

CEPF SMALL GRANT FINAL PROJECT COMPLETION REPORT

Organization Legal Name:	Jamaica Conservation and Development Trust
Project Title:	Biodiversity Conservation Capacity Needs and Opportunities Assessment in the Caribbean Islands
Date of Report:	29 August, 2013
Report Author and Contact Information	Susan Otuokon, Executive Director, JCDT 29 Dumbarton Avenue, Kingston 10 Email:jamaicaconservation@gmail.com Tel: (1876) 920-8278/9

CEPF Region: Caribbean

Strategic Direction: 3

Grant Amount: US\$15,198

Project Dates: 1 November, 2012 – 30 June, 2013

Implementation Partners for this Project (please explain the level of involvement for each partner):

Conservation Impacts

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

This project has helped to assess capacity needs for/and capacity building opportunities for: biodiversity conservation and protected area management, particularly in Key Biodiversity Areas in the English-speaking Caribbean. It has provided useful information regarding capacity needs and opportunities that can help guide interventions to address the challenges that organizations in these areas face as they try to implement biodiversity conservation in protected areas. The top five capacity weaknesses which organizations identified were: inadequate funding (particularly for material and human resources), organizational policies and procedures, financial planning and management, training (knowledge and skills) and leadership. Whilst training was something which they considered useful and necessary to improve their work, it was not a major priority as the other needs were more overwhelming. The main project deliverables – the Tool and the Report are attached as Appendices 1 and 2 respectively and the information garnered in the Literature Review is also attached, as Appendix 3.

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

Expected Results	Actual Results
1. Updated contact information for organisations involved in biodiversity conservation and protected area management in the targeted countries.	1. Some contact information was updated. This result was very limited as the contact information obtained initially resulted in almost no feedback at all, with most emails bouncing back, suggesting that either the organisations did not exist anymore or had changed their contacts. It was decided instead to focus on organisations known to be involved in biodiversity conservation rather than trying to update existing contact information for organisations which may not

Expected Results	Actual Results
	even be involved.
2. Information on capacity assessments	2. Significant information on capacity – assessments, development/building etc. was obtained through internet research. This was compiled in a document that will be circulated to the participants in the survey. It will be useful for JCDT as it can be used to assist our organisation in its own development but also to help guide our work with community-based organizations around the National Park with which we are involved.(See Appendix 3)
3. A Biodiversity Conservation/Protected Area Management Capacity Needs & Opportunities Assessment Tool	3. A Biodiversity Conservation/ Protected Area Management Capacity Needs & Opportunities Assessment Tool was developed and tested and two short versions were also developed. This will be useful in possibly furthering this work. The three versions of the Tool used are available in Appendix 1.
4. A Biodiversity Conservation/Protected Area Management Capacity Needs & Opportunities Assessment Report for the English-speaking Caribbean including an analysis of the key capacity needs and recommendations for building capacity in the region.	4. A Biodiversity Conservation/Protected Area Management Capacity Needs & Opportunities Assessment Report (Appendix 2) for the English-speaking Caribbean was prepared. Unfortunately, although there was a 25% response rate from the targeted organizations, it involved fewer organizations than anticipated due to the poor response from organizations. This however reflects limited capacity as most organizations do not have personnel nor time to complete questionnaires which do not result in immediate benefits.
5. Disseminated Needs and Opportunities Assessment Report	5. The dissemination of the Needs and Opportunities Assessment Report (Appendix 2) is in process, first with its submission to CANARI.
6. Project Report	6. Project Report (narrative and financial) prepared and submitted.

Please provide the following information where relevant: Not relevant

Hectares Protected:
Species Conserved:
Corridors Created:

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

The major challenge was obtaining a response – not just to the questionnaire, but even to emails. This is a challenge often faced even in assessing workshops and training – where participants do not respond.

Were there any unexpected impacts (positive or negative)? No

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.

1. Conducting capacity assessment requires the full buy-in of the organisation – perhaps organizations did not want to divulge information since they had not requested the assessment.
2. There must be tangible ways that the interviewees benefit from engaging in such an exercise
3. Conducting capacity assessment requires significantly more resources for the follow-up required.
4. The sector is challenged by the environment within which we work, which is not very supportive of either biodiversity conservation or protected area management.
5. Most organizations (whether government or non-government) working in the biodiversity conservation/protected area management field do not have sufficient financial, material or human resources. They continue to work either because of their mandate (government agencies) along with basic funds for salaries etc. or because of their passion (non-government) and limited project funds.

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

1. Phone numbers for contacts would probably have helped as emails simply were not responded to – including requests for phone/skype contacts.
2. Funds should have been allocated in the project design to include engaging the target audiences using several pathways e.g. via focus group meetings at regional events. This was tried but was done at the last minute and perhaps if considered more thoroughly before could have worked better.

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

The Survey Monkey Tool used was not as simple as anticipated possibly because the questionnaire was relatively complex, however being an online tool, it sent a response to the researcher indicating that an attempt had been made to respond, even if the questionnaire had not been completed. Most people simply did not attempt the questionnaire. .

Other lessons learned relevant to conservation community:

Based on my experience, if NGOs working in biodiversity conservation and/or protected area management are invited to training (for which funding is provided) they will attend and they do recognize that their capacity is weak. However, responding to a survey about this is not considered a priority, especially if there is no immediate benefit for spending the time and energy to complete the forms.

The suggested methodology is to organize half day training sessions on organizational capacity building and to include the completion of the questionnaire as one of the main activities. This would require additional funding to pay individuals in country to implement the workshops and to provide some refreshment. It may be possible to source complementary venues.

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. N/A

Donor	Type of Funding*	Amount	Notes

**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.

The project could be replicated but would need to be re-designed as suggested above.

Summarize any unplanned sustainability or replicability achieved.

The project assisted the JCDT in helping to support its Executive Director/Acting Park Manager position for the period.

Safeguard Policy Assessment

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

Additional Comments/Recommendations

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, and publicized in our newsletter and other communications.

Please include your full contact details below:

Name: Susan Otuokon

Organization name: Jamaica Conservation and Development Trust

Mailing address: P.O. Box 1225, Constant Spring Post Office, Kingston 8, Jamaica

Tel: (1876) 920-8278/9 Fax: (1876) 960-2850

E-mail: jamaicaconservation@gmail.com

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

Performance Tracking Report Addendum

CEPF Global Targets

(1 Nov, 2012 – 30 June, 2013)

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.

Project Results	Is this question relevant?	If yes, provide your numerical response for results achieved during the annual period.	Provide your numerical response for project from inception of CEPF support to date.	Describe the principal results achieved from Nov 1, 2012 to June 30, 2013. (Attach annexes if necessary)
1. Did your project strengthen management of a protected area guided by a sustainable management plan? Please indicate number of hectares improved.	No			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?	No			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.	No			The project was of some benefit (financial support, learning about capacity assessments and building) to the Blue and John Crow Mountains Key Biodiversity Areas, since it is a project of the JCDT which manages these sites.
4. Did your project effectively introduce or strengthen biodiversity conservation in management practices outside protected areas? If so, please indicate how many hectares.	No			
5. If your project promotes the sustainable use of natural resources, how many local communities accrued tangible socioeconomic benefits? Please complete Table 1 below.	No			

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

APPENDIX 1
Biodiversity Conservation/Protected Areas Management
Capacity Needs and Opportunities Assessment Tool

This Appendix contains the three (3) versions of the Biodiversity Conservation/Protected Areas Management Capacity Needs and Opportunities Assessment Tool developed and used for this CEPF Small Grant Project. The first version is complete, the second is slightly shorter and the third version is very short.

Appendix 1a

Questionnaire for Biodiversity Conservation Capacity Building Needs & Opportunities Assessment JCDT – CEPF Caribbean Small Grant Project

Background

The Jamaica Conservation and Development Trust (JCDT) is a Non-Government Organisation which manages the Blue and John Crow Mountains National Park (BJCMNP) under an agreement with the Government of Jamaica. JCDT has almost 25 years experience in the planning, establishment and management of protected areas and the protected areas system in Jamaica and about the same in managing the BJCMNP. One of JCDT's objectives, according to its Strategic Plan for 2010 – 2014 is to, “develop and implement strategies to share knowledge/train others in protected areas management”. This was identified as a suitable objective based on the organisation's experience and capacity (existing and still associated former staff) and the need identified within Jamaica and the Caribbean for building capacity in biodiversity conservation and protected areas management. Having submitted a proposal to the CEPF for a large grant for training at a variety of levels, CEPF suggested that JCDT should consider conducting some research to identify specific needs for such training and capacity building.

Introduction

This questionnaire is aimed at gathering information regarding capacity building needs and opportunities for biodiversity conservation within the context of protected area management, particularly amongst NGOs in the English-speaking Caribbean islands that are priorities under the CEPF.

If biodiversity conservation within the context of protected area management is NOT part of your organisation's mandate and programme – you DO NOT NEED to complete this questionnaire – please just reply indicating this.

Based on the findings, the CEPF (and/or other funding agencies) may be approached to assist with filling these needs using opportunities existing within the Caribbean. It is hoped that the tool could also be translated for use within other Caribbean islands, so as to provide a more comprehensive understanding of capacity needs and opportunities related to biodiversity conservation and protected areas management.

If your organisation is involved in biodiversity conservation, particularly within Protected Areas and/or Key Biodiversity Areas (CEPF) please assist with this process by completing this questionnaire for your organization, and returning by

1. CONTACT INFORMATION

1.1 Name of your Organisation: _____

1.2 Name and Title of Person Completing this Questionnaire:

1.3 Address: _____

1.4 Phone Number(s): _____

1.5 Fax Number: _____

1.6 Email Address: _____

1.7 Skype Address: _____

1.8 Website: _____

2. INTRODUCTORY QUESTIONS (Please insert or **bold** appropriate response & add rows as needed)

2.1 Does your organisation have a primary focus on any of the following ?

Biodiversity Conservation	Yes	No
Please briefly describe what you do:		
Protected Area Management	Yes	No
Please briefly describe describe what you do:		
Protected Area System Management	Yes	No
Please briefly describe what you do:		
Funding Protected Area Management	Yes	No
Please briefly describe what you do:		

IF YOUR RESPONSE TO ALL THE QUESTONS ABOVE IS “NO” OR YOUR ONLY “YES” RESPONSE IS FOR FUNDING, THEN YOU DO NOT NEED TO PROCEED ANY FURTHER. THANK YOU.

2.2 How many years has your organisation existed ? _____

2.3 How many years has your organisation been involved in the above-mentioned activities ? _____

2.4 Has your organisation ever conducted/participated in any of the following assessments ?

TNC Institutional Self-Assessment	Yes	No
-----------------------------------	-----	----

WWF Rapid Assessment & Prioritisation of Protected Area Management	Yes	No
CaMPAM	Yes	No
National Capacity Needs Self Assessment	Yes	No
Other (Please state name):-	Yes	No

If you answered “Yes” to any of these and are willing to share your report, please attach and send with your completed questionnaire.

2.5 Please complete the table below for the Key Biodiversity Areas (KBA) identified in the CEPF Ecosystem Profile in which your organisation works.

Key Biodiversity Area (CEPF) *(Wholly Irreplaceable Areas)	Name of Protected Area (if different from KBA name)	This Site is legally protected (Y/N)	This Site is Marine (M) Terrestrial (T) or both (M/T)
1. English-speaking Caribbean			
Antigua & Barbuda			
	Offshore Islands*		
	Christian Cove		
	Wallings Forest		
	Potsworks dam		
	Fitches Creek Bay		
	McKinnon’s Salt Pond		
	Codrington Lagoon and the Creek		
	Hanson’s Bay – Flashes		
	Valley Church Bay		
Bahamas			
	Allan’s Cays		
	Bitter Guana Cay		
	Booby Cay		
	Cat Island Wetlands		
	Cay Sal		
	Driggs Hill to Mars Bar		
	East Plana Key		
	Exuma Cays Land & Sea Park		
	Grahams’ Harbour		
	Great Inagua		
	Green Cay		
	Grog Pond		
	Guana Cays		
	Harrold and Wilson Ponds National Park		
	Lee Stocking Island		

Key Biodiversity Area (CEPF) *(Wholly Irreplaceable Areas)	Name of Protected Area (if different from KBA name)	This Site is legally protected (Y/N)	This Site is Marine (M) Terrestrial (T) or both (M/T)
Long island & Hog Cay			
Lucayan National Park			
Mangrove Cay			
Red Bays			
San Andros Pond			
San Salvador			
South Andros Island			
Southern Great Lake			
Stafford Creek to Andros Town			
White Bay, Noddy, North Adderley & Leaf Cays			
White Cay			
Barbados			
Bath Beach			
Hilton Beach			
Scotland District*			
South Coast Beaches			
Dominica			
Cochrane			
Morne Diablotin National Park			
Morne Trois Pitons National Park*			
Point Des Foux			
Grenada			
Bathway Beach			
Beausejour/ Grenville Vale			
Grand Etang			
Levera Beach			
Mount Hartman			
Mount Saint Catherine			
Perseverance			
Woodford			
Woodlands			
Jamaica			
Negril*			
Dolphin Head*			
Bluefields*			

Key Biodiversity Area (CEPF) *(Wholly Irreplaceable Areas)	Name of Protected Area (if different from KBA name)	This Site is legally protected (Y/N)	This Site is Marine (M) Terrestrial (T) or both (M/T)
Johnson Mountain Hills			
Catadupa*			
Cockpit Country*			
North Coast Forest			
Litchfield Mountain – Matheson’s Run*			
Black River Great Morass			
Peckham Woods			
Stepney John’s Vale – Bull Head			
Portland Ridge & Bight*			
Blue Mountains*			
Hellshire Hills*			
Brazillito Mountains			
Great River			
Santa Cruz Mountains*			
Don Figurero Mountains			
Bull Bay			
Mount Diablo*			
Kellets Camperdown			
Point Hill			
Rio Pedro			
Rio Magno			
Main Ridge			
Mocho Mountains			
May Pen			
Milk River			
Rio Cobre			
Red Ground			
Wag Water River			
Swift River			
Citron Valley			
Yallahs			
Rio Grande			
John Crow Mountains*			
Rio Bueno			
St. Kitts & Nevis			
St Kitts Central Forest Reserve			

Key Biodiversity Area (CEPF) *(Wholly Irreplaceable Areas)	Name of Protected Area (if different from KBA name)	This Site is legally protected (Y/N)	This Site is Marine (M) Terrestrial (T) or both (M/T)
Canyon to Key			
St. Lucia			
Government Forest Reserve*			
Mandele Dry Forest			
North-east Coast			
Pitons Management Area			
Point Sables*			
Rat Island			
St Vincent & the Grenadines			
Colonarie Forest Reserve			
Cumberland Forest Reserve			
Dalaway Forest Reserve			
Kingstown Forest Reserve			
La Soufriere National Park			
Mount Pleasant Forest Reserve			
Richmond Forest Reserve			

3. CAPACITY NEEDS AND OPPORTUNITIES ASSESSMENT

3.1 Enabling Environment

3.1.1 How would you rate the following in terms of their support for, or consistency with your organisation's work ?

Where: **0 = do not exist, 1 = exist but not supportive/consistent, 2 = exist and provides some support, 3 = exist and provide good support**

Aspects of Enabling Environment	
Policies (relevant to biodiversity conservation and/or PA management)	
National Plans (relevant to biodiversity conservation and/or PA management)	
Local Plans (for areas around existing PA which support biodiversity conservation and PA management)	
Sectoral Plans e.g. for use of natural resources consider and promote biodiversity conservation and/or protected area management	
Government Agencies responsible for Protected Areas	
Legislation	
Enforcement of Legislation	
Involvement of Non-government Organisations in Protected Area Management	
Involvement of Local Communities in PA management	
Support from Local Communities for Biodiversity Conservation	

3.1.2 What would help make the Enabling Environment in your country more supportive of biodiversity conservation and PA mgmt ?

