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Commonwealth
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DARWIN200

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

**REPORT OF THE FIRST ACTION LEARNING GROUP MEETING
Mount Nevis Hotel, Nevis
1-5 March 2010**



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REPORT OF THE FIRST ACTION LEARNING GROUP MEETING

1. Background

The Action Research and Learning Group is a key element of *Building civil society capacity for conservation in the Caribbean United Kingdom Overseas Territories* (UKOTs), 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). A full concept note for the project is attached at Appendix 1.

The meeting was originally scheduled for 7-11 September 2009 in Montserrat, with a focus on capacity building for participatory planning. However, several of the organisations were unable to send two participants and/or were unable to identify local partner organisations. It was therefore decided, in conjunction with the Commonwealth Foundation and Defra that 2-day national visits should be made to each participating UKOT as a precursor to the first ARLG meeting, with a view to:

- enhancing CANARI's understanding of the institutional framework for biodiversity conservation in each participating UKOT;
- validating existing capacities and capacity gaps within the National Trust in each UKOT;
- identifying potential partner organisations; and
- engaging both Board and staff of the National Trusts and their partners to secure greater buy-in to the project objectives.

In the light of the findings of the national visits, it was decided that the focus of the first meeting should be on strategic aspects of organisational development (see Section 2 below for more detail) rather than participatory planning. Consequently the venue was switched from Montserrat to Nevis, with the focus of the local field study being on what Nevis Historical and Conservation Society (NHCS) has done in terms of strategic planning, governance structure, financial sustainability, with a particular focus on the establishment of its 501(c)3 charitable status and endowment fund, as well as its role in national planning, protected areas management and decision-making in areas affecting conservation.

However, although partner organisations were identified in each UKOT during the national visits, and in spite of early notification of the meeting dates, not all Trusts were able to send two representatives and/or to identify partner organisations (see Section 3 below for more detail). Additionally, NHCS unexpectedly found itself in a period of some turmoil involving a change of key staff and the holding of its AGM in the middle of the meeting. Consequently, some aspects of the intended field trip discussions, and notably those relating to its potential future role in the management of the Nevis Peak and other protected areas, were only partially achieved.

2. Objectives of the meeting

The objectives of the first ARLG meeting were to:

- identify the capacities within the participating groups that can be shared with their peers;
- identify the capacity needs of the participating groups and develop a capacity building strategy, with a particular focus on peer learning;
- refine the design of the remainder of the project, including the development of monitoring and evaluation framework;
- analyse and share lessons on how to facilitate effective strategic planning processes and how to identify strategic priorities;

- introduce strategies for financial sustainability and apply them to the organisation's current needs;
- identify the role and responsibilities of Board members;
- launch the small grants and peer mentoring programme;
- determine the next steps in terms of ARLG meetings, study visit and communication priorities.

The agenda for the meeting is attached at Appendix 2.

3. Target audience/participants

As outlined in the concept note, the intention was to identify two civil society organisations (CSOs) in each participating UKOT and for two people from each organisation to attend the ARLG meetings over the entire project cycle. However, for a variety of reasons, only Anguilla and Montserrat were able to send the full complement of participants. It is hoped that this can be redressed for future meetings as wider participation would both broaden the application of learning and enhance the sustainability of the outcomes at both the organisational and the national level.

The organisations involved were at very different stages of development and individual levels of experience with regard to the topics being addressed were also quite varied. Whilst this presented a challenge to the facilitators in terms of finding a pace and style that would suit all, it did highlight the value of peer exchange and learning from the practical experience of others who have been in similar circumstances.

A full list of participants is attached at Appendix 3.

4. Approach

The workshop was designed to be participatory and interactive and to maximise opportunities for peer learning. The facilitators also deliberately modelled and debriefed a range of techniques (e.g. ice-breakers, brainstorming, nominal group technique, small group work, creative work drawing on multiple intelligences), which participants could apply with their own internal and external facilitators.

5. ARLG sessions

5.1. Welcome, facilitator and participant introductions and expectations

After introductions by the two CANARI facilitators, Sarah McIntosh and Nicole Leotaud, participants were asked to work in pairs to produce a business card for their partner, to include the person's strengths, skills and personal interests. This highlighted both the strong commitment of participants to the sustainable development of their Territories and the diversity of relevant strengths within the group, including:

- financial management and accountancy
- strategic thinking
- community mobilisation
- proposal writing
- event management and fundraising
- written and oral communication skills
- language skills (French and Spanish)
- small business management
- organisational and administrative skills
- facilitation and/or teaching skills

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

5.2. Introduction to the project

The facilitator then provided an overview of the project (see Appendix 4). She noted in particular CANARI's findings from the series of national meetings, which had resulted in the adapted focus of the first ARLG meeting:

Common to all:

- individuals with strong commitment and relevant skills;
- strong links between Trusts and Dept of Environment;
- Trusts' status as statutory bodies perceived to limit their role as overt lobbyists and advocates;
- national economic development model pays insufficient attention to biodiversity;
- funding environment perceived to be more difficult;
- funding strategies not adequately diversified; and
- Board roles unclear or Board members not contributing sufficiently.

Common to many:

- staffing levels lower than desired;
- Executive Directors (and Boards) focusing heavily on operational issues at expense of strategic priorities (even if these are documented in a strategic plan);
- areas of concern in Board/staff relationships;
- Trusts' potential to play a formal role in the (co-)management of protected areas not fully exploited;
- Trusts' mandate in the area of biodiversity conservation not fully implemented; and
- potential for linkages with other civil society organisations not fully leveraged.

Participants agreed with these findings but also noted:

- the absence of coherent national economic development models in all of the countries; and
- the need to build or strengthen organisational membership, especially of local people (as opposed to expatriates) and make effective use of members.

5.3. Introduction to the concepts of action research and action learning

The facilitator presented an introduction to the action research and learning approaches that would be applied throughout the meeting and the project (see Appendix 5). In keeping with the concept of action learning, participants then volunteered to perform the roles of action learning guide, story teller and mood investigator for the remainder of the meeting.

5.4. Applying the action learning concept to the workshop topics

Participants were then divided into three groups to brainstorm for 10 minutes what they felt were the main issues and concerns within their organisations and countries with regard to:

- Leadership and management
- Financial sustainability
- Establishing strategic priorities/strategic planning

Each person was then given three sticky dots to vote for the three most important issues in their organisation, which produced the following results (in order of voting):

A. Leadership and management	Votes
• Mobilising and maintaining group support	7
• Team building	5
• Understanding roles and responsibilities	4
• Staff – Board relationships	3

- Sustaining motivation 3
- Resource management 3
- Clear, agreed upon vision 2
- Funding 2
- Excessive workload 2
- Maintaining focus 1
- Finding people with right skills 1

Unranked but agreed closely related to ranked issues

- Consensus building (but agreed closely related to ranked issues)
- Communication
- Information sharing
- People skills (small countries have a small pool of people with required skills so competition for them)

Unranked

- Models/Structures
- Decision-making/ governance
- Change
- Constitutions
- Time Management
- Compensation
- Cultural (i.e. Expat vs. Local)

It was noted by the facilitators that, although there was some diversity in the voting, many of the issues highlighted related to three key areas: establishing consensus on key strategic priorities (being addressed in this meeting); governance structures; and (internal and external) stakeholder mobilisation, participation and team building.

B. Financial sustainability	Votes
• Limited core funds	12
• Strategy for fundraising	9
• Difficulty in setting up endowments or trusts	5
• Capacity to write funding proposals	3
• Lack of diversity of funding sources	3

Unranked (but related to ranked issues)

- Members not paying
- Weak financial management (system management)
- Weak capacity for fundraising
- Organisations' priorities don't match existing donors
- Donor driven to get resources
- Reliable on grants/ funds from overseas donors

The facilitators noted that there was greater consensus in this area, validating the proposed day-long session on fundraising and financial sustainability.

C. Establishing strategic priorities/strategic planning	Votes
• Securing funding [for planning]	10
• How specific should one be?	6
• Linkage with national plans	6
• Negotiating consensus	3
• Prioritisation	2

- Implementation [of strategic plan] 2
- Who should be the facilitator? 1
- Who should participate? 1
- Unexpected change 1

Unranked

- Time Scale?
- Content?
- Process?

The facilitators not only noted the broad consensus on issues under this heading but also the cross-cutting nature of issues emerging in all three groups, notably the difficulty of securing funding for strategic and operational non-project activities and the need for consensus building around a common vision.

In the ensuing discussion, the following capacity needs were identified:

- Community mobilisation and participatory planning skills
- Lobbying and advocacy
- Fundraising
- Networking
- Board management and strengthening
- Volunteer mobilisation and management
- Strategic planning
- Building adaptive capacity in the face of rapid and unpredictable change

5.5. Getting to know each other’s organisations/sharing our experiences

Participants then presented an overview of their organisations, using the following scenario:

You are in an airport terminal and your flight had been delayed. You are reviewing a brochure on your organisation and you notice the person sitting next to you seems interested in what you are doing. He turns, smiles at you and you recognise it is.....Bill Gates! He says, “this looks interesting, tell me your story....” You have a maximum of 15 minutes before his flight departs to convince the richest man in the world of the value of what your organisation is doing and why he should invest in you.

Try to include in the 15 minutes:

- what are your unique or special strengths/why is what you do important to biodiversity conservation;
- what are the threats that you are currently facing and how do you plan to adapt to them;;
- what areas of capacity you would like built
- who are your partners

Where participants provided a Powerpoint presentation, this is appended, with only key points (and especially those related to the focus of the ARLG meeting and opportunities for peer learning) noted below:

5.5.1. BVI National Parks Trust (BVINPT) (see Appendix 6 for full presentation)

- BVI National Parks Trust (NPT) has much greater responsibility for managing protected areas than any of the other participating organisations, so there is significant potential for peer learning in this area.
- BVINPT is a non-profit statutory body but unlike the other participating Trusts, its entire Board is nominated by government, with little opportunity to influence the selection.

- Need to diversify income sources, particularly grant funding, as currently heavily dependent on fees for income and income levels have been significantly reduced as a result of the global economic situation. Recent event-type fundraisers have not been particularly successful.
- Strategic plan in development, with input mainly from senior staff and government departments.
- Currently under-staffed.

5.5.2. Anguilla National Trust (see Appendix 7 for full presentation)

- Clear strategic directions enshrined in 2009-2011 strategic plan; developed with input from all major stakeholders, including those in the community.
- Particular strengths in public education and awareness and interactions with youth and communities.
- Identified weakness is the ability to influence developers.
- Government currently funds core costs through a subvention but this means ANT is vulnerable to change in government policy or financial situation, so needs to diversify funding sources.
- Board is part-appointed and part-elected (three persons are elected and four are nominated by the Governor General, two on the recommendation of ANT and two on the recommendation of ANT and other agencies).

Suggestion for action

The facilitator also noted that an organisation's mission should provide a vivid picture of what success would look like for the organisation if it fully achieved its mission, whereas ANT's describes the organisation itself and is therefore closer to a mission statement. She suggested ANT should spend some time in the next strategic planning round crafting a vision of this kind as it provides a useful yardstick for evaluating the success of its activities in terms of how they are contributing to the achievement of the vision.

5.5.3. Turks and Caicos National Trust (see Appendix 8 for full presentation)

- Strengths in public education and outreach – important complement to the formal education system where many teachers are from other countries.
- Current national political and financial crisis has created major challenges for TCNT, with its government subvention being cut from US\$300,000 to \$125,000, resulting in 50% of the staff being cut. Additionally disbursements are unreliable and the subvention for 2010 has not been confirmed.
- Other challenges include the damage done by hurricanes Ike and Anna and the high cost of travel between the various islands and therefore the difficulty of fully implementing the Trust's mandate.
- Strategic planning scheduled for April 2010.
- Board is part-appointed (three persons) and part-elected (10 persons).

5.5.4. National Trust of the Cayman Islands

- The impacts of the economic development model (tourism and financial services) pursued by the Cayman Islands have been mixed, resulting in a good standard of living but with high biodiversity loss and some loss of cultural identify.
- Strengths in organisational and financial management, event-type fundraising and gifts. Weak on grant proposal writing.
- Dependent on government subvention for about 60% of operating costs.
- Trust has purchased/acquired significant areas of land for conservation purposes, notably the Mastic Reserve where 754 acres of the total target area of 1,000 acres is currently under the care and management of the Trust. However, in the past no money has been set aside for operational costs and this is a contentious issue.
- Another notable success has been the Blue Iguana Recovery Programme, where a flagship species has been used to spearhead the conservation of the dry shrubland habitat that might otherwise have been under threat from development.
- Intend to set up endowment fund.

5.5.5. Montserrat National Trust

- 40-year history of great work in historical preservation and conservation work has been challenged by the impacts of the volcano, both in terms of loss of habitat and out-migration of people with skills.
- There is a core of committed people but not enough to carry out all of the work.
- Insufficient buy-in from wider stakeholder base with some perception that “*All you prefer bird to people*”.
- Perception that external agencies are receiving funding that might otherwise go to the Trust
- Elected Executive with one government appointee.
- Challenges include the absence of a strategic plan being used to guide the organisation as earlier attempts to develop one were externally driven and did not result in buy-in and implementation.

5.5.6. Jost van Dyke Preservation Society (JVDPS)

- JVDPS developed because the local population on the island felt neglected by UK and BVI governments.
- Strengths include 501(c)3 charitable status which facilitates tax-deductible giving from the USA and a potential pool of willing volunteers from the “yachties”. However, the latter is offset by the government’s insistence on such volunteers having work permits, which are slow and expensive to obtain.
- Hiring of full-time permanent Director has greatly strengthened the organisation but the post is dependent on adequate funding being secured and someone with the requisite skills being prepared to be based in such a small island.
- Good relationships with partner organisations such as BVINPT.

