

## CEPF SMALL GRANT FINAL PROJECT COMPLETION REPORT

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| <b>Organization Legal Name:</b>              | Puerto Rico Conservation Trust Fund   |
| <b>Project Title:</b>                        | Building the Capacity of the IUCN Caribbean Regional Committee to Improve Protected Area Governance and Policy in the Caribbean |
| <b>Date of Report:</b>                       | 30 August 2015  |
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**CEPF Region:** Caribbean

**Caribbean Strategic Direction:** Support Caribbean civil society to achieve biodiversity conservation by building local and regional institutional capacity and by fostering stakeholder collaboration

**Grant Amount:** \$19,100

**Project Dates:** June 1 2014 through June 30, 2015

**Implementation Partners for this Project (please explain the level of involvement for each partner):** Bahamas National Trust, Grupo Jaragua, Fondation pour la Protection de la Biodiversité Marine (FoProBiM), Environmental Foundation of Jamaica (EFJ), Jamaica Conservation and Development Trust (JCDDT), Jamaica Environment Trust (JET), Netherlands Antilles (CAMBI), Caribbean Natural Resources Institute (CANARI) and Para la Naturaleza, a unit of the Conservation Trust of Puerto Rico.

Each partnering organization actively: 1) participated in the development of the Memorandum of Understanding; and 2) participated in Partner Workshop to capitalize on stakeholder strength and promote an exchange of knowledge and workforce, in order to build upon the sustainability of ongoing projects as well as support future initiatives for conservation across the region.

### Conservation Impacts

***Please explain/describe how your project has contributed to the implementation of the CEPF ecosystem profile.***

The nature of this project does not relate neither contributed to the implementation of the CEPF ecosystem profile.

***Please summarize the overall results/impact of your project against the expected results detailed in the approved proposal.***

*Established Project Goal 1:* Contribute to the development of operational structures for Nature Caribe through the drafting of criteria for the selection of new members.

In order to achieve this goal the 1<sup>ST</sup> Nature Caribe Network Meeting was held in Kingston, Jamaica, from the 11<sup>th</sup> through the 13<sup>th</sup> of December 2014 (Appendix 1). Since not all members were able to attend, a second meeting was held via Webex on April 8, 2015 (Appendix 2).

During these meetings important decisions were made on the direction and development of Nature Caribe as a group. The draft of the group's by-laws were reviewed and revised, however, in the face-to-face meeting in Jamaica collaborating organizations took a decision not to legally inscribe Nature Caribe but to rather work in the development and establishment of a *Memorandum of Understanding (MOU)*. The rationale behind this change was founded on the premise that the establishment of a new entity would result in additional administrative work and financial burden the partnership would not be able to assume at the moment, defeating the purpose of the network, and the true work to be achieved within it.

It was decided not to adopt bylaws, but a governance structure was developed: the Secretariat. The Secretariat would be made up of three members (recommended one English and one Spanish member). Currently the three members are: Susan Outlook (Jamaica Conservation and Development Trust), Daniele Andrea (Jamaica Environment Trust), and Yogani Govender (Para la Naturaleza).

The Secretariat would:

- Serve as a liaison in particular for communications and dialogue;
- Recommend and move forward on agreed/recurring issues, consulting all members on new issues; and
- Establish and maintain the Nature Caribe database, including details of each members' strengths on webpage.

The three lead members continued to work on refining the MOU and keep Nature Caribe members updated on funding opportunities and conservation matters in the Caribbean. Currently the MOU is being circulated and is signed by 5 of the 10 members. We hope to finalize the signing by September 2015.

By understanding the challenges faced by community-based organizations in having governance structures that meet funding agency criteria, it was decided to have two levels of membership: 1) Affiliates, and 2) Members. The *Corporate Partnership and Sponsorship Policy* (Appendix 3) and *Criteria for Selection* (Appendix 4) of affiliates and members was revised. Criteria to include new

members into Nature Caribe was developed, however current members decided to put this on hold until Nature Caribe is better established.

*Established Project Goal 2:* To develop a fundraising plan that identifies viable funding opportunities aligned with CEPF's work in the KBA's— such as BioPAMA, , including US-based funds that may be of value to Nature Caribe to continue to support projects in KBA's, especially funds and opportunities for technical support from IUCN and other regional civil society groups.

The initial assessment completed within this goal included the investigation of interests and capacity of the different Nature Caribe members and potential partners in the Caribbean within Nature Caribe's conservation context of biodiversity, livelihoods and governance (Appendix 5). Subsequently, all funds that could potentially be used by Nature Caribe members were investigated and analyzed for congruency established Nature Caribe focus areas, with potential members or partners that could use these funding opportunities. Various funding opportunities are available for the Caribbean, from international, national and local funding agencies. These opportunities include: 16 multilateral or bilateral agreements/resources, 33 foundations/private organizations opportunities, and 6 from other resources (Appendix 6).

