan under the small grant component, the organisation was quite reactive and changed direction quite a lot. With the new strategic plan in place, it is committed to only doing things that fit within its work programmes and that will help it to achieve its plan. They definitely want to update their website and found the process of developing the communication plan step by step to be very useful to make for more strategic and focused communications.

- With the help of the NPTVI, which has offered to share its Board Operations Manual with participants, ANT and other groups will aim to improve their Board governance.

- The creation of YESA and the relationship between ANT and YESA emerged out of the project and this has been a mutually beneficial.

- Members of the NPTVI said that CANARI has a way of getting people to work! They found the website review exercise to be very helpful in getting a fresh perspective from other participants.

- Members of the MBSA admitted that conservation is not their area of expertise but they still found the workshop to be very valuable and they learnt a tremendous amount about conservation and national parks management. They enjoyed the hands-on nature of the workshop and said that they will try to team up with the MNT more in the future, particularly on the development of a website.

- RSPB found the workshop to be very helpful as a supporting partner to get to know everyone and get a real feel for some of the opportunities and challenges the Trusts face. James Millet from RSPB said that he sensed that quite a lot of momentum has been built through the project and it would be interesting to see how everyone can continue to work together. Participants noted that the relationship they have formed with RSPB has been very beneficial in helping Trusts to fundraise.

- The facilitator noted that she was very pleased about the positive energy that participants brought to the workshop. She found that the concept of having two people from each organisation was beneficial, with the ideal partnership being a staff and Board member as two different perspectives are often brought from each organisation. She was pleasantly surprised to see how well the partnerships between the Trusts and the Rotaracts and other youth organisations worked and hoped to highlight this as a model for other Caribbean islands.

7. Next steps

Some needs and ideas for follow up work were discussed by the participants and facilitators which included:

- ANT and NTCI agreed to take the lead in following up on the establishment of a regional network for conservation in the UKOTs.

- NPTVI agreed to share their Board Operations Manual with participants;

- Continued communication and networking amongst the participants;

- Continuation of an online forum;

- Capacity building in financial sustainability and helping groups to diversity their funding streams;

- ARLGs at a national level to incorporate stakeholders from all sectors, as well as continued regional level ARLG meetings;

- Capacity building of technical skills, such as invasive species management and protected area planning and management.

Participants were keen to see some of these addressed through possible BEST and Darwin follow-up project.

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CONCEPT NOTE

Building civil society capacity for conservation in the Caribbean UK Overseas Territories

1. **Project overview and coordination**

Building civil society capacity for conservation in the Caribbean UK Overseas Territories

is a three-year (2009-2011) research and capacity building project, coordinated by the Commonwealth Foundation (the Foundation) and implemented regionally by the Caribbean Natural Resources Institute (CANARI) under funding from the Darwin Initiative (Darwin). It builds on the findings of and capacities built under earlier and ongoing CANARI projects in the Caribbean, notably:

- *Improving governance through civil society involvement in natural resource management in the Caribbean* [2001-2006 funded by EC/Hivos]
- *Developing and disseminating methods for effective biodiversity conservation in the insular Caribbean* [2003-2005 funded by MacArthur]
- *Going from strength to strength: Building capacity for equitable, effective and sustained participation of civil society organisations in biodiversity conservation in Caribbean islands* [2008-2010 funded by MacArthur]
- CANARI's extensive experience over its 20-year history of assisting government agencies and civil society organisations with processes of visioning, strategic planning and organisational development.

It will also draw on the Foundation's experience of strengthening civil society's capacity to engage with governments and promote their interests in the fields of sustainable development, good governance, culture and diversity.

The Foundation will also establish a UK-based Advisory Committee of organisations who have or are working in the field of conservation in the Caribbean, such as RSPB, JNCC, Kew etc.

2. **Problem being addressed**

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

biodiversity. Much of this rich biodiversity lies in the Caribbean UKOTs, which are also particularly vulnerable to climate change.

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

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

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

3. Target audience

In the five Caribbean UKOTs, the National Trusts are the primary civil society organisations charged with biodiversity conservation. They are called upon to play a critical but complex role, combining partnership with government agencies, mobilisation of other civil society actors, while maintaining their independence to voice the concerns of their members. The Trusts have therefore been selected as the primary beneficiaries of this project, together with a selection of other NGOs in the Territories with comparable levels of capacity and similar capacity needs.

Bermuda will be also used as the focus of a case study and study visit to examine the role played by civil society in developing and implementing the Island Biodiversity Strategy and Action Plan. Several of the meetings will also be held in independent Caribbean countries where National Trusts are playing a significant role in biodiversity conservation and policy development.

4. Project goal

Effective contribution in support of the implementation of the objectives of the Convention on Biological Diversity (CBD), the Convention on Trade in Endangered Species (CITES), and the Convention on the Conservation of Migratory Species (CMS), as well as related targets set by countries rich in biodiversity but constrained in resources.

5. Project purpose

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

6. Project approach

The project seeks to address the barriers outlined under Section 2 above through a process of **participatory research, action learning** and **capacity building** involving a core group of 10 CSOs. Rather than focusing just on the capacity gaps and weaknesses, this approach acknowledges that each participating CSO already has significant strengths on which it can draw, build and share with others in order to strengthen the collective effectiveness of all participating CSOs – and by extension their partners and beneficiaries – to promote and engage in effective biodiversity conservation. This approach builds on CANARI's experience of facilitating Action Research and Learning Groups under several of its programmes. It also draws on feedback from the CSOs that participated in *Improving governance through civil society involvement in natural resource management in the Caribbean*, who all highly valued the opportunities to exchange information and experiences and recommended the institutionalisation of such exchanges in future projects.

See Section 10 for more details on the approach and the project activities.

7. Project objectives

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

- to identify the key enabling factors, at both the institutional and organisational level, for effective civil society participation in biodiversity;.
- to build the capacity of the five National Trusts and five other national-level CSOs, and indirectly all other civil society stakeholders, in the Caribbean UKOTs to effectively participate in biodiversity conservation; and
- to build a regional network of civil society stakeholders engaged in biodiversity conservation.

8. Project results

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

- CSOs effectively and equitably participating in institutions for biodiversity conservation;

- CSOs acting as effective advocates regarding the needs and issues facing Caribbean UKOTs in regional and international processes for biodiversity conservation (including at CBD COPs);

- 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;

- UKOT CSOs maintaining stronger links with CSOs in other Caribbean islands, increasing regional collaboration and sharing of lessons and capacity.

Specific outputs from the project include:

- capacity needs of at least 10 Caribbean UKOT CSOs identified and tailored capacity building programme designed;
- organisational capacity of at least 10 Caribbean UKOT CSOs enhanced through tailored training and other capacity building to meet the identified priority needs;
- UKOT CSO effective involvement in biodiversity conservation enhanced through regional collaboration and the creation of (formal or informal) networks of Caribbean CSOs; and.
- greater awareness of Caribbean UKOT CSOs and their partners (governments, donors, intergovernmental and technical support agencies) of how to facilitate civil society participation in biodiversity conservation.

  The achievement of these outputs and contribution to behavioural change is expected to contribute to tmedium- and longer-term to outcomes, including:

- greater civil society participation in biodiversity conservation in the 5 Caribbean UKOTs (e.g. in policy development, planning, advocacy, and on-the-ground initiatives).
- CSO involvement in development and implementation of Island Biodiverstity Strategy and Action Plans and the CBD Island Programme of Work in the 5 Caribbean UKOTs.
- effective representation by UKOTs at regional and international fora (CDB COP 10, Commonwealth Heads of Government meeting etc.).

Desired project results will be refined in collaboration with the participating CSOs.

9. **Guiding research questions**

The following guiding research questions will be refined with the participating CSOs at the first ARLG meeting and in consultation with members of the Advisory Committee:

- What are the barriers to and enabling factors for effective self-organisation of CSOs involved in biodiversity conservation in the UKOTs?
- How can CSOs effectively monitor and evaluate their own strategic development?
- 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 UKOTs and across the wider Caribbean?
- 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 UKOTs at the start of the 21st century?
- What enabling framework (policies, structures, processes) is needed to facilitate and optimise this role?

10. Project activities

The core project activities comprise:

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

*b) **Study visit:***
Four-day study visit to Bermuda to:

o network with and analyse the differences and commonalities between governance structures of civil society organisations in Bermuda and the Caribbean UKOTs;
o analyse the differences in economic, social and cultural context and institutional framework that may enable or disenable civil society involvement in implementing the CBD commitments;
o identify lessons from the Bermuda context that can be transferred to the Caribbean UKOTs, including a case study of the civil society engagement in the development of Bermuda's Island Biodiversity Strategy and Action Plan

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

*c) **Communications***
Development of a communication strategy in consultation with participants, and a variety of communication materials developed and disseminated (either in print or electronically) including:

o short case studies (provisionally of Centre Hills, Montserrat project implementation; Bermuda Island Biodiversity Strategy and Action Plan process; Nevis Historical and Conservation Society development of sustainable financing mechanisms
o a policy brief summarising the project findings, targeting policy- and decision-makers,
o two guidelines booklets published in both hard and electronic format, provisionally on *Civil society participation in natural resource management* and *Civil society development and management*
o electronic newsletters, published twice a year;
o extranet**,** listserv and project website, possibly shared with participants of CANARI's complementary *Going from strength to strength* project*;*
o media releases in the UKOTs and wider Caribbean;
o regional and international conference presentations and journal articles by CANARI staff and other participants, as opportunities present themselves.

Appendix 1

d) Small grants and peer mentoring:
A £60,000 will be established so that each of the 10 participating CSOs can receive a small grant to be used to build a specific priority organisational development capacity, in areas where it is often difficult to secure project funding (e.g. strategic planning, study or exchange visits, training workshops). Where participating CSOs have capacity that they can share with others, this fund can also support peer mentoring among the participating CSOs to support capacity building by each organisation. This will also enhance relationships among CSOs in the Caribbean UKOTs.

e) <u>Monitoring activities:</u>
A monitoring and evaluation framework will be developed for the project by CANARI and the participants to facilitate monitoring at both the project and organisational levels. Capacity to develop and implement this will be built in the participating CSOs. Assessments will be facilitated via the ARLG meetings and meetings of the Technical Advisory Committee.