Possible solutions	Response		Comments e.g. type of training appropriate
Public awareness raising re: Biodiversity conservation/PAs for government agencies/entities	Yes	No	
Public awareness raising re: Biodiversity conservation/PAs for other sectors that impact negatively on Biodiversity & PA management			
Basic biodiversity/environmental training for all tertiary level students	Yes	No	
Training for national leaders, policy-makers, planners	Yes	No	
Training for local leaders, decision-makers, planners	Yes	No	
Training for sectoral leaders, decision-makers, planners	Yes	No	
Training for enforcement officers	Yes	No	
Improved legislation	Yes	No	
Sustainable livelihoods opportunities	Yes	No	
Other (Please suggest):			

3.2.1 Experience, Performance and Capacity Needs

	Does your organization have experience in the following areas ? 0 = None 1 = Low Level 2 = Medium Level 3 = High Level	How would you rate your organisation's performance in the following areas ? 0 = Non-existent 1 = Poor 2 = Satisfactory 3 = Good 4 = Very Good	What type of assistance would your organization need to improve your performance in these areas ?
Involvement of/Assistance from Board			
Involvement of/Assistance from Members or other Volunteers			
Ability to attract and retain appropriate level of Management			
Ability to attract and retain appropriate level of Staff			
Organisational/Human Resources Policies and Procedures			
Financial/Accounting Policies and Procedures			
Strategic Planning			
Business Planning			
Financial Planning & Management			
Fundraising – proposal writing			

	Does your organization have experience in the following areas ? 0 = None 1 = Low Level 2 = Medium Level 3 = High Level	How would you rate your organisation's performance in the following areas ? 0 = Non-existent 1 = Poor 2 = Satisfactory 3 = Good 4 = Very Good	What type of assistance would your organization need to improve your performance in these areas ?
e.g. to donor agencies			
Fundraising – from private sector/ individuals			
Fundraising – other e.g. events			
Project Planning & Management			
PA System Planning			
PA System Management			
PA Management Planning			
Enforcement & Compliance			
Terrestrial biodiversity conservation			
Marine biodiversity conservation			
Biophysical Monitoring			

	Does your organization have experience in the following areas ? 0 = None 1 = Low Level 2 = Medium Level 3 = High Level	How would you rate your organisation's performance in the following areas ? 0 = Non-existent 1 = Poor 2 = Satisfactory 3 = Good 4 = Very Good	What type of assistance would your organization need to improve your performance in these areas ?
Socio-economic Monitoring			
Participatory Planning/Approaches			
Conflict Management			
Public Awareness Raising e.g. use of the media			
Environmental Education e.g. in schools			
Community Outreach			
Facilitation of Sustainable Livelihoods in Local Communities			
Management of PAs for use by visitors (Tourism/Recreation)			
Interpretation			
Management Effectiveness			

	<p>Does your organization have experience in the following areas ?</p> <p>0 = None 1 = Low Level 2 = Medium Level 3 = High Level</p>	<p>How would you rate your organisation's performance in the following areas ?</p> <p>0 = Non-existent 1 = Poor 2 = Satisfactory 3 = Good 4 = Very Good</p>	<p>What type of assistance would your organization need to improve your performance in these areas ?</p>
Evaluation (including monitoring & evaluation of achievement of PA goals, objectives and targets)			
Please suggest any other training needs:-			

3.2.2 Protected Area Management Staff

	How many personnel does your organisation have in this category and is the number sufficient ?		What level of education do these personnel have e.g. B.Sc., CAPE, CXC subjects, professional training ?	What type of education would you like to have ideally at each level ?	What kind of training or assistance does your organisation need to raise the level of effectiveness of personnel at each level ?
	#	Sufficiency (Yes/No)			
Board					
Management e.g. Park Manager, Programme Officers					
Operational e.g. Rangers					
Administrative					
Clerical					

For personnel with degrees, please attach a file with names of positions and indicate the University attended and name of programme

3.2.3 Training Needs and Opportunities

	Does your organization need training in the following and to what extent ? 1 – High level training needs 2 – Medium level training needs 3 – Low level training needs – our staff is capable	Would your organization be able to assist with training or other technical assistance in this area ? 0 = No 1 = Possibly, to a limited extent 2 = Yes	What specific type of assistance might your organization be able to provide to other similar organizations ? e.g. internships, technical assistance	List organisations that currently provide training or technical assistance in this area and describe the training or assistance they provide along with contact information if you have it
Involvement of/Assistance from Board				
Involvement of/Assistance from Members or other Volunteers				
Ability to attract and retain appropriate level of Management				
Ability to attract and retain appropriate level of Staff				
Organisational/Human Resources Policies and Procedures				
Financial/Accounting Policies and Procedures				

	<p>Does your organization need training in the following and to what extent ?</p> <p>1 – High level training needs</p> <p>2 – Medium level training needs</p> <p>3 – Low level training needs – our staff is capable</p>	<p>Would your organization be able to assist with training or other technical assistance in this area ?</p> <p>0 = No</p> <p>1 = Possibly, to a limited extent</p> <p>2 = Yes</p>	<p>What specific type of assistance might your organization be able to provide to other similar organizations ?</p> <p>e.g. internships, technical assistance</p>	<p>List organisations that currently provide training or technical assistance in this area and describe the training or assistance they provide along with contact information if you have it</p>
Strategic Planning				
Business Planning				
Financial Planning & Management				
Fund-raising – proposal writing to donor agencies				
Fund-raising – private sector/ individuals				
Fund-raising – other e.g. events				
Project Planning & Management				
PA System Planning				
PA System Management				

	Does your organization need training in the following and to what extent ? 1 – High level training needs 2 – Medium level training needs 3 – Low level training needs – our staff is capable	Would your organization be able to assist with training or other technical assistance in this area ? 0 = No 1 = Possibly, to a limited extent 2 = Yes	What specific type of assistance might your organization be able to provide to other similar organizations ? e.g. internships, technical assistance	List organisations that currently provide training or technical assistance in this area and describe the training or assistance they provide along with contact information if you have it
PA Management Planning				
Enforcement & Compliance				
Terrestrial biodiversity conservation				
Marine biodiversity conservation				
Biophysical Monitoring				
Socio-economic Monitoring				
Participatory Planning/Approaches				

	Does your organization need training in the following and to what extent ? 1 – High level training needs 2 – Medium level training needs 3 – Low level training needs – our staff is capable	Would your organization be able to assist with training or other technical assistance in this area ? 0 = No 1 = Possibly, to a limited extent 2 = Yes	What specific type of assistance might your organization be able to provide to other similar organizations ? e.g. internships, technical assistance	List organisations that currently provide training or technical assistance in this area and describe the training or assistance they provide along with contact information if you have it
Conflict Management				
Public Awareness Raising e.g. use of the media				
Environmental Education e.g. in schools				
Community Outreach				
Facilitation of Sustainable Livelihoods in Local Communities				
Management of PAs for use by visitors (Tourism/Recreation)				
Interpretation				
Management Effectiveness Evaluation (including monitoring & evaluation of				

	<p>Does your organization need training in the following and to what extent ?</p> <p>1 – High level training needs</p> <p>2 – Medium level training needs</p> <p>3 – Low level training needs – our staff is capable</p>	<p>Would your organization be able to assist with training or other technical assistance in this area ?</p> <p>0 = No</p> <p>1 = Possibly, to a limited extent</p> <p>2 = Yes</p>	<p>What specific type of assistance might your organization be able to provide to other similar organizations ?</p> <p>e.g. internships, technical assistance</p>	<p>List organisations that currently provide training or technical assistance in this area and describe the training or assistance they provide along with contact information if you have it</p>
achievement of PA goals, objectives and targets)				
Please suggest any other training needs:-				

- 3.3 What type of training/capacity development approach would best suit your organisation's needs ? Rank numerically, with 1 indicating most suited and 10 indicating least suited

	In-Country	Regional	Internet - based
3 – 5 dy training courses			
6 – 10 dy training courses			

E-training e.g. web-in-ars,	
Training Materials e.g. Manuals on CD	
Peer exchanges	
Mentoring/Coaching	
Small Grants for Action-Learning Projects	

- 3.4 Rank the following capacity needs your organisation has, with 1 indicating the most important and 10 the least important:-

	Rank	Suggest ways that you could be assisted
Leadership		
Institutional Arrangements e.g. MOUs between organizations		
Organisational Policies & Procedures		
Financial Management		
Knowledge and Skills		
Funding		
Material Resources e.g. equipment		
Planning		
Community Relationships		
Monitoring & Evaluation		

- 3.5 Rank the following funding needs, with 1 indicating the most important and 10 the least important:-

Funding Needs	Rank	Suggest ways that you could be assisted
Salary for Executive Director & Administrative Managers		
Salary for Financial Manager/Accountant		
Salaries for Technical Managers		
Salaries for Staff e.g. Rangers		
Salaries for Clerical Staff		
Rent, utilities		
Transportation e.g. fuel		
Servicing of Vehicles		

Funding Needs	Rank	Suggest ways that you could be assisted
Purchase of new Vehicles		
Financial Audits		
Computers and other technical equipment		
Office equipment e.g. phones, photocopiers, scanner		
Stationery & Other Supplies		
Public Awareness & Education		
Community Outreach & Sustainable Livelihoods		
Conservation activities e.g. reforestation, invasives control		
Monitoring & Evaluation		

3.6 Funding Needs – Bearing in mind your usual funding sources, approximately how much additional funding (US\$) would you need to cover:-

	In the Short – Term (1 – 2 years)	Medium Term (3 – 5 years)	Indicate main purpose
Recurrent/Operational Expenses			
Capital			
TOTAL			

THANK YOU FOR YOUR HELP.
WE WILL SEND YOU THE REPORT ON COMPLETION.

Appendix 1b

Questionnaire for Biodiversity Conservation Capacity Building Needs & Opportunities Assessment JCDT – CEPF Caribbean Small Grant Project

Background

The Jamaica Conservation and Development Trust (JCDT) is a Non-Government Organisation which manages the Blue and John Crow Mountains National Park (BJCMNP) under an agreement with the Government of Jamaica. JCDT has almost 25 years experience in the planning, establishment and management of protected areas and the protected areas system in Jamaica and about the same in managing the BJCMNP. One of JCDT's objectives, according to its Strategic Plan for 2010 – 2014 is to, “develop and implement strategies to share knowledge/train others in protected areas management”. This was identified as a suitable objective based on the organisation's experience and capacity (existing and still associated former staff) and the need identified within Jamaica and the Caribbean for building capacity in biodiversity conservation and protected areas management. Having submitted a proposal to the CEPF for a large grant for training at a variety of levels, CEPF suggested that JCDT should consider conducting some research to identify specific needs for such training and capacity building.

Introduction

This questionnaire is aimed at gathering information regarding capacity building needs and opportunities for biodiversity conservation within the context of protected area management, particularly amongst NGOs in the English-speaking Caribbean islands that are priorities under the CEPF.

The organisations being targeted will be those involved in biodiversity conservation, particularly within the context of protected area management, or within Key Biodiversity Areas identified by the CEPF Ecosystem Profile. The targeted countries are:-

Antigua & Barbuda	Dominica	St. Lucia
Bahamas	Grenada	St. Kitts and Nevis
Barbados	Jamaica	St. Vincent & the Grenadines

Based on the findings, the CEPF (and/or other funding agencies) may be approached to assist with filling these needs using opportunities existing within the Caribbean. It is hoped that the tool could also be translated for use within other Caribbean islands, so as to provide a more comprehensive understanding of capacity needs and opportunities related to biodiversity conservation and protected areas management.

If your organisation is involved in biodiversity conservation, particularly within Protected Areas and/or Key Biodiversity Areas (CEPF) please assist with this process by completing this questionnaire for your organization, and returning by **24th June, 2013**.

