

# ***Building CSO capacity for conservation in the Caribbean UKOTs***

## **Final report of the small grants component**

March 2012

### 1. Background

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

The main objectives of the small grants programme were:

- to assist participating Caribbean UKOT organisations with their organisational capacity building; and
- to fund strategic organisational development activities that it might otherwise be difficult to find funding for.

### 2. Process

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

### 3. Challenges

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

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

#### 4. Summary of small grant objectives and results

| Organisation /sum awarded                                      | Title and objective of project  | Outputs  | Outcomes  |
|--|---|--|---|
| Anguilla National Trust (ANT)<br>USD 7,500.00                  | <p><i>Strengthening the Anguilla National Trust's organisational capacity to contribute effectively to the conservation and preservation of Anguilla's natural cultural and historic heritage</i></p> <p><u>Objective:</u><br/>To review and map the strategic direction for the Anguilla National Trust to sustainably manage, protect and raise awareness of Anguilla's natural, cultural, and historic heritage for 2012- 2017.</p>                                      | <ul style="list-style-type: none"> <li>• Compiled comments and observations from 24 stakeholders regarding the ANT and its role.</li> <li>• 5-day strategic planning in-house exercise held September 2011.</li> <li>• Draft strategic plan circulated to 150 stakeholders for comment and review.</li> <li>• 5-year strategic plan (2012- 2017) developed.</li> <li>• 5-year strategic financial plan (2012 – 2017) developed.</li> <li>• ANT website updated.</li> </ul>                     | <ul style="list-style-type: none"> <li>• Buy-in from key stakeholders for vision, plan and budget for a sustainable ANT secured.</li> <li>• Support of Board, members and other stakeholders for ANT's direction and plans improved.</li> <li>• Website traffic increased by 50 per cent,</li> </ul>  |
| Youth Environmental Society of Anguilla (YESA)<br>USD 8,923.00 | <p><i>Building the capacity of YESA members to effectively carry out their role as advocates for environmental conservation</i></p> <p><u>Objectives:</u></p> <ol style="list-style-type: none"> <li>1. To build the capacity of YESA members to effectively advocate for improved environmental management and protection in Anguilla.</li> <li>2. To observe and study the efforts and operations of another youth-led environmental campaigning organisation.</li> </ol> | <ul style="list-style-type: none"> <li>• 3-day training workshop in advocacy skills held in August 2011.</li> <li>• 15 young people, including 10 YESA members and 2 YESA advisors, trained in effective youth advocacy.</li> <li>• Advocacy training manual produced.</li> <li>• 5-day advocacy-oriented workshop and study visit held in Tortola in August 2011</li> <li>• 6 YESA members participated in study tour of BVI chapter of Caribbean Youth Environment Network (CYEN)</li> </ul> | <ul style="list-style-type: none"> <li>• Skills of YESA members to be successful environmental advocates enhanced.</li> <li>• Working relationship between CYEN-BVI and YESA established.</li> <li>• Public awareness of YESA increased.</li> <li>• Support for YESA's environmental campaigns increased.</li> <li>• Participation of young people in public consultation meetings on conservation issues in Anguilla Increased.</li> </ul> |