Building civil society capacity for conservation in the Caribbean UK Overseas Territories

THIRD ACTION LEARNING GROUP MEETING

J.R. O'Neal Botanic Gardens
Tortola, British Virgin Islands
19-23rd March 2012

AGENDA

Sunday 18th March
- Participants arrive in British Virgin Islands and taken to hotel Maria's By the Sea.

Monday 19th March
- Welcome and introductions
- Participant expectations and overview of agenda for the meeting
- Overall updates on the project
- Results and lessons learned from the small grant programme
- Sharing our experiences, learning from each other: participant presentations of small grants:
    o key results achieved over the past year, both in terms of organisational development and other activities, and lessons learned that could be of value to others
- Briefing on field visit

Tuesday 20th March
- Field visit to The Baths, Virgin Gorda protected area
- Panel discussion with key stakeholders in the management of The Baths protected area

Wednesday 21st March
- Analysis of lessons and recommendations arising from field trip day.
- Mapping institutional arrangements for protected areas
    o Who is involved?
    o What are the mechanisms and processes for involving people?
    o Evaluating the effectiveness in terms of stakeholder participation and arrangements
- Managing natural resource management conflicts

COCKTAIL EVENING at Maria's By the Sea hotel

Thursday 22nd March
- Discussion on main findings of communication products:
  - Participatory approaches to biodiversity conservation: a case study of the Montserrat Centre Hills Project
  - Half a century of civil society participation in biodiversity conservation and protected area management: A case study of Bonaire
  - Endowment funds - the route to financial sustainability for civil society organisations or just a distraction?
  - Facilitating Participatory Natural Resource Management: A Toolkit for Caribbean Managers
  - Consorcio Ambiental Dominicano (CAD): A decade of networking and developing strategic partnerships to promote the conservation and participatory management of natural resources in the Dominican Republic
- Developing a communications plan

Friday 23rd March
- Panel discussion: Effective advocacy and the experience of the Virgin Islands Environmental Council.
- Evaluation and next steps

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Appendix 4

Anguilla National Trust
2011

Preservation for Generations.

Programme Areas of Work

- Terrestrial and Wetland Conservation
- Marine and Coastal Conservation
- Protected Areas Management
- Waste Management
- Culture and Heritage
- Public Awareness, Education, and Stewardship
- Organisational Development

Terrestrial and Wetland Conservation

Terrestrial and Wetland Conservation

- Promoting the conservation of Anguilla's wetlands: assessments of Anguilla's mainland wetlands (funded by the RSPB)
- Building a foundation for Anguilla's wetland future (funded by OTEP and the RSPB)
- Restoring Dog Island: eradication of rats and control of goats on Dog Island, including feasibility study of goal management (an FFI-led project, funded by the USNFWF)
- Anguilla Seed to Tree Project: promoting the use of local and culturally-important plants in backyard landscaping (supported by LIME)
- Anguilla National Trust Bird Monitoring Programme: monitoring wetland and terrestrial bird population trends around Anguilla

Marine and Coastal Conservation

Marine and Coastal Conservation

- Anguilla National Trust Sea Turtle Monitoring Programme: monitoring nesting sea turtle population trends on Anguilla's beaches and capacity building of the Anguilla Sea Turtle Conservation Group (supported by Fauna & Flora International)
- Save the Sand Campaign: raising awareness about beach and sand dune protection (supported by SandBar)

Protected Areas Management

- East End Pond Conservation Area: habitat restoration programme, grounds maintenance, and bird watching activities
- Big Spring Heritage Site: grounds maintenance and a platform for education about Anguilla's Amerindian heritage
- Fountain Cavern National Park: multi-electrode resistivity mapping exercise, and National Park Development Plan

Waste Management

- Better Than Plastics Initiative: working with Good2Go (St. Martin) and the Anguilla private sector to bring biodegradable products to Anguilla
- Partnership with the Anguilla Summer Festival Committee

Public Awareness, Education, and Stewardship

- In the Schools: partnerships with the ALHCS Environmental Club, presentations to primary school and secondary school classes about Anguilla's natural environmental, partnership with Sixth Form Environmental Science class
- In Print: brochures, posters, and newspaper articles on the Lionfish (with the DFMR and the DOE), sea turtles, wetlands, sand mining, and beach protection, position papers/policy briefs on sea turtle habitat conservation and a lighting ordinance/policy for coastal properties
- On Radio: weekly radio programme (Protecting Anguilla's Natural Environment) on Kool FM 103.3, public service announcements on MEAs, marine parks, sand mining, and sea turtles
- On Video: commercial on sea turtle habitat protection

Public Awareness, Education, and Stewardship

- The Hmph Campaign: t-shirts, public service announcements, and television commercials on Anguilla's natural and cultural heritage (developed and implemented by Rosell Media)
- Lecture and Movie Series: on energy, food, climate change
- Members in Action: monthly activities for ANT members
- Environment. Research. Action. Programme: afterschool environmental programme for young people
- Adventure Anguilla: an annual outdoors programme for ALHCS Environmental Club students (13-17 December 2010)
- Youth ESCAPE: a natural and cultural heritage day camp
- ANT Heritage Tours: over 500 people, including students from primary and secondary schools

CANARI Organisational Development Project

CANARI Organisational Development Project

- ANT Strategic Planning Exercise: strategic planning for the ANT's programme of work and financial sustainability
- ANT website
- ANT Financial Plan

Questions?

Recent Acquisitions

Conservation of
Natural Environments

Grand Cayman - National Trust Protected Land
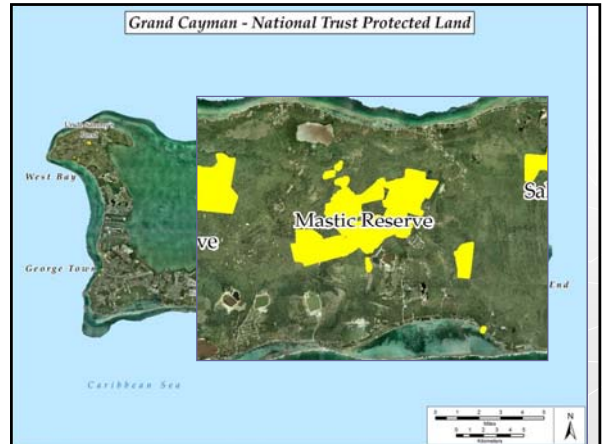
Mastic Reserve

► 834.76 acres of Dry Forest and Mangrove Wetlands
► Mastic Trail, #3 attraction
► Home for endemic birds, orchids, trees, and reptiles
► More than 228 acres added in total

Salina Reserve
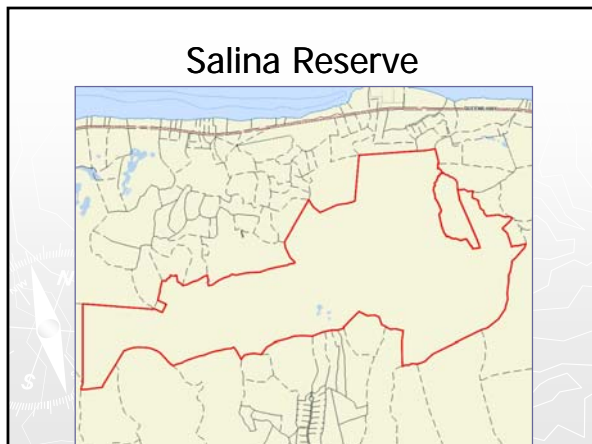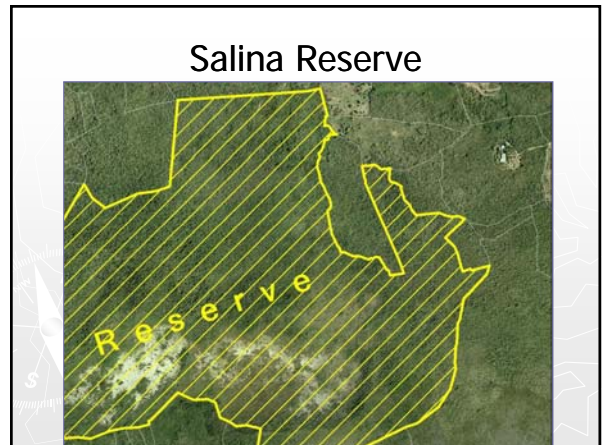
Salina Reserve

Salina Reserve

► 646 acres of Dry Forest and Mangrove Wetlands
► Home for endemic birds, orchids, trees, and reptiles
► 23 acres added in total
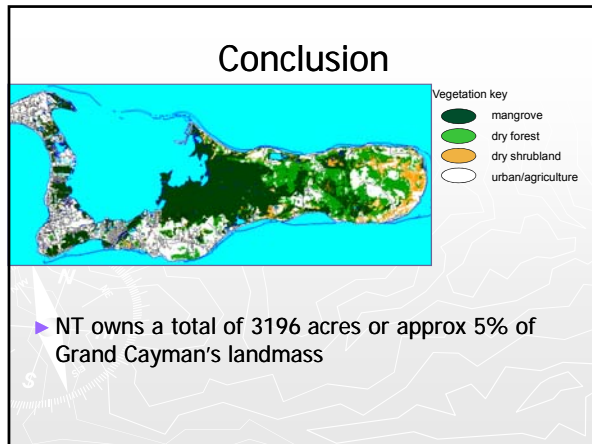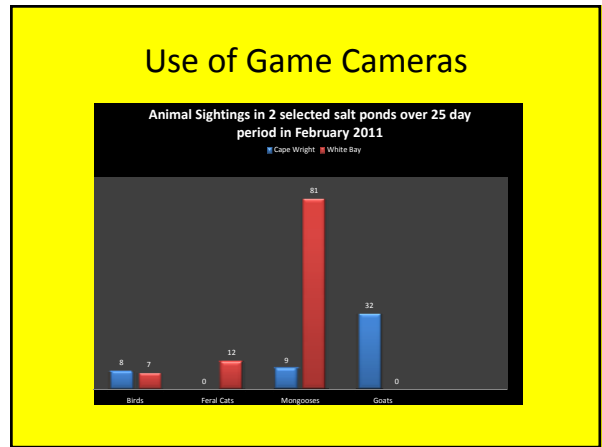
Conclusion

Vegetation key
- mangrove
- dry forest
- dry shrubland
- urban/agriculture

► NT owns a total of 3196 acres or approx 5% of Grand Cayman's landmass

Jost van Dykes Preservation Society

JVDPS 2011-2012 update

Invasive Species Project

Regional workshop

Trapping programme

Public Outreach

Spay/neuter clinic

Invasive rats, mongooses & feral cats kill native forest birds, lizards and frogs.