1. CONTACT INFORMATION

1.1 Name of your Organisation: _____

1.2 Name and Title of Person Completing this Questionnaire:

1.3 Address: _____

1.4 Phone Number(s): _____

1.5 Fax Number: _____

1.6 Email Address: _____

1.7 Skype Address: _____

1.8 Website: _____

2. INTRODUCTORY QUESTIONS (Please insert or **bold** appropriate response & add rows as needed)

2.1 Does your organisation have a primary focus on any of the following ?

Biodiversity Conservation	Yes	No
Please briefly describe what you do:		
Protected Area Management	Yes	No
Please briefly describe describe what you do:		
Protected Area System Management	Yes	No
Please briefly describe what you do:		
Funding Protected Area Management	Yes	No
Please briefly describe what you do:		

IF YOUR RESPONSE TO ALL THE QUESTONS ABOVE IS “NO” OR YOUR ONLY “YES” RESPONSE IS FOR FUNDING, THEN YOU DO NOT NEED TO PROCEED ANY FURTHER. THANK YOU.

2.2 How many years has your organisation existed ? _____

2.3 How many years has your organisation been involved in the above-mentioned activities ?

3. CAPACITY NEEDS AND OPPORTUNITIES ASSESSMENT

3.6.1 Experience, Performance and Capacity Needs – For each of the following Aspects of Capacity, rate your organisation’s experience, performance and training needs, and indicate the type of assistance you would need to improve.

Aspects of Capacity	Does your organization have experience in the following areas ? 0 = None 1 = Low Level 2 = Medium Level 3 = High Level	How would you rate your organisation’s performance in the following areas ? 0 = Non-existent 1 = Poor 2 = Satisfactory 3 = Good 4 = Very Good	Does your organization need training in the following and to what extent ? 1 – High level training needs 2 – Medium level training needs 3 – Low level training needs – our staff is capable	What type of assistance would your organization need to improve your performance in these areas ?
Involvement of/Assistance from Board				
Involvement of/Assistance from Members or other Volunteers				
Ability to attract and retain appropriate level of Management				
Ability to attract and retain appropriate level of Staff				
Organisational/Human Resources Policies and Procedures				
Financial/Accounting Policies and Procedures				

Aspects of Capacity	Does your organization have experience in the following areas ? 0 = None 1 = Low Level 2 = Medium Level 3 = High Level	How would you rate your organisation's performance in the following areas ? 0 = Non-existent 1 = Poor 2 = Satisfactory 3 = Good 4 = Very Good	Does your organization need training in the following and to what extent ? 1 – High level training needs 2 – Medium level training needs 3 – Low level training needs – our staff is capable	What type of assistance would your organization need to improve your performance in these areas ?
Strategic Planning				
Business Planning				
Financial Planning & Management				
Fundraising – proposal writing e.g. to donor agencies				
Fundraising – from private sector/ individuals				
Fundraising – other e.g. events				
Project Planning & Management				
PA System Planning				

Aspects of Capacity	Does your organization have experience in the following areas ? 0 = None 1 = Low Level 2 = Medium Level 3 = High Level	How would you rate your organisation's performance in the following areas ? 0 = Non-existent 1 = Poor 2 = Satisfactory 3 = Good 4 = Very Good	Does your organization need training in the following and to what extent ? 1 – High level training needs 2 – Medium level training needs 3 – Low level training needs – our staff is capable	What type of assistance would your organization need to improve your performance in these areas ?
PA System Management				
PA Management Planning				
Enforcement & Compliance				
Terrestrial biodiversity conservation				
Marine biodiversity conservation				
Biophysical Monitoring				
Socio-economic Monitoring				
Participatory Planning/Approaches				

Aspects of Capacity	Does your organization have experience in the following areas ? 0 = None 1 = Low Level 2 = Medium Level 3 = High Level	How would you rate your organisation's performance in the following areas ? 0 = Non-existent 1 = Poor 2 = Satisfactory 3 = Good 4 = Very Good	Does your organization need training in the following and to what extent ? 1 – High level training needs 2 – Medium level training needs 3 – Low level training needs – our staff is capable	What type of assistance would your organization need to improve your performance in these areas ?
Conflict Management				
Public Awareness Raising e.g. use of the media				
Environmental Education e.g. in schools				
Community Outreach				
Facilitation of Sustainable Livelihoods in Local Communities				
Management of PAs for use by visitors (Tourism/Recreation)				
Interpretation				
Management Effectiveness Evaluation (including				

Aspects of Capacity	Does your organization have experience in the following areas ? 0 = None 1 = Low Level 2 = Medium Level 3 = High Level	How would you rate your organisation's performance in the following areas ? 0 = Non-existent 1 = Poor 2 = Satisfactory 3 = Good 4 = Very Good	Does your organization need training in the following and to what extent ? 1 – High level training needs 2 – Medium level training needs 3 – Low level training needs – our staff is capable	What type of assistance would your organization need to improve your performance in these areas ?
monitoring & evaluation of achievement of PA goals, objectives and targets)				
Please suggest any other training needs:-				

3.6.2 Protected Area Management Staff

	How many personnel does your organisation have in this category and is the number sufficient ?		What level of education do these personnel have e.g. B.Sc., CAPE, CXC subjects, professional training ?	What type of education would you like to have ideally at each level ?	What kind of training or assistance does your organisation need to raise the level of effectiveness of personnel at each level ?
	#	Sufficiency (Yes/No)			
Board					
Management e.g. Park Manager, Programme Officers					
Operational e.g. Rangers					
Administrative					
Clerical					

For personnel with degrees, please attach a file with names of positions and indicate the University attended and name of programme

3.6.3 Training Opportunities

Please list the areas that your organisation would be able to assist other similar organizations with, in terms of training, mentoring and other forms of capacity building:-

Please list the names and contact information for organizations which you know are capable of providing capacity building in areas listed above:-

3.7 Rank the following capacity needs your organisation has, with 1 indicating the most important and 10 the least important:-

	Rank	Suggest ways that you could be assisted
Leadership		
Institutional Arrangements e.g. MOUs between organizations		
Organisational Policies & Procedures		
Financial Management		
Knowledge and Skills		
Funding		
Material Resources e.g. equipment		
Planning		
Community Relationships		
Monitoring & Evaluation		

3.8 Rank the following funding needs, with 1 indicating the most important and 10 the least important:-

Funding Needs	Rank	Suggest ways that you could be assisted
Salary for Executive Director & Administrative Managers		
Salary for Financial Manager/Accountant		
Salaries for Technical Managers		
Salaries for Staff e.g. Rangers		
Salaries for Clerical Staff		
Rent, utilities		
Transportation e.g. fuel		
Servicing of Vehicles		
Purchase of new Vehicles		
Financial Audits		

Funding Needs	Rank	Suggest ways that you could be assisted
Computers and other technical equipment		
Office equipment e.g. phones, photocopiers, scanner		
Stationery & Other Supplies		
Public Awareness & Education		
Community Outreach & Sustainable Livelihoods		
Conservation activities e.g. reforestation, invasives control		
Monitoring & Evaluation		

3.9 Funding Needs – Bearing in mind your usual funding sources, approximately how much additional funding (US\$) would you need to cover:-

	In the Short -Term (1 – 2 years)	Medium Term (3 – 5 years)	Indicate main purpose
Recurrent/Operational Expenses			
Capital			
TOTAL			

THANK YOU FOR YOUR HELP.
WE WILL SEND YOU THE REPORT ON COMPLETION.

APPENDIX 1: List of Key Biodiversity Areas

Key Biodiversity Areas (CEPF) *(Wholly Irreplaceable Areas)		
<p>Antigua & Barbuda: Offshore Islands* Christian Cove Wallings Forest Potsworks dam Fitches Creek Bay McKinnon's Salt Pond Codrington Lagoon and the Creek Hanson's Bay – Flashes Valley Church Bay</p>	<p>Grenada: Bathway Beach Beausejour/ Grenville Vale Grand Etang Levera Beach Mount Hartman Mount Saint Catherine Perseverance Woodford Woodlands</p>	<p>Jamaica: Negril* Dolphin Head* Bluefields* Johnson Mountain Hills Catadupa* Cockpit Country* North Coast Forest Litchfield Mountain – Matheson's Run* Black River Great Morass Peckham Woods Stepney John's Vale – Bull Head Portland Ridge & Bight* Blue Mountains* Hellshire Hills* Brazillito Mountains Great River Santa Cruz Mountains* Don Figurero Mountains Bull Bay Mount Diablo* Kelleys Camperdown Point Hill Rio Pedro Rio Magno Main Ridge Mocho Mountains</p>
<p>Bahamas: Allan's Cays Bitter Guana Cay Booby Cay Cat Island Wetlands Cay Sal Driggs Hill to Mars Bar East Plana Key Exuma Cays Land & Sea Park Grahams' Harbour Great Inagua Green Cay Grog Pond Guana Cays Harrold and Wilson Ponds National Park</p>	<p>St. Kitts and Nevis St Kitts Central Forest Reserve Canyon to Key</p> <p>St. Lucia: Government Forest Reserve* Mandele Dry Forest North-east Coast Pitons Management Area Point Sables* Rat Island</p>	

Key Biodiversity Areas (CEPF) *(Wholly Irreplaceable Areas)		
Lee Stocking Island Long island & Hog Cay Lucayan National Park Mangrove Cay Red Bays San Andros Pond San Salvador South Andros Island Southern Great Lake Stafford Creek to Andros Town White Bay, Noddy, North Adderley & Leaf Cays White Cay		May Pen Milk River Rio Cobre Red Ground Wag Water River Swift River Citron Valley Yallahs Rio Grande John Crow Mountains* Rio Bueno
	Barbados:	St. Vincent & the Grenadines:
	Bath Beach	Colonarie Forest Reserve
	Hilton Beach	Cumberland Forest Reserve
	Scotland District*	Dalaway Forest Reserve
	South Coast Beaches	Kingstown Forest Reserve
	Dominica:	La Soufriere National Park
	Cochrane	Mount Pleasant Forest Reserve
	Morne Diablotin National Park	Richmond Forest Reserve
	Morne Trois Pitons National Park*	
	Point Des Foux	

Appendix 1c.

VERY SHORT QUESTIONNAIRE ON CAPACITY NEEDS AND OPPORTUNITIES

Name of your Organisation:

Email Address:

Phone:

Website:

Which of the following is your Organisation involved in ? (Please asterisk those you are involved in)

Biodiversity Conservation	
Protected Area Management	
Protected Area System Management	
Funding Protected Areas (not funding the one you work with but wider)	

	Which of the following areas does your Organisation need training in?	Which of the following areas could your organisation assist with training ?	Name an organisation you know that could provide training
Organisational/Human Resources Policies and Procedures			
Financial/Accounting Policies and Procedures			
Strategic Planning			
Business Planning			
Financial Planning & Management			
Fundraising – proposal writing e.g. to donor agencies			
Fundraising – from private sector/ individuals			
Fundraising – other e.g. events			
Project Planning & Management			
PA Management Planning			
Enforcement & Compliance			
Terrestrial biodiversity conservation			
Marine biodiversity conservation			
Biophysical Monitoring			
Socio-economic Monitoring			
Participatory Planning/Approaches			
Conflict Management			
Public Awareness Raising e.g. use of the media			
Environmental Education e.g. in schools			
Community Outreach			
Facilitation of Sustainable Livelihoods in Local Communities			
Management of PAs for use by visitors (Tourism/Recreation)			
Other:			

Rank the following capacity needs your organisation has, with 1 indicating the most important and 10 the least important:-

	Rank	Suggest ways that you could be assisted
Leadership		
Institutional Arrangements e.g. MOUs between organizations		
Organisational Policies & Procedures		
Financial Management		
Knowledge and Skills		
Funding		
Material Resources e.g. equipment		
Planning		
Community Relationships		
Monitoring & Evaluation		

State any other capacity building assistance your Organisation needs:

APPENDIX 2

Report on Biodiversity Conservation & Protected Area Management Capacity Building Needs & Opportunities Assessment For Organisations working in Key Biodiversity Areas in the English-Speaking Caribbean

REPORT
Biodiversity Conservation & Protected Area Management
Capacity Building Needs & Opportunities Assessment
For Organisations working in Key Biodiversity Areas
in the English-Speaking Caribbean

prepared by Susan Otuokon, Ph.D.

For JCDT – CEPF Caribbean Small Grant Project through CANARI
2nd September, 2013

Table of Contents

Executive Summary	46
1. Introduction	49
2. Methodology	50
3. Results.....	51
3.1 Number of Responses	51
3.2 Organisations which responded	51
3.3 Other Capacity Assessments Conducted	52
3.4 Responses to Questions	52
4. Analysis	53
4.1 Responses.....	53
4.2 Enabling Environment.....	54
4.3 Experience, Performance Training and Capacity Needs	55
4.4 Type of Assistance Needed to Improve Performance	60
4.5 Ability to Assist with Training	61
4.6 Protected Area Management Personnel	63
4.7 Capacity Needs & Training Opportunities.....	64
4.8 Training Opportunities	66
5. Conclusion and Recommendations	68
5.1 Conclusions.....	68
5.2 Recommendations.....	68

List of Tables

Table 1	Responses Received	9
Table 2	Views Regarding the Enabling Environment	12
Table 3	Views Regarding Strategies to Improve the Enabling Environment	13
Table 4	Organisations' Assessment of their Experience	14
Table 5	Organisations' Assessment of their Performance	15
Table 6	Organisations' Assessment of their Training Needs	16
Table 7	Organisations' Demand for Training in Specific Areas	17
Table 8	Type of Assistance Needed to Improve Performance	18
Table 9	Training Areas Organisations say they could Assist with Training	20
Table 10	Ranking of Capacity Needs	23

List of Appendices

Appendix 1	List of Organisations Targeted	27
Appendix 2	Respondents and the Area they work in	30
Appendix 3	Capacity Assessments Conducted	33
Appendix 4	Enabling Environment	34
Appendix 5	Biodiversity Conservation/Protected Area Management Personnel	36
Appendix 6	Training Opportunities Suggested	39
Appendix 7	Preferences for Training Approaches	40
Appendix 8	Ranking of Specific Capacity Needs	41
Appendix 9	Ranking of Funding Needs	42
Appendix 10	Estimate of short and medium term Funding Needs	43
Appendix 11	Respondent's Contact Information	44

Executive Summary

This document reports on the findings of a project aimed at providing an assessment of the capacity building needs, particularly those related to training, for organisations involved in biodiversity conservation and protected area management in Key Biodiversity Areas in the English-speaking Caribbean. The project was funded by the Critical Ecosystem Partnership Fund (CEPF) Programme Small Grant Programme and implemented by the Jamaica Conservation and Development Trust.