| BVI   |  |  |   |
|---|--|--|---|
| <p>Jost van Dyke Preservation Society (JvDPS)</p> <p>USD 9,000.00</p> | <p><i>Building capacity of JvDPS and the wider JvD community to effectively participate in conservation of JvD's natural resources through environmental monitoring.</i></p> <p><u>Objectives:</u></p> <ol style="list-style-type: none"> <li>1. To increase the number and capacity of JvDPS's core group and skills base for biodiversity conservation.</li> <li>2. To build the biodiversity conservation skills of young persons in the JvD community.</li> <li>3. To improve JvDPS's ability to participate in national conservation monitoring.</li> <li>4. To build local support for compliance of environmental regulations.</li> </ol> | <ul style="list-style-type: none"> <li>• 5 JvD community members trained as PADI open water divers.</li> <li>• 5 JvD community members trained in basic REEF fish identification.</li> <li>• Environmental assistant trained in water tagging and basic data collection for marine turtles.</li> <li>• Monitoring equipment acquired.</li> <li>• Marine turtle tagging and monitoring undertaken.</li> <li>• Coral reef surveys completed.</li> <li>• Instruction manual for monitoring techniques.</li> </ul> | <ul style="list-style-type: none"> <li>• Community awareness of the value of biodiversity monitoring and conservation of JvD's resources increased.</li> <li>• Capacity and size of JvDPS's core group increased.</li> <li>• Young people with higher skill levels involved in biodiversity conservation.</li> <li>• Public awareness and understanding of the work of the BVI Department for Conservation and Fisheries(DCF) , JvDPS and the National Parks Trust of the Virgin Islands (NPTVI) enhanced.</li> <li>• Improved collaboration between JvDPS and the DCF</li> </ul> |
| <p>JvDPS</p> <p>USD 9,000.00</p>                                      | <p><i>Developing a fundraising campaign to build the organisation's capacity to effectively manage biodiversity in the UK Caribbean.</i></p> <p><u>Objectives:</u></p> <ol style="list-style-type: none"> <li>1. To develop a private giving fundraising plan for JvDPS.</li> <li>2. To launch an annual giving fund campaign (to be carried on as an annual event) targeting private businesses and tourists.</li> <li>3. To host a fundraising event.</li> </ol>   | <ul style="list-style-type: none"> <li>• Private giving fundraising plan for JvDPS developed.</li> <li>• Donor 'ask' developed.</li> <li>• Marketing materials for annual fund campaign printed and disseminated.</li> <li>• One 'gala' fundraising event held in March 2012.</li> <li>• Self sealing donation envelopes professionally designed, produced and placed in several locations around JvD February 2012</li> <li>• USD 8,000 raised from 'gala event'.</li> <li>•</li> </ul>                       | <ul style="list-style-type: none"> <li>• Local businesses' and tourists' awareness of JvDPS and its activities increased.</li> <li>• Board clearer on its fundraising role.</li> <li>• Fundraising better integrated into JvDPS' overall programming.</li> <li>• Two new donors identified resulting in donations of US\$10,000 and US\$3,000.</li> </ul>   |

| <b>Cayman Islands</b>  |   |   |   |
|--|---|---|---|
| <p>National Trust of Cayman Islands (NTCI)</p> <p>USD 9,024.00</p> | <p><i>National Trust Website Improvement and Update Project</i></p> <p><u>Objectives:</u></p> <ol style="list-style-type: none"> <li>1. To establish an online payment and system for membership, donations and Trust activities.</li> <li>2. To improve the capacity of the Trust's website to provide current information and as a communication tool for staff, members and supporters and teachers.</li> <li>3. To improve staff capacity to update the website.</li> </ol> | <ul style="list-style-type: none"> <li>• NTCI website updated to allow for: <ul style="list-style-type: none"> <li>○ commercial transactions</li> <li>○ discussion forum and blog with members and supporters</li> <li>○ simplified volunteer sign up</li> <li>○ webpages targeted at young people and teachers.</li> </ul> </li> <li>• 2 staff members (Development Marketing Officer and the General Manager) trained on how to update the website.</li> <li>• Search engine access to the website optimised</li> </ul> | <ul style="list-style-type: none"> <li>• Traffic to Trust website increased.</li> <li>• Participation in Trust activities Increased</li> <li>• Decreased time required to conduct financial transactions; debit/credit card payments are now taken from website</li> <li>• Two new schools involved in Trust activities.</li> <li>• Awareness of NTCI's current conservation programmes increased.</li> <li>• Dialogue between members of the public regarding conservation issues increased through the blog.</li> </ul> |
| <p>National Trust of Cayman Islands (NTCI)</p> <p>USD 9,000.00</p> | <p><i>Guardians of the Environment Youth Conservation Club.</i></p> <p><u>Objectives:</u></p> <ol style="list-style-type: none"> <li>1. To revive and expand the Trust's student membership base</li> <li>2. To provide young people with a positive outlet for civic service, creativity and personal development</li> <li>3. To create a network of young people to spread the Trust's message</li> </ol>   | <ul style="list-style-type: none"> <li>• New framework for environmental education established in one school.</li> <li>• Network of 4 adult and 40 youth volunteers and supporters established.</li> </ul>  | <ul style="list-style-type: none"> <li>• The Trust's youth membership increased by 40 new members.</li> <li>• Student support for the Trust's work increased.</li> <li>• 40 young people more aware of Cayman's conservation needs.</li> </ul>  |

