



BUILDING CIVIL SOCIETY CAPACITY FOR CONSERVATION IN THE CARIBBEAN UK OVERSEAS TERRITORIES

REPORT ON CANARI VISIT TO PROVIDENCIALES, TURKS AND CAICOS 3 and 4 December, 2009

1. Purpose of the visit

- To launch the regional Darwin initiative project *Building civil society capacity for conservation in the UK Overseas Territories* to a wider range of stakeholders, since only the Turks and Caicos National Trust (TCNT) had previously been engaged in direct discussions;
- To identify a potential second civil society organisation from TCI to partner with TCNT in the regional Action Research and Learning Group;
- To identify what are currently the main priorities in terms of biodiversity conservation in Turks and Caicos and who are the key stakeholders, with a particular focus on those from civil society;
- To identify the key capacities that civil society needs to be effective in biodiversity conservation in Turks and Caicos, which capacities it already has and which need enhancing or building;
- To discuss how government agencies can improve the enabling environment and form effective partnerships with civil society organisations;
- To determine how the project can best support civil society capacity building in Turks and Caicos and, in particular, to discuss with TCNT and the partner organisation (if identified during the visit) the specific areas of capacity building they would like to see included in the project;
- Where possible, to provide advice on other possible sources of capacity building, funding and peer exchange on areas of capacity building that this project would not address.

2. Methodology

- Feedback from TCNT during the project proposal development phase on its key needs and discussions at the UK Overseas Territories Conservation Forum meeting in Grand Cayman in June 2009;
- Informal discussions prior to and during the visit with the Executive Director of TCNT, Ethlyn Gibbs-Williams, to better understand the context within which the Trust works and its structure.
- Review of the National Trust Ordinance, the April 2007-March 2009 Annual Report and documents relating to the role and function of the National Trust Council.

- National stakeholder meeting on 3 December 2009, facilitated by Sarah McIntosh, Executive Director, CANARI (see Section 3.1 for more details on the approach and outcomes)
- Discussion with five members of TCNT's recently-elected Council (see Section 3.2);
- Phone discussion with Wesley Clerveaux, Director, DCER, about the status of TCI with regard to the Convention on Biodiversity (CBD).

3. Results

All the identified objectives were fully or partially achieved thanks in large measure to the excellent organisation and participation of TCNT's Executive Director, particularly in mobilising participants for the stakeholder workshop. The workshop was proved very productive thanks to the active and informed participation of all those who attended.

3.1. Stakeholder meeting

The agenda for the meeting is attached at Appendix 1.

a) Participants

Sixteen persons (see participant list at Appendix 2) attended the stakeholder meeting, six of whom represented government agencies or departments. Of the remainder, several persons wore more than one hat, for example, as members of the TCNT Council but also with private sector interests. The Trust was the only civil society organisation formally represented although several participants were also church leaders or, in one case, a member of the Soroptimists.

There was representation from several of the other islands besides Providenciales, including **Salt Cay, Middle Caicos and South Caicos**. Participants noted that in the less populous islands, there are few civil society organisations but that the church plays a powerful leadership role.

b) Introductions/statement of organisational needs

Participants were asked to introduce themselves and respond – as specifically as possible - to the question '*What is the most important thing my organisation needs in the next 12 months to play an effective role in biodiversity conservation?*' Responses fell broadly into 3 categories

Priorities for the Trust

- **Funding** to employ **experienced senior staff** that can take over or share some of the responsibilities currently shouldered by the Director, including conservation management, property management, project planning, strategic planning. This would also contribute to a TCNT strategic objective of building local capacity.

Priorities in terms of the enabling environment

- **Enhance the management of existing protected areas¹** by Department of Environment and Coastal Resources (DCER) and TCNT through enforcement of the legislation, strengthening of legislation, building public awareness of the role and value of PAs (funding, skilled staff, clear co-management arrangements).

¹ Protected areas are currently categorized as Sanctuaries; Nature Reserves; National Parks and Historical Areas. Sanctuaries require a permit to visit; Reserves, Parks and Historical Areas generate revenue for the management authority (e.g. TCNT) and tour operators.