5.5.7. Youth Environmental Society of Anguilla (YESA) (see Appendix 9)

- YESA is a new organisation building on existing strengths of the Albena Lake Hodge Comprehensive School Environment and Conservation Club in order to provide a mechanism for young people to stay involved in conservation after they leave school.
- Completed strategic visioning process resulting in clear mission and inspiring vision.
- Highlighted the technological savvy that youth often possess and that is not always leveraged within other organisations.
- Capacity building needed in the areas of strategic planning, technical training, proposal and project design, and financial sustainability.

5.5.8. Montserrat Small Business Association (MSBA)

- Relatively recent initiative of the small business community in Montserrat, with a view to sharing skills, building capacity through training and influencing policy.
- Strengths include the high regard in which MSBA is held by government, which means it has a strong voice and is formally included in some planning processes. Government has also provided a building to MSBA.
- Have a draft constitution.

Action

The facilitators suggested to MSBA and MNT that the role of MSBA in terms of biodiversity conservation and its partnership with MNT needed to be more clearly articulated in order to justify MSBA’s participation in the project, the ARLG and the small grant fund.

In general, the facilitators noted that the organisations’ presentations tended to focus on what activities were being undertaken rather than on the impacts of the work being done. They suggested that a greater focus on outcomes would be beneficial in both presentations and project proposals.

5.6. Establishing strategic priorities

5.6.1. The value of establishing strategic priorities

Participants were initially asked to brainstorm why it is critical for NGOs to establish strategic priorities, which can be summarised under the following themes:

- Provides evidence that the organisation meets real needs of people.
- Helps build support (members, staff, Board, donors, partners).
- The strategic planning process is an opportunity to integrate the views of wider stakeholders and to identify gaps in the current programme.
- The strategic plan document is a tool for communicating with others and provides a yardstick for determining which activities to undertake and what should get priority (i.e. feeds into annual workplans).

5.6.2. Current status of participants strategic plans

Participants were then asked about the status of strategic planning in their organisations:

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
Saint Lucia National Trust	Youth Environmental Society of Anguilla	Jost van Dyke Preservation Society

5.6.3. The strategic planning process

The facilitator then provided a brief overview of the value of and process for establishing strategic priorities (see Appendix 10).

This was followed by a presentation from Barbara Antoine on the process of establishing a 2010-2020 strategic plan for the Saint Lucia National Trust (SLNT) (see Appendix 11), which participants found a very useful practical example of thorough strategic planning. In the subsequent discussions, the following points were clarified and were of particular interest to the other participants:

- the process was driven by the membership, with strong staff involvement, and was motivated by a combination of the need for additional funding and internal differences of opinion on strategic directions;
- the selected facilitator was independent but with a thorough knowledge of the Saint Lucia context;
- strategic planning process was funded under SFA Banana Recovery Programme.

Participants were then divided into three groups to address a series of questions related to their experience of strategic planning. The responses are summarised below:

Questions	Responses
What are some of the <u>challenges</u> to strategic planning that you faced?	<ul style="list-style-type: none"> • Gaining support of Board • Not understanding the process • Difficulties getting participation (attendance at meetings) • Structure/selection of Board may not ease planning processes • Setting unrealistic objectives – too much • Building consensus • Getting persons to be vocal/heard

	<ul style="list-style-type: none"> • Resistance to change • Time constraints • Time for meeting not determined by main stakeholders • Limited involvement of Board and members
What were some of the things that you think <u>worked</u> about your process? What would you <u>improve</u> ?	<p><u>Worked</u></p> <ul style="list-style-type: none"> • Use of external, neutral facilitator • Undertaken in “retreat” • Review processes (mid-term review) • Pre-planning and planning • Ability to adapt to change • Support network • Relationship of trust built between facilitator staff • Ideas from stakeholders captioned in documents • Other Caribbean counterparts involvement <p><u>Do differently</u></p> <ul style="list-style-type: none"> • Shorter plan better: 3-5 years • Send draft plan to members for comments • organization should drive planning process and choose facilitator (not external agency) • Include all (more) members into the process • Identification of roles and responsibilities of Board and staff • Timely feedback to the consultant by the Board
How did you <u>involve stakeholders</u> ?	<ul style="list-style-type: none"> • The extent of stakeholder involvement had varied widely with some organisations actively seeking the involvement of government representatives and other NGOs • Methods of engaging them included emails, letters, telephone calls, announcements on the radio, district meetings, workshop invitations and a series of workshops • Several organisations found the response poor
What are the key things <u>covered</u> in your strategic plan?	<p><u>All</u></p> <ul style="list-style-type: none"> • Mission Statement. • Vision Statement. • Strategic goals/objectives. <p><u>Some</u></p> <ul style="list-style-type: none"> • Guiding principles • PEST/SWOT analysis • Organisational structure • Logframe • Assumptions
How have you <u>implemented</u> your strategic plan i.e. used it to guide your work?	<ul style="list-style-type: none"> • Project proposals developed to support implementation, try to avoid just reacting to calls for proposals • Establishing strategic partnerships with other organisations • Development of time line for implementation • Internal building of skills to implement
How have you <u>monitored and evaluated</u> if you are achieving the goals established in your strategic plan?	<ul style="list-style-type: none"> • Attempt to do on continuous basis • Design of instruments to achieve monitoring and evaluation. • Bench marks and indicators

<p>What <u>recommendations</u> would you give to others about how to do a strategic planning process?</p>	<p><u>Process</u></p> <ul style="list-style-type: none"> • Leadership of organisation must drive the process, not outsiders • Selection of an appropriate facilitator, with relevant skills, including NGO management, is critical • Process must be participatory; engagement of stakeholders should include raising their awareness to the value of the plan • <i>“Board composition needs to be right to get the plan right”</i> • Include all those who will implement • Smaller group to negotiate and make final decisions – informed by opinions of others (including “outliers”) <p><u>Content</u></p> <ul style="list-style-type: none"> • Plan appropriately to your scale, level, need • Clearly identify niche in relation to roles and responsibilities of other organisations • Set realistic and ‘doable’ objectives • Set an appropriate time frame (most were in favour of 3-5 years) • Set indicators to facilitate measurement of progress. <p><u>Implementation</u></p> <ul style="list-style-type: none"> • Must be adaptive and include planned periodic evaluations • Don’t be so busy planning that you don’t do • Build a partnership of organisations to lobby for a position (e.g. with government agencies, other NGOs) • Implement via more specific annual plans and programme plans
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There was some further discussion about the delicate balance between the organisation driving the process and the need for external skills that may not exist within its membership, which was summed up by one participant as *“There must be some way of helping that leaves us on our feet, not on our knees”*. Following these discussions, the following groups noted actions they would like to take to advance their strategic priorities:

Action	
MSBA:	Convince the Association to do a strategic plan and why it is important.
JvDPS:	Strengthen partnerships.
TCINT:	Make contact with a wider range of stakeholders, using different methods.
ANT:	Make quarterly reporting more closely linked to the strategic plan.
NTCI:	Make reports more widely available.
MNT:	Hold a Board retreat to initiate the strategic planning process.

5.7. Meeting the organisation’s priority needs: from problem analysis to fundable proposal

5.7.1. Problem analysis to identification of objectives

Participants were then guided through the process of problem analysis, using the slides attached at Appendix 12 and the case study, problem tree and objective tree attached at Appendices 13, 14, and 15. This was a process which few of the participants had ever done systematically before and all identified it as something they could apply to their own situations.



Creating a problem tree

5.7.2. Criteria for evaluating whether to do a project

This was followed by discussion of how organisations currently evaluate whether to do a project or not, and the introduction of some basic evaluation criteria:

- Cost: Is there funding available or accessible?
- Chance of success:
 - Is the policy and legal framework in place to enable success?
 - Are the risks acceptable?
- Benefits to priority groups
- Time
- Social Risk

5.7.3. Components of an effective proposal

Participants were then guided through the key components of a project proposal (see box and photo below), and applying them to the analysis of a sample proposal submitted to CANARI under one of its small grant schemes. The facilitator emphasised the value of developing a set of concept notes for projects that you would like to do so that you have them available to share with potential funders and ready to adapt when proposal opportunities come up.

Key project components

- What do you want to achieve? (Goals/results)
- Why do you need to do this? (Needs/problems)
- Who are you and why are you good to do this? (Organisational background)
- How are you going to do this? (Activities)
- Will your approach work? (Risks and assumptions)
- How will you know that you are doing what you said that you will do? (Monitoring and evaluation)
- How much will it cost? (Budget)



The key components of a project: what questions are donors really asking?

5.7.4. Potential funding sources for UKOT NGOs

Participants then brainstormed what are the potential sources of funding for NGOs working in biodiversity conservation in the Caribbean UKOTs. In spite of earlier pessimism about the restricted number of funders supporting the UKOTs, the final list was relatively long (see below)

a) Actual or potential sources of funding

UNRESTRICTED	RESTRICTED
Airline collections of small change	Grants
Government	
Fundraisers	

Merchandise sales	
Site/park/mooring fees	
Membership fees	
Bequests	
Individual Gifts	
Corporate Gifts	
Voluntary surcharge (e.g. Hamburger restaurant)	
Plant sales	
Tours	
Consultancy fees	
Exhibitions	
Conservation enhancement funds	

b) Grants/grant makers accessible by UKOT NGOs

- International Coral Reef Action Network (ICRAN) – for work on reefs
- Project Aware - for work on reefs
- European Union funding for protected areas management (ERNTT?)
- UK government
 - Department for International Development (DFID)
 - Foreign and Commonwealth Office (FCO)
 - Overseas Territories Environment Fund (FCO/DFID)
 - Darwin Initiative (Defra)
- The Nature Conservancy
- Basic Needs Trust Fund (BNTF) - for poverty alleviation
- UNESCO (for heritage/education work)
- Wildlife without Borders/ US Fish and Wildlife Service
- Commonwealth Foundation
- RSPB
- RARE
- Florida Association for Volunteer Action in the Caribbean and the Americas, Inc. (FAVACA)
- CANARI (small grants under this Darwin initiative project and occasionally others)
- Flagship Species Fund
- IUCN
- Disney Wildlife Conservation Trust

It was agreed that this was an area where CANARI and other participants could usefully continue to exchange information for the benefit of all. Also that the Joint Nature Conservation Committee (JNCC) had set up a database on its website specifically to identify funding opportunities for UKOT applicants <http://www.jncc.gov.uk/Default.aspx?Page=4762&OTRegionID=0&OTFundType=Financial>.

5.8. Strategic fundraising and financial sustainability

The facilitator guided participants through a process of identifying what financial sustainability means in the context of an NGO or statutory body such as the Trusts (see box below) and of analysing the extent of their own organisation’s sustainability, using the slides attached at Appendix 16 and completion of the Financial Sustainability Questionnaire attached at Appendix 17.

<p>Four pillars of financial sustainability</p> <ol style="list-style-type: none"> 1. Strategic and financial planning 2. Diversified sources of external income 3. Good financial management and administration

4. Ability to generate own income

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

There was also considerable interest in the various approaches that can be taken to incorporating core costs in the budgets for project implementation and the whole concept of full cost recovery

Participants found the questionnaire useful in identifying the areas in which their organisations could make improvements, notably in the area of diversification of sources of funding, where many were over-dependent on one or a few sources.

5.9. Developing a vision of financial sustainability

Based on the four pillars of financial sustainability from the previous session, participants were asked to work in two teams to creatively express financial sustainability for their organisation.



One group developed a vision for an organisation with multiple sources of revenue



The second group represented the positive results that the organisation would be able to achieve if it was financially sustainable

5.10. Action planning for financial sustainability

Participants then worked in pairs or with other groups to start the process of action planning for financial sustainability using the template and example given in the handout attached at Appendix 18. It was agreed that participants would continue to work on this when they returned to their organisations, but in the meantime, they identified the following priority actions:

Actions to improve financial sustainability

YESA:	Complete strategic planning, including financial plan
NTCI:	Diversify sources of funding
JvDPS:	Diversify sources of funding
TCINT	Develop a strategic plan Develop a financial manual
MNT:	Upgrade financial policy documents Discuss financial statements at monthly meetings Train Board members to analyse financial statements Have the budget passed by the Board
BVINPT:	Diversify sources of funding Increase fees by acquiring 'limbo' protected areas, upgrading trails, installing mooring buoys Gift shop at Botanical Gardens

5.11. Learning from the Nevis Historical and Conservation Society (NHCS)

The field trip day included presentations by NHCS staff and Board members, tours of its two main office sites/museums, Hamilton House and the Horatio Nelson Museum, and lunch and a panel discussion at Herbert's Heights, a private sector eco-tourism initiative overlooking Nevis Peak, site of the Organisation of Eastern Caribbean States (OECS) Protected Areas and Associated Livelihoods (OPAAL) project.



Learning about NHCS environmental programme in their lab



NCHS maximising the revenue-generating opportunities at the museum

5.11.1. Overview of the organisation's background, financial sustainability and recent activities

David Robinson, acting Executive Director of NCHS, provided an excellent and very transparent overview of NHCS and its current activities (see Appendix 18), together with inputs from Clara Walters, immediate past President, and Paul Diamond, Senior Technical Officer. These included the following key facts about NHCS:

- it is celebrating its 30th anniversary;
- it has approximately 400 members, of whom 60% are expatriates and 40% are local; 60 members attended the recent AGM;
- it is run by a Board, with a series of sub-committees, including Fundraising and Finance;
- it is going through a period of change and has recently been through some internal conflict over the issue of whether to purchase the Trot House (a property adjoining its existing office). The membership was very divided, as it meant investing the majority of the organisation's funds. The eventual decision to buy was made on a majority vote, which had alienated some members;
- they have already raised US\$300,000 towards the purchase of Trot House and have a further EC\$300,000 in the endowment fund. They have also been given a 5-year no-interest mortgage from the former owners;
- the organisation has a diversified funding strategy, which includes accessing a wide range of grant funds, event fundraising (e.g. activities such as a silent auction and campaigns to raise funds for specific activities), and charging for some services (such as access to the archives and museums);
- one of NCHS's challenges is that it is perceived as an expatriate organisation, so much of the focus of its current activities, including those proposed for Trot House, are designed to increase the local membership and linkages with local groups;
- it is making excellent use of modern technology, both in terms of its environmental programmes and the development of its website, including YouTube and Facebook forums;
- it is digitising its archives, which is very time-consuming but makes the records much more accessible;
- a recommendation was made in 1988 to acquire 501(c)3 status which was achieved along with the creation of Nevkit Foundation, which acts as the fund manager for NHCS's endowment fund and those of other organisations, allowing them to benefit from the benefits of the 501(c)3 status without securing for it for themselves.