The meeting in Jamaica was significant in developing and refining the modus operandi for fund raising among Nature Caribe members and their partners:

- 1) Lead member identifies potential funding source for a Nature Caribe Project.
- 2) Lead member sends an invite to Nature Caribe members who would be interested in collaborating.
- 3) Interested members meet (Skype, in person or telephone) to brainstorm proposal approach and define roles.
- 4) Members working on the project commit to providing lead member with relevant information (What the member organization can bring to the project, provide background information, organization needs to implement project and costs for member to be part of the project) required to develop a proposal within the agreed upon timeframes.
- 5) Lead member develops and signs a collaborative agreement with participating members.
- 6) Proposal is submitted within the governance of the lead organization.
- 7) When funds are approved the lead organization develops a joint agreement contract (example was provided as a guiding document).

8) The lead organization, if approved by their Board, agrees to allocate 10% of indirect costs from a Nature Caribe grant award in a separate account, until formal establishment of Nature Caribe accounting system or mutual agreement to utilize the funding for Nature Caribe activities.

Furthermore, three funding opportunities were analyzed and discussed to evaluate how Nature Caribe members could possibly work together in a single project. The exercise was fruitful, as it allowed members to see the opportunities and visualize the methods and techniques that could be established to work across borders and oceans. Based on discussions for the capacity and interests of members present, the following themes were identified as potential future international projects:

- 1) Work at habitat level with endangered and endemic species
- 2) Native tree nurseries and reforestation
- 3) Environmental education
- 4) Ocean conservancy
- 5) Sustainability projects associated with adaptation for climate change
- 6) Capacity building and facilitating in community based projects
- 7) Projects associated with park infrastructure and green infrastructure

***Describe the success or challenges of the project toward achieving its short-term and long-term impact objectives.***

This exciting endeavor that the project's second goal entailed got Nature Caribe members to strengthen their working relationships. Members are now talking and sharing knowledge on how to develop a grant that could encompass internationally implemented conservation actions.

All Nature Caribe members were provided with a Fundraising Plan, and potential types of projects that members could work together on. This exercise brought creativity to the partnership on how to approach multi-cultural and geographical diversity and channel it towards a common goal of conservation of biodiversity.

The Nature Caribe members have developed a short-term goal of writing a grant where multiple partners can work together to build capacity and infrastructure to improve reforestation and tree nursery science in the Caribbean. The long-term impact from this project includes the development of a clear legal and financial framework to ensure the sustainability of Nature Caribe. The enthusiasm from members to ensure sustainability is reflected in the development of proposals to work together. Members are actively seeking opportunities to develop international projects that encapsulated their common goal of conservation.

Members of Nature Caribe that attend the December meeting were satisfied with the outcome and enthusiastic to work together in the development of a full proposal. The face-to-face meeting was highly productive, developing a governance structure for Nature Caribe, brainstorming on three calls for proposals to provide a baseline on how our organization can develop projects

together, and development on concrete actions for next steps with clearly defined roles.

The follow up to provide continuity was a challenge because those members who were unable to attend the December meeting, but wanted to develop proposals together, took a while to understand how this network and partnership will function.

***Were there any unexpected impacts (positive or negative)?***

The development of a draft proposal was an unexpected outcome from the initial established outcomes, as it became an established objective after the December meeting. Not only members were interested in such action, but the budget allowed for Nature Caribe to contract a consultant to assist them in the development of this proposal concept. Currently, four Nature Caribe members are working on a proposal for reforestation in four countries. This initial project may lead to changing how conservation business is done in the Caribbean. While there are many projects of reforestation going on the Caribbean we are attempting to carry out the project simultaneously in different countries with one organization as the lead.

## **Lessons Learned**

***Describe any lessons learned during the design and implementation of the project, as well as any related to organizational development and capacity building. Consider lessons that would inform projects designed or implemented by your organization or others, as well as lessons that might be considered by the global conservation community.***

Coordinating among diverse groups is always a challenge. Having a single person in charge was highly beneficial to provide feedback and follow up to and among members in a timely manner.

While all members have many additional responsibilities, their passion and dedication to working as a unit has been fruitful and enlightening during knowledge sharing meetings.

***Project Design Process: (aspects of the project design that contributed to its success/shortcomings)***

Including external consultants within the project design was highly successful as they not only provided logistical support, but also served as leaders to facilitate healthy discussions and planning.