The information in this report is based on:-

- a literature review (particularly of other assessments, capacity issues in the Caribbean and training opportunities in the English-speaking Caribbean)
- an in-depth assessment of the responses from a limited number of organisations which responded to the long version of the questionnaire and,
- an assessment of organisations which responded to the much shorter version of the questionnaire which was conducted at the end of the project.

The purpose of the assessment was to identify whether or not training was a priority for capacity building at this time, in order to provide some level of guidance to the Critical Ecosystem Partnership Fund (CEPF) Programme and to the Jamaica Conservation and Development Trust (JCdT).

The targeted countries were:-

Antigua & Barbuda	Bahamas
Barbados	Dominica
Grenada	Jamaica
St. Kitts & Nevis	St. Lucia
St. Vincent & the Grenadines	

There was a 25% response rate from the targeted organisations, with 13 organisations from four (4) countries responding: Jamaica (6), St. Lucia (4), St. Vincent and the Grenadines (2) and Grenada (1). Not all responses were complete, however they contributed to the analysis and findings.

Key findings

1. **Organisations:** There appear to be relatively few Non-Government Organisations (NGOs) involved in biodiversity conservation and protected area management in the English-speaking Caribbean with Key Biodiversity Areas. In these countries, government is the key agent although there may be community-based organisations in and around KBAs with a sustainable development focus, which could be engaged in related biodiversity conservation.
2. **Enabling Environment:** Organisations in the biodiversity conservation and protected area management sector work in a very challenging environment with limited support from/or consistency with: policies, plans, agencies, legislation, enforcement and civil society involvement and support (see Table 1).
3. **Strategies for Improving the Enabling Environment:** Possible ways to make the environment for biodiversity conservation/protected area management more enabling (see Table 2) include:-
 - Training for all tertiary students (a basic environment/sustainable development course inclusive biodiversity conservation and protected areas);

- Public awareness raising targeting government agencies and sectors having negative impacts on biodiversity conservation;
 - Training for enforcement officers and judiciary.
 - Sustainable livelihood assistance to local community members around protected areas.
4. **Experience:** Most organizations rated themselves at a low to medium level of experience (see Table 3). Areas with most organizations having low levels of experience were:- protected area system planning and management, protected area planning, business planning, financial planning and management, conflict management, interpretation and management effectiveness evaluation.
5. **Performance:** The majority of the organisations assessed their performance at either satisfactory or good (see Table 5). Work areas considered to be under-performing by most organisations were: biophysical monitoring, protected area planning and management, protected area system planning and management. Work areas identified by several organisations as needing improvement were: socio-economic monitoring, enforcement and compliance, project planning and management.
6. **Training Needs:** Training needs identified (see Tables 6 and 7) by five or more of the ten organisations completing this part of the questionnaire were:-
- Organisational/Human Resources Policies & Procedures
 - Business Planning
 - Fundraising from private sector/individuals
 - Protected Area Management Planning
 - Protected Area System Planning
 - Enforcement & Compliance
 - Terrestrial and Marine biodiversity conservation
 - Biophysical and Socio-economic Monitoring
 - Conflict Management
 - Community Outreach
 - Tourism & Recreation
7. **Capacity Needs:** The capacity needs consistently identified were training and funding e.g. for additional human resources and/or vehicles/equipment as well as to maintain existing personnel and material resources (see Table 8). The challenge for most NGOs is accessing funds to cover core, recurrent costs. When ranked (see Table 10 and Appendix 8) the top 5 capacity needs identified were:-
- (i) Funding
 - (ii) Organisational Policies and Procedures
 - (iii) Financial Management
 - (iv) Knowledge & Skills
 - (v) Leadership/Knowledge & Skills
8. **Personnel:** The level of Board support was generally considered satisfactory although some groups recognised the need for more community involvement at that level and others the need for Board members to understand the needs of NGOs as compared to private sector companies. The level of staffing was generally considered inadequate in terms of numbers, at all levels

(management, operational, administrative and clerical) but particularly the operational level e.g. Rangers. In addition, it was felt that staff at this level should ideally have some form of tertiary level training e.g. professional certification. Professional training e.g. short courses was identified as a need for the existing staff. Funding to finance training, more staff or improved benefits was also noted. (See Appendix 5).

9. **Training Opportunities:** Whilst there are few specific training opportunities targeted at persons working in the biodiversity conservation/protected area management fields, there are several existing courses that could be adjusted to suit the needs of this sector. This would for example require a relevant introductory session and learning activities that would be practical and relevant. In addition, there are opportunities for collaboration between the University of the West Indies (and other tertiary institutions) and the NGOs to develop and implement specialized training (see Table 8 and Appendix 6).
10. **Preferred Training Approaches:** Three to Five day in-country or regional training with field trips and relevant materials are the preferred approaches (see Appendix 7).
11. **Funding Needs:** Major funding needs (see Appendices 9 and 10) are for salaries (maintaining those of existing staff and employing additional personnel), rent, utilities, vehicles (purchase of new ones and maintenance). Project type funding needs are generally less of a priority (likely because this type of funding is relatively easy to access in comparison to salaries and other recurrent expenses). The level of funding needs range widely depending on the size of the organisation and the protected area they are involved with managing.

Recommendations

1. The approach to obtaining responses to the questionnaire will need to be different if more information is to be gathered. The recommended approach is to organise half day seminars in each country of interest and use the seminar to provide a training session on a useful topic related to building capacity e.g. strategic planning and team building, with a half hour slot for completion of the questionnaire. In this way, targeted people will feel there is some tangible benefit to their participation, otherwise for them, they will feel that completing the questionnaire is a waste of time.
2. Capacity building for Caribbean NGOs involved in biodiversity conservation and protected area management should address the following top 5 needs identified:-
 - Funding (particularly for covering recurrent operational and administrative costs, and considering donations to Endowments to assist with these costs long term).
 - Organisational Policies and Procedures
 - Financial Management
 - Knowledge & Skills
 - Leadership/Knowledge & Skills
3. Building capacity in terms of knowledge and skills will require an approach that:-
 - takes into consideration the funding challenges that organisations have,
 - the specific needs within the Caribbean,
 - and uses a collaborative approach to training (involving trainers from a variety of sources).

1. Introduction

The Jamaica Conservation and Development Trust (JCDT) received financial support from the Critical Ecosystem Partnership Fund (CEPF) Small Grant Fund administered by the Caribbean Natural Resources Institute (CANARI) to implement a Biodiversity Conservation Capacity Needs and Opportunities Assessment focused on organisations that are priorities for the CEPF in English-speaking countries. The organisations targeted were those involved in biodiversity conservation, particularly within the context of protected area management and within Key Biodiversity Areas identified by the CEPF Ecosystem Profile. The targeted countries are:-

Antigua & Barbuda	Bahamas
Barbados	Dominica
Grenada	Jamaica
St. Kitts & Nevis	St. Lucia
St. Vincent & the Grenadines	

The purpose of the assessment was to identify whether or not training was a priority for capacity building at this time, in order to provide some level of guidance to the Critical Ecosystem Partnership Fund (CEPF) Programme and to the Jamaica Conservation and Development Trust (JCDT). Whilst the CEPF Programmes includes the option of training as part of Strategic Component 3, this has not been a priority area. JCDT has been considering training as an opportunity to share its experiences and knowledge.

Background to the Project

The Jamaica Conservation and Development Trust (JCDT) is a Non-Government Organisation and registered charity which manages the Blue and John Crow Mountains National Park on behalf of the Natural Resources Conservation Authority through its agency, the National Environment and Planning Agency. JCDT has almost 25 years experience in the planning, establishment and management of protected areas and the protected areas system in Jamaica and about the same in managing the BJCMNP. One of JCDT's objectives, according to its Strategic Plan for 2010 – 2014 is to, "develop and implement strategies to share knowledge/train others in protected areas management". This was identified as a suitable objective based on the organisation's experience and capacity (existing and still associated former staff) and the need identified within Jamaica and the Caribbean for building capacity in biodiversity conservation and protected areas management. Having submitted a proposal to the CEPF for a large grant for training at a variety of levels, CEPF suggested that JCDT should consider conducting some research to identify specific needs for such training and capacity building. The original questionnaire was aimed at capturing information related to the broader issue of capacity building.

2. Methodology

The following steps were followed for implementation of this project:-

1. Research was conducted on capacity and capacity assessments in order to develop the design for the questionnaire.
2. The questionnaire was designed for email dissemination and takes about 30 – 40 minutes to complete. The draft questionnaire was shown to several individuals prior to sending out and responses obtained from two of these, who made suggestions for addition of a section and changes to another.
3. To raise awareness and encourage participation in the survey, an article about the project was prepared and was included in the CEPF Small Grants Programme Newsletter – Capacité in January, 2013.
4. A list of over 150 organisations with email addresses was obtained from CANARI but only about 70 were from the relevant countries and some were clearly (based on their name/type of organisation) or known, not to be involved in biodiversity conservation or protected area management. Based on this, emails inviting participation in the survey were sent to 54 organisations from the 9 English-speaking countries targeted, but only about 5 responded and many emails bounced back.
5. Following this, efforts were made through colleagues to obtain contact information, including during a UNESCO meeting in Antigua in March, 2013. These efforts led to 33 organisations being identified to send the survey to (see Appendix 1). The survey was sent as a word document – to complete manually as well as a link to an online survey (Survey Monkey). Further, a request was made for phone numbers or skype contacts in order to conduct the questionnaire in person. Unfortunately, telephone numbers were not obtained and many contacts did not respond. Some who responded and promised to complete the survey did not. Some contacts sent information for other possibly relevant contacts but none of these responded.
6. Questionnaires were handed out and discussed with persons attending the CEPF Evaluation Workshop in Jamaica during July, however this only resulted in 2 additional questionnaires being completed (one from an organisation with previously partially completed questionnaire). Most of the participants were from Spanish-speaking islands and although most of them spoke English, if JCDT holds training it will be in English which would be an issue for Spanish-speaking potential participants.
7. A one page questionnaire was prepared and sent by email to the organisations previously sent the longer questionnaire, in a last attempt to obtain some responses, particularly with respect to training needs and opportunities. Two Jamaican organisations responded.
8. The responses were analysed using excel and based on this researcher's experience and the literature review conducted earlier.
9. This report was prepared.

Analysis of the completed questionnaires will provide information to guide capacity building to improve biodiversity conservation and protected area management in the Caribbean Biodiversity Hotspot. The report will be sent to CANARI (CEPF Grants Programme Manager) and all participating organisations.

3. Results

3.1 Number of Responses

There were a total of 13 responses from four (4) of the nine (9) English-speaking countries with Key Biodiversity Areas.

Of the 32 persons/organisations emailed and followed up, there were only 13 responses (a 41% respondent rate). If the original 54 persons/organisations initially emailed (and also followed up) are used as the baseline, then a response rate of 25% would result.

Of the 13 respondents:-

- Eight (8) completed the full questionnaire of which four (4) were from Jamaica, three (3) were from St. Lucia and one (1) was from St. Vincent and the Grenadines
- Three (3) partially completed the full questionnaire, of which there were one each from Grenada, St. Vincent and the Grenadines and St. Lucia
- Two (2) completed a much shortened version of the questionnaire and both were from Jamaica.

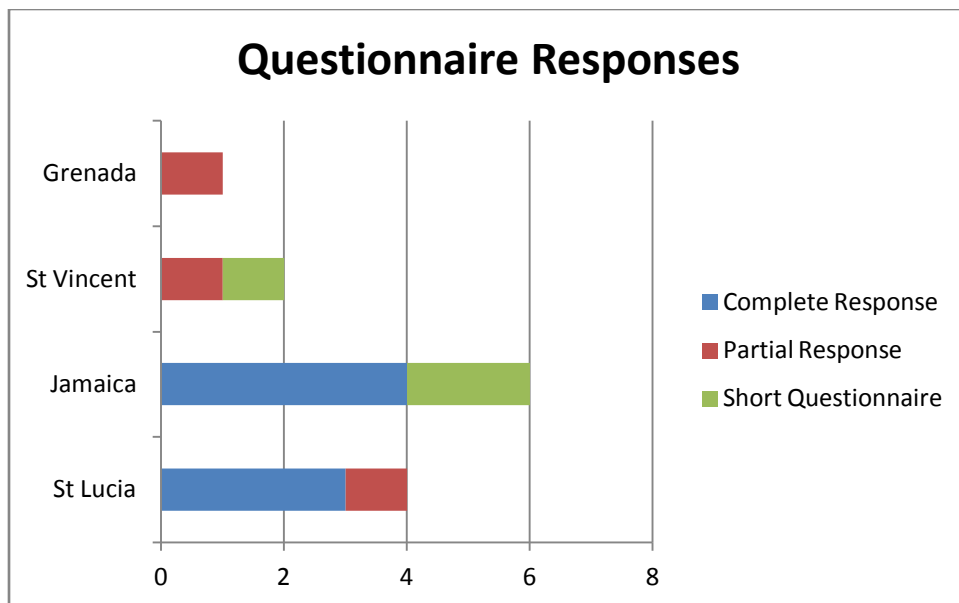


Table 1: Responses received

3.2 Organisations which responded

The organisations which responded to the questionnaire were:-

Country	#	Name of Organisation	Response
Grenada	1	Agency for Rural Transformation	Partial
St. Vincent and the Grenadines	2	Diamond Village Community Heritage Organisation	Complete
	3	National Parks, Rivers & Beaches Authority	Partial
St. Lucia	4	Biodiversity Unit, Ministry of Sustainable Development	Complete
	5	Pitons Management Area, Ministry of Sustainable Development	Complete
	6	Saint Lucia National Trust	Complete
Jamaica	7	Soufriere Marine Management Area	Partial
	8	Caribbean Coastal Area Management Foundation	Complete
	9	Forestry Department	Complete
	10	Jamaica Conservation and Development Trust	Complete
	11	Montego Bay Marine Park Trust	Short version
	12	Oracabessa Bay Foundation	Complete
	13	Southern Trelawny Environment Agency	Short version

Of the 13 organisations which responded:-

- the majority (8) were Non-Government Organisations (NGOs), 3 were government agencies and 2 were Quasi-Non-Government Organisations (QUANGOS). The latter are organisations established by the government through legislation but which operate almost as NGOs with a certain level of autonomy e.g. their own Board and members. They usually manage a national protected area system and receive much of their funding from the government.
- only four were 10 years or younger, with three having been established by government (including one QUANGO) and the other being an NGO.
- only two organisations did not work in Key Biodiversity Areas and these were Jamaican organisations – the Montego Bay Marine Park Trust and the Oracabessa Foundation.
- only one organisation did not work in biodiversity conservation although they did some public awareness, education and advocacy around the issue.