| <b>Montserrat</b>  |   |  |  |
|--|---|--|--|
| <p>Montserrat National Trust (MNT)</p> <p>USD 9,000.00</p> | <p><i>Developing a Strategic Plans to enhance the capacity of the Montserrat National Trust to conserve the biodiversity of Montserrat</i></p> <p><u>Objectives:</u></p> <ol style="list-style-type: none"> <li>1. To plan the strategic direction for the MNT over the next 3-5 years</li> <li>2. To design the management structure of the Trust to better enable it to achieve its mission and objectives</li> </ol> | <ul style="list-style-type: none"> <li>• Perceptions and expectations study of MNT stakeholders conducted in November 2011.</li> <li>• Independently facilitated 7-day organisational review held in November 2011, attended by 11 MNT staff and Board members.</li> <li>• Values, vision and mission of organisation reviewed and revised.</li> <li>• Goals and objectives for 2012 – 2014 formulated.</li> <li>• Training in roles and responsibilities held for Board, staff and volunteers.</li> <li>• Strategic plan for 2012 – 2014 produced.</li> </ul> | <ul style="list-style-type: none"> <li>• Board has greater clarity on its roles and responsibilities</li> <li>• Board members interest in the Trust's activities reinvigorated.</li> <li>• MNT's Board, staff and members have clearer sense of strategic direction and vision for the MNT's development over the next 3 years.</li> </ul> |

| Turks and Caicos  |  |  |   |
|---|--|--|---|
| <p>Turks and Caicos National Trust (TCNT) in conjunction with Turks and Caicos Rotaract Club</p> <p>USD 16,702.50</p> | <p><i>Turks and Caicos National Trust Refocus and Capacity Strengthening Project</i></p> <p><u>Objectives:</u></p> <ol style="list-style-type: none"> <li>1. To re-examine the purpose and powers of the Trust</li> <li>2. To review Board roles and responsibilities</li> <li>3. To improve staff performance</li> <li>4. To strengthen organisational productivity</li> <li>5. To raise the Trust's profile through the implementation of biodiversity focused community projects</li> </ol> | <ul style="list-style-type: none"> <li>• Independently facilitated 10-day strategic planning process, including workshop attended by 14 Board, staff, TCNT partners and volunteers (July 14 – 23, 2011).</li> <li>• Values, vision and mission of organisation reviewed and revised.</li> <li>• Goals and objectives for 2011 – 2016 formulated.</li> <li>• One- day staff training workshop held on Dec 16, 2011.</li> <li>• Media session broadcast on two local TV stations on launch of Integrated Biodiversity Project</li> <li>• Biodiversity awareness field trip with 15 students and one teacher from one high school to North Caicos delivered Feb 9, 2012</li> <li>• One-day workshop held on Salt Cay on 'promoting biodiversity through small business development', attended by 15 adults and 8 children</li> <li>• Presentation to 130 students and teachers at one high school delivered Feb 27, 2012 on preserving natural and cultural heritage</li> <li>• 10 entries for the photo competition on 'biodiversity through photography' received; prize giving held on March 3 2012</li> </ul> | <p>As a result of the strategic planning process:</p> <ul style="list-style-type: none"> <li>• Higher level of support from Board members.</li> <li>• 3 standing committees established, all chaired by Board members.</li> </ul> <p>As a result of staff training:</p> <ul style="list-style-type: none"> <li>• communication between staff, and between ED and staff improved.</li> <li>• Staff morale improved.</li> <li>• Standard of reports from staff improved.</li> </ul> <p>As a result of the Integrated Biodiversity Project:</p> <ul style="list-style-type: none"> <li>• 10 female Salt Cay residents formed a local craft group following the Feb 13 workshop.</li> <li>• A wide cross-section of stakeholders have become involved in Trust project activities.</li> </ul> |

## 5. Lesson learnt

A separate paper has been prepared analysing the outcomes lessons learnt paper on the small grants programme has been prepared separately (see Cooper, G. 2012. Small grants can make a big difference: outcomes of and lessons learnt from the small grants component of *Building civil society capacity for conservation in Caribbean United Kingdom Overseas Territories*. CANARI. Laventille, Trinidad at [http://www.canari.org/civil\\_sub3\\_sub4.asp](http://www.canari.org/civil_sub3_sub4.asp)).