- **Designate new PAs** as deemed necessary.
- **Develop a shared vision for the development of TCI**, through participatory processes engaging a wide range of stakeholders.
- **Repair and enhancement of infrastructure on Salt Cay** (e.g. roads, airport) and improved channels of communication (e.g. Internet and television) as prerequisite for sustainable development and livelihoods on the island.
- Completion by DCER of **comprehensive habitat mapping** by mid-2010, which will provide a springboard for the **development of a national physical development plan**, led by DCER and Planning Dept.
- Development of a **sustainable tourism policy**.
- **Enhancement of other relevant legislation** (e.g. relating to importation of plants and animals, solid waste management, and overgrown vegetation).

Enhanced awareness and outreach

- Development of **stronger civil society voice in development planning and conservation** by **building greater awareness of the importance of biodiversity conservation and improved networking between interest groups** (formal or informal).
- Enhancing **fisher education and awareness**, e.g. of the importance and value of the Ramsar site.
- **Introduction of local studies, including conservation issues, into the school and college curricula.**
- **Access to a wider range of relevant materials.**

It emerged from the discussions that one of the challenges the Trust faces in terms of public education and outreach is its limited ability to support the other islands as a result of staff and financial shortages. The representative of the Department of Education suggested that this could be overcome through collaboration with the Education Officers who visit the other islands on a regular basis.

This session also highlighted an interesting initiative being undertaken in Salt Cay to document local historical knowledge through videos, which could be replicated in other islands and also extended to documenting traditional knowledge of biodiversity and its uses for health and livelihoods.

Finally, it highlighted some of the specific areas of concern with regard to biodiversity conservation:

- mangroves
- coral reefs
- pine forests
- the small remaining area of dry forest.

c) Identification of key biodiversity stakeholders and their power in decision-making

After an overview of the project, participants were encouraged to reflect on who are the key stakeholders in biodiversity conservation in Turks and Caicos. Since it is evident that in many instances, such as ecosystem services, everyone is a stakeholder, certain criteria were used to determine those which are key – for example, persons or organisations:

- with formal or informal rights or responsibilities;
- whose livelihoods depend significantly on the use of the resource;
- who have an interest in the resources (e.g. research, cultural attachment)
- whose activities have a significant positive or negative impact on biodiversity.

This exercise produced the following list:

Political directorate	Government agencies	Civil society and resource users	Private sector
<ul style="list-style-type: none"> • Governor • Premier • Ministers 	<ul style="list-style-type: none"> • Ministry of Finance • Ministry of Tourism • Ministry of Environment <ul style="list-style-type: none"> ○ DECR ○ Land Registry • Department of Planning • Department of Agriculture • Ministry of Health • Department of Disaster Management and Emergencies 	<ul style="list-style-type: none"> • National Trust • Churches • Fishers • Civic groups (Rotary, Kiwanis, Soroptimists, Girl Guides) • Community College and schools • Researchers and research institutions • Straw weavers • Charcoal burners • Fish processors • Landscapers • Media workers (journalists, radio and TV hosts) 	<ul style="list-style-type: none"> • Developers • Building contractors • Dive industry • Tour guides • Taxi drivers • Chamber of Commerce • Hotel Association • Media owners

Although there was not enough time to do a detailed stakeholder analysis such as that done in Anguilla (see slide 10 of Appendix 3), the subsequent discussion highlighted the following aspects of stakeholder power relations, capacity and networking, which provided pointers to the capacity needs of both civil society and the overall institutions for biodiversity conservation.

- The only formal multi-stakeholder institutional mechanism for dialogue between key stakeholders in biodiversity conservation is the Fisheries Advisory Committee, which has not met regularly for some time².
- Education and outreach efforts are currently targeted mainly at schools and the general public rather than towards those with the most power and influence (the political directorate, Ministry of Finance, and developers). Messages need to be developed for these target audiences that highlight the beneficial linkages (short- and long-term) between biodiversity conservation and sustainable economic development.
- Linkages between civil society organisations are weak and in particular there is scope for improved networking and collaboration between TCNT and the civic groups.

² After the meeting, it was noted that there had also been a multi-stakeholder National Parks Environmental Advisory Committee, which has also not met for some time.