Pelican Cay

LITTLE JOST VAN DYKE

fera
The Food and Environment Research Agency

RSPB

defra
Department for Environment Food and Rural Affairs

Use of Game Cameras

Animal Sightings in 2 selected salt ponds over 25 day period in February 2011
Cape Wright   White Bay

81

32

8 7   0   12   9   0

Birds   Feral Cats   Mongooses   Goats

CWC Training

Wetlands

Education

CWC Plan for JVD

Birdwatching

CANARI Grant #1

Appendix 4

Maritime Heritage

CANARI Small Grant #2: Fundraising

Appendix 5

Results and Lessons from the Small Grants Programme
Third Action Research and Learning Group Meeting
BVI, March 2012

Needs identified at ALG1

1. Funding strategies not adequately diversified
2. Role as overt lobbyists and advocates limited
3. Board roles unclear or Board members not contributing sufficiently
4. Staffing levels lower than desired
5. Executive Directors focus heavily on operational issues at expense of strategic priorities
6. Potential to play role in co-management of protected areas and biodiversity conservation not fully exploited
7. Linkages with other CSOs not fully leveraged

Outcomes, outputs and needs addressed

Anguilla:

- ANT
  - Revised strategic plan or next 5 years to 2016
  - Developed 5-year financial plan
  - Upgraded website
- YESA
  - Training in effective advocacy and power analysis
  - Peer learning with BVI advocacy CSOs
- Needs addressed:
  - Improved strategic planning
  - Improved financial planning?
  - Diversified funding strategies?
  - Improved advocacy skills and role

Outcomes, outputs and needs addressed

British Virgin Islands

JVDPS
  - Biodiversity monitoring training for JvD youth
  - Built local support and participation
  - Improved collaboration with DCF
  - Designed organisational fundraising plan for unrestricted funds
  - Launched annual giving event
- Needs addressed:
  - Improved role in biodiversity conservation
  - Improved operational role of volunteers (freeing up ED for more strategic role?)
  - Diversified funding strategies

Outcomes, outputs and needs addressed

Cayman Islands:

- NTCI
  - Website upgraded (will also include facility to accept donations and dues)
  - Increased traffic to site and awareness of NTCI ?
  - Training of secondary school students to be biodiversity stewards
  - Youth membership and leadership improved
  - Links with schools improved
- Needs addressed:
  - Improved operational role of volunteers (freeing up ED for more strategic role?)
  - Diversified funding strategies
  - Leveraging links with schools

Outcomes, outputs and needs addressed

Montserrat:

- MNT
  - Reviewed strategic direction for next 3-5 years
  - Developed strategic plan (financial plan?)
  - Established roles and responsibilities for staff and board
- Needs addressed:
  - Increased focus on strategic planning
  - Improved clarity on Board roles and contribution

Outcomes, outputs and needs addressed

Turks and Caicos Islands

- NTCI and Rotaract
  - Reviewed strategic direction for next 3-5 years
  - Established roles and responsibilities for staff and board
  - Trained staff in service delivery, reporting and management
  - Launched biodiversity awareness project
- Needs addressed:
  - Increased focus on strategic planning
  - Improved clarity on Board roles
  - Improved operational role of staff (freeing up ED for more strategic role?)
  - Improved role in biodiversity conservation

Main overall outcomes

- Important (overdue?) organisational development needs have been identified and addressed
- CSOs have identified and worked with new partners (though functional partnerships are still weak)
- Staff and volunteer training have increased the ED's ability to play a more strategic role
- Board motivated and participation revived (though unclear if this will be sustained)

Lesson 1: CSOs need to make space and time to cultivate working partnerships

- Although CSOs were keen to work collaboratively with their partners, only two of the ten CSOs delivered a joint project
- CSOs struggled to create working partnership (despite shared views)
- Willingness to work in partnership but culture of working in isolation?
- Working partnerships with Government Departments also weaker than reported at ARLG1.

Lesson 2: Institutional strengthening not a priority

- Institutional strengthening not the focus of any of the small grants (though may have taken place indirectly through strategic development projects and study tour project)
- Institutional strengthening took a back seat because organisational development needs too great,?
- Is there clarity on what is meant by an 'institution'?

Lesson 3: CSOs do not have a culture of planning or reflection on organisational needs

- Organisations struggled to identify and choose organisational needs for their project (what is the capacity issue?)
- Indication that planning and assessment is not done on a regular basis
- Despite constraints that CSOs experience, CSOs need to foster a culture of planning

Lesson 4: Proposal writing needs strengthening

- The proposal preparation process provided some practice in proposal writing?
- Some CSOs need to be clearer when formulating project objectives, outputs outcomes and impacts
- When formulating project ideas, some confusion between the purpose of the CANARI project (organisational development) and its longer term impact (biodiversity conservation)

Appendix 5

Lesson 5: Board members need to be more involved

- Positive results where Board members were involved in planning activities
- However, EDs, in many cases, had to exercise undue persuasion to ensure their attendance at planning meetings
- Board members played a limited role in proposal development? project delivery?
- More work is needed to identify how Boards can be supportive of org. dev. and of the staff in programme delivery
- CSOs need a mechanism to determine how Board members can be more supportive

Lesson 6:Volunteers are under-utilised

- Most CSOs do not have a system for recruiting volunteers or a volunteer policy
- Where staffing is stretched, a system for recruiting and 'employing' volunteers may be an effective approach to taking some of the operational burden from EDs.

Policy pointers for other grant making organisations

- Small, non-competitive grants can make a difference
- Organisational development work needs follow up. CSOs need further encouragement and support to build on the results of this round of grants
- Skills needed in collaborative working
- Technical assistance can optimise small grant impact

Status of strategic plans now?

Have current strategic plan which is being implemented	In the process of developing a strategic plan	Priority to engage in strategic planning

Status of strategic plans now?

Have current strategic plan which is being implemented	In the process of developing a strategic plan	Priority to engage in strategic planning
Anguilla National Trust	BVI National Parks Trust	Montserrat National Trust
National Trust of the Cayman Islands	TCI National Trust	Montserrat Small Business Association
	Youth Environmental Society of Anguilla	Jost van Dyke Preservation Society

Appendix 6

Building CSO capacity for conservation in the Caribbean UKOTs
Final report of the small grants component
March 2012

1. Background

The small grant component of the *Building civil society capacity for conservation in the Caribbean United Kingdom Overseas Territories (UKOTs)* project was launched in March 2010 at the project's first Action Research and Learning Group (ARLG) meeting. The small grants are one mechanism through which the project sought to strengthen the capacity of civil society organisations (CSOs) to participate in biodiversity conservation in the Caribbean UKOTs.

The main objectives of the small grants programme were:
*   to assist participating Caribbean UKOT organisations with their organisational capacity building; and
*   to fund strategic organisational development activities that it might otherwise be difficult to find funding for.

2. Process

Grants of between £5,000 to £6,000 were were offered to each of the ten participating CSOs. It was a non-competitive process but, in order to access the funds, participating organisations were required to propose a project and prepare an application that met the small grant programme guidelines. If proposals did not meet the criteria, CANARI worked alongside the CSOs to revise their project, coaching them where necessary. CANARI provided technical assistance to CSOs in developing project ideas (if they had difficulty in formulating them); proposal preparation; and putting CSOs in contact with resource persons who could provide support and advice in project activities. The process of proposal preparation meant that a number of drafts were reviewed by the small grants coordinator before a final application was approved.

3. Challenges

In the end, eight rather than ten projects were implemented. This came about because:

*   in Turks and Caicos Islands, the two partner CSOs, the Turks and Caicos National Trust and the Rotaract Club of Providenciales, jointly delivered one 'super' project.
*   in the British Virgin Islands (BVI) and Cayman Islands, one of the two participating CSOs in each of those countries (Virgin Islands National Parks Trust and Rotaract Grand Cayman respectively) decided not to take advantage of the small grant but agreed to transfer the funding to the partner organisation - Jost van Dyke Preservation Society (JvDPS and the National Trust of the Cayman Islands (NTCI).
*   In Montserrat, the Montserrat Small Business Association submitted a proposal for strategic planning that was approved but then received funding from elsewhere for the same activity. They were then unable to develop an appropriate alternative project within the agree timeframe.

Appendix 6

4. Summary of small grant objectives and results

Organisation /sum awarded	Title and objective of project	Outputs	Outcomes
Anguilla			
Anguilla National Trust (ANT) USD 7,500.00	*Strengthening the Anguilla National Trust's organisational capacity to contribute effectively to the conservation and preservation of Anguilla's natural cultural and historic heritage* Objective: To review and map the strategic direction for the Anguilla National Trust to sustainably manage, protect and raise awareness of Anguilla's natural, cultural, and historic heritage for 2012- 2017.	• Compiled comments and observations from 24 stakeholders regarding the ANT and its role. • 5-day strategic planning in-house exercise held September 2011. • Draft strategic plan circulated to 150 stakeholders for comment and review. • 5-year strategic plan (2012- 2017) developed. • 5-year strategic financial plan (2012 – 2017) developed. • ANT website updated.	• Buy-in from key stakeholders for vision, plan and budget for a sustainable ANT secured. • Support of Board, members and other stakeholders for ANT's direction and plans improved. • Website traffic icreased by 50 per cent,
Youth Environmental Society of Anguilla (YESA) USD 8,923.00	*Building the capacity of YESA members to effectively carry out their role as advocates for environmental conservation* Objectives: 1. To build the capacity of YESA members to effectively advocate for improved environmental management and protection in Anguilla. 2. To observe and study the efforts and operations of another youth-led environmental campaigning organisation.	• 3-day training workshop in advocacy skills held in August 2011. • 15 young people, including 10 YESA members and 2 YESA advisors, trained in effective youth advocacy. • Advocacy training manual produced. • 5-day advocacy-oriented workshop and study visit held in Tortola in August 2011 • 6 YESA members participated in study tour of BVI chapter of Caribbean Youth Environment Network (CYEN)	• Skills of YESA members to be successful environmental advocates enhanced. • Working relationship between CYEN-BVI and YESA established. • Public awareness of YESA increased. • Support for YESA's environmental campaigns increased. • Participation of young people in public consultation meetings on conservation issues in Anguilla Increased.