Funds from CEPF allowed having a lead person among the Nature Caribe members to provide direction on how to refine and concretize the networks vision and goals into operational working plans. This has facilitated the network dialogues and knowledge exchanges that would not otherwise been materialized.

***Project Implementation: (aspects of the project execution that contributed to its success/shortcomings)***

The successful implementation of this project provides the confidence to members of Nature Caribe that this network is feasible and sustainable to achieve individual conservation goals as a collective. The project implementation with a lead person ensured members were informed, included to participate, and empowered on financial opportunities within the Caribbean.

***Other lessons learned relevant to conservation community:***

During the financial opportunities investigation, it was found that working with grant writing and grant development, and subsequently with grant management, was one of the highest challenges faced by small conservation organizations because of the lack of personnel and the demand and rigorous reporting requirements of funders. The analysis also revealed that funds are mostly available through state or government agencies, often excluding NGO's and civil society groups to apply. Therefore, we recommend that Nature Caribe members and conservation practitioners get to know their country representative on the Convention for Biological Diversity, United Nation Environment Program, and Gef Global Environment Fund. Speaking with program officers during the search for funds is crucial to having success in resource development and fundraising. Usually program officers are aware of the funding agencies interests, focus, and trends for future projects.

**ADDITIONAL FUNDING**

***Provide details of any additional donors who supported this project and any funding secured for the project as a result of the CEPF grant or success of the project.***

| <b>Donor</b> | <b>Type of Funding*</b> | <b>Amount</b> | <b>Notes</b> |
|--------------|-------------------------|---------------|--------------|
| <b>None</b>  |                         |               |              |
|              |                         |               |              |
|              |                         |               |              |
|              |                         |               |              |

***\*Additional funding should be reported using the following categories:***

- A*** Project co-financing (Other donors contribute to the direct costs of this CEPF project)
  
- B*** Grantee and Partner leveraging (Other donors contribute to your organization or a partner organization as a direct result of successes with this CEPF project.)
  
- C*** Regional/Portfolio leveraging (Other donors make large investments in a region because of CEPF investment or successes related to this project.)

**Sustainability/Replicability**

***Summarize the success or challenge in achieving planned sustainability or replicability of project components or results.***

*Summarize any unplanned sustainability or replicability achieved.*

Nothing to report.

### **Safeguard Policy Assessment**

*Provide a summary of the implementation of any required action toward the environmental and social safeguard policies within the project.*

Nothing to report.

### **Additional Comments/Recommendations**

We recommend that CEPF continue to support the development of partnerships and networks as it provides motivation and incentives to conservation practitioners to join efforts for greater impact and RIT.

### **Information Sharing and CEPF Policy**

CEPF is committed to transparent operations and to helping civil society groups share experiences, lessons learned, and results. Final project completion reports are made available on our Web site, [www.cepf.net](http://www.cepf.net), and publicized in our newsletter and other communications.

**Please include your full contact details below:**

Name:

Organization name:

Mailing address:

Tel:

Fax:

E-mail:

**\*\*\*If your grant has an end date other than JUNE 30, please complete the tables on the following pages\*\*\***

**NOT APPLICABLE**

**Performance Tracking Report Addendum**

**CEPF Global Targets**

**(Enter Grant Term)**

Provide a numerical amount and brief description of the results achieved by your grant.  
Please respond to only those questions that are relevant to your project.

| <b>Project Results</b>  | <b>Is this question relevant?</b> | <b>If yes, provide your numerical response for results achieved during the annual period.</b> | <b>Provide your numerical response for project from inception of CEPF support to date.</b> | <b>Describe the principal results achieved from July 1, 2007 to June 30, 2008. (Attach annexes if necessary)</b>                      |
|---|-----------------------------------|---|--|---|
| 1. Did your project strengthen management of a protected area guided by a sustainable management plan? Please indicate number of hectares improved.   | x                                 |   |  | Please also include name of the protected area(s). If more than one, please include the number of hectares strengthened for each one. |
| 2. How many hectares of new and/or expanded protected areas did your project help establish through a legal declaration or community agreement?   | x                                 |   |  | Please also include name of the protected area. If more than one, please include the number of hectares strengthened for each one.    |
| 3. Did your project strengthen biodiversity conservation and/or natural resources management inside a key biodiversity area identified in the CEPF ecosystem profile? If so, please indicate how many hectares. | x                                 |   |  |   |
| 4. Did your project effectively introduce or strengthen biodiversity conservation in management practices outside protected areas? If so, please indicate how many hectares.                                    | x                                 |   |  |   |
| 5. If your project promotes the sustainable use of natural resources, how many local communities accrued tangible socioeconomic benefits? Please complete Table 1 below.  | x                                 |   |  |   |

**If you answered yes to question 5, please complete the following table.**