Paul Diamond subsequently elaborated on the role that NHCS plays with regard to national development planning processes through sitting on the multi-sectoral Environmental Action Committee and the Development Action Committee. However, he indicated that although this allowed for some influence, in practice ministerial override is applied in about 50% of cases.

Paul also noted that he is part of the Sandwatch project (see <http://www.sandwatch.ca/>), a worldwide volunteer network of schools: students, teachers and principals; youth groups; non-governmental and community-based organizations; working together to monitor and enhance their beach environments. He is currently the editor of the newsletter the Sandwatcher and encouraged UKOT organisations to become part of the project.

5.11.2. Nevis Peak project and potential role for NCHS

During lunch there was some further discussion of the OPAAL project and Nevis Peak, during which Nevis participants indicated that the results of the project and the potential for future involvement in management were not yet clear, in part because:

- the process had not received full buy-in, either from government or civil society, in spite of the establishment of a multi-sectoral committee;
- not all stakeholders had been involved in the process (e.g. illegal farmers were not included in the discussion);
- management plans for the area above the 1000 ft mark are not clear;

5.11.3. Herbert Heights field visit

Herbert Heights is an initiative of a family of returning residents to ensure that the areas' history is preserved and to re-create some of the traditional activities to the village of Rawlins, in which the father grew up. The five-acre area includes accommodation in small wooden houses that are replicas of indentured slaves' homes from over 100 years ago, a restaurant, a meeting area, small souvenir shop,

as well as farming and horticulture. Tours to nearby attractions can be arranged and plans include a large camp site. Herbert Heights already employs five full-time and a number of part-time staff and the goal is to create more jobs for local people.

Associated with Herbert Heights is the Maroon Community Group, a registered NGO established in 200 and with a membership of 12 persons. This group is using some of the land in Herbert Heights to develop livelihood opportunities for members of the surrounding community. They have been awarded a small grant under CANARI's Forests and Livelihoods programme to develop a project to revitalize the ginger industry and stimulate community entrepreneurship activities.



Lunch at Herbert Heights



Herbert Heights meeting area with view of the Nevis Peak

5.11.4. Reflections on the field day and recommendations to NHCS

On the day after the field trip, participants provided feedback on the field trip experience. Everyone found it useful to see how a similar organisation functioned and noted that many of the issues were similar to those in UKOTs, including the tensions between expatriates and locals and the challenges of establishing a representative and active Board.

Potential to adopt/adapt NHCS approaches

The Director of the Montserrat National Trust, in particular, identified a number of NHCS activities/approaches which she felt MNT could potentially adopt, including:

- introduction of an internet café;
- types of displays in the museum
- having a month specifically dedicated to fundraising
- endowment fund
- oral history and GIS summer training camps

Participants suggested the following comments and recommendations should be passed on the NHCS:

a) Comments

- It was not clear from the presentation whether NHCS has a written vision, a strategic plan or operational policies and staff don't know.
- The level of local membership is low so it is not surprising that there is a perception that it is an expatriate organisation.

- NHCS financial sustainability seemed strong, with diversified funding sources, budget and plan for 2010, solid cash situation transparency in financial reporting, committee for financial matters and fundraising, endowment fund and 501(c)3 status.
- b) Recommendations regarding strategic priorities, financial sustainability, and Board roles and responsibilities
- The strategic plan needs to be more widely shared with staff (and members) and used to guide decision-making and work;
 - There is a need to prioritise getting local membership and engagement given that the 50% membership is not reflective of the population as a whole where 97% are locals. This should include asking local people what they would like to see NHCS working on and communicating more effectively and explicitly how they can benefit from membership.
 - Operational policies need to be shared more widely with staff.
 - It needs to be clearer how Trott House (and other activities) fit into the strategic plan.
- c) Recommendations regarding the Nevis Peak protected area
- Set clear (written) guidelines for development within the buffer zone and within the protected area.
 - Need to share what is in the draft Nevis Peak management plan with wider stakeholder base and engage - or continue to engage - stakeholders in the process.
 - Ownership of the process and plan needs to be taken up by Nevisians (government and/or civil society), not just OPAAL.
 - Guidelines for sustainable harvesting of existing fruit crops within the protected area need to be in place.

5.12. Introduction to leadership and management – Board roles and Responsibilities

Although there was not time to go into issues of leadership and management in depth at the first ARLG meeting, the facilitators indicated that several of the national visits had highlighted issues concerning the roles of Board members. Using the headings in the handout attached at Appendix 19, the group collectively created a table indicating what they thought were the roles and responsibilities of different Board members and the Board as a whole.

The areas of contention or confusion that appeared to exist most commonly in organisations were:

- Board members micro-managing/usurping the role of the Director;
- Board members not playing a sufficiently active role in fundraising;
- Board members not paying sufficient attention to financial reports, either through lack of capacity or interest.

TASK	SPECIFIC BOARD MEMBER	WHO LEADS	EXECUTIVE DIRECTOR / OTHER STAFF	MEMBERS	OTHER
RAISE FUNDS		A * (FINANCIAL)	*	*	
SET THE STRATEGIC DIRECTION	CHAIR - LEAD	*	*	*	
WRITE & REPLY PROPOSAL FOR A MAJOR GRANT		MEMBERS	SE - LEAD	MEMBERS	
SEND OUT NOTICE OF AGM					
DEVELOP THE ORGANISATION'S POLICY AND PROCEDURES MANUAL		ATTORNEY - LEAD	IN (DONOR)		
DETERMINE LEVEL OF STAFF SALARIES	*	APPROX. SCALE	LEGISLATION / FINANCIAL SCALE		CON - TRIP
APPOINT EXECUTIVE DIRECTOR	CHAIR - LEAD	X	PRO - LEAD		
ARRANGE PRESS CONFERENCE			PRO, ED - LEAD		
COORDINATE A FUND RAISER		*	*	*	
DONATE MONEY TO THE ORGANISATION		*	1 MEMBER IN KIND	*	
DRAFT AGENDA FOR BOARD MEETS	SEC (LEAD) / OTHER CHAIR	*	*	*	X
NETWORK WITH OTHER NATIONAL & REGIONAL NGOs		*	*		
SIGN CHEQUES	*		* (not sign to self)		
RECRUIT NEW BOARD MEMBERS		*	*		
PRESENT FINANCIAL REPORT TO BOARD	TREASURER	*	FINANCIAL OFFICER		
HIRE STAFF OTHER THAN E.D.		Input	* (LEAD)		
EXAMINE MONTHLY FINANCIAL REPORTS AND ASK QUESTIONS		X			X

Mapping Board roles and responsibilities

Although most organisations had well-defined roles for individual officers, most did not have any description of the overall role of the Board. And none of the organisations had processes in place systematically to evaluate the performance of the Board and it was suggested that this is a useful component of overall organisational monitoring and evaluation.

5.13. Launch small grant programme

The facilitator introduced the £60,000 small grant programme (£6,000 per organisation) designed to assist with organisational development and to fund aspects of this that are often difficult to address under project funding, such as strategic planning or development of organisational communication strategies. She outlined the format for applications (see Appendix 21), linking it back to the work done under Session 4.7.

Participants were advised that their organisations could apply for a small grant any time from now on, provided the small grant project was completed by December 2011 (three months before the end of the entire project so that there would be time to share and analyse the lessons learned). Formats for the interim and final reporting were also provided (see Appendices 22 and 23).

5.14. Next steps

The facilitators outlined the main components of the project over the couple of years:

- Two further **ARLG meetings**
- A **study visit**, provisionally to Bermuda, with a particular focus on studying how civil society drove the process of developing a National Biodiversity Strategy and Action Plan and the country's conservation easement system.
- Development of a **communication strategy** and **communication products** for both internal (ARLG member organisations) and external stakeholders.

Although there was not full consensus, with the needs of NTCI in particular being somewhat different from most other organisations, participants indicated that the following was their order of priority for the capacity building component of the ARLGs and study visit.

5.14.1. Areas of priority for capacity building

a) Highest

- Fundraising

b) High

- Leadership and management
 - governance structures
 - Board selection and performance
- Engaging stakeholders in participatory processes
- Participatory protected area management

c) Medium-high

- Monitoring and evaluation
- Strategic visioning/ niche and strategy of organisation
- Partnerships and networking
- Managing project partnerships

There were mixed feelings about the venue for the study visit and the next ARLG meetings, so CANARI will renew contact with Bermuda to analyse the options and potential benefits and select an ARLG venue which offers the most relevant field study options in relation to the topics being covered.

5.14.2. Communication strategy

Participants indicated that they would like to see a webpage developed with both a public access component and a password protected area for internal communications, including shared documents, a discussion forum, and Facebook. An electronic newsletter should also be developed.

The external component will comprise case studies, guidelines and policy briefs covering the key topics and areas of interest that emerge during the course of the project.

6. Workshop evaluation

In addition to providing very positive oral feedback on both the content and the approach of action learning and peer exchange, 13 participants completed a written evaluation (see Appendix 24). These evaluations validated both the facilitation approach and the content of the meeting, with the majority of participants highlighting practical steps they could take to implement learning in their organisations. Several also highlighted the value of the networking, both within and beyond the meeting.

APPENDIX 1: PROJECT CONCEPT NOTE



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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.

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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

APPENDIX 1: PROJECT CONCEPT NOTE

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 medium- 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).

APPENDIX 1: PROJECT CONCEPT NOTE

- CSO involvement in development and implementation of Island Biodiversity 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) **National meetings in each of the Territories to**

- discuss capacity needs with the Board and staff (and where possible members) of the Trusts and any identified partner organisations and how the project can best address these;
- discuss with a wider group of stakeholders in biodiversity conservation the role civil society should play in biodiversity conservation, what capacities it needs to do so and how these can be enhanced, and what government can do to enhance the enabling environment.

b) **Three 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.

c) **Study visit:**

Four-day study visit to Bermuda to:

- network with and analyse the differences and commonalities between governance structures of civil society organisations in Bermuda and the Caribbean UKOTs;
- analyse the differences in economic, social and cultural context and institutional framework that may enable or disable civil society involvement in implementing the CBD commitments;
- 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

APPENDIX 1: PROJECT CONCEPT NOTE

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

d) 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:

- 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
- a policy brief summarising the project findings, targeting policy- and decision-makers,
- 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*
- electronic newsletters, published twice a year;
- extranet, listserv and project website, possibly shared with participants of CANARI's complementary *Going from strength to strength* project;
- media releases in the UKOTs and wider Caribbean;
- regional and international conference presentations and journal articles by CANARI staff and other participants, as opportunities present themselves.

e) 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.

f) Monitoring activities:

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.

APPENDIX 2 AGENDA



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DARWIN200

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

FIRST ACTION LEARNING GROUP MEETING Mount Nevis Hotel, Nevis 1-5 March 2010

DRAFT AGENDA

Sunday February 28

- Participants arrive in Nevis

Monday March 1

- Welcome, facilitator and participant introductions
- Introduction to the project and to the concepts of action research and action learning
- Getting to know each other's organisations/sharing our experiences

Tuesday March 2

- Establishing strategic priorities
- Developing networks and partnerships
- Meeting the organisation's priority needs: from problem analysis to fundable proposal

Wednesday March 3¹

- Introduction to the financial strategies of the Nevis Historical and Conservation Society (NHCS), including endowment fund and 501(c)3 charitable status
- Field trip (provisionally Nevis Peak) followed by panel discussion on actual and potential role of NHCS in biodiversity conservation and protected areas management

Thursday March 4

- Strategic fundraising and financial sustainability, including
 - Strategies for diversification of funding sources
 - Financial management to optimise revenue and respond to donor requirements

¹ At the request of NHCS, Days 3 and 4 were reversed to accommodate their EGM on 3 March.

APPENDIX 2 AGENDA

Friday March 5 (am only)

- Leadership and management in non-profit organisations, including
 - Roles and responsibilities of Board, staff and members
 - The role of change agents
- Recap of Darwin project small grants
- Next steps in the project (next ARLG dates and venue, communications and networking)

Participants depart afternoon of 5 March (if feasible) or morning of 6 March.

Appendix 3: LIST OF PARTICIPANTS

Capacity Building in Civil Society in the UK Overseas Territories

First Action Learning Group Meeting

Mount Nevis Hotel - Nevis

1 – 5 March 2010

LIST OF PARTICIPANTS

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First Action Learning Group Meeting
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Capacity Building in Civil Society in the UK Overseas Territories
First Action Learning Group Meeting
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Building civil society capacity for conservation in the Caribbean UKOTs, April 2009-March 2012
Overview of project
 Action Research and Learning Group Meeting, Nevis, March 2010



Rationale for project



- Reunion discussions/ outcomes/ message.
- 2008 House of Commons Environmental Audit
- Individual discussions with (and strong support from) UK-based NGOs and agencies supporting work in OTs
- Earlier and ongoing CANARI work on capacity needs and capacity building of civil society organisations in Caribbean islands


Press release Monday 10 November, 2008
The Government is not doing enough to protect threatened wildlife in England and the UK Overseas Territories, warns the Environmental Audit Committee today.