- Apart from the churches, community-level organisation, awareness and capacity is perceived as weak, although it is normally possible to mobilise community stakeholders on a one-off basis for educational sessions, consultations etc. However, the absence of formal organisations makes it harder to mobilise stakeholders around key advocacy issues.
- Formal consultative mechanisms are not in place in many areas in which they would be desirable (e.g. EIAs) and the capacity to lead participatory and consultative processes is weak at all levels.
- Access to government information is poor.

This exercise also highlighted the fact that fishers are not currently formally organised at either the local or the national level and tend only to mobilise collectively around specific issues of concern. The facilitator indicated that the Caribbean Network of Fisherfolk Organisations is proving an effective mechanism to improve fisherfolk organisation and impact on policy at the local, national and regional level. Since other UKOTs have indicated an interest in capacity building and networking in this area, there may be potential to develop a further regional project to address this, in conjunction with the Caribbean Regional Fisheries Mechanism and the University of the West Indies Centre for Resource Management and Environmental Studies.

d) Civil society capacity needs assessment and discussion of enabling environment

Participants then divided into two groups (government and civil society, with private sector having the choice to join either) to discuss the questions outlined in the agenda with regard to capacity needs and the enabling environment. This resulted in the following feedback.

GROUP A: CIVIL SOCIETY PARTICIPANTS

1. Role of civil society

Firstly there is a need for civil society to understand what biodiversity is. Then, the role of organised civil society should be to:

- i. raise awareness of the general public
- ii. influence the decision-making process at the top level
- iii. educate the general public about their rights
- iv. stir advocacy on biodiversity
- v. advocate for the creation of legislation for participation in making laws and policies
- vi. advocate for the advantages of controlled development
- vii. promote more interaction and communication between civil society organisations (CSOs)
- viii. show linkages between the economy and biodiversity conservation

2. Capacity needed by CSOs to be effective

- i. CSOs needs to identify leaders who will become the voice to mobilise the general public. How? – through public education and awareness
- ii. Access to funding and media
- iii. Will power

3. Which capacities does civil society have?

Facilitator note: the initial responses to this question highlighted capacity gaps as shown below. However, it was elicited from the discussion that a range of capacities does currently exist as shown in italics below.

Organised civil society has limited capacity at present. There are, but:

- confined to their own structure;
- needs to be more extended to the general public;
- be more active at national level;
- limited objectives and goals/vision.

Current capacities

- *Knowledge of biodiversity and sites*
- *Understanding of relevant laws and policies*
- *Some funding*
- *Some staff and volunteers*
- *Management structures*
- *Relevant experience*
- *Marketing products*
- *Communication, public education and outreach skills*
- *Good practice examples*
- *Some good linkages*

4. Which capacities need to be built?

- i. Networking and communication skills
- ii. Partnerships
- iii. Broadening the vision
- iv. Relationship building linkages.

GROUP B: GOVERNMENT REPRESENTATIVES

1. Role of civil society

Act as the community watchdog:

- i. Be proactive, not just 'word advocacy' – take initiatives, come up with plans, and submit to right government departments.
- ii. Develop outreach programmes, centres, build people's capacities.
- iii. Define and identify biodiversity areas
- iv. Define the role each person can and should play
- v. Find methods to pass information out to the stakeholders

2. Capacity needed by CSOs to be effective

- Leadership skills and organisational structuring
- Enhanced communication skills
- Skills to mobilise resources
- Skills to market the importance of what the organisation does
- Strengthening of existing groups.

3. How can government agencies improve the enabling environment?

- Improve the availability of information
- Legislation that allows better access to information
- Research/updating of paper policies

4. How can effective partnerships between government and civil society be built?

- [Jointly] define the roles of civil society and government
- Create effective two-way lines of communication
- {Partner to} identify and locate resources
- Define each island according to its cultural/social lines

In the presentations no mention was made by either group of the role that civil society could play directly in conservation management, which is surprising since the Trust already manages some protected areas. However, in subsequent discussion, it was felt that there was scope for the Trust to manage more sites, as well as for community co-management, driven by community identification of areas that need protecting.

e) Summary of areas for civil society capacity building

Although the two groups expressed CSOs' capacity building needs slightly differently (and some that had been mentioned earlier did not emerge in the small group work), there is a high degree of consensus around the need for the following, all of which will either be addressed through the regional Action Research and Learning Group (ARLG) process or could be addressed at the national level using the small grant funding available to the two TCI ARLG member organisations (TCNT and one other to be identified):

- participatory planning and management, including stakeholder identification and analysis, strategic visioning, and community mobilisation;
- organisational development, management and leadership;
- fundraising (including proposal writing) and financial sustainability;
- effective advocacy, with a particular emphasis on influencing policy and decision-making;
- managing natural resource conflicts;
- marketing, media and public relations;
- networking and development of effective partnerships.