Appendix 6

BVI			
Jost van Dyke Preservation Society (JvDPS) USD 9,000.00	*Building capacity of JvDPS and the wider JvD community to effectively participate in conservation of JvD's natural resources through environmental monitoring.* Objectives: 1. To increase the number and capacity of JvDPS's core group and skills base for biodiversity conservation. 2. To build the biodiversity conservation skills of young persons in the JvD community. 3. To improve JvDPS's ability to participate in national conservation monitoring. 4. To build local support for compliance of environmental regulations.	• 5 JvD community members trained as PADI open water divers. • 5 JvD community members trained in basic REEF fish identification. • Environmental assistant trained in water tagging and basic data collection for marine turtles. • Monitoring equipment acquired. • Marine turtle tagging and monitoring undertaken. • Coral reef surveys completed. • Instruction manual for monitoring techniques.	• Community awareness of the value of biodiversity monitoring and conservation of JvD's resources increased. • Capacity and size of JvDPS's core group increased. • Young people with higher skill levels involved in biodiversity conservation. • Public awareness and understanding of the work of the BVI Department for Conservation and Fisheries(DCF) , JvDPS and the National Parks Trust of the Virgin Islands (NPTVI) enhanced. • Improved collaboration between JvDPS and the DCF
JvDPS USD 9,000.00	*Developing a fundraising campaign to build the organisation's capacity to effectively manage biodiversity in the UK Caribbean.* Objectives: 1. To develop a private giving fundraising plan for JvDPS. 2. To launch an annual giving fund campaign (to be carried on as an annual event) targeting private businesses and tourists. 3. To host a fundraising event.	• Private giving fundraising plan for JvDPS developed. • Donor 'ask' developed. • Marketing materials for annual fund campaign printed and disseminated. • One 'gala' fundraising event held in March 2012. • Self sealing donation envelopes professionally designed, produced and placed in several locations around JvD February 2012 • USD 8,000 raised from 'gala event'. •	• Local businesses' and tourists' awareness of JvDPS and its activities increased. • Board clearer on its fundraising role. • Fundraising better integrated into JvDPS' overall programming. • Two new donors identified resulting in donations of US$10,000 and US$3,000.

Appendix 6

Cayman Islands			
National Trust of Cayman Islands (NTCI) USD 9,024.00	*National Trust Website Improvement and Update Project* Objectives: 1. To establish and online payment and system for membership, donations and Trust activities. 2. To improve the capacity of the Trust's website to provide current information and as a communication tool for staff, members and supporters and teachers. 3. To improve staff capacity to update the website.	• NTCI website updated to allow for: o commercial transactions o discussion forum and blog with members and supporters o simplified volunteer sign up o webpages targeted at young people and teachers. • 2 staff members (Development Marketing Officer and the General Manager) trained on how to update the website. • Search engine access to the website optimised	• Traffic to Trust website increased. • Participation in Trust activities Increased • Decreased time required to conduct financial transactions; debit/credit card payments are now taken from website • Two new schools Involved in Trust activities. • Awareness of NTCI's current conservation programmes increased. • Dialogue between members of the public regarding conservation issues increased through the blog.
National Trust of Cayman Islands (NTCI) USD 9,000.00	*Guardians of the Environment Youth Conservation Club.* Objectives: 1. To revive and expand the Trust's student membership base 2. To provide young people with a positive outlet for civic service, creativity and personal development 3. To create a network of young people to spread the Trust's message	• New framework for environmental education established in one school. • Network of 4 adult and 40 youth volunteers and supporters established.	• The Trust's youth membership increased by 40 new members. • Student support for the Trust's work increased. • 40 young people more aware of Cayman's conservation needs.

Appendix 6

Montserrat			
Montserrat National Trust (MNT) USD 9,000.00	*Developing a Strategic Plans to enhance the capacity of the Montserrat National Trust to conserve the biodiversity of Montserrat* Objectives: 1. To plan the strategic direction for the MNT over the next 3-5 years 2. To design the management structure of the Trust to better enable it to achieve its mission and objectives	• Perceptions and expectations study of MNT stakeholders conducted in November 2011. • Independently facilitated 7-day organisational review held in November 2011, attended by 11 MNT staff and Board members. • Values, vision and mission of organisation reviewed and revised. • Goals and objectives for 2012 – 2014 formulated. • Training in roles and responsibilities held for Board, staff and volunteers. • Strategic plan for 2012 – 2014 produced.	• Board has greater clarity on its roles and responsibilities • Board members interest in the Trust's activities reinvirgorated. • MNT's Board, staff and members have clearer sense of strategic direction and vision for the MNT's development over the next 3 years.

Turks and Caicos			
Turks and Caicos National Trust (TCNT) in conjunction with Turks and Caicos Rotaract Club USD 16,702.50	*Turks and Caicos National Trust Refocus and Capacity Strengthening Project* Objectives: 1. To re-examine the purpose and powers of the Trust 2. To review Board roles and responsibilities 3. To improve staff performance 4. To strengthen organisational productivity 5. To raise the Trust's profile through the implementation of biodiversity focused community projects	• Independently facilitated 10-day strategic planning process, including workshop attended by 14 Board, staff, TCNT partners and volunteers (July 14 – 23, 2011). • Values, vision and mission of organisation reviewed and revised. • Goals and objectives for 2011 – 2016 formulated. • One- day staff training workshop held on Dec 16, 2011. • Media session broadcast on two local TV stations on launch of Integrated Biodiversity Project • Biodiversity awareness field trip with 15 students and one teacher from one high school to North Caicos delivered Feb 9, 2012 • One-day workshop held on Salt Cay on 'promoting biodiversity through small business development', attended by 15 adults and 8 children • Presentation to 130 students and teachers at one high school delivered Feb 27, 2012 on preserving natural and cultural heritage • 10 entries for the photo competition on 'biodiversity through photography' received; prize giving held on March 3 2012	As a result of the strategic planning process: • Higher level of support from Board members. • 3 standing committees established, all chaired by Board members. As a result of staff training: • communication between staff, and between ED and staff improved. • Staff morale improved. • Standard of reports from staff improved. As a result of the Integrated Biodiversity Project: • 10 female Salt Cay residents formed a local craft group following the Feb 13 workshop. • A wide cross-section of stakeholders have become involved in Trust project activities.

Appendix 6

5. <u>Lesson learnt</u>

A separate paper has been prepared analysing the outcomes lessons learnt paper on the small grants programme has been prepared separately (see Cooper, G. 2012. Small grants can make a big difference: outcomes of and lessons learnt from the small grants component of *Building civil society capacity for conservation in Caribbean United Kingdom Overseas Territories*. CANARI. Laventille, Trinidad at http://www.canari.org/civil_sub3_sub4.asp).

Concept sheet 4: Identifying who is a stakeholder

This concept sheet provides a definition of a stakeholder; expands on this by examining who might be considered a stakeholder in natural resource management based on identifying their rights to, responsibilities for and interests in a resource; and defines who is a key stakeholder.

DEFINITION

Stakeholders in natural resource management are "the individuals, groups and organisations that are involved in or may be affected by a change in the conditions governing the management and use of a resource, space or sector" (Geoghegan *et al.* 2004, p.3).

WHO HAS RIGHTS, RESPONSBILITIES AND INTERESTS?

Stakeholders can also be defined as the people who have rights to, responsibilities for, and interests in a resource as illustrated in the analysis in Table 2 below.

Table 1: Analysis of rights, responsibilities and interests of stakeholders in a resource

Stakeholders have <u>rights</u> to a resource if they:	*Stakeholders have <u>responsibility</u> for a resource if they:*	*Stakeholders have <u>interest</u> in a resource if they:*
• have a traditional link to it (e.g. people who traditionally harvest medicinal plants from the forest) • depend on it for their livelihood (e.g. timber harvesters) • own the land or access to it (e.g. a group of craft makers who are allowed to go and harvest materials from the forest) • have been conferred rights via some legal mandate (e.g. forestry departments, private landowners)	• undertake actions that change the nature of it (e.g. marijuana farmers, people who set fires in or near the forest, people helping with reforestation) • derive economic benefits or well-being from it (e.g. tour guides who make a living from ecotours into scenic natural areas) • are formally or informally managing it (e.g. forestry departments are formal managers but timber harvesters also informally manage their extraction) • have a statutory responsibility (e.g. state land and planning agencies)	• have a cultural attachment to it (e.g. Rastafarians) • derive some enjoyment from it (e.g. local and foreign hikers and birdwatchers) • are actively involved in its conservation (e.g. environmental NGOs) • have an intellectual association with it (e.g. researchers)

Typical stakeholders in natural resource management therefore include:

- government agencies, the private sector, CBOs, NGOs, academic institutions, the media, intergovernmental bodies, technical assistance agencies and donors;
- stakeholders found at many levels:
    - local (e.g. communities living adjacent to a forest, forest users);
    - national (e.g. government agencies with responsibility for forest management, private sector companies)
    - regional (e.g. regional NGOs, regional intergovernmental bodies)
    - international (e.g. tourists, foreign-based companies, international NGOs, regional or international donors and technical assistance agencies);
- organisations or formal groups as well as individuals, communities and informal networks;
- people with legal rights, responsibilities and interests as well as people undertaking illegal activities (e.g. illegal hunting, illegal occupation of land); and
- people directly using or managing a resource as well as people who have an indirect impact on a resource, for example, people benefiting from the ecological services (e.g. watershed functions) or people whose activities have an impact on the ecosystem (e.g. residents in an upper watershed impact on coastal and marine ecosystems downstream).

KEY STAKEHOLDERS

It is not always possible (given limitations in time, money, etc.) to fully involve every stakeholder in a participatory process. It is therefore important to identify the key stakeholders, that is, the ones most likely to affect and be affected by (positively or negatively) the outcomes.