Information about the organisations can be found at Appendix 2.

3.3 Other Capacity Assessments Conducted

The most common capacity assessments used by respondents was The Nature Conservancy's Institutional Self Assessment for Non-Government Organisations (see Appendix 3)

3.4 Responses to Questions

Details of all other responses can be found in the Analysis section below and in the Appendices, as the focus of this report is on the analysis of the responses and discussion of this information along with information from other assessments.

4. Analysis

In the following section, responses are considered from:-

- all 13 organisations,
- organisations which responded completely to the full questionnaire (8)
- the 8 organisations above and the 2 which responded to the short questionnaire

4.1 Responses

Despite the relatively low total number of complete responses, considering the length and challenging nature of the questionnaire (not simple yes/no answers) the 41% response rate, or even the 25% response rate is quite good. The majority of responses were from Jamaica – mostly NGOs and from St. Lucia – mostly government organisations or QUANGOs.

The investigations conducted to identify appropriate organisations in each of the nine English-speaking islands indicates that there are relatively few NGOs involved in biodiversity conservation and protected area management, with Jamaica (a larger island) having significantly more. There may be several community-based organisations involved in sustainable livelihoods but these are likely to be more challenging to identify and contact.

The following abbreviations are used in the tables below:-

Name of Organisation	Abbreviation
Agency for Rural Transformation	ART
Diamond Village Community Heritage Organisation	DVCHO
National Parks, Rivers & Beaches Authority	SVG NPRBA
Biodiversity Unit, Ministry of Sustainable Development	BDU or BD Unit
Pitons Management Area, Ministry of Sustainable Development	PMA
Saint Lucia National Trust	SNLT
Soufriere Marine Management Area	SMMA
Caribbean Coastal Area Management Foundation	CCAM
Forestry Department	FD
Jamaica Conservation and Development Trust	JCDT
Montego Bay Marine Park Trust	MBMPT
Oracabessa Bay Fish Sanctuary	OBFS
Southern Trelawny Environment Agency	STEA

4.2 Enabling Environment

The enabling environment factors ranged from policies through plans, agencies, legislation, enforcement and civil society involvement and support. In general, the respondent organisations found that the enabling environment within which they work was either “somewhat” or “not” supportive of/consistent with their work. NGO involvement and community support and involvement were the only areas where the support was thought to be higher by some organisations. Enforcement, legislation and government agency support were felt to be very supportive by only one responding organisation – the Forestry Department, Jamaica. See Appendix 4 for further details.

This suggests that organisations in the biodiversity conservation and protected area management sector work in a very challenging environment with limited support.

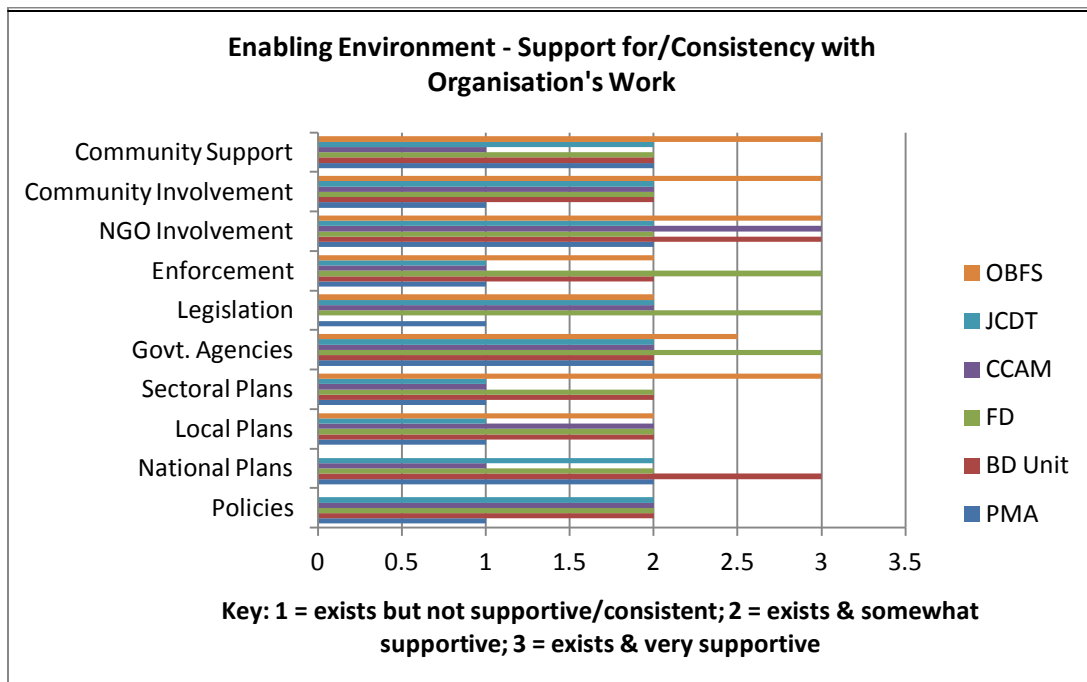


Table 2: Views regarding the Enabling Environment

Several suggestions were made in the questionnaire for improving the enabling environment and all were agreed with to a greater or lesser extent (see Table 3 below). Only one other suggestion was made and this was, training for judges, court clerks and officers. In essence, a society with a greater level of awareness and understanding of the importance of biodiversity conservation and PA management, particularly at the leadership, professional, technical and enforcement levels was considered important. In addition, the availability of sustainable livelihoods for citizens was considered necessary as no matter how aware and knowledgeable people are, they need to survive on a day to day basis, and this is a more powerful force than concerns about longer term environmental problems.

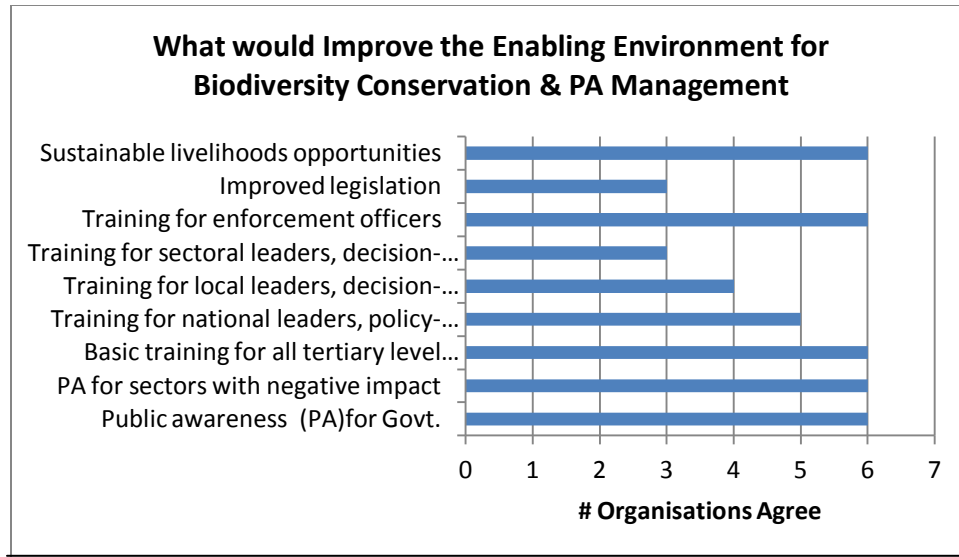


Table 3: Views regarding Strategies to Improve the Enabling Environment

4.3 Experience, Performance Training and Capacity Needs

In this section of the questionnaire, organisations were asked to assess their experience, performance, training and capacity needs.

Experience

Across the work areas, most organizations rated themselves at a low to medium level of experience (see Table 4). Areas with most organizations having low levels of experience were:- protected area system planning and management, protected area planning, business planning, financial planning and management, conflict management, interpretation and management effectiveness evaluation.

Performance

The majority of the organisations assessed their performance at either satisfactory or good (see Table 5). For some aspects of protected area management, organisations were not involved and so there was no performance to assess. Work areas considered to be under-performing by most organisations were: biophysical monitoring, protected area planning and management, protected area system planning and management. Work areas identified by several organisations as needing improvement were: socio-economic monitoring, enforcement and compliance, project planning and management. Several organisations (5 of the 8) considered themselves “good” at implementing community outreach and sustainable livelihoods.

Training Needs

Most organisations did not feel that their staff were completely capable, but felt they needed training in several areas (see Table 6). Training needs identified by five or more of the ten organisations (see Table 7) completing this part of the questionnaire were: Organisational/Human Resources Policies & Procedures, Business Planning, Fundraising from private sector/individuals, Protected Area Management Planning, Protected Area System Planning, Enforcement & Compliance, Terrestrial and Marine biodiversity conservation, Biophysical and Socio-economic Monitoring, Conflict Management, Community Outreach, Tourism & Recreation.