Project purpose



- To enhance the organisational capacity of at least 10 civil society organisations (CSOs) in the 5 Caribbean UKOTs, including the 5 National Trust organisations, to function as strong, effective and sustainable organisations that can play a significant role directly in biodiversity conservation in their Territories and the Caribbean region, as well as indirectly by catalysing and coordinating wider civil society participation



Project budget

Funder	2009/10	2010/11	2011/12	2012/13	Total
Darwin	£117,150	£88,140	£54,965	£2,500	£ 262,755
CF	£30,000	£30,000			£ 60,000
In-kind (estimate)					£36,000



Key components



1. **Research:** *Identification of the key enabling factors, at both the institutional and organisational level, for effective civil society participation in biodiversity conservation*
2. **Capacity building** of the 5 National Trusts, 5 other national-level CSOs, and indirectly all other civil society stakeholders in the Caribbean UKOTs to effectively participate in biodiversity conservation
3. **Regional networking and collaboration**
4. **Dissemination of project findings and outputs**



Research components

- National visits and individual meetings in each OT
- Analysis of findings and lessons learnt, both within and beyond UKOTs, through Action Research and Learning Group meetings, case studies, exchange visits and outcomes of small grant programme



Capacity building components




- Action Research and Learning Group programme/meetings (3 proposed), including building participants' capacity to act as **catalysts, change agents and facilitators**
- Introduction to good practice **case studies, exchange visit and guidelines**
- **Small grants**, including potential to use these to attend **regional, national and local training programmes and seminars**



Small grants and peer mentoring

- **Small grant fund** of £60,000 to address priority capacity gaps at the organisational level, in areas where it is usually difficult to secure project funding, e.g.
 - strategic visioning and planning;
 - participation in regional or national training workshops;
 - study visits and exchanges; and/or
 - development of communication strategies and communication/advocacy products.
 - peer mentoring



Regional networking and collaboration




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



Dissemination of project and other relevant lessons and findings

- **Short electronic case studies, e.g.**
 - Management planning and capacity development at Centre Hills, Montserrat
 - Bermuda CSOs role in development of Island Biodiversity Strategy and Action Plan
 - NHCS development of sustainable financing mechanisms (and possibly also advocacy and lobbying)
 - (CANARI and Consorcio Ambiental case Dominicano under GFS2S project)



Dissemination (cont.)




- **Policy brief** summarising the project findings,
- Two **guidelines** provisionally:
 - Civil society participation in biodiversity conservation
 - Civil society organisational development and management
- Bi-annual **electronic newsletters**
- **Intranet, listserv and project website**
- **Media releases/interviews**
- **Regional and international conference presentations and journal articles** by CANARI staff and other participants



Participatory monitoring and evaluation




- Monitoring and evaluation framework developed for the project by ARLG members
- Assessments via the ARLG and UK Action Learning Group meetings
- Self- and peer-assessments of participating CSOs.
- Mid-term and end-of-project evaluation reports



Initial challenges to organising ARLG meeting

- Perceived absence of CSOs other than National Trusts in several OTs;
- Capacity of participating organisations weaker than anticipated (e.g. staffing/range of skills, governance structures, partnerships/ networking, funding);
- Pending Board elections/appointments
- Late withdrawal of several participants from proposed Sept 2009 meeting



Adapted approach

- National meetings (Oct-Dec 2009) prior to first ARLG (March 2010) to:
 - Catalyse wider support for the project;
 - Engage wider range of key stakeholders in strategic visioning for biodiversity conservation;
 - Introduce/conduct stakeholder identification and analysis;
 - Assess NT and partner organisations' governance structures, strengths and weaknesses and capacity needs.



Adapted approach (cont)

- National workshops funded by reducing ARLG meetings from 4 to 3.
- Any surplus to be applied to mentoring within small grant programme








Findings of national workshops – common to all

- Individuals with strong commitment and relevant skills
- Strong links between Trusts and Dept of Environment
- Trusts' status as statutory bodies perceived to limit their role as overt lobbyists and advocates
- National economic development model pays insufficient attention to biodiversity
- Funding environment perceived to be more difficult
- Funding strategies not adequately diversified
- Board roles unclear or Board members not contributing sufficiently




Findings of national workshops - many

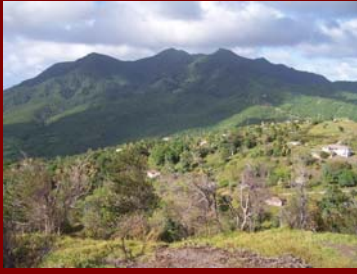
- Staffing levels lower than desired
- Executive Directors (and Boards) focusing heavily on operational issues at expense of strategic priorities (even if these are documented in a strategic plan)
- Areas of concern in Board/staff relationships
- Trusts' potential to play a formal role in the (co-)management of protected areas not fully exploited
- Trusts' mandate in the area of biodiversity conservation not fully implemented
- Potential for linkages with other civil society organisations not fully leveraged



Outcome of national workshops

- Stronger relationship established between CANARI and Trusts and other relevant stakeholders
- Potential for new partnerships/networking identified
- Focus of first ARLG meeting shifted to focus more on organisational capacity/development issues with protected areas and participatory management planning deferred to a later meeting



Credit Stephen Mendes

In spite of the challenges, now is a time of great opportunity for civil society organisations in the UK Overseas Territories









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

An introduction to Action Research and Action Learning
Action Research and Learning Group Meeting, Nevis, March 2010

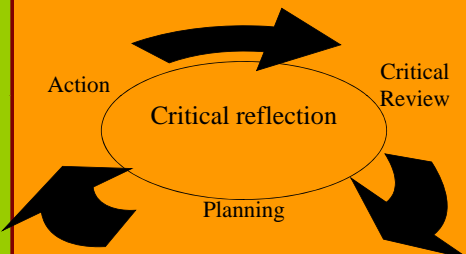


What is action research?

- A cycle of **research** and **action** that simultaneously
 - assists in **practical problem-solving** and **effecting change**
 - expands **knowledge and understanding**
 - enhances the **competencies** of the actors involved



The action research cycle




...often cycles within cycles




The why and how of action research

- Action research seeks to remove the gap/power imbalance between the deciders and the doers, the researcher and the researched.
- Action research is therefore **performed collaboratively** and within a **mutually acceptable ethical framework**.



Action research achieves the action outcomes by

- involving stakeholders in the planning and action
- being flexible and responsive to the situation and the people involved
- returning to the planning point of the cycle in response to new research findings



Action research achieves the research outcomes by

- regular, systematic critical reflection
- being willing to seek out evidence that may be discomforting/not match initial assumptions



What do we hope to get out of action research at this meeting?

- Review and validate or amend the underlying project assumptions
- Exchange of successful strategies/ identification of peer training opportunities
- Continuing analysis of challenges to effective organisational and institutional development > identification of further capacity building needs
- Collective design of next steps, including validation of communication strategy



What is Action Learning?

- A **process** that involves a small group working on real problems, taking action, and learning while doing so
- A powerful **programme** that creates dynamic opportunities for individuals, teams, leaders and organisations to successfully adapt, learn and innovate.

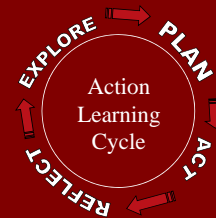


Key Concepts in Action Learning

- Learning and team development as important as solving the problem
- Groups charged with implementing solution as well as solving problem
- Membership not reserved to experts
- Questioning form a critical part of process
- Learning Coach with power
- Urgent and complex problems requiring unique systems thinking



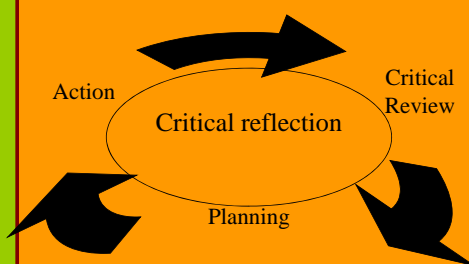
Action Learning Cycle



is very similar to the Action Research Cycle



The action research cycle



...often cycles within cycles



Action Learning Process

- Specific project, challenge, task or problem
- Small group
- Processes of reflective questioning or listening
- Commitment to learning
- Consensus on problem
- Development of strategies
- Taking of action



Action Learning Roles

- Presenter
- Group members
- Learning coach
- Learning buddy



Presenter

Sarah and Nicole

- Confirms status of actions
- Defines today's problem:
 - What are we trying to do?
 - What are the issues/ concerns?
 - What are the roadblocks?
 - What is today's most pressing issue?



Group Members

Everyone

- May or may not be associated with the challenge
- Equal participation
- Colleague support
- Question/challenge
- Reflect
- Take action
- "Pizza Person"
 - little or no knowledge of the problem so brings new perspective and is prepared to ask "dumb" questions



Learning Coach

Daily Action Learning Guide

Nicole

Sarah

- Focuses on helping group become more effective
- Helps members achieve clarity and optimise learning
- Ensures sufficient time for capturing lessons learnt



Learning Coach

Daily Action Learning Guide

Nicole

Sarah

- Helps members to reflect on interactions and implications of actions to be taken
- Ensure norms and processes followed
- Creates atmosphere of learning and reflective inquiry
- Asks questions related to learning, problem and goal clarity



Optional Learning Buddy

- Colleague within the organisation who acts as a sounding board and co-learner
- May not attend the formal action learning events
- Usually only needed if Action Learning group members are at different physical locations



Benefits of Action Learning

- Develops leaders and teams of leaders
- Develops problem solving skills
- Developing systems-thinking and creativity
- Buildis teams
- Creates learning cultures and learning organisations



Mood investigator (CANARI addition)

- Observe and report on
 - How are people feeling about the workshop?
 - Logistics
 - Facilitation
 - Discussion



“It is not enough to rely on our expert knowledge. Expert knowledge is necessary but not sufficient. We have to learn how to ask ourselves totally different questions. That is what Action Learning is.”

Reg Revans



The National Parks Trust
was established in 1961 as a statutory
body, within the
Ministry of Natural Resources & Labour,
responsible for
Parks and Protected Areas

Our Mission Statement

To preserve and manage designated
natural and cultural areas
in order to improve the quality of life
in the British Virgin Islands.

BVI Environmentalists

Joseph Reynold O'Neal was a
leading figure in the formation
of the National Parks Trust in
1961.

The Botanic Gardens were
named after him in
commemoration of his
dedication to conserving the
BVI environment.



**The National Parks Trust
functions within two Ordinances**

- National Parks Act 2006
- National Parks Regulations 2008

The Parks & Programmes

The National Parks Trust manages:

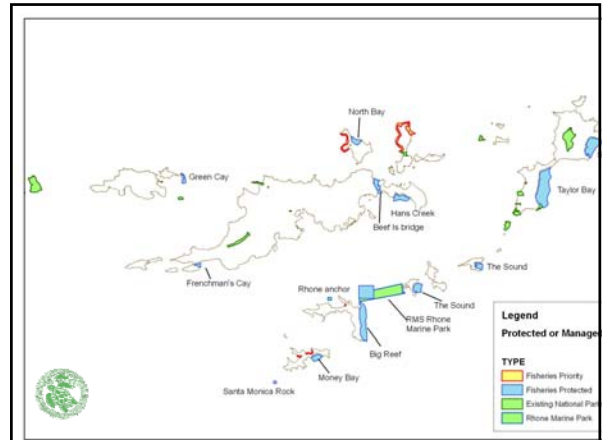
5 Programme Areas

21 National Parks
20 Terrestrial Parks
1 Marine Park



Existing National Parks of the BVI

Tortola	Virgin Gorda	Sister Islands
Sage Mountain	The Baths	Prickly Pear Is.
Mount Healthy	Devil's Bay	West Dog
Shark Bay	Spring Bay	Great Tobago
QE II Children's Park	Gorda Peak	Little Tobago
JR O'Neal Botanic Gardens	Little Fort	Diamond Cay
	The Copper Mine	Fallen Jerusalem
		Cam Bay, Great Camanoe
Marine Parks		Dead Chest
Wreck of the RMS Rhone		Sandy Cay



5 Programme Areas

Marine Conservation

Terrestrial Parks Management

Historical Preservation

Biodiversity Management

Public Relations & Environmental Education



Marine Conservation Programme

• Moorings Programme

Over 180 mooring buoys installed in sensitive reef areas since 1992

• Coral Reef Monitoring

Ten coral monitoring sites have been established across the BVI.



Terrestrial Parks Programme

• Production of interpretive materials and signage

• Infrastructural development, eg: bathrooms, look-out towers

• Park maintenance

• Park development, eg: trails, benches





Historical Preservation

- **Stabilisation / Restoration of Historical Sites**
e.g. The Coppermine, Mount Healthy windmill
- **Conservation of Historical Sites**
e.g. Wreck of the RMS Rhone, Little Fort



Biodiversity Assessment & Management

Biological assessment of National Parks
eg: Darwin Initiative Biodiversity Assessment

Species Restoration
eg: Flamingos reintroduced to Anegada, Anegada Rock Iguana rehabilitation

Ecosystem Conservation of the Northern Cays
eg: removal of feral animals, bird monitoring

Reforestation
eg: Arbour Day, mangrove replanting



Public Awareness & Environmental Education

- **Youth Environmental Service Programme**
High School students participate in an after school education course
- **Summer Programme**
Primary School students learn about the environment on field trips
- **Environmental Education**
Guided tours, brochures, posters, web site development



Contact the National Parks Trust

- Visit us in person at:
57 Main Street, Road Town, Tortola
- Call us:
Tel #852-3650/494-3904
Fax #852-3660
- E-mail us:
director@bvinationalparkstrust.org
- Visit our Web Site:
www.bvinationalparkstrust.org



Conserving the Environment

For Future Generations



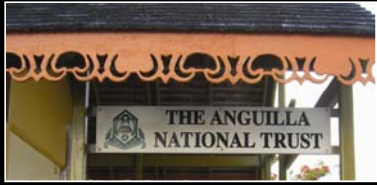


Anguilla National Trust

Preservation for Generations.