In determining who the key stakeholders are, it is useful to ask the following questions:

- Are their purpose, focus, interests and mission particularly relevant to management of the resource?
- Do they have a high level of power, authority and influence?
- Do they have a low level of power, authority and influence, and are therefore at risk of being marginalised?
- Do they have a large stake in the outcomes (for example, are they the management agency or do their livelihoods depend on the resource)?
- Is the scope of their involvement high (for example, this is or should be a key area of work for them)?
- Do they have the capacity to contribute (for example, can they participate in meetings with other stakeholders and effectively express their ideas)? Can they provide special or unique skills or knowledge (for example, a university has high technical capacity to contribute to management)?

Concept sheet 5: What is an institution?

This concept sheet provides a definition of an institution, reviews the roles that institutions play in natural resource management and broadly discusses institutional arrangements.

DEFINITION

An institution is the set of arrangements for making decisions about the development, management, and use of a natural resource, including the stakeholders, as well as the laws, formal and informal policies, plans and structures that guide how these stakeholders interact with each other and with the resources.

UNDERSTANDING INSTITUTIONS IN NATURAL RESOURCE MANAGEMENT

In the context of natural resource management, an institution can best be defined as the manner in which rights and responsibilities over the use and management of the resource are distributed, regulated and applied. These rights and responsibilities can be grouped into four broad categories:

- the right to sell the resource (conventional ownership right);
- the right to use the resource and consume or sell the products derived from that use;
- the right and responsibility to exclude other users; and
- the right and responsibility to define and modify the conditions under which use can take place.

A useful analogy is to think about an institution as a football game. The team of players, the referee and the spectators are the stakeholders. There are formal rules governing how the game is played but also informal norms about how to behave at a football game, for example, cheering when a goal is scored.

In the case of the natural resource management of a protected area, the institution for managing it involves many stakeholders who can be formally or informally involved in management. There are formal laws and policies guiding how the area is to be managed and who has formal responsibility for management. There are also informal policies that influence management decisions. For example, there may be an informal policy that supports the involvement of surrounding communities that is not written in a formal document but has become the accepted practice.

It is important to understand and be able to explain to others the difference between an institution and an organisation. Organisations are one type of stakeholder within an institution and they can take many different forms. For example, in a marine protected area management institution, organisations might include the fisheries department, one or more NGOs, the tourism association and a dive company.

Appendix 9

Slide 1
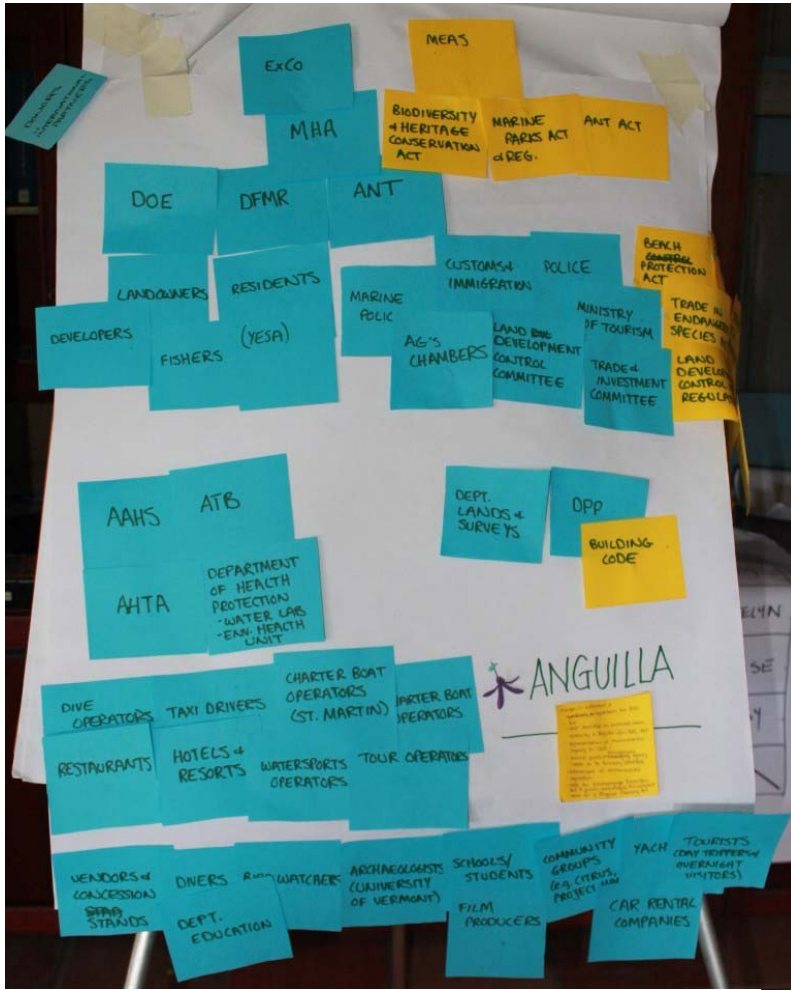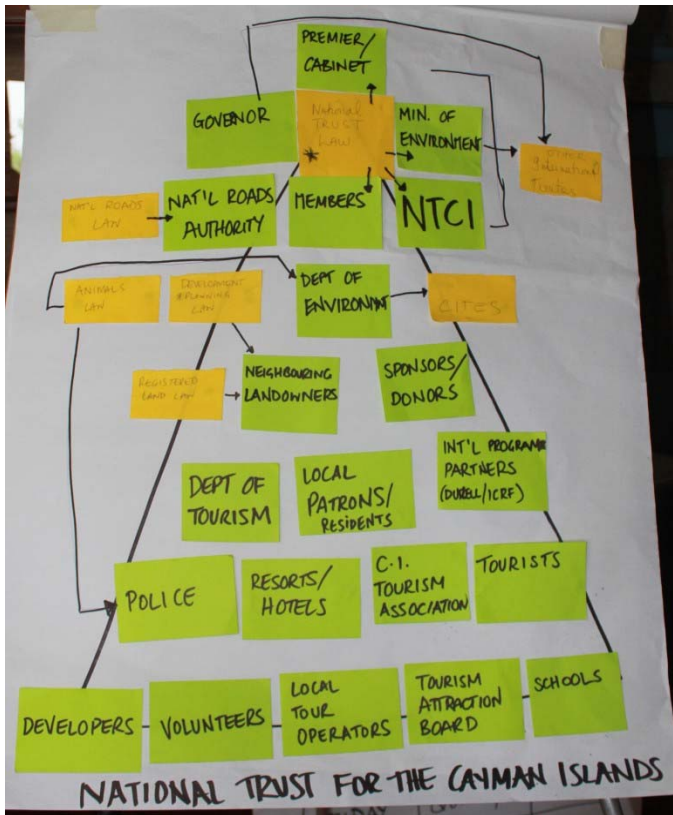
Building civil society capacity for conservation in
the Caribbean UKOTs, April 2009-March 2012
Communication products
UK ALG Meeting
Sarah McIntosh, CANARI Associate
23 January 2012

Slide 2

What do the findings mean for us?

Darwin communication products

- Three case studies of organisations/networks/institutions
  - Centre Hills case study
  - Bonaire case study
  - *Consorcio Ambiental Dominicano* case study (English version)*
- Endowment Funds*
- Two toolkits:
  - Participatory natural resource management toolkit*
  - Communications toolkit

* = co-publication with GFS2S

Slide 3

Initial feedback

- Who has read any of these?
- Who has passed it to someone else to read?
- Who remembers anything significant?
- Who identified anything that they could apply to their organisation or OT?
- Who has applied anything to their organisation or OT?

Slide 4

Centre Hills case study

Lessons learnt and good practices

• Implementing participatory processes effectively takes time, resources and commitment but results in more sustained stakeholder engagement.

•Developing a written participation strategy, including jointly negotiated values and objectives, can contribute both to the process of establishing trust and transparency and to building the capacity of the team charged with implementing it.

Slide 5

Centre Hills case study

Lessons learnt and good practices

• A participatory economic valuation exercise, combined with a communication strategy targeting policy makers, is an effective tool for raising stakeholder awareness and securing political buy-in.

•Effective inter-departmental collaboration and the backing of the political directorate contribute to the effectiveness and visibility of the participatory process and to its lasting legacy.

Slide 6

Centre Hills case study

Lessons learnt and good practices

• Establishing implementing partnerships and networking can contribute to securing both additional funding and a broader range of technical expertise.

• Participatory biological surveys facilitate the integration of traditional and scientific knowledge.

• An experienced, neutral facilitator can add value to the process, particularly where there are conflicts between stakeholders.

Centre Hills case study

Lessons learnt and good practices

• Establishing implementing partnerships and networking can contribute to securing both additional funding and a broader range of technical expertise.

• Participatory biological surveys facilitate the integration of traditional and scientific knowledge.

• An experienced, neutral facilitator can add value to the process, particularly where there are conflicts between stakeholders.

Centre Hills case study

Lessons learnt and good practices

•The media can play a vital role in implementing a participation strategy.

•Planning for the transfer of skills from external to national stakeholders is a critical element of ensuring the sustainability of the outcomes.

•There is a fine line between too much and too little consultation.

What lessons from Centre Hills could you apply or advocate for in your OT?

Bonaire case study

Lessons learnt and good practices:
• full transfer of responsibility for PAs to CSOs.
• enabling legislation and simple management agreement.
•establishment of DCNA for inter-island networking, capacity building and management of Dutch/EU funds.
• feasibility study for and establishment of endowment fund with ten-year, high level funding from Netherlands government

Bonaire case study
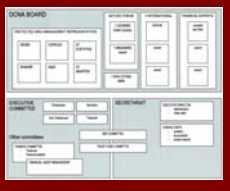
Outcomes:
• high level of mutual respect and trust between government and CSOs.
• high level of CSO involvement in policy- and decision-making.
• creation of permanent and temporary spaces for inter-sectoral dialogue.
….but some CSOs still lack full capacity needed to manage their PAs effectively.

What lessons from Bonaire could be applied in your OT and the UKOTs in general?