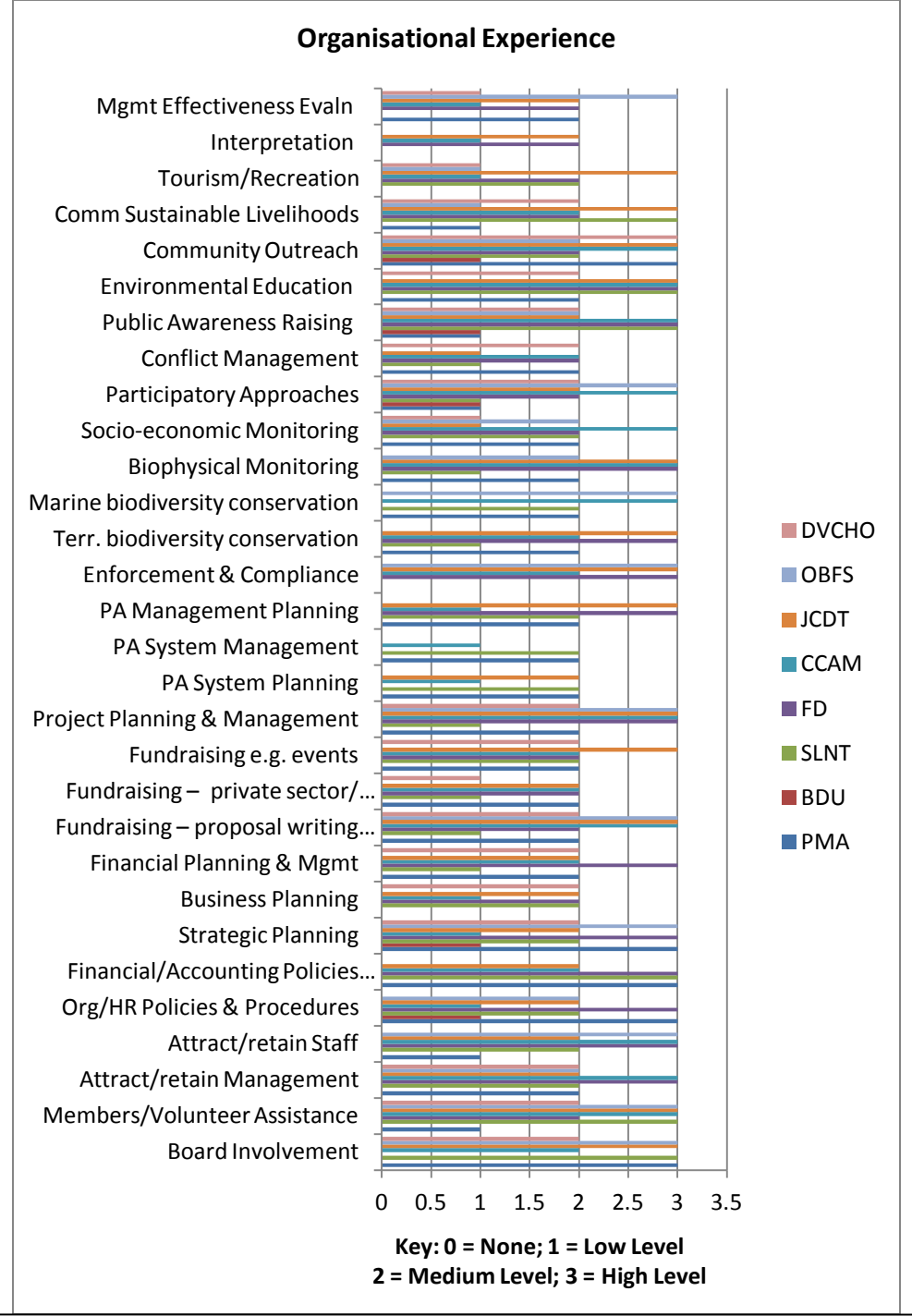


Table 4: Organisation’s Assessment of Experience

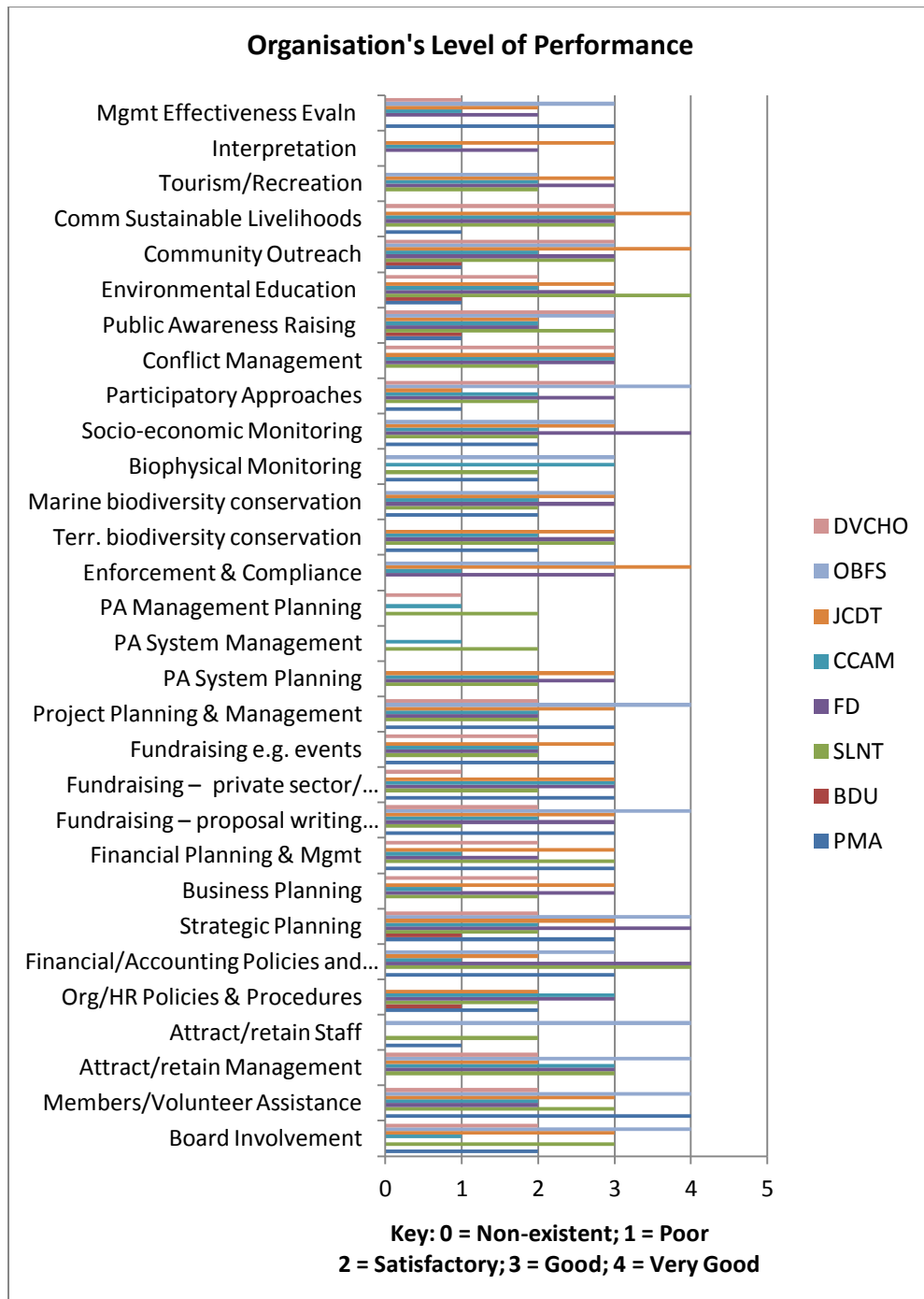


Table 5: Organisation's Assessment of their Performance

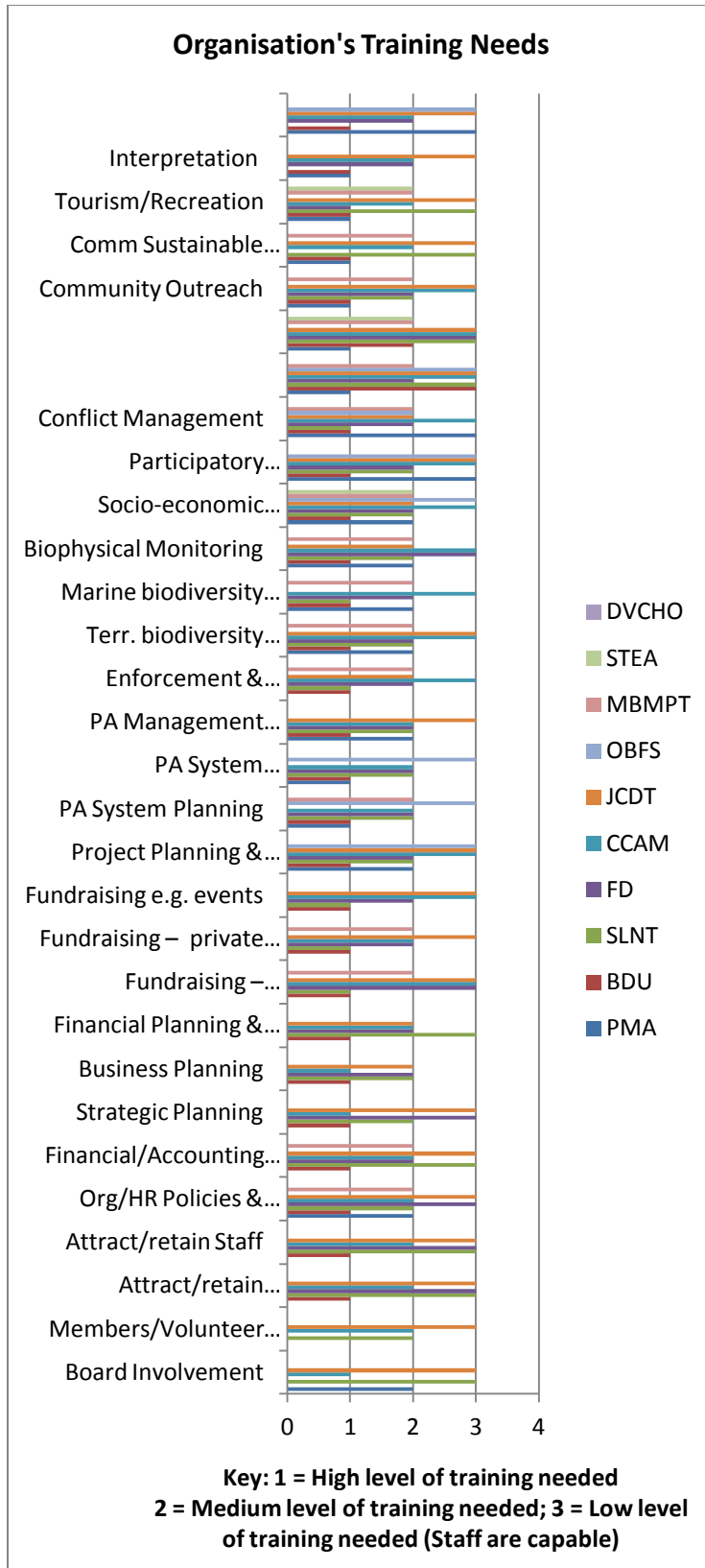


Table 6: Organisation’s Assessment of Level of Training Needs

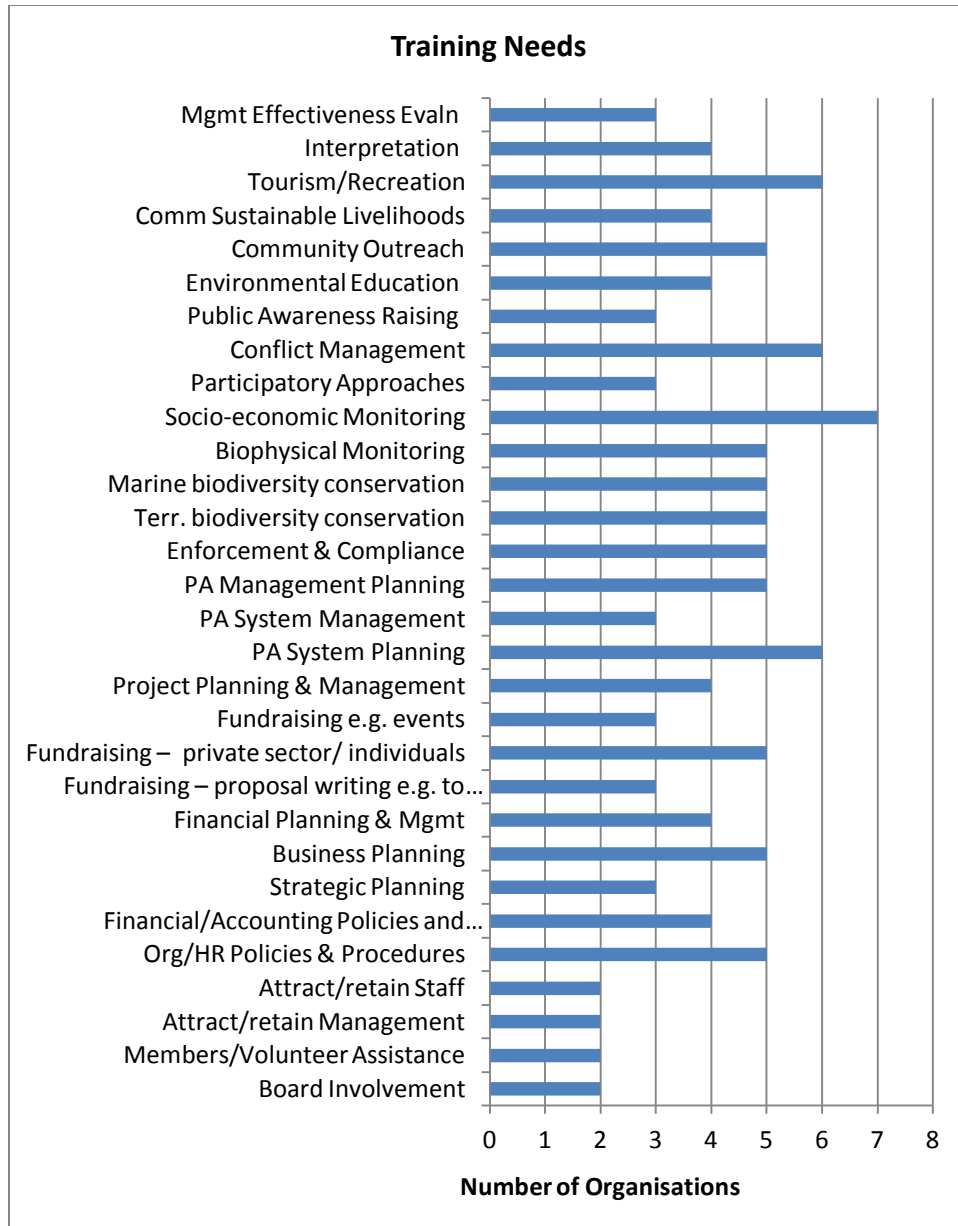


Table 7: Organisations demand for training in specific areas

4.4 Type of Assistance Needed to Improve Performance

Respondents indicated the following types of assistance needed to improve their performance, training and funding were consistent throughout.

Table 8: Type of Assistance Needed to Improve Performance

Aspects of Capacity	What type of assistance would your organization need to improve your performance in these areas ?
Involvement of/Assistance from Board	Training
Involvement of/Assistance from Members or other Volunteers	Training and Funding Appropriate methods of getting members and volunteers involved
Ability to attract and retain appropriate level of Management	Training and Funding e.g. government should completely fund enforcement for marine protected areas
Ability to attract and retain appropriate level of Staff	Training and Funding e.g. revenue generation, government support
Organisational/Human Resources Policies and Procedures	Training and Funding
Financial/Accounting Policies and Procedures	Training and Funding
Strategic Planning	Training and Funding
Business Planning	Training and Funding
Financial Planning & Management	Training and Funding (sustainable financing)
Fundraising – proposal writing e.g. to donor agencies	Training in proposal writing to donor agencies Funding and Personnel to prepare proposals
Fundraising – from private sector/ individuals	Training Personnel to work on this e.g. marketing
Fundraising – other e.g. events	Training and personnel.
Project Planning & Management	Project management training required for technical staff Additional personnel needed
PA System Planning	Training and Funding
PA System Management	Training and Funding
PA Management Planning	Training and Funding Implementation of plans
Enforcement & Compliance	Training. Funding e.g. for additional personnel and/or stipends for community members and new vehicle and maintenance
Terrestrial biodiversity conservation	Training and Funding e.g. for additional personnel and new vehicle and vehicle maintenance Assessment, evaluation and monitoring
Marine biodiversity conservation	Training and Funding Technical assistance in identification, assessment and monitoring
Biophysical Monitoring	Training and Funding
Socio-economic Monitoring	Training in conducting practical sessions; Funding
Participatory Planning/Approaches	Training and Funding
Conflict Management	Training and Funding

Aspects of Capacity	What type of assistance would your organization need to improve your performance in these areas ?
Public Awareness Raising e.g. use of the media	Training and Funding
Environmental Education e.g. in schools	Training and Funding
Community Outreach	Training and Funding Methods and approaches to community outreach
Facilitation of Sustainable Livelihoods in Local Communities	Training and Funding Technical assistance e.g. establishing small business ventures
Management of PAs for use by visitors (Tourism/Recreation)	Training and Funding
Interpretation	Training and Funding e.g. to improve Visitors' Centre
Management Effectiveness Evaluation (including monitoring & evaluation of achievement of PA goals, objectives and targets)	Training and Funding

4.5 Ability to Assist with Training

Few organisations felt they had the capacity to assist with training or other aspects of capacity building in most of the areas of work. Mainly the Jamaican organisations indicated ability to assist with training and this was mainly JCDT, CCAM and STEA for a wide range of work areas. See Tables 8 and 9 below. The actual ability to assist with training may be dependent on the level of commitment required or whether there would be any compensation, as these organisations have limited staff and significant funding needs.