Anguilla National Trust. Preservation for Generations.

- Legally established in 1988 through the Anguilla National Trust Act
- Became a functioning body in 1993
- Supported by the Government of Anguilla through an annual subvention



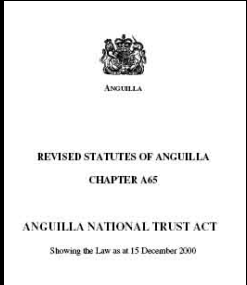
Anguilla National Trust. Preservation for Generations.

- Custodian of Anguilla's natural, cultural, and historic resources and heritage for present and future generations.



Anguilla National Trust. Preservation for Generations.

- This position is supported by formal legislation that was re-drafted in 2008 and passed by the Anguilla House of Assembly in 2009



Anguilla National Trust. Preservation for Generations.

- According to the revised Act (2009), the objects of the ANT are to engage in activities for:
 - a) the identification, assessment, documentation, study, protection, conservation, rehabilitation, restoration and enhancement of—
 - i. the environment, including, without limitation, species and subspecies of wild plants and animals and their habitats and biodiversity, and,
 - ii. heritage resources;
 - b) the revival and operation of heritage industries; and
 - c) the promotion of public awareness, understanding and appreciation of the environment, heritage resources and heritage industries,
 for the benefit of present and future generations of Anguillians.

Anguilla National Trust. Preservation for Generations.

- In September 2008, the ANT Council and staff, along with Government- and community-based stakeholders, drafted a 2009-2011 Strategic Plan

ANGUILLA NATIONAL TRUST

2009 - 2011 STRATEGIC PLAN

Anguilla National Trust. Preservation for Generations.

- Recognising the need to use very limited resources effectively and efficiently and noting the mandates, responsibilities, and strengths of other departments and agencies, the ANT realised that gaps still existed and that there remains a need for an external agency that can focus on natural and cultural conservation/sustainable development on both national and communities fronts



Anguilla National Trust. Preservation for Generations.

Initial Vision

The Anguilla National Trust is a dynamic people-centred organisation working in collaboration with public and private sector entities to manage Anguilla's natural, social and cultural heritage.

Anguilla National Trust. Preservation for Generations.

Vision

The Anguilla National Trust is a centre of environmental influence and awareness that is respected internationally, regionally and nationally in the field of environmental and cultural conservation; that has a Council and staff that are committed to the organisation; and that engenders a revolution in environmental and cultural consciousness among its membership, which is primarily Anguillan, and the wider community, both of which are involved in its programmes and activities

Anguilla National Trust. Preservation for Generations.

Initial Mission

Guided by its foundational principles upon which its entire existence stands and an authentic commitment to sustainable national development, the Anguilla National Trust is in the business of ensuring the sustainability of Anguilla's National Heritage.

Anguilla National Trust. Preservation for Generations.

Mission

The Anguilla National Trust seeks to be a leader in the sustainable development of Anguilla; committed to the conservation of Anguilla's natural and cultural heritage in partnership with the public and private sectors, while promoting and supporting environmental and cultural stewardship through, among other things, increasing levels of awareness.

Anguilla National Trust. Preservation for Generations.

- Identified ANT priority areas
 1. Strategic Directions
 - 1.1. Environmental and public awareness
 - 1.2. Protected areas management and ecology-based research
 - 1.3. Cultural conservation
 - 1.4. Organisational strengthening
 - 1.5. Membership extension and retention
 - 1.6. Community involvement and organisational ownership
 2. Improved Financing
 - 2.1. Financial sufficiency
 3. Advocacy and Representation
 - 3.1. Representation – "A Voice of the People"

Opportunities/Strengths

- Only youth environmental organization on Anguilla
- Comprised of dedicated individuals who care about the environment and want to play an active role in conserving it
- Diverse educational, technical and professional backgrounds
- Established relationships with government and nongovernmental agencies

Opportunities/Strengths

- Willingness and desire to transfer knowledge and skills
- Source of membership
- Technology savvy and curious generation

Areas for Capacity Building

- Strategic planning
- Technical training
- Proposal and project design
- Financial sustainability

Turks and Caicos National Trust



Town Centre Mall
Butterfield Square, Downtown,
Providenciales
P.O. Box 540 ~ Providenciales
Turks & Caicos Islands ~ BWI
Phone: 649 941 5710 ~ Fax: 649 941 4258
Email: tc.natrust@tcitway.tc

What is the National Trust?

Turks & Caicos National Trust

The Turks & Caicos National Trust is a membership, non-profit, non-governmental organization dedicated to the preservation of the cultural, historic and natural heritage of the Turks & Caicos Islands. It was founded in 1992, after the passage of enabling legislation by the TCI Government. The Turks & Caicos National Trust is governed by an elected Council which includes representatives from all the inhabited islands in the TCI.

The enabling legislation gives the Trust a wide variety of powers, among which are the powers to:

Identify, investigate, classify, protect and preserve any area, site, building, structure, or object of cultural, historic or natural significance;

What is the National Trust?

Turks & Caicos National Trust

Hold property in trust for the future, including the powers to declare such property inalienable and to provide public access;

Create a Heritage Register;

Promote public awareness through education;

Engage in programmes to preserve and propagate wildlife.

Preserve and promote our National Treasures

Preserving Our National Treasures

Education Programmes

Teachers Workshop





Preserving Our National Treasures

Education Programmes

School visit and field trip






Preserving Our National Treasures

Enhancement of heritage sites







Mission statement

Our Heritage Sites
Providenciales
Little Water Cay "Iguana Island"


To safeguard the cultural, historic and natural heritage of the Turks and Caicos Islands for present and future generations and for the enjoyment of all.



Mission statement

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Providenciales
Little Water Cay "Iguana Island"


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Little Water Cay "Iguana Island"

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Mission statement

Our Heritage Sites
North Caicos
Wade's Green Plantation

To safeguard the cultural, historic and natural heritage of the Turks and Caicos Islands for present and future generations and for the enjoyment of all.




Mission statement

Our Heritage Sites

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Wade's Green Plantation

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Wade's Green Plantation

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Mission statement

Our Heritage Sites

Middle Caicos
Conch Bar Caves

To safeguard the cultural, historic and natural heritage of the Turks and Caicos Islands for present and future generations and for the enjoyment of all.




Mission statement

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Conch Bar Caves

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Mission statement

Our Heritage Sites

Middle Caicos
Conservation Centre

To safeguard the cultural, historic and natural heritage of the Turks and Caicos Islands for present and future generations and for the enjoyment of all.




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Middle Caicos Conservation Centre

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Research on TCI's flora and fauna

Turks & Caicos Rock Iguana

Pygmy Boa

Cuban Crow

Antillean Bullfinch

Leaf-wing Butterfly

Curly-tail Lizard

Caicos Barking Gecko

Caicos Pine

Caicos Orchid

Island Heather

Christmas Palm

Mission statement

Other Projects

Millennium Seed Bank Project

To safeguard the cultural, historic and natural heritage of the Turks and Caicos Islands for present and future generations and for the enjoyment of all.

Mission statement

Other Projects

Restoration of Government House in Salt Cay

To safeguard the cultural, historic and natural heritage of the Turks and Caicos Islands for present and future generations and for the enjoyment of all.

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Other Projects

Restoration of Government House in Salt Cay

To safeguard the cultural, historic and natural heritage of the Turks and Caicos Islands for present and future generations and for the enjoyment of all.




Mission statement

Other Projects

Cheshire Hall Plant Nursery

To safeguard the cultural, historic and natural heritage of the Turks and Caicos Islands for present and future generations and for the enjoyment of all.




Mission statement

Other Projects

Development of Bird Rock Point Cultural and Historic Education Centre

To safeguard the cultural, historic and natural heritage of the Turks and Caicos Islands for present and future generations and for the enjoyment of all.



Mission statement

Preserving Our National Treasures

Educational Materials

"ECO-ECHOES"
OFFICIAL PUBLICATION OF THE TURKS AND CAICOS NATIONAL TRUST

To safeguard the cultural, historic and natural heritage of the Turks and Caicos Islands for present and future generations and for the enjoyment of all.



Mission statement

Preserving Our National Treasures

Articles in Times Publication and newspapers

To safeguard the cultural, historic and natural heritage of the Turks and Caicos Islands for present and future generations and for the enjoyment of all.



Mission statement

Our Merchandise : Promoting tradition and culture, preserving heritage; supporting local artisans

To safeguard the cultural,

historic and natural heritage

of the Turks and Caicos Islands

for present and future generations

and for the enjoyment of all.

Straw and fanner grass products: hats, bags, baskets, etc.



Mission statement

Our Merchandise

Locally designed ceramics

To safeguard the cultural,

historic and natural heritage

of the Turks and Caicos Islands

for present and future generations

and for the enjoyment of all.



Mission statement

Our Merchandise

Local crafts

To safeguard the cultural,

historic and natural heritage

of the Turks and Caicos Islands

for present and future generations

and for the enjoyment of all.



Mission statement

Our Merchandise

Native food & delicacies

To safeguard the cultural,

historic and natural heritage

of the Turks and Caicos Islands

for present and future generations

and for the enjoyment of all.



Mission statement

Our Merchandise

Literatures - books, postcards


To safeguard the cultural,

historic and natural heritage

of the Turks and Caicos Islands

for present and future generations

and for the enjoyment of all.



Mission statement

Membership

Be a member!

Support the Trust's work with your dues and donations and add your voice to the call for the preservation of our cultural, natural and historic heritage.

Membership Level

Student \$5 -- Senior \$15 -- Regular \$25

Family \$35 -- Donor \$100 -- Sovereign \$250

Patron \$1000 -- Corporate \$2500

Benefactor \$5000

To safeguard the cultural,

historic and natural heritage

of the Turks and Caicos Islands

for present and future generations

and for the enjoyment of all.

Mission statement

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Junior Membership

Sign Up now!

Turks and Caicos National Trust
Junior Membership Programme

For 2010, sign up the form and pay \$10.00 to join the programme. This fee will cover the membership and materials for the year.

You will receive your own copies of Year-Books and learn about the Turks and Caicos Islands. A membership and education certificate will be presented to parents. Junior members receive:

Name: _____
Address: _____
Date of Birth: _____
Tel. no: _____
School's name: _____
Grade: _____ Teacher's name: _____

Mission statement

To safeguard the cultural, historic and natural heritage of the Turks and Caicos Islands for present and future generations and for the enjoyment of all.

To learn more about the Turks and Caicos National Trust visit us at

TOWN CENTRE MALL
Mon. – Fri. 8:30 a.m. – 4:30 pm
Call: 941-5710/ 941-3536
E-mail: tc.nattrust@tcivay.tc
Website: www.nationaltrust.tc



Nevis Presentation

YOUTH ENVIRONMENTAL SOCIETY OF ANGUILLA

Formation of the Society

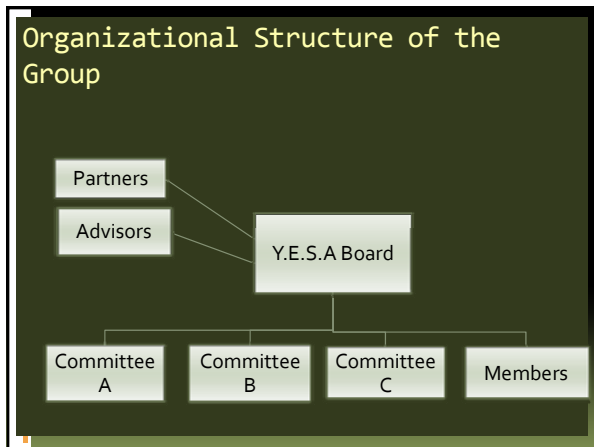
- The society was formed in 2010.
- Limited opportunities for Anguilla's high school graduates to use their environmental skills, experience and knowledge obtained during school.
- Formed to amplify the voice of the youth and the youth perspective on environmental issues.

Mission

A youth organization established and run by youth, who seek to build a healthier, greener and more sustainable Anguilla by providing opportunities to young people to be actively involved in all aspects of environmental protection and promotion.

Vision

Environmental consciousness is ingrained in every resident of Anguilla, where thinking and living green is not a choice that needs to be made, but rather the "natural" order of life.



Areas we would like to work in

- Education and Awareness
- Research and Training
- Community Development
- Providing support to external agencies
- Advocacy

Opportunities/Strengths

- Only youth environmental organization on Anguilla
- Comprised of dedicated individuals who care about the environment and want to play an active role in conserving it
- Diverse educational, technical and professional backgrounds
- Established relationships with government and nongovernmental agencies

Opportunities/Strengths

- Willingness and desire to transfer knowledge and skills
- Source of membership
- Technology savvy and curious generation

Areas for Capacity Building

- Strategic planning
- Technical training
- Proposal and project design
- Financial sustainability

Session 4: Establishing strategic priorities

1

- ### Why identify strategic priorities?
- To identify priority needs
 - To clarify the organisation's focus
 - To establish realistic goals and objectives for the time frame
 - To make the most effective use of resources
 - To establish criteria against which project opportunities can be assessed
 - To establish targets against which the organisation can be evaluated
- 2

- ### Typical steps in strategic planning
- 1. Establish the scope of the strategic planning exercise:**
- ✓ How far back and how far forward will it look?
 - ✓ Over what period will it take place?
 - ✓ What resources can you allocate to it?
 - ✓ Who will lead it?
 - ✓ Who will be involved?
- 3

- ### Typical steps in strategic planning
- 2. Review and evaluate previous period:**
- What
- Were stated objectives met?
 - Outcomes (what changed?)
 - Specific outputs (e.g. publications)
 - Processes
- How
- Perceptions and expectations of key stakeholders (interviews, focus groups, questionnaires)
 - Independent evaluations (e.g. consultant, donor)
 - Internal reflection and evaluation
- 4

- ### Typical steps in strategic planning
- 3. Establish the strategic planning framework**
- Stakeholder identification
 - Trends in wider environment
 - Analysis of organisation's strengths, weaknesses, opportunities and threats (SWOT)
 - Needs assessment (e.g. stakeholder, organisational)
- 5

- ### Typical steps in strategic planning
4. Review mission and vision statements
 5. Develop new strategic plan
 6. Validate new plan by stakeholders
 7. Implementation
 8. Monitor and adapt plan
 9. Review and evaluation
- 6

Discussion

- What are some of the challenges to strategic planning that you faced?
- What were some of the things that you think worked about your process? What would you improve?
- How did you involve stakeholders?
- What are the key things covered in your strategic plan?
- How have you implemented your strategic plan i.e. used it to guide your work?
- How have you monitored and evaluated if you are achieving the goals established in your strategic plan?
- What recommendations would you give to others about how to do a strategic planning process?