Case studies: Consorcio Ambiental Domincano (CAD)*

Case study of a decade of networking and developing strategic partnerships to promote the conservation and participatory management of natural resources in the Dominican Republic

Network is between government departments and CSOs, with private sector as associates

Secretariat funded by high member contributions plus grants

* = co-funded under another project

CAD impact

- Greater influence of CSOs on policy and legislation
- Helped to shape policy and legislation
- CSO co-management of protected areas more equitable and effective
- Strengthened governance and management in partner organisations
- Helped to raise public awareness of importance of biodiversity conservation
- Developed effective tools and methods for participation

* = co-funded under another project

CAD: Emerging lessons

- International aid agencies can serve as catalysts for improved stakeholder networking and collaboration but must encourage local ownership for long-term sustainability.
- The "round table" approach, combined with a shared vision, facilitates equitable and effective participation but does not mean there is consensus on everything

* = co-funded under another project

CAD: Emerging lessons

- CAD's role in systematic mediation and negotiation helps to manage natural resource conflicts.
- CAD's good image and demonstrable results have not yet been converted into sustainable long-term funding.
- Success hinges on Secretariat not competing for funding with members but may lead to financial instability.

* = co-funded under another project

What lessons from CAD could be applied in your OT?

Endowment funds*

Research question: *Can Endowment/Trust Funds support conservation NGOs becoming more sustainable?*
Conclusions:
- Mixed success in region to date
- Management structures generally risk averse
- Securing funding for core costs more difficult than for specific purpose (e.g. land purchase)
- Initial capital needs to be large to have any significant impact
- Fundraising success mainly based on Director's individual relationships and skills
- Board role largely confined to oversight

* = co-funded under another project

Endowment funds

Reviewed:
- National Trust for the Cayman Islands
- Dutch Caribbean Nature Alliance
- Nevis Historical and Conservation Society
- *Consorcio Ambiental Dominicano*
- Jamaica Conservation and Development Trust
- Jamaica Environmental Trust
-

Endowment funds

What has worked well
- Fundraising based on vision, persistence and connections.
- Conducting a feasibility study.
- Internal or external capacity to manage the funds effectively.

Endowment funds

Challenges
- Changes in the economic environment
- Fundraising to cover operational costs
- Identifying a champion to lead the fundraising campaign
- Donors are less willing to give to endowments than to projects

Endowment funds

Main lessons
- Endowment funds can be effective channels for producing sustainable results and organisations.
- Combining grant making with endowment fund contributions can increase financial sustainability and organisational effectiveness .
- Endowment funding can provide an alternative to annual subventions – to the long-term benefit of both the donor and the recipient.

Endowment funds

Main lessons
- Good practices are emerging to support effective and efficient use of donors' investments.
- National fiscal regimes need to be amended in order to stimulate individual and corporate giving to endowment funds.
- Innovative Caribbean approaches to philanthropy can be established, even during an economic downturn.

What do the conclusions of the endowment fund paper mean for you?

Facilitating participatory natural resource management toolkit

Introduction
Section 1: Concept sheets:
1. What is facilitation?
2. What are livelihoods, sustainable livelihoods, and livelihood assets?
3. What is participation?
4. Identifying who is a stakeholder
5. What is an institution
6. What is participatory planning
7. Capacities needed for participation
8. What is participatory video?

Facilitating participatory natural resource management toolkit

Section 2: Activity sheets
1. Stakeholder identification
2. Stakeholder analysis
3. Institutional mapping
4. Participatory planning
5. Stakeholder mobilisation
6. Effective facilitation

Facilitating participatory natural resource management toolkit

Section 3: testing the tools.
Examples of application of the toolkit to capacity building for PNRM in:
1. Dominica (beekeepers)
2. Jamaica (prospective Local Forest Management Committee)
3. Saint Lucia (establishment of a management committee a bird sanctuary and nature trail)
4. Saint Vincent and the Grenadines (enhancing livelihoods)
5. Trinidad and Tobago: (Forestry division)

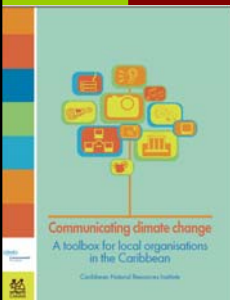**Facilitating participatory natural resource management toolkit**

Section 4: case studies.
1. Participatory video (with fisherfolk in Blanchisseusse, Trinidad)
2. Participatory protected area planning (Aripo Savannas, Trinidad)
3. Participatory development of forest and protected areas policies (Trinidad)
4. Participatory approach to biodiversity conservation and protected area management (Centre Hills, Montserrat)
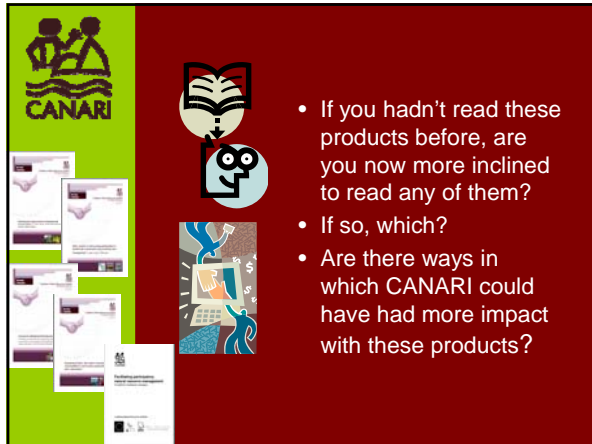….and still a work-in-progress/living document.

In development

- Toolkit for communications and advocacy in the context of biodiversity conservation/ natural resource management (building on toolkit produced on climate change for Commonwealth Foundation
- Do you have examples of effective communication that could be profiled, e.g. ANT radio show?

Already discussed

Website	Group review
Cayman Islands National Trust's website	Main target audience seems to be the general public, including members, stakeholders, volunteers and sponsors. Positive aspects • Website provides links to different topics from the Homepage. The Trust's financial statement is posted, good for transparency; • The Trust's mission statement is on the homepage and the fact that they are a non-profit organisation is clearly stated; • Links to reports are available from the Homepage; • Sponsors are recognised. They could, however, state what the different categories of sponsorship mean (Platinum, etc); • The Environmental Programmes page provides a lot of information; • Key messages are articulated, good environmental and historic information; • Volunteers are welcomed; • The Trust's opening hours are listed on the Homepage. Suggestions for improvement • The Homepage could be a little more attractive. The group suggested having more pictures on the Homepage of the Trust's activities. • Categories listed – can be interpreted differently. It seems a bit jumbled at the moment. • It would be useful to also include a contact number and email address for the Trust on Homepage as well.
Jost van Dykes Preservation Society's website	The target audience seems to be visitors, not locals. Also, due to the language used on the website, it seems that it would attract an older audience as opposed to children. Positive aspects • There are links to other pages on the website from the Homepage which allows for easy navigation; • There are introductions to who they are, main projects, sponsors and partner organisations; • The website makes it easy for people to donate and there is the option of doing online payments; • The key message is clear: "we're doing something valuable for the environment and heritage and we'd like you to invest in it"; • There is a good overview of the protected areas and the link to the environmental information centre and Facebook page is good. Suggestions for improvement • Reviewers noted that it could be a positive or negative aspect to list partner organisations – people are recognised but the perception could be that the Society is getting a lot of donations already. Also, the size of different partner organisations' logos is different and this may give the perception that one is more important than the other. In addition, if you list one partner organisation or donor, you may have to list all; • It would be useful to have a phone contact within the United States; • It is clear that the Society is requesting funds but there is no categorisation for donors; • It would be good to put up photos of the protected areas; • It would be useful to also have the link to the Facebook page on the

	Homepage.
Anguilla National Trust's website	The target audience seems to be donors, potential donors, members and people seeking information in general. Positive aspects • Project updates, immediate ability to join the ANT and sign up for their newsletter. Visually pleasing. Members log-in point on homepage. Slideshow of news is visually attractive as well. • Capital campaign page very useful. To the point and concise. • President's message – focused on the Trust and the country. Explained the network of the Trust and is inviting. Suggestions for improvement • Having 2 different headings on the homepage can be confusing • Instead of having to scroll down for text, may be better to have a link to a separate page. • Outdated (former Executive Director's message still up) • Capital Campaign should be separated – more focus on what it is trying to achieve as opposed to how much they need and how to donate. • Quite 'legal-heavy'. Looks like it's really targeted towards US-residents as there is no link for EU nationals or information on how it can affect their tax structure. Would be good to have a link for US Donors; EU Donors, etc. • Summary of legal position of the Trust and reference to "death of a donor" can feel a bit morbid.
British Virgin Islands National Parks Trust's website	The target audience seems to be visitors to the park and locals who are looking for information on events. Positive impacts • Clean layout, attractive to read, modern appearance; • The sponsors section is good; • Having a picture of the Director (Joseph Abbott-Smith) on the Homepage gives a welcoming and personable feel; • The three columns layout on the Homepage is easy to read and aesthetically pleasing. • The key message seems to be "visit us and join us for events". Suggestions for improvement • The Homepage is focused on the 50th anniversary celebration, so it is now out of date. • Would be good to have links within the text. • The national parks could be more prominent with a separate tab (could have a separate tab for Events and then one for Parks) • Have "About Us" instead of "About NPT" – more personable. • Would be good to have an interactive map to show where the parks are. • "Support the NPT" could be more prominent on the homepage. • About the NPT – Half of what is there is repeated on the homepage. Might be an opportunity to use this page for something else. • 'Contact us page' is good but maybe also link to facebook.
Turks and Caicos National Trust's website	The target audience seems to be residents and visitors. Positive aspects • The Homepage has an easy to use drop-down menu and the mission

	statement appears clearly;
	• The website is overall very catchy and there are a lot of photos. It is very visually attractive;
	• There is a good contact section with email addresses, phone numbers, etc.
	Suggestions for improvements
	• There is a large amount of text which might be better to have compressed with links guiding the reader to the full text elsewhere. The site could have a catchy phrase for the links instead of a lot of text to explain everything up front;
	• Even though there are highlighted activities carried out by the Trust such as the School Programme, Education Programme, etc, it feels more like a report of what transpired as opposed to what the Trust does in general;
	• It would be good to list the Trust's opening hours and fees for the sites for visitor's information;
	• Include a link for donations.