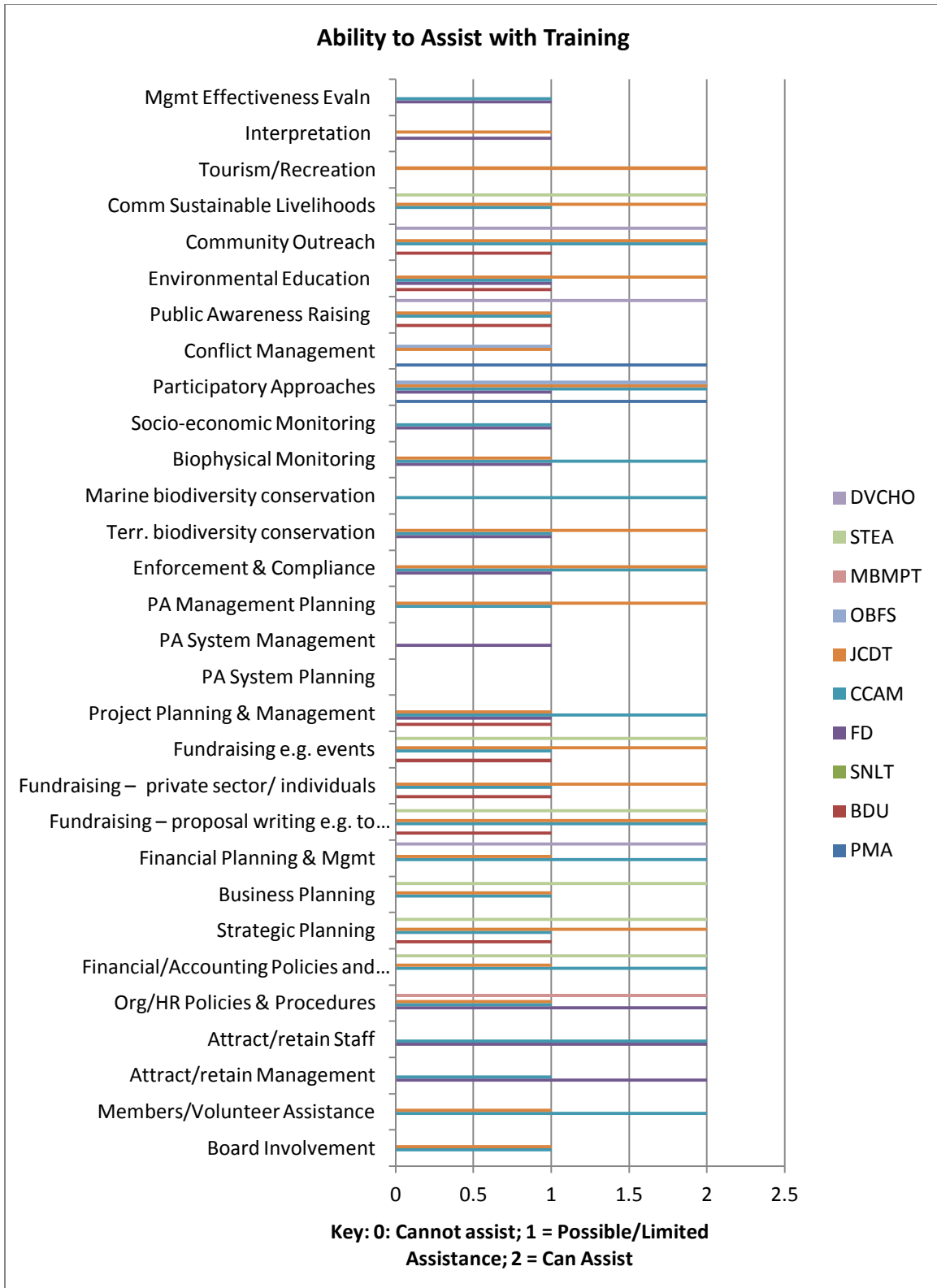


Table 9a: Training Areas Organisations say they could Assist with

Name of Organisation	Areas of possible training assistance
Jamaica Conservation and Development Trust (JCDDT)	Tourism/recreation, Community Sustainable Livelihoods; Terrestrial Biodiversity Conservation; Enforcement & Compliance; Protected Area Management Planning; Fundraising – events and private sector/individuals; Environmental Education; Proposal Writing; Strategic planning; Participatory approaches
Southern Trelawny Environmental Agency (STEA)	Community Sustainable Livelihoods; Proposal writing; Business planning; Financial/accounting policies and procedures
Caribbean Coastal Area Management Foundation (CCAM)	Biophysical monitoring; Marine biodiversity conservation; Enforcement & compliance; Project planning and management; Community outreach; Financial/accounting policies and procedures; Participatory approaches; Attracting and retaining staff
Diamond Valley Community Heritage Organisation (DVCHO)	Community outreach; Financial/accounting policies and procedures
Pitons Management Area (PMA)	Conflict Management; Participatory approaches
Montego Bay Marine Park Trust (MBMPT)	Organisational/HR Policies & Procedures
Forestry Department, Jamaica	Internship and Technical Assistance in:- Attracting and retaining management and staff; Organisational/HR Policies and Procedures

Table 9b: Training areas that Organisations say they could assist with

4.6 Protected Area Management Personnel

The respondent organisations generally indicated inadequate staffing numbers with professional training e.g. short courses, needed for those existing staff. Funding to finance training, more staff or improved benefits were also noted. See Appendix 5 for details.

The Board of an NGO provides leadership and direction as well as assistance e.g. with fundraising but government agencies would not have a similar governance structure. In the case of the Pitons Management Area (PMA) there is an Advisory Committee. For all the respondents, people at the Board level had tertiary level education and were professionals and technical experts. In some cases, it was noted that there needed to be sensitisation of these persons regarding their role and the difference between an NGO Board and a private sector company Board – the former requiring more fundraising support.

At the Management level, all respondents indicated tertiary level training, which was seen as sufficient with additional professional/technical training. However, the number of personnel at this level was insufficient at most of the organisations. Specific training needs mentioned were professional training e.g. staff supervision, project management and business planning as well as fundraising. The need for funds to provide benefits e.g. pension schemes etc. was noted.

The Operational level e.g. Rangers had mainly secondary level education with technical training in some cases. For most organisations, the numbers were considered inadequate and the level of training would

ideally be higher e.g. professional certification or diplomas. The Forestry Department (FD) of Jamaica had the largest cadre of personnel at this level and some of them had tertiary level education (it should be noted that the FD expanded its staff at this level over the last 3 years). Specific training needs mentioned were: conflict resolution, monitoring, diving, team work, environmental education delivery and community outreach. The need for funds to increase the number and level of staff as well as to provide benefits e.g. pension schemes was noted.

For administration, the education level was generally tertiary though may have been professional level rather than academic. The level of education was considered sufficient though training such as accounting, fundraising, project management, teamwork and conflict resolution was identified. The number of staff was not generally considered enough and the need for specific positions to be filled was noted.

Clerical level staff had only secondary level education which was considered sufficient although some professional training was considered necessary. The number of staff at this level was generally not considered adequate.

4.7 Capacity Needs & Training Opportunities

Preferred Training Approaches

The top 3 preferred training approaches were:-

- (i) 3 – 5 day training courses in-country
- (ii) 3 – 5 day training courses within the region
- (iii) E-learning – internet courses, web-in-ars etc.

Peer Exchanges and Mentoring/Coaching were noted, particularly by the government agency respondents. In addition, it was noted that the training courses should be associated with the provision of materials and practical learning experiences including small grant funding for action-learning projects.

Capacity Needs

Analysis of the capacity needs as ranked by the respondents (see Table 10) indicated that the top 5 needs in order of importance are:-

- (i) Funding
- (ii) Organisational Policies and Procedures
- (iii) Financial Management
- (iv) Knowledge & Skills
- (v) Leadership/Knowledge & Skills

It is not surprising that funding ranked highest, as the availability of funds determines a wide array of other capacity needs e.g. staffing – numbers and level, material resources and their maintenance etc. Knowledge & Skills ranked relatively low suggesting that training is not necessarily a major priority for the organisations although this may also be related to funding e.g. if the organisation had the necessary funds they could employ and retain personnel with the ideal level of education and training in addition to being able to afford training. Organisational Policies and Procedures as well as Financial Management are also related to the issue of funding, as often NGOs do not have the financial means to employ sufficient staff to address these needs, particularly when any funding available is usually for technical staff. This means however, that organisational and financial issues are often not handled as efficiently and expeditiously as would be ideal for satisfactory operation of an organisation. Community Relations

was ranked very low for the NGOs, likely because community outreach and liaison with communities is already a strong component of their work.

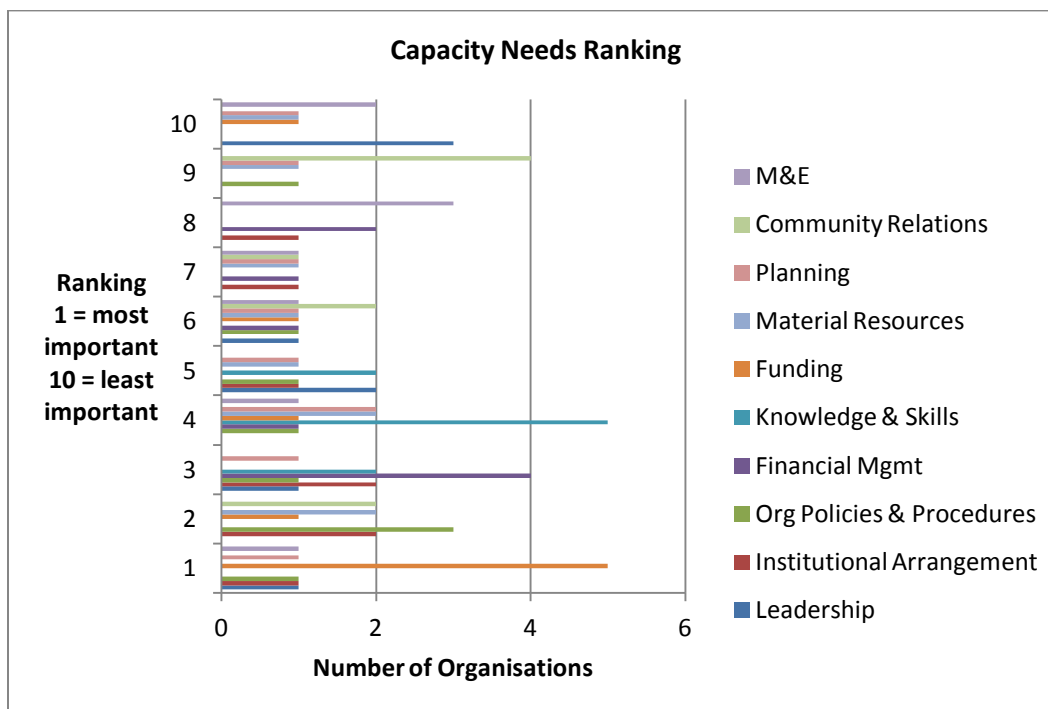


Table 10: Ranking of Capacity Needs

Funding Needs

For 5 of the 7 respondents (3 NGOs, 1 QUANGO and 1 government agency) salaries for management and staff were considered the most important funding need. It may be that the other government agencies assumed that funding was a given and therefore prioritised other funding needs.

Funds for vehicle maintenance was identified an important need across board as well as purchase of new vehicles. Conservation work often entails travelling long distances on bad roads resulting in significant operational and maintenance costs.

For the NGOs, project/programmatic funding was of least priority – likely because it is relatively easy to access such funding but more difficult to cover salaries and operational costs.

For the government agencies, funding to cover capital costs e.g. for Interpretive Centre and some project type costs e.g. advertising were needed. Such costs are often not within the budgets of government agencies.

There was little feedback (5 organisations) regarding specific figures for funding needs but it was clear that the amounts varied with the size of the country, the organisation and the area they were working with. For the organisations from St. Lucia and St. Vincent and the Grenadines, estimates of additional funding requirements for recurrent/operational expenses in the short-term ranged from US\$30,000 – US\$220,000 and for the long term ranged from US\$100,000 – US\$250,000 each. Estimates for additional capital requirements ranged from US\$10,000 - \$65,000 each. For Jamaica, estimates ranged from

US\$1million – US\$1.65million each, in the short term and US\$1.5 million – US\$3 million in the long term and from 0.35 million to 1.0 million for capital expenses. This indicates the vast sums of money that are required for biodiversity conservation and protected area management which are not currently available from regular budgets. The JCDT indicated that the purpose of some of the capital required was to establish an Endowment Fund which would assist in covering recurrent expenditure in the long term.

4.8 Training Opportunities

There were very few responses to the questions about local training opportunities, and those received were all from Jamaica (see Appendix 6). The University of the West Indies (UWI) provides most of the academic education and training for biodiversity conservation in the Caribbean. Whilst the organisation currently offers few short-term courses, it has the capacity to do so (since many of the programmes are essentially made up of several courses or units). The main requirement would be funding and sufficient students to make it worthwhile.

There are many training needs identified that are not currently offered as courses and which would have to be somewhat tailored to the needs of the relevant organisations. Such courses could be organised through collaboration with more experienced organisations and the University of the West Indies amongst other training institutions. These training institutions are not listed here, but exist in every island.

University of the West Indies

The University of the West Indies (UWI) is the main regional tertiary level institution which offers natural resource management related undergraduate and graduate programmes. Several campuses offer variety of Bachelor of Science degrees (BSc) which would provide a strong foundation for managers working in biodiversity conservation and protected area management. In fact, many of the managers currently working in this field in the Caribbean have at least a BSc from the UWI with the campus based in Jamaica, having the longest history in providing this type of degree (originally focused on marine and coastal ecology and management).

- UWI, Life Sciences Department, Faculty of Science & Technology, Mona, Jamaica:-
 - BSc in Environmental Biology with a Major in Marine Biology or Terrestrial and Freshwater Ecology and a Minor in Conservation Biology
 - BSc in Geography programme has several relevant courses
- UWI, Faculty of Science and Agriculture, St. Augustine, Trinidad:-
 - BSc with majors in Biology, Zoology, Geography and Environmental and Natural Resources Management and minors in Environmental Biology, Marine Biology and Environmental and Natural Resources Management
- UWI, Faculty of Biological and Chemical Sciences, Cave Hill, Barbados:-
 - BSc with Biology or Ecology majors.