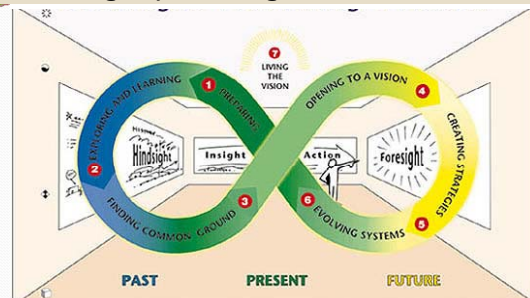
7

Pre-conditions for effective strategic planning

- Willingness to examine core issues (mission, strategies)
- Ability to reach consensus on philosophical issues
- Committed leadership
- Absence of crisis
- Technically competent staff
- Adequate time and resources
- Access to data to inform SWOT and trends analysis
- Availability of skilled facilitator acceptable to participants

8

Strategic planning



is a process and a frame of mind,
not a one-off event

**THE MAIN THING IS TO KEEP THE
MAIN THING THE MAIN THING.**
Stephen Covey

10



Our Method

- SWOT, STEEP ANALYSES
- Environmental scan
- Electronic questionnaire
- Stakeholder analysis
- Problem Tree Analysis
- Strategic Directions paper
- Consultations and meetings
- Review of other Trusts
- Historical analysis of financial performance
- Legislative amendments

Our Mission

The SLNT champions Fair Helen's patrimony

Our Vision

The natural and historical patrimony of Saint Lucia is conserved for present and future generations

Lucutia Figurine from the A&H Collection

Challenges

To make conservation relevant to the lives of the people of Saint Lucia and all others who have an interest in the island's magnificent heritage

To engage with the public in demonstrating how heritage conservation can bring economic, social, cultural and spiritual benefits.

Our Strategy for 2010 to 2020

- build greater **support** for our ongoing conservation work
- **champion** the cause of heritage conservation in Saint Lucia
- develop and manage our properties to the **highest standards** in both **conservation and customer care**
- ensure that people not only recognise our name, but also **understand the full scope** of our activities

Our Strategy for 2009 to 2019

- develop the Trust into a **stronger** and more **financially stable** organisation
- develop our **staff and volunteers** to take up the challenge
- aspire to best **international standards** in site management; management of resources, and management of our membership and staff
- champion **creativity and innovation** in all our activities.

Objectives of the Strategy

- Deliver **core conservation** work;
- **Inspire** the widest possible **audience to join the Trust**, to enjoy Trust properties, and to support our conservation values;
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- Bring a new sense of **impetus and enthusiasm** to the Trust
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- Trust to be less of an amenity and more of a **movement**.

Structure of Plan

- **10 year Strategic Plan**
- **5 Year Corporate Plan**
- **5 year detailed budget workbook**

CORE ISSUES to be addressed by Strat. Plan

- **Governance** structure needs remedy
- Potential **stakeholders** to be explored
- Increase and diversify **membership** base
- **Government subventions** may reduce
- Scope for **diversifying financial portfolio**

STRATEGIC OBJECTIVES....

Need to address:

- Inadequate governance structure
- Need to expand membership base
- Need to involve membership
- Need to develop and manage more sites
- Inadequate sensitisation and awareness of national heritage and patrimony
- Trust has to remain viable and sustainable – need new financial streams

Strategic Objectives

- **Delivering Conservation**
 - Site development and management
 - Education and advocacy
 - Information Management
- **Creating new business opportunities and financial streams**
 - SLNT Brand Signature
 - Flagship Conservation enterprises
- **Developing organisational capacity**
 - Membership energised
 - Strengthened Trust Secretariat
 - Suitably staffed
 - Sufficiently Resourced

Objectives and Key Milestones

Performance indicators identified for each of the 3 objectives

Will help measure success and rate of implementation of Strategic Plan

New Functions to deliver Plan



FUNCTION	STRATEGIC AIM
Conservation	Delivering Conservation
Business Services and Events	Creating New Business Opportunities and financial Streams
Membership Services	Developing Organisational Capacity
Corporate Services	

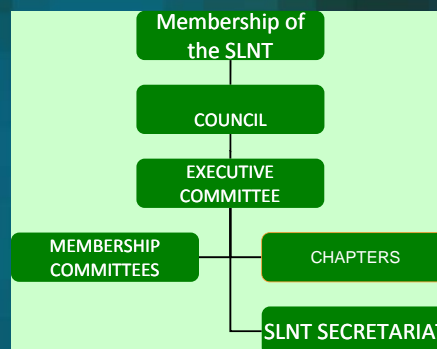
Refer to page 15 for WBS: [STRATEGIC PLAN.pdf](#)

HOW WE GET THERE

For Plan to be successful:

- Council must remain only as policy body
- Composition and skill sets of Council should be reviewed
- Council must remain accountable to membership
- Establish Executive Committee accountable to Council
- Establish specialised committees
- Make necessary organisational changes to Secretariat
- Mobilise membership to volunteer

ORGANISATIONAL STRUCTURE



Budget - 5 years

F&C	\$4,528,840.00
CONSERVATION	\$9,397,497.00
BS&EM	\$1,597,842.00
MS	\$1,020,257.00
CS	\$2,936,925.00
TOTAL	\$19,481,361.00

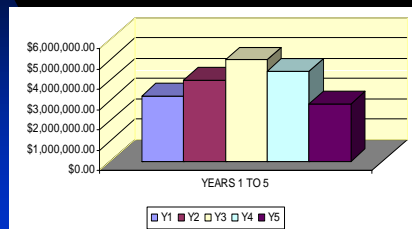
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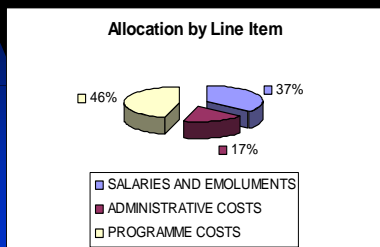
Performance Monitoring

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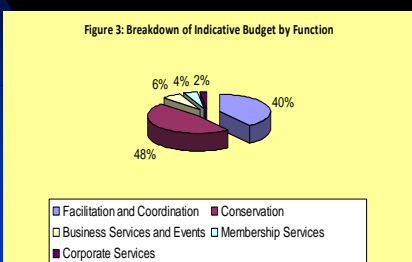
BUDGET2. CORPORATE PLAN .pdf



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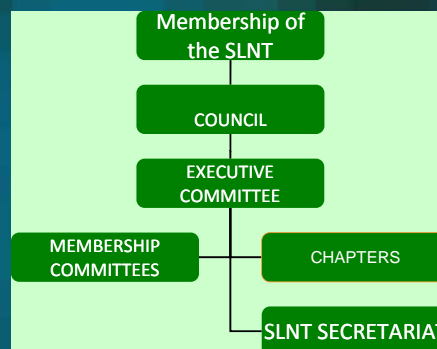
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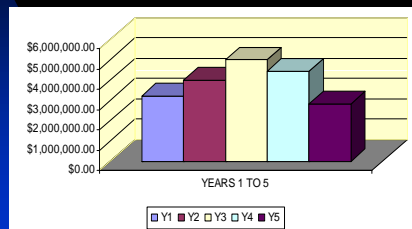
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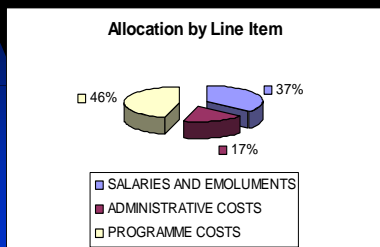
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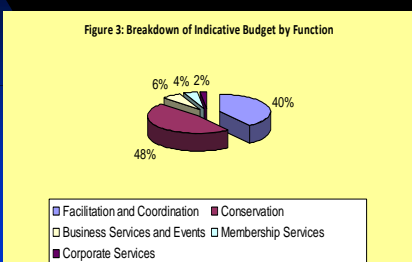
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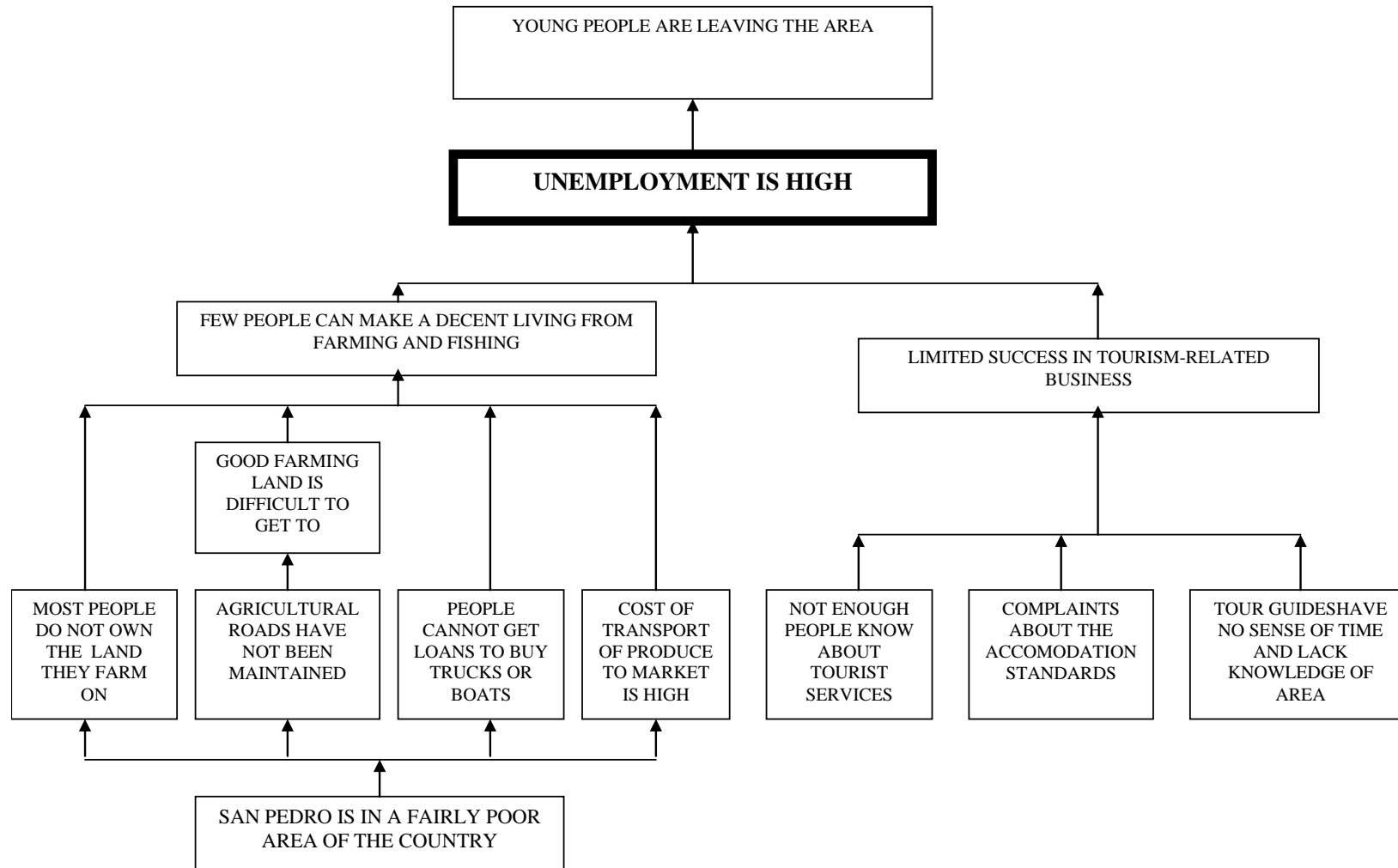
BUDGET2. CORPORATE PLAN .pdf





Appendix 13

**SAN PEDRO
PROBLEM TREE**





Appendix 14

Copyright Veni Apwann

Project Cycle Management Case Study: The Imaginary Village of San Pedro

San Pedro is a rural community. Unemployment is high, and many of the young people are forced to leave the area to find jobs.

Nowadays, the main employer is the government, which employs the teachers, the nurses, and workers from the Regional Corporation and the Ministry of Works. Farming and fishing have been the traditional economic activities, but few people are now able to earn a decent living from them. Most people do not own the land they are farming. Some of the best farming land is now difficult to get to because the agricultural access roads have not been maintained. The cost of transporting produce to market is high, so mostly they just eat what they grow or catch, or share it with family and friends.

However, there is a ray of hope on the horizon. Recently, San Pedro has been seeing increasing numbers of local and foreign visitors. They come because San Pedro is one of the few remaining areas in the country that has unspoiled beaches, rivers and forests.

Many residents of San Pedro see this as an opportunity to develop tourism-related businesses and to regenerate the farming and fishing industries. Some of the more enterprising residents have gone ahead and started offering holiday homes with bed and breakfast services as well as tours of the area. Unfortunately they have had only limited success. Not enough people know about these services. There have been complaints about the standard of accommodation available. Also, the tour guides have no sense of time and little knowledge of the plant and animal life of the area.