Developing a communication plan
Third Action Research and Learning Group Meeting
BVI, March 2012

Communication Plan Template

Objective/ Desired outcome	Target audience(s)	Key message(s)	Product	Pathway	Indicators/ means of evaluation

Website review exercise

Communication Plan Template

Objective/ Desired outcome	Target audience(s)	Key message(s)	Product	Pathway	Indicators/ means of evaluation

Defining your objectives

- To raise awareness (of what?)
- To share knowledge (of what?)
- **To effect a change in behaviour**
- To advocate for **action**

  Objective should link to and clearly indicate the desired change/ outcomes you would like to see effected.

Communication Plan Template

Objective/ Desired outcome	Target audience(s)	Key message(s)	Product	Pathway	Indicators/ means of evaluation

Identifying your target audience

1. **Who is/are the key target audience(s)**
2. What do you know about this audience (likes, beliefs, interests)
3. What do you think they know about the focus of your communication, e.g. the issue (lionfish), the organization (National Trust), the subject (biodiversity)?
4. What would they want to know about the focus of your communication
5. What would you want them to know about the focus of your communication

Communication Plan Template

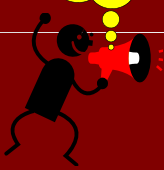| Objective/ Desired outcome	Target audience(s)	Key message(s)	Product	Pathway	Indicators/ means of evaluation

Identifying your key message(s)

- Link to your objective
- Frame in a way that
  - engages the target audience
  - takes it from where it is now to where you want it to be
  - makes it clear how the knowledge, awareness, changed behaviour or new situation will benefit them/their interest group
- Tips for effective communication

Identifying your key message(s)

We need your help!

1. The message must be **Clear**
✓ Simple language
✓ Unambiguous
✓ Easy to understand

Identifying your key message(s)

First lionfish spotted last week at Marigot Bay

2. The message must be **Concise**
✓ Short messages help with "uptake"
✓ Too much information may reduce the impact of the main message

Identifying your key message(s)

Lionfish are not native to the Caribbean, they prey on local fish

3. The message must be **Correct**
✓ Get info from credible source, then validate.
✓ Understand the issues before you communicate them to others.
Address common mis-conceptions.

Identifying your key message(s)

There will be less local fish to eat unless we act now

4. The message must make a **Connection**
✓ Why it matters to the audience/how it benefits
✓ Use language/examples that the audience is familiar with (avoid jargon or acronyms)

Identifying your key message(s)

Fisheries will provide spear guns to registered fishers to kill lionfish. Call 612-3456

5. The message(s) must be **Consistent**
✓ Different products should convey the same message(s).
✓ Link opening and closing messages.

Communication Plan Template

Objective/ Desired outcome	Target audience(s)	Key message(s)	Product	Pathway	Indicators/ means of evaluation

Products and pathways

- **Product** is the medium you use to convey the message, e.g. brochure, website, radio programme.
- **Pathway** is the channel you use to get the product to the audience.

Products and pathways

Product	Pathways
Organisational brochure	• Exhibitions/conference • Face to face meeting • Mail • Email • Website
Website	Hyperlink on letterhead and all communication products
Radio programme	• Radio announcement • Press release • Word of mouth • Website (including streaming live)

Considerations when selecting products and pathways

- How does the target audience like to access information?
- Who influences it (intermediary messenger)?
- Must take into account need to get feedback in order to evaluate achievement of outcomes.
- Will depend on available resources, opportunities, network, budget etc.

Communication Plan Template

Objective/ Desired outcome	Target audience(s)	Key message(s)	Product	Pathway	Indicators/ means of evaluation

How will you monitor and evaluate uptake

- What are the indicators that will demonstrate that you have achieved your objective?
- How will you collect the feedback?
- How could you build in opportunties to adapt/ improve the product?

CANARI

*Step 1: Identify the **objective** of your communication*

    i.   to raise awareness

    ii.   to share knowledge

    iii.   iii. to effect a change in behaviour

    iv.   to advocate for 'action' (can further define the action)

Objective links ahead to **desired outcomes** and the **change you would like to see effected**

*Step 2: Identify your **audience**(s)*

    i.   To whom is the communication be directed? For example, key stakeholder, decision maker, resource user, media

    ii.   What are the interests, beliefs, agenda of this audience?

    iii.   knowing the background of your audience helps to fine tune the approach taken.

*Step 3: Develop your **message(s)***

- Link to your objective - what you hope to achieve by the delivery of message.

- Frame in a way that engages the target audience - connect with where it is now and guide it to where you want it to go.

- Ensure you observe "the 5Cs" of communication – Clear, Concise, Correct/Credible, Comprehensive and Consistent.

Tips for talking about biodiversity conservation: messaging

In all forms of communication, there are five important elements to consider when delivering your message:

1. The message must be clear. The language used must be simple so that the message is not ambiguous but easily understood.

2. The message must be concise. Do not get your audience lost in a fog of information; keeping the message brief helps with uptake.

3. The message must be correct and credible. Information should be validated and obtained from credible sources. Misconceptions should be dealt with directly. Understand the issues before you pass them on to others.

4. The message must be comprehensive and make a connection. Use plain language and eliminate technical jargon which may not be widely understood. Use examples that the audience is familiar with.

5. The message must be consistent. Particularly when a variety of communication products are used, the message should be the same to reduce confusion and to assist in emphasis.

Step 4: Decide on the "**product**" and "**pathway**" for delivery of message(s) to each target audience

    i.   Selection will be linked to the audience's interests and preferences so you need to determine

- What are the media, forums etc. that the target audience accesses

- Who influences it (i.e. who might be an intermediary messenger)?

ii.   The pathway must also take into account the need to evaluate the achievement of desired outcomes by assessing reaction/response

iii.   Selection is also dependent upon available resources, practicality, opportunities, networks, budget.

*Step 5: Decide on **timeframe** to effect*

Clarify sequence of activities, what activities need to be done in tandem, etc.

*Step 6: Decide on **means of evaluation***

i.   What are the indicators that will be used to measure effectiveness

ii.   Checkpoints to monitor progress

iii.   Factor in opportunities to troubleshoot and improve

*Step 7: **Implement** and **Evaluate***

Communication Plan
Cayman Islands

Objectives

- To develop a financially sustainable organisation which residents view as a vital part of society
  - By increased membership & volunteers
  - By attracting new funding sources
  - By developing sustainable business plan for Trust
  - To gain seats on all critical boards by strengthening relationships with stakeholders

Target Audience

- Local voters
- High Net Worth Individuals
- Corporations
- Grant giving bodies

Key Messages

- Local Voters:
  - *(Young people/adults:)* "What if you woke up one day and there were no colourful parrots and man of wars flying high overhead? Or butterflies to make your kids smile?"
  - *(Mid-life and senior demographic):* "Will your grandchildren know the difference between a lime lizard and a curly tail? An ironwood and a mahogany tree? How a wattle and daub house was made?
  - How does it feel to know that others know/care more about your own natural and historical resources than you do? Make sure Caymanians are the ones taking Cayman forward.

Products

- Endowment Fund Campaign to include:
  - "Real Talk" TV/Radio segments
  - Focus Groups (modern town hall meetings)
  - Mixers (Business after hours events etc)
  - Blogs
  - Awareness brochures, posters, banners
  - "Conserve Cayman" awareness T-shirts
- Business Plan for all Trust products
- Membership & Volunteer drive

Pathways

- TV/Radio show
- Live/online forums
- Website/Internet/Email/Social media
- Personal invitations/Face to face interaction
- Different interest/community groups
- Open house show casing Trust sites
- Newspaper awareness articles

Means of evaluation

- Increase in membership numbers
- New donors
- Receipt of more funding
- Sustainable Trust products (Tours/Fees etc)
- Successful grant writing
- Discussions with key players about seats on critical boards
- Achieving seats on critical boards

Communication Plan for the Turks and Caicos National Trust

Map of Turks and Caicos Islands
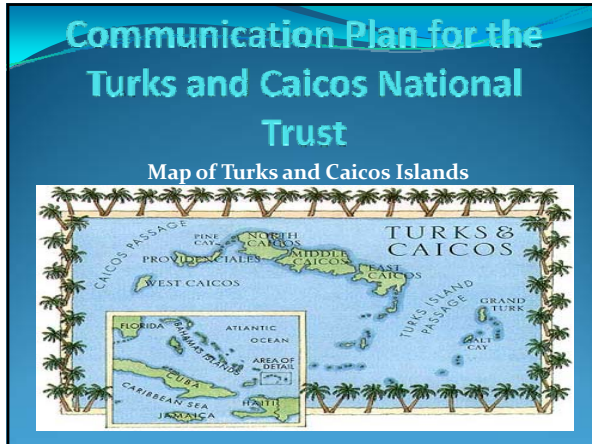
Objective

- To effectively campaign and secure the transfer of all parcels of contained in the National Parks Ordinance 1992 to the National Trust to ensure their protection and preservation of the Parks are not affect by political will or interests.

Key Target Audiences

- Interim Administration Gov'r Ric Todd
- Turks & Caicos Islands Government

Key Messages

- Commissioner of Crown Land
  - Heritage sites & Biodiversity sites
  - Reduced pressure on Ministry of Natural Resources
  - Trust's mandate and power
  - Trust and TCIG partnership in obtaining results
- Governor Ric
  - Guilt trip/ Positive publicity of Interim
  - Continued programs in the UKOTs
  - UK Environmental Minister support
  - Trust is political neutral
  - Environmental Charter
  - Other supporters of change

Back-up Plan - Community Support

- Town hall meetings
- Media Campaign
- Empower the National Trust by to Preserve the Heritage and Protect out Sites.

Product

- Commissioner and Gov'r Ric
  - Proposal
    - Spoken
    - Written
    - Site visit w/ media Coverage
- Community
  - Media Campaign
    - Radio
    - TV
    - Print
  - Referendum on the position

Pathway

- Interim Administration
  - Face to face meeting
  - Site Visits
- Community
  - Town hall meetings
  - Press circuit local shows
  - Newspaper articles
  - International organizations

Evaluation

- TCNT Board Approval
- Draft proposal
- Commissioner meeting
- Advisory Council
- Draft documents
- Registration of parcels

The End

Prepared by:
Akierra, Ms. Ethlyn Gibbs, Ms. L Thomas, Quincy

Objective
To increase the support (volunteers, Board, sponsorship) through public awareness of the work of the Trust;
To be used as an educational tool for locals as well as overseas;
To alter the perception of the Trust as an elite organisation.