Additionally, the facilitator noted that CANARI intends to re-launch in 2010 its programme of training in participatory tools and methods and is currently in the process of identifying the priorities and funding to provide civil society scholarships, such as those the Commonwealth Foundation had provided in the past. CANARI is also coordinating a regional conference on Forests and Livelihoods and is actively seeking sponsorship to enable participants in its other projects to attend.

The ARLG will also provide direct exposure to examples of good practice within the region, such as the participatory management planning process for the Centre Hills in Montserrat and the development of an endowment fund by the Nevis Historical and Conservation Society.

f) Next steps

1. CANARI will circulate the workshop report, workshop presentation and project concept note. It will also provide TCNT with electronic versions of many of its other relevant publications (e.g. Guidelines series, policy briefs, toolkits and technical reports).
2. CANARI will take the findings of the workshop into account in determining:
 - a) the focus of the training at the Action Research and Learning Group (ARLG) meetings. There will be also be a strong focus on designing this training in such a way that it can be applied or replicated by ARLG members at the national level for the benefit of the other civil society stakeholders;
 - b) the priorities for its wider training programme.

3. TCNT will network with potential CSO partner organisations and recommend who should be the second group invited to participate in the ARLG and small grant programme.

4. Conclusions

The visit achieved the majority of its objectives and was also useful in terms of getting a better overview of the context for civil society conservation in biodiversity conservation in Turks and Caicos. While the Trust faces significant challenges both because of the inherent difficulty of working in multiple islands and the reduction of its funding as a result of the current political and economic environment, it was encouraging that so many practical steps were identified to enhance the current enabling environment for biodiversity conservation and the relationships between the Trust, the DCER and other stakeholders in achieving their common biodiversity objectives and those of the Convention on Biodiversity.

The significant presence of private sector representatives at the workshop, including several involved in development and construction, also bodes well for further multi-stakeholder visioning and dialogue to identify a sustainable path for TCI's future development.

The main outstanding issue is for the Trust to identify a partner organisation to participate in the regional component of the project. Among the organisations mentioned as possibilities were the Chamber of Commerce, the new South Caicos community group or one of the civic groups. The Trust (and the selected partner organisation) could clearly benefit from and contribute significantly to interactions with comparable organisations both in other UKOTs and the wider Caribbean and judicious use of the small grant could advance its strategic objectives and the overall vision for biodiversity conservation in Turks and Caicos.

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 partners

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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).

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- 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

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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: WORKSHOP AGENDA



BUILDING CIVIL SOCIETY CAPACITY FOR CONSERVATION IN THE CARIBBEAN UK OVERSEAS TERRITORIES

NATIONAL STAKEHOLDER WORKSHOP

9 am – 2 pm 3 December 2009

The Sands, Grace Bay, Providenciales, Turks and Caicos Islands

- 1. Introduction to the project and the workshop** *CANARI*
- 2. Biodiversity in the Turks and Caicos – visioning a sustainable future** *Whole group discussion*
 - What is biodiversity and why is it important?
 - What are the priorities for action in Turks and Caicos?
 - Who are the key stakeholders?
- 3. Making the role of civil society more effective** *Small groups*
 - What role should civil society play?
 - What capacity does civil society need to be effective?
 - What capacities does it have now?
 - What capacities need to be built?
 - How can government agencies improve the enabling environment?
 - How can effective partnerships between government and civil society be built?
- 4. Presentations and discussion of small group findings** *Small group presenters*
- 5. Setting the workshop findings in the context of TCI's actions under the Convention on Biodiversity (CBD)** *Wesley Clerveaux, Director DCER*
- 6. Next steps** *CANARI/TCNT*
 - How can the Darwin project contribute to the capacity building?
 - Who/what else can contribute to the capacity building?

APPENDIX 3: SLIDE PRESENTATION

APPENDIX 4: PARTICIPANT LIST

Name	Organisation	Phone number	Email
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