The Ministry of Tourism has been promoting ecotourism but has not gone beyond developing a policy statement. It does not have the capacity to engage in any projects, and marketing of ecotourism opportunities for the entire country is weak. Meanwhile, the local youth club has successfully approached corporate sponsors for funding village activities, but these have been single affairs that energised the community but the youth club has not followed through with any projects. The Village Council is unable to help as it is mired in internal conflict. It wants to use the recently launched Community Development Fund to fund some community improvement projects but it cannot agree on what the projects should be.



Problem identification: The Imaginary Village of San Pedro

San Pedro is a rural community. **(1) Unemployment is high**, and **(2) many of the young people are forced to leave the area to find jobs**.

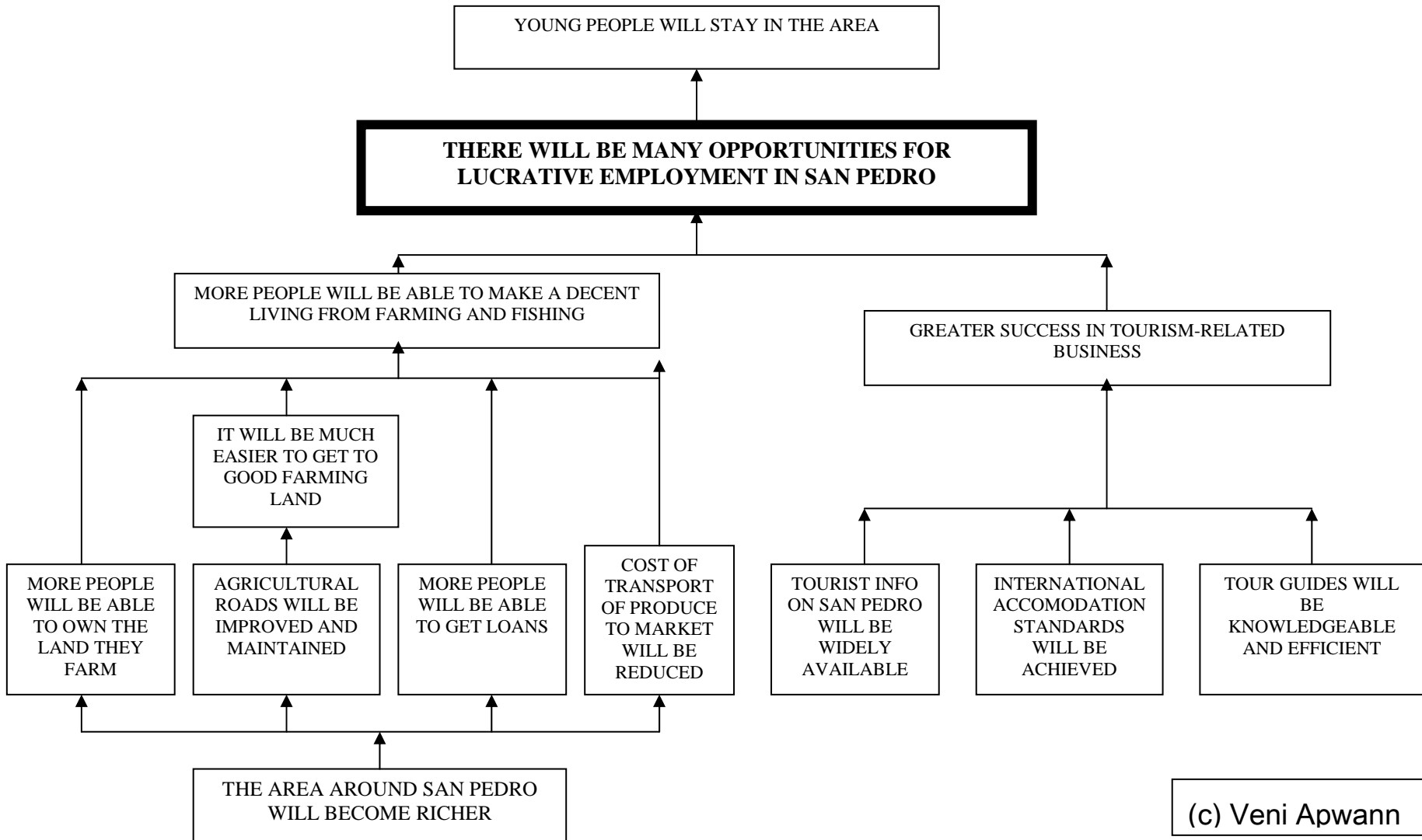
Nowadays, the main employer is the government, which employs the teachers, the nurses, and workers from the Regional Corporation and the Ministry of Works.

Farming and fishing have been the traditional economic activities, but **(3) few people are now able to earn a decent living from them**. **(4) Most people do not own the land they are farming**. **(5) Some of the best farming land is now difficult to get to** because **(6) the agricultural access roads have not been maintained**. **(7) The cost of transporting produce to market is high**, so mostly they just eat what they grow or catch, or share it with family and friends.

However, there is a ray of hope on the horizon. Recently, San Pedro has been seeing increasing numbers of local and foreign visitors. They come because San Pedro is one of the few remaining areas in the country that has unspoiled beaches, rivers and forests. Many residents of San Pedro see this as an opportunity to develop tourism-related businesses and to regenerate the farming and fishing industries. Some of the more enterprising residents have gone ahead and started offering holiday homes with bed and breakfast services as well as tours of the area. Unfortunately **(8) they have had only limited success**. **(9) Not enough people know about these services**. **(10) There have been complaints about the standard of accommodation available**. Also, **(11) the tour guides have no sense of time and little knowledge of the plant and animal life of the area**.



**SAN PEDRO
OBJECTIVE TREE**



(c) Veni Apwann



Building civil society capacity for conservation in the Caribbean UKOTs, April 2009-March 2012
An introduction to Financial Sustainability
 Action Research and Learning Group Meeting, Nevis, March 2010




Approach for today's sessions

Morning

- Presenter introduction of ideas
- Analysis and reflection (small group work then organisational questionnaire)
- Plenary discussion/collective reflection/capturing of successful experiences

Afternoon

- Developing a financial sustainability action plan for your organisation




What is financial sustainability for an NGO?

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

at the organisational, programme and project levels

Surplus = what is left if income is higher than expenditure (profit in a business).

Deficit = expenses are higher than income, (loss in a business).



Can an NGO make a profit?

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

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

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




Some challenges to NGO financial sustainability in the UKOTs/Caribbean


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

- **Administrative costs**
- **Core costs**
- **Indirect costs**
- **Overheads**

are often used interchangeably



Four key elements of NGO financial sustainability



STRATEGIC AND FINANCIAL PLANNING


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



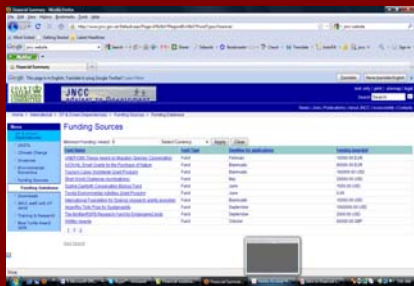
Strategic & financial planning

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

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



JNCC database



<http://www.jncc.gov.uk/Default.aspx?Page=4762&OTRegionID=0&OTFundType=Financial>




Diversified sources of income

Where do you get your money from?

How do you cover your administrative costs?

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

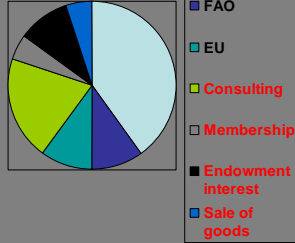
- Does this organisation look financially sustainable?



Diversified sources of income

RECOMMENDATION

- 60% of your income should come from five different sources, including income you generate yourselves (sales of goods and services, fundraising, endowment or bank interest)
- 40% of the income is now unrestricted (red sources)



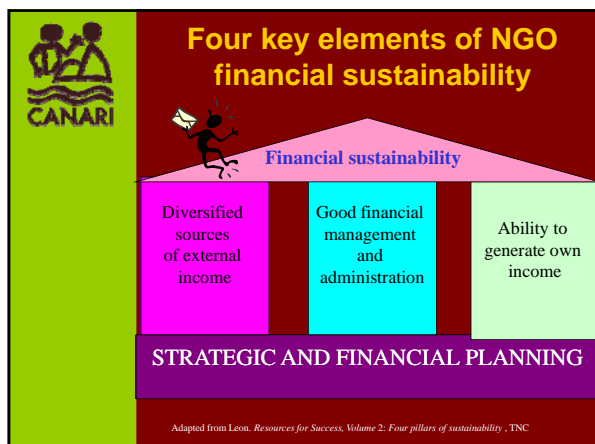

Trends in fundraising

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



Nature Seekers case study

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



Good financial management

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

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

Key organisational reports

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

Cash management


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

Common methods for covering overhead costs

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


Common methods for covering overhead costs

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




Percentage of overhead costs attributed to each project as it is developed

Cost	Project A	Project B	Project C	% of total covered
Director	20%	25%	25%	70%
Admin Officer	80%	30%	10%	120%
Accountant	30%	30%	30%	90%
Rent	25%	25%	25%	75%



Other methods used to covering overhead costs


- Adopt an **indirect or full cost recovery system** based on
- the principle that overhead costs are the result of implementing donor-funded projects and that they indirectly benefit those donors and should therefore be funded by them
- a calculation of overhead costs
- allocation of overhead costs on pro-rata basis to each donor, either by



Calculating your administrative or overhead costs

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

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




Calculating your 'indirect' costs

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



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

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




Example

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

- Total indirect costs \$20,000
- Total direct costs \$100,000

Overhead recovery % = 20%


Adapted from Ortiz, Core costs and NGO sustainability, TNC



Example of allocating on a per project basis


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

Adapted from Ortiz. Core costs and NGO sustainability, TNC




Advantages and disadvantages

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



CANARI system

- Calculate in annual budget all anticipated unrestricted expenditure (e.g. staff time and hard costs associated with board meetings, HR management, staff training, rent, utilities etc.)
- Factor overhead into the rate at which staff are charged to new projects e.g. salary + 20%




Advantages and disadvantages

- Easy to calculate and fairer allocation both for donor and NGO but
 - only happens once a year so can be inaccurate
 - requires detailed and accurate budgeting



Research findings

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



What is your experience of trying to include administrative costs in donor proposals?



- I cannot fail. I can only learn and grow.
- *"I have not failed. I've just found 10,000 ways that won't work."* Thomas Ava Edison
- *"It is not the strongest that survive, nor the most intelligent. It is the one most adaptable to change."* Darwin



CARIBBEAN NATURAL RESOURCES INSTITUTE

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Tel: (868) 626 6062 • Fax: (868) 626 1788 • Email: info@canari.org • Website: www.canari.org

Building civil society capacity for conservation in the Caribbean UKOTs First Action Learning Group Meeting 1-5 March, 2010

FINANCIAL SUSTAINABILITY QUESTIONNAIRE

A) Are you aiming high enough?

1. Does your organisation currently have a:

Surplus Deficit Break even ?

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

Surplus Break even ?

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

Over budget Under budget Zero balance ?

Why?.....

B) Financial planning

1. Does your organisation currently have a strategic plan?

Yes No If yes, for what period: _____

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

3. Yes No

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

Yes No Only for some of the activities

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

Yes No Only for some of the activities

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

your strategic plan? Yes No Partially

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

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

1. Make a quick list of all the **sources of external and internal** (self-generated) **income** that your organisation received during 2009 and estimate the percentage of the total budget as shown in the example on the slide. *If you don't know exactly, make your best guess.*

Total budget for 2009:		
Amount needed to cover administrative costs in 2009:		
Source of funds	Percentage of total	Internal (I) or external (E)

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

Yes No Don't know

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

Appendix 17

Yes No Don't know

4. Are your sources of income sufficiently diversified?

Yes No Don't know

If not, what are your particular areas of vulnerability?