Target Audience

Youths

Young Adults/Professionals

Diaspora

Premier and Permanent Secretary – Office of the Premier

Question 1:   What do you know about this audience (likes, beliefs, interests)

Wide range of skills that can be tapped into

Involved in many areas (home-makers, tertiary level students, church & community groups)

Interested in short term projects and programs

Question 2: What do you think they know about the focus of your communication

The National Trust is involved in the conservation of the National Bird – The Montserrat Oriole

The Trust operated a museum prior to the volcanic eruption

The Trust organizes hikes and facilitate education tours for all students.

The Trust has a Botanical Garden and sell ornamental and herbal plants

Question 3: What would they want to know about the focus of your communication?

What are the benefits of being a part of the Trust

How much of their time would be required

Can other members of their family benefit in anyway

Would I be recognized for anything that I do

Question 4: What would you want them to know about the focus of your communication

•MNT could help to leave a good heritage for future generation

•Different areas they could assist in helping the Trust in efforts to preserve our environment
•If they give a little of their time and skills they can make a big difference
•The Trust is open and welcomes every and anyone to be a part of the organization

MESSAGES

The Trust is preserving your heritage

Could you imagine Little Bay and Woodlands Beach without any sand

The Oriole and the Mountain Chicken are OURS, let's help preserve them

PRODUCTS
Website
PATHWAY

Hyperlink on letterhead and all communication products
Establish a Facebook, Twitter and Youtube link

Link on other established websites
M/rat tourist Board
Radio Montserrat – local Govt radio station
Montserrat Reporter – local newspaper
Department of the Environment

Appendix 14

Anguilla National Trust Communication Plan

Objective	Target Audience	Key Message	Product	Pathway	Indicator/Means of Verification
The sea turtle moratorium continues to at least 2020	Executive Council	• Residents of Anguilla support the sea turtle moratorium • National laws state that sea turtles are a protected species	• Letter/memo specifying what we want (continuation of moratorium) and support for the position • Press conference for presentation • Social marketing campaign to gather signatures (and therefore support) for the moratorium	• Face-to-face meeting • Face-to-face meeting • Radio; facebook; one-on-one meetings with the public, Governor's Office, Ministers, website; public and school presentations; broadcast text messages; smart phone and on-line petitions; brochures; light billboards; LIME phonebook cover	• Moratorium in place
Improved enforcement of regulations governing the sea turtle moratorium	Attorney General's Chambers	• The moratorium needs to be enforced	• Meetings	Meetings	• Number of people who are charged and then prosecuted (compared to baseline)

Appendix 15

Understanding your audience and developing messages tailored to them

1. **State who is the target audience (describe as precisely as possible**, i.e. not just Ministry of Environment, but Minister of Environment, Permanent Secretary, Forestry Division**)**

   Question 1:   What do you know about this audience (likes, beliefs, interests)

   Question 2:   What do you think they know about the focus of your communication, e.g. the issue (lionfish), the organization (National Trust), the subject (biodiversity)?

Understanding your audience and developing messages tailored to them

Question 3: What would they want to know about the focus of your communication

Question 4: What would you want them to know about the focus of your communication

Appendix 16

Understanding passive and active communication

Instructions:

- Participants work in pairs.

- Decide who is the deliverer of the message and who is the listener.

- Carefully follow the instructions for the exercise number assigned to your pair. The facilitator will signal the start and end time.

- After the two minutes, discuss in your pair

  o Whether the exercise provided an example of active communication (opportunity for feedback) or passive (no opportunity for feedback).

  o Can you think of examples of communication products that are similar to your exercise in terms of delivery and feedback?

  o Can you think of ways such communication products could be modified to provide more feedback?

Appendix 16

#	Deliverer	Listener
1	You and your partner must sit face to face for this exercise. Talk to your partner for two minutes, describing something that you observed on your way to the workshop this morning. You can neither pose questions to your partner, nor respond to any questions that he/she may ask.	You and your partner must sit face to face for this exercise. You must listen to your partner for two minutes. While he/she is speaking, you must not speak, ask questions or respond to any questions if posed to you. You cannot alter your facial expression, nor display a change in body language.
2	You and your partner must sit face to face for this exercise. Talk to your partner for two minutes, describing something that you observed on your way to the workshop this morning. You can respond to any questions that your partner may ask within the two-minute period.	You and your partner must sit face to face for this exercise. You must listen to your partner for two minutes. While he/she is speaking, you may ask questions. You may also respond to any questions that are posed within the two-minute period.
3	You and your partner must sit back to back for this exercise. Talk to your partner for two minutes describing something that you observed on your way to the workshop this morning. You can neither pose questions to your partner nor respond to questions.	You and your partner must sit back to back for this exercise. You must listen to your partner for two minutes. You cannot speak or ask questions or respond to queries or make any noises throughout this exercise. You must sit still and you cannot turn around during the two minute period.
4	You and your partner must sit back to back for this exercise. Talk to your partner for two minutes describing something that you observed on your way to the workshop this morning. You can respond to questions if any are posed to you.	You and your partner must sit back to back for this exercise. You must listen to your partner for two minutes. You can ask questions or respond to queries posed. You however cannot turn around to face your partner during the two minute period.

Appendix 17

The importance of feedback

Knowing if you have met your objective in your communication is very important. This is determined by the feedback generated from your work. it is therefore necessary to set particular targets when devising your communication strategy, which can be used as indicators of successful achievement of your communication objective.

At the onset, three types of broad objectives were defined for communication:

- building knowledge and awareness
- advocacy

To these two broad objectives, we can add desired outcomes and indicators:

Objectives	Desired Outcomes	Indicators
Building knowledge and awareness	Knowledge is built	Persons speak in a knowledgeable manner about the issue Persons are expressing a point of view about the issue Persons are quoting facts about the issue
	Awareness is built	Persons are able to speak about the issue with a greater degree of certainty Persons are motivated to take part in actions to address the issue Persons act in a manner which shows concern about the issue
Advocacy	The information supplied and recommendations provided are considered	Information supplied is cited (e.g. by policy makers, media) Engagement of stakeholders occurs / is increased Recommendations are discussed Recommendations are given consideration Policy is developed / amended

Appendix 17

1. For your particular issue, consider the broad objectives of your communication, what your desired outcome(s) is (are) and how you would measure the success of your communication (indicator/s).

The indicators listed can be further qualified, when considering the particular product or pathway that is used in your communication. Keep in mind that some methods of communication are passive and some are active; passive forms of communication may require amendment in order to provide feedback opportunities.

2. Consider the following low-cost communication products and pathways, and identify the types of indicators you would use to measure the positive outcome of your communication.

Message: Destruction of the mangrove forest impacts on our life and livelihoods

Audience	Communication Product / Pathway	Indicator	Measure of Success
Policy maker	Information brief		
Land developer	Letter to CEO		
Internet users	YouTube video		
Oyster harvesters	Community visit		
Primary school students	Art competition		
Newspaper reading public	Press article		
Media houses	Appearance on morning talk show		
Other civil society groups	Invitation to monthly meeting/lecture of your group		

Appendix 18

"New" communication products

The Internet has provided a means of making connections with the global audience in a quick and easy way. Information can be uploaded, shared and commented upon and feedback can be instantaneous. "Going viral" has its good and bad sides, but the facility of having a wide reach and gaining feedback from the use of this tool, provides an opportunity that can be taken advantage of in your communication. Working with and in communities also provides a rich array of experiences and stories that can be captured and shared in the shaping of a communication strategy.

_____

YouTube and Facebook

YouTube and Facebook in particular, a provide platform for quick sharing of information which can be uploaded in well-edited or raw format. These online accounts are free, so that organisations with limited or no budgets can easily make use of this facility, for instance starting a Facebook page with basic information on the organisation, which can be built over time.

These enable posting of video and photographic materials and can give almost real-time snapshots of current projects or impacts which you would like to be disseminated quickly. A simple camera or mobile phone with camera feature and an Internet connection is all that is required, with a brief message to caption the image.

You Report

Some local television stations also provide a viewer upload facility which enables brief viewer reporting during their news programmes. This is another means by which information can be placed in the public domain.

Participatory Video

For organisations which work with communities that have initiated activities in conservation or which are near to the issues of biodiversity vulnerability, the use of participatory video is a practical tool which allows the capturing of a compelling story told by the stakeholders in their own voice. A number of websites provide a description of the process involved (e.g. http://communityvideo.in/). This can be a very powerful advocacy tool.

Oral Testimony

This method of documentation uses a series of interviews to capture local knowledge about an issue. Firsthand accounts of experiences can then contribute to debates on an issue and are therefore useful tools in advocacy. Panos Caribbean, based in Haiti and Jamaica has used this tool for giving marginalised groups in society an opportunity for participation in discussion of issues of key relevance to their existence. An example of this work can be found at: http://www.academicjournals.org/ingoj/pdf/Pdf2007/Mar/Lafayette.pdf

Radio Drama and Radio Magazines

Using the creative storytelling style of the soap opera setting, radio drama is an effective means of presenting issues and eliciting social change. The development of the product uses a values grid which presents stereotype negative and positive attitudes to issues in society, develops character profiles that match these and guides the movement of transitional characters to the positive end of the spectrum. The radio drama is couched within a radio magazine programme, which provides more information, opinions and views of the wider society and practitioners in the particular field of discussion. Radio has a wide reach in the Caribbean, even to areas where other media (television, newspaper) are unavailable. This tool is already in use in some Caribbean countries, championed by the firm PCI Media Impact (http://mediaimpact.org/)

Community Caravan

Taking information out to audiences where they are is the literal action carried out by a community caravan. The structure of the caravan may be large or small, involving one organisation or several going as a team to set up a temporary exhibit, workshop, activity in a community to promote the work of the organisation(s). This tool may involve the investment of several resources - human, material and financial - but it is an effective means of reaching underserved areas and others that may not access print and electronic media.