5. Does your organisation

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

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

D) **Good financial management**

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

Yes No

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

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

Yes No If yes: Monthly Quarterly Annually

o **Cash flow statement**

Yes No If yes: Monthly Quarterly Annually

o **Balance sheet**

Yes No If yes: Monthly Quarterly Annually

o **Annual audit report**

Yes No

o **Annual budgets**

Yes No

If yes are they reviewed: Monthly Quarterly

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

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

Yes No

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

Yes No

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

Yes No If yes, please list some of the problems

FINANCIAL ACTION PLANNING TEMPLATE

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

ACTION PLANNING EXAMPLE

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



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In your organisation, who is involved in the following tasks (you can check more than one box per task):

TASK	SPECIFIC BOARD MEMBER (name e.g. Treasurer)	WHOLE BOARD	EXECUTIVE DIRECTOR (ED) OR OTHER STAFF MEMBER (name e.g. Finance officer)	MEMBERS	OTHER (be specific)
Raise funds for the organisation					
Set the strategic direction of the organisation					
Write a project proposal for a major grant					
Send out notice for the AGM					
Develop the organisation's policy and procedures manual					
Determine the level of staff salaries					
Appoint the Executive Director					
Arrange a press conference					
Coordinate a fundraising event					
Donate money to the organisation					



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TASK	SPECIFIC BOARD MEMBER (name e.g. Treasurer)	WHOLE BOARD	EXECUTIVE DIRECTOR (ED) OR OTHER STAFF MEMBER (name e.g. Finance officer)	MEMBERS	OTHER (be specific)
Draft the agenda for board meetings					
Network with other NGOs in the country and region					
Sign cheques					
Recruit new Board members					
Present the financial report to the Board					
Represent the organisation at an international conference					
Appear on a TV show representing the organisation					
Hire staff other than the ED					
Examine monthly financial reports and ask questions					
Report to members at the AGM					
Prepare the accounts for the auditor					

The Nevis Historical and Conservation Society



2009: A Year in Review

A sad start to the year

- A Sad Good-bye to NHCS VP Lincoln Hoffman
- Howard Pain creates artists conception of the Nevis Heritage Centre



First Quarter

- THE NHCS JOINS THE FRENCH STRABON PROJECT (\$5,500 EC grant)
- CANADIAN & UK GOVT PROVIDE BIODIVERSITY GRANTS (\$32000 EC -CIDA)
- NEVIS ORAL HISTORY PROPESES A NEVIS HERITAGE BOOK PROPOSED



- CIDA GRANT BUYS TYRE BAILER FOR NEVIS
- NHCS INTERN ATTENDS BIODIVERSITY WORKSHOP
- HURRICANE OMAR HITS NEVIS
- 20TH ANNUAL CONFERENCE OF THE MUSEUMS ASSOCIATION OF THE CARIBBEAN



2ND QUARTER

- GPS/GIS TRAINING STARTED FOR BIODIVERSITY PROJECT
- NEVIS LOOKS TO MAKE THE PEAK, CAMPS WATERSHED AND THE NARROWS PROTECTED AREAS



The Nevis Biodiversity Lab

- NEVIS ARCHIVES GIVEN MAJOR DONATION: THE LITTLEWOOD COLLECTION
- THE NEVIS HOME AND GARDEN TOUR
- GEOTHERMAL PROJECT ON TRACK FOR NEVIS





- NHCS STARTS WIRELESS HOTSPOT
- NHCS STARTS FACEBOOK FORUM
- NEVIS TO BEGIN SURVEY OF REEFS
- NHCS INTERN ATTENDS BIODIVERSITY WORKSHOP





3RD QUARTER

- Grand Opening of The Joan Robinson Oral History & Biodiversity Resource Centre
- NHCS REFERENCED IN WIKIPEDIA


- QUEST FOR THE CRYPTIC NEVIS RICE RAT
- NHCS EXPLORES DIGITIZING NEVIS ARCHIVES





- Several Archaeological Teams from US & UK Visit Nevis
- San Jose State University continues Nevis Dig
- THE NHCS ESTABLISHES ITS ONLINE VIDEO CHANNEL
- PIRATE WEEK PLANNED FOR NEVIS




- NHCS JOINS UNEP/GEF Grants of \$50k US available to local stakeholders
- EARLIEST MAP OF NEVIS DISCOVERED
- NEVIS BEGINS SURVEY OF REEFS







One of the underwater photos taken by Nevis Biodiversity students with our CIDA provided digital camera showing coral and anemones

4TH QUARTER

- NHCS HELPS ORGANIZE SKN MARINE ZONING WORKSHOP FOR TNC
- NHCS REFERENCED IN WIKIPEDIA
- THE NEVIS ANNUAL COASTAL CLEAN-UP






- NEW PIRATE EXHIBIT OPENS IN HAMILTON MUSEUM
- MORE NEVIS HISTORY DESTROYED
- CSS STUDENTS VISIT NHCS LABS





- NHCS TO CO-HOST FORESTRY WORKSHOP WITH CANARI
- NHCS HELPS ORGANIZE MARINE ZONING & MAPPING PROJECT
- ANCIENT NEVIS POTTERY TO BE TESTED IN UK

- "TRASH TOURISTS" VISIT NEVIS
- NHCS BIODIVERSITY PROJECT FEATURED IN NEWCLIMATE CHANGE PUBLICATION
- NHCS 'AUTHORS NIGHT'







One of at least 3 international publications that has featured our Biodiversity Project


The Present

- Plans to Develop Charlestown Waterfront
- NEVIS NELSON SPRING WETLAND & GALLOW BAY CORAL REEF DESTROYED
- NHCS TO HOST UKOT' WORKSHOP
- The Nevis Heritage Centre a go?

A SMALL SAMPLE OF THE NHCS ACTIVITIES FOR THE YEAR 2010

- **March**
Friday, March 12th 1:00-4:00 PM "Great Collections Tour"
Thurs. March 18th, 7 PM "Pirates, Patricians and Caribs"
The First Architecture of the Early Settlement Period
NHCS Fashion Show tickets: \$25 at Nelson and Hamilton Museums
Moonlight Picnic at Eden Brown Estate- Have a delicious Golden
- **April**
"High Tea" at Golden Rock Inn.
Eco ramble to Hickmann Shell Heap With David Robinson.
The Plants of Nevis- Jenny Lowery leads a botanical walking tour
- **May**
Walking Tour of Mount Travers Estate
Author's Night
NHCS 30th Anniversary Party-
"Fire and Brimstone"- day excursion
Sunset Cruise aboard the Lupinacci boat



How Can You Help?

\$\$\$



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

Application form

**Please submit the application form by email to
info@canari.org or by fax to +868-626-1788**

INFORMATION

- I. Name of organisation:
- II. Mailing address:
- III. Telephone:
- IV. Fax:
- V. E-mail:
- VI. Name of contact person and position:
- VII. Telephone of contact person
- VIII. E-mail of contact person: *(if different from organisation's email):*
- IX. Bank details for bank transfers in a foreign currency (US\$ or £):
 - i. Name in which the account is held (usually organisation's name and full address and phone number on the account)
 - ii. Local bank number
 - iii. Local bank branch (full address)
 - iv. Intermediary bank
 - v. Intermediary bank Swift Code
 - vi. ABA Routing number
 - vii. Swift code for local bank

Appendix 21

**BEFORE COMPLETING THE PROPOSAL, WE RECOMMEND YOU READ
CANARI'S TIPS FOR WRITING A PROPOSAL FOR ORGANISATIONAL CAPACITY
BUILDING**

Project proposal

1. Short description of the work of your organisation

2. Project title

3. Brief project background/rationale

4. Objectives

5. Beneficiaries

Appendix 21

Direct

Indirect

6. Activities and timeframe

Activities	Dates

7. Results

7.1. Outputs

7.2. Outcomes



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

INTERIM PROJECT REPORT

This form is to be completed by the ARLG small grant awardees at a key point during project implementation, as noted in your small grant contract. The interim report is an opportunity to reflect on the management of the project from various perspectives, for example, whether the project is on time and within budget and achieving the desired results.

Date submitted:	
------------------------	--

1	Project name:	
2	Grantee's name (organisation) Country:	
3	Period covered by the interim report:	
4	Person completing this report:	

1. Is the project progressing as planned? (in terms of achievement of objectives, schedule, budget)

Yes

No

1.1 If not, why not?

Appendix 22

1.2 How, if at all, has the project been adapted and why?)?

2. How are activities progressing?

Activity	Status (progress)

3. Were these activities all part of the original project plan? If not, which ones have been added or changed?

4. Do you expect the project to be completed within budget?

5. Is the project within the expected timeframe?

6. What preliminary results (outputs and outcomes) are coming out of the project (intended or unintended)?

6.1 Outputs

6.2 Outcomes (if any to date)

Appendix 22

7. What role (if any) are stakeholders outside the organisation playing in the project?

Stakeholders	Role

8. Have any of the risks you identified arisen so far?

Risk	Measures to address

9. How is the project helping to build up the capacity of your organisation or of the individuals involved?

10. Has CANARI been responsive to your needs? How could its support be improved?

11. What lessons have been learnt?

12. How have/can these been/be shared with others?

13. Any other comments?

THANKS FOR YOUR COLLABORATION



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Building civil society capacity for conservation in the Caribbean UK Overseas Territories Small Grants Programme FINAL TECHNICAL REPORT

Date submitted:	
------------------------	--

1	Project name:	
2	NGO/CBO: Country:	
3	Period covered by the interim report:	
4	Person completing this report:	

1. What were the original objectives of the project?

2. What were the project's main activities?

3. Did you encounter any difficulties in implementing the project? If so, please describe:

4. Please describe the main project results?

Outputs:

Outcomes :

5. What are the impacts of this project?

6. Financial Report

Activity / Item	Requested from CANARI £	Others sources of funding £	Value of in-kind contributions £
Total £			
Total cost of the project			£

7. What are the main lessons learnt from this project?

8. How has this project strengthened the capacity of your organisation or the individuals involved? Be specific

9. Other comments

Appendix 24: Workshop evaluation

WORKSHOP EVALUATION

1. Did the workshop help you to identify your organisations financial strengths and gaps as a basis to develop an action plan for your financial sustainability?
Yes: 13 No: 0
2. Did the workshop increase n your understanding of how to establish strategic priorities for your organisation an dmake sure that there are always the main focus?
Yes: 13 No: 0
3. Did the help you to identify the roles and responsibilities of the Board on an NGO?
Yes: 12 No: 1 “but didn’t need to.”
4. Did the workshop help you to enhance your relationships with organisations in your own and other project countries?
Yes: 12 “I see possibilities: No: 0 No response:1
5. What was the most valuable thing that your learned from the workshop to help you develop a strong, effective and sustainable organisation¹?

Financial area

- The importance of, and how to, diversify the organisation’s income.
- The discussions on development of a financial action plan.
- To include, and fight for, indirect costs in proposals.

Establishing strategic priorities

- How to develop a strategic plan and monitor for performance. (3)
- Setting priorities in strategic planning. (2)
- Having a strategic plan as a guiding factor.
- “Good, focused planning is essential to achieving one’s mission.”

Combination/other

- Having a clear strategic plan with a financial plan.
 - “I realised that there is more that I can do to help strengthen the organisation and that I need to be more available.”
 - “Building a stronger and more ongoing relationship with stakeholders, potential members and local organisations.”
 - “That partners need to be exposed to best practice models to facilitate organisational development. This is what Birdlife SHOULD have been taking to Pacific partners. {RSPB representative).
6. What did you like about the workshop?
 - “The informal methodology and that it gave me ideas that I could implement to build a stronger organisation in collaboration with the Board, staff and members.”
 - “The cooperation of the participants and the patience and ability of the facilitators. It also afforded a foundation for continued networking.”
 - “The way the sessions were taught, use of learning aids, work groups.”
 - “The networking has started. As well as all participants were totally involved.”
 - “Informality – it was easy to interact with the persons around and ask/answer questions.”

¹ Several participants identified more than one valuable thing, hence the number of responses.

- *“I was very impressed by the confidence and obvious knowledge of our facilitators. Leadership skills were always to the fore but in a non-threatening manner. They complemented each other well. I leave with the impression that I have learnt some things which I can put into practice.”*
- *“There was a clear but flexible focus; the facilitators encouraged frank and open discussion about the strengths and constraints of organisation management. Wide range of stakeholders from the countries involved meant that diverse experiences and perspectives were shared.*
- *“That we got a lot of work done and it was participatory.”*
- *“Small intimate nature/equal footing stimulated ease and camaraderie while being potentially a powerful tool for organisational relationships.”*
- *“Well-structured, organised and facilitated”.*
- *“Fellowship;creative, peaceful setting; facilitators care about your needs.”*

7. What could have been improved or done differently?

- Nothing/don't know/no response (6)
- Participants learn differently hence more outdoor learning instead of a classroom atmosphere
- More activities could have been done to ensure concentration of all persons. Lively games etc.
- Even more discussion in future workshops
- Did not like (and it was the only thing) the way future meetings were determined, it felt rushed and as if we were being pressured to quickly decide
- Field trip could have shown more – but circumstances beyond control of the workshop
- Better internet service
- A few more handouts after sessions

8. Please indicate the sessions you found particularly relevant and useful to your organisation?

- Sustainable finances/strategies for diversification of funding sources/fundraising (8)
- Incorporating core costs as line items in proposal budget (1)
- Setting priorities/development of a strategic plan (6)
- Need to define clear mission and vision of organisation (1)
- Problem analysis tree (1)
- Defining the roles of stakeholders (1)
- Saint Lucia National Trust presentation (1)
- All (1)

9. How would you rate the following areas of the workshop structure and delivery? Please tick one for each area.

	Very Good	Good	Fair	Poor
Clarity of objectives	9	4		
Content	9	4		
Materials	8	5		
Facilitation	13			
Field trips	7	3	3	
Relevance to your needs	9	4		

Any additional comments on the above?

- The visit to the museums and Nevis Peak provided insights into what can be achieved through hard work and also highlighted some deficiencies that should be avoided.
- Whether certain things/projects/programmes are established in an organisation, there are always opportunities to learn something new or validate things which you may have been uncertain of.
- I don't usually tick 'very good' but the next column did not seem appropriate.

- Excellent facilitation.
- Action learning: will develop a strategic plan as soon as possible.

10. Identify at least one thing you will do differently in your organisation as a result of this workshop?

- We will push for more grant funding
- Delegate more out to Board members
- Try to engage Board in pledging more time for fundraising
- Create templates for tasks/prospects to better monitor feedback
- Develop a fundraising plan at the beginning of the year
- Terms of reference for ANT Council members for 2010 AGM
- Financial plan for 2008-2011 Strategic Plan (as well as the next one)
- I will be more regularly in contact with fellow Board members
- Have written record of the organisation's expected achievements and how they will be achieved
- Continue working on and then implementing the strategic plan
- Train and motivate members and potential members
- Write up strategic plan involving members of the organisation.
- Engage stakeholders
- Consolidate financial policies and procedures
- Approach to strategic planning for OTs with RSPB (RSPB representative)

11. What might prevent you from applying the ideas discussed in this workshop?

- Lack of human resources (1)
- Lack of commitment from Board and/or membership (5)
- Stage of organisational development, not all may be applied right away (2)
- Available time/pressures of urgent daily tasks (2).
- *"Easy to talk about things...harder to implement."*

12. Any other comments?

- We will obtain at least one grant before the next meeting from an organisation which has never given us money before.
- It has been wonderful to meet colleagues from other places. Thank you for making it possible.
- Very good workshop. All objectives achieved. Good explanation of the importance of the environment and the relationships which can be formed with other Associations.
- I have gained a lot from this workshop, which would assist my organisation to become better organised.