The CEPF Caribbean Ecosystem Profile mentions the following Master of Science Programmes:-

- UWI, Centre for Resource Management and Environmental Studies, Barbados – MSc in Natural Resource and Environmental Management, with streams in coastal and marine resource management, climate change and water resources management
- UWI, St. Augustine, Trinidad & Tobago – Diploma and MSc in Science and Management of Tropical Biodiversity (and developing a joint MSc on Biodiversity Conservation and Sustainable Development with universities in Belize and Guyana)
- UWI, Mona, Jamaica – MSc in Tropical Ecosystem Assessment and Management

However, the Profile did not mention:-

- UWI, Environmental Management Unit, Jamaica - MSc in Integrated Urban and Rural Environmental Management which includes the 3-credit course, "National Parks, Tourism and Recreational Amenities".

Other Universities and Tertiary Institutions

In Jamaica, there are a number of other universities and colleges which offer relevant tertiary level associate degrees and BSc degrees:-

- Northern Caribbean University:-
 - Associate Degree in Biology
 - BSc in Biology, Environmental Science
- College of Agriculture, Science and Education
 - Bachelor of Technology in Environmental Science

People working in the biodiversity conservation and protected area management fields have taken advantage of education opportunities abroad and in particular in the USA, Canada and the UK, often with assistance from scholarships.

Other Courses and Programmes

Within the Caribbean, there are numerous tertiary level training institutions, whether operated by the government or private sector, which provide a wide variety of short-term courses which would be of significant use for the personnel working in organisations conserving biodiversity. To make these courses useful for these organisations, students would need to have perhaps a one day session (or two half days) to orient them to how what they learn fits in with biodiversity conservation and protected area management.

- Business Management e.g. business planning, strategic planning, monitoring & evaluation
- Finance & Accounting e.g. financial planning and management, accounting procedures
- Human Resources Development e.g. organisational policies and procedures, recruiting and retaining staff
- Marketing e.g. fundraising and public awareness raising
- Tourism and Hospitality e.g. tourism in protected areas
- Project Management

5. Conclusion and Recommendations

5.1 Conclusions

Analysis of the capacity needs as ranked by the respondents indicated that the top 5 needs in order of importance are:-

- (i) Funding
- (ii) Organisational Policies and Procedures
- (iii) Financial Management
- (iv) Knowledge & Skills
- (v) Leadership/Knowledge & Skills

Training (knowledge and skills) were not ranked as highly as funding, however funding is required in order to access training and to be able to employ management and staff with the requisite levels of education and training. Organisations will usually take advantage of training opportunities when they do not cost them anything. It is sometimes difficult for organisations with limited staff, to send personnel on training as a position is left vacant for usually a week or so. Trainees are often not able to implement what they have learned due to adequate financing. Organisations are often not able to retain well-trained management and staff e.g. after a project ends, due to lack of sustainable financing. Training and funding are therefore linked and this should be recognised by donors providing funding opportunities.

5.2 Recommendations

- Capacity building should focus on the five areas of capacity needs identified above, through the provision of funding, technical assistance and training.
- Funding of endowment funds should be considered as NGOs are struggling to sustain conservation in the long term and especially to pay overheads and other recurrent costs.
- Training areas for consideration are:-
 - Organisational/Human Resources Policies & Procedures
 - Business Planning
 - Fundraising from private sector/individuals,
 - Protected Area Management Planning,
 - Protected Area System Planning
 - Enforcement & Compliance
 - Terrestrial and Marine biodiversity conservation
 - Biophysical and Socio-economic Monitoring
 - Conflict Management
 - Community Outreach
 - Tourism & Recreation
- Training courses should be developed using available human resources (within the region) and through collaborative approaches to ensure usefulness to the organisations receiving the training. Collaboration between the universities, tertiary institutions, NGOs should guide development of these courses as well as, available guidance from international organisations such as the International Union for the Conservation of Nature (IUCN).
- The following approach is recommended to improve information gathering from NGOs in the future: organise half day seminars in each country of interest and use the seminar to provide a training session on a useful topic related to building capacity e.g. strategic planning and team building, with a half hour slot for completion of the questionnaire. In this way, targeted people will feel there is some tangible benefit to their participation, otherwise for them, they will feel that completing the questionnaire is a waste of time.

Appendix 1: List of Organisations which were targeted¹

Targeted Countries (English-speaking & with KBAs)	Contact Information
Antigua & Barbuda	<ol style="list-style-type: none"> 1. Environment Division, Ministry of Agriculture, Lands, Housing & Environment Melesha Banhan – m_banhan@yahoo.com 2. Codrington Lagoon National Park, Environment Div., Ogden Burton – twofootbay@yahoo.com; twofootbay@gmail.com 3. Environmental Awareness Group Karron James – eag@candw.ag
Bahamas	<ol style="list-style-type: none"> 1. Bahamas National Trust David Knowles – dknowles@bnt.bs Lakeshia Anderson – landerson@bnt.bs 2. Dept. of Marine Resources Michael Braynen – michaelbraynen@bahamas.gov.bs
Barbados	<ol style="list-style-type: none"> 1. Coastal Zone Management Unit, Ministry of the Environment, Water Resources and Drainage Leo Brewster - director@coastal.gov.bb 2. Natural Heritage Department, Ministry of the Environment, Water Resources and Drainage Steve Devonish – sdespu@caribsurf.com 3. Folkstone Marine Reserve, Ministry of the Environment, Water Resources and Drainage John Nicholls - folkstone@yahoo.com
Dominica	<ol style="list-style-type: none"> 1. Environmental Coordinating Unit, Ministry of Environment, Natural Resources, Physical Planning and Fisheries Kimisha Thomas - kimishathomas@gmail.com , ecu@dominica.gov.dm 2. Division of Culture, Ministry of Culture, Youth &

¹ These organisations were sent the questionnaire by email including survey monkey link and later a shortened version and still later a much shortened version with 3 tables to complete.

Targeted Countries (English-speaking & with KBAs)	Contact Information
	Sports Raymond Lawrence – rolaw14@yahoo.com
Grenada	<ol style="list-style-type: none"> 1. Forestry Department, Ministry of Agriculture, Forestry and Fisheries Aden Forteau - michael_forteau@yahoo.co.uk 2. Agency for Rural Transformation Sandra Ferguson – artngognd@gmail.com
Jamaica	<ol style="list-style-type: none"> 1. National Environment & Planning Agency Yvette Strong, ystrong@nepa.org.jm Carla Gordon, cgordon@nepa.org.jm 2. Forestry Department Marilyn Headley, mheadley@forestry.gov.jm Keith Porter, kporter@forestry.gov.jm 3. Urban Development Corporation Sarah Simpson, ssimpson@udcja.com 4. Jamaica Conservation and Development Trust Robert Stephens rstephens@yahoo.com 5. Caribbean Conservation Area Management Fdn. Ingrid Parchment - iparchment@yahoo.com 6. Montego Bay Marine Park Trust Brian Zane – manager@mbmp.org 7. Oracabessa Foundation Johnathon Gosse obessafndn.island@cwjamaica.com 8. Negril Area Environmental Protection Trust Simone Williams - nept_negril@yahoo.com 9. Southern Trelawny Environmental Agency Hugh Dixon - stea@cwjamaica.com; hughmdix@gmail.com
St. Kitts & Nevis	<ol style="list-style-type: none"> 1. Secretary General National Commission to UNESCO Antonio Maynard – dr_direction@yahoo.com 2. Dept. of Physical Planning, Natural Resources & Env't.

Targeted Countries (English-speaking & with KBAs)	Contact Information
	<p>Angela Walters-Depeche – director@DCNAnature.org</p>
St. Lucia	<ol style="list-style-type: none"> 1. Saint Lucia National Trust Shirlene Simmons - conservationmgr@slunatrust.org 2. Soufriere Marine Management Area Jeanine Compton-Antoine – jcompton@smma.org.lc 3. Ministry of Sustainable Development, Energy, Science & Technology Anita James – anitavja@gmail.com Augustine Dominique, Protected Areas Manager, Pitons Management Area augustine.dominique@govt.lc 4. Forestry Department, Ministry of Agriculture, Lands, Forestry and Fisheries Adams Toussaint - toussaintadams@yahoo.com
St. Vincent & the Grenadines	<ol style="list-style-type: none"> 1. National Parks, Rivers and Beaches Authority, Ministry of Health, Wellness and the Environment Andrew Lockhart - nationalparks@vincysurf.com, andy_lockhart65@hotmail.com 2. Saint Vincent & the Grenadines National Trust svgntrust@gmail.com copy omorris@gov.vc & lynxinc@hotmail.com 3. Tobago Cays Marine Park Kenneth Williams, Manager - tcmp191@hotmail.com 4. Sustainable Grenadines Martin Barriteau, Programmes Manager susgrenpm@vincysurf.com; balius2000@yahoo.com 5. Diamond Village Community Heritage Organisation Simeon Greene, Director simeon_greeno@hotmail.com

Appendix 2: Respondents and the Areas they work in

	Name of Organisation (& type of response)	Type of Organisation	# years	Biodiversity Conservation	Protected Area Management	Key Biodiversity Area	PA System Management	Funding Protected Areas
Grenada								
1	Agency for Rural Transformation (incomplete)	NGO	32	No but public awareness, education & advocacy re: biodiversity conservation vis a vis sustainable development	No But does some community development work in two KBAs: Perseverance and Woodford	Yes	No	No
Jamaica								
1	Oracabessa Bay Foundation (complete)	NGO	3	Fish & Fish habitat	Oracabessa Fish Sanctuary	No	No	No
2	Caribbean Coastal Area Management Foundation (complete)	NGO	15	Terrestrial and Marine Ecosystems	Portland Bight Protected Area Fish Sanctuaries:- <ul style="list-style-type: none"> • Galleon Harbour • Salt Harbour • Three Bays Hellshire Hills Brazilletto Mountains	Yes	No	Sources funding for PBPA, particularly the Fish Sanctuaries
3	Montego Bay Marine Park Trust (Very short version only)	NGO	22	Marine & Coastal Ecosystems	Montego Bay Marine Park	No	No	Sources funding for the MBMP
4	Southern Trelawny Environmental Agency (very short version only)	NGO	17	Forest Ecosystems	No (but works in conservation of the Cockpit Country Forest Reserve & surrounding environs)	Yes	No	No

5	Jamaica Conservation and Development Trust (complete)	NGO	25	Forest Ecosystems	Blue and John Crow Mountains National Park (BJCMNP): comprising the following KBAs:- Blue Mountains John Crow Mountains Rio Grande (sections)	Yes	No	Sources funding for BJCMNP
6	Forestry Department (complete)	Govt.	75	Forest Ecosystems	Forest Reserves:- Blue Mountains John Crow Mountains Cockpit Country Litchfield Mountains/Matheson Run Peckham Woods Stepney John's Vale/Bull Head Mount Diablo Kelleys Camperdown Forest Management Area:- Catadupa (sections)	Yes	Yes	No
St. Lucia								
1	St. Lucia National Trust (complete)	QUANGO	37	N/A	North-east Coast Pitons Management Area Point Sables Rat Island	Yes	Yes	No
2	Biodiversity Unit, Ministry of Sustainable Development, Energy, Science and Technology (complete)	Govt	10	Terrestrial and Marine Ecosystems	North-east Coast Pitons Management Area Point Sables	Yes	Yes	Yes
3	Pitons Management Area Ministry of Sustainable Development, Energy,	Govt	6	Terrestrial	Pitons Management Area	Yes	No	No

	Science and Technology (complete)							
4	Soufriere Marine Management Area (incomplete)	NGO	18	Marine	Pitons Management Area:- Soufriere Marine Management Area Canaries Anse La Raye Marine Management Areas (these two areas are within but also extend beyond the Pitons Management Area)	Yes	Yes	Yes
St. Vincent & the Grenadines								
1	Diamond Village Community Heritage Organisation (complete)	NGO	12 4 yrs invol ved in these acti vities	Kamacrabou River Valley – Conservation balanced with Sustainable Livelihood Opportunities	Colonarie Forest Reserve	No	No	No
2	National Parks Rivers & Beaches Authority (incomplete)	QUANGO	6 3yrs invol ved in these acti vities	Marine & Coastal Ecosystems	Forest Reserves:- Colonarie Cumberland Dalaway Richmond La Soufriere National Park	Yes	Yes	Yes

Appendix 3: Capacity Assessments Conducted

Organisations	Capacity Assessments			
	TNC Institutional Self Assessment	WWF RAPPAM	CaMPAM	National Capacity Self Assessment
CCAM	*			
Forestry Dept	No Response			
JCDT	*	*		
Oracabessa Fdn	No response			
Biodiversity Unit	*		*	*
SLNT	No response			
PMA	No response			
SMMA	No response			
NPRBA, SVG	*	*	*	*
DVCHA	No response			

Appendix 4: Enabling Environment

4.1 How would you rate the following in terms of their support for, or consistency with your organisation's work ?

KEY: 0 = do not exist, 1 = exist but not supportive/consistent, 2 = exist and provides some support, 3 = exist and provide good support

Aspects of Enabling Environment	ORGANISATIONS					
	St. Lucia		Jamaica			
	PMA	BD Unit	FD	CCAM	JCDT	OBFS
Policies (relevant to biodiversity conservation and/or PA management)	1	2 NBSAP, St Georges Declaration of Environment Principles	2	2	2 PA Policy	
National Plans (relevant to biodiversity conservation and/or PA management)	2	3 NBSAP and Second NBSAP being finalised	2	1	2 PASP being updated, NBSAP etc	
Local Plans (for areas around existing PA which support biodiversity conservation and PA management)	1	2 Piton Management Area, Pointe Sables Management Plans	2	2	1 Conflicts with Agriculture	2 Adjacent plans eco-friendly but no agreement
Sectoral Plans e.g. for use of natural resources consider and promote biodiversity conservation and/or protected area management	1	2 Coastal zone management plan, Fisheries management plan	2	1	1 Conflicts with Agriculture	3
Government Agencies responsible for Protected Areas	2	2 Forestry, Fisheries, Ministry of Sustainable Development, Energy, Science and Technology	3	2	2	2/3
Legislation	1 Needs enacting & consolidation e.g. Physical Planning & Dev' Act	0 Protected Areas legislation to be finalised and enacted, with AG's Chambers	3	2	2	2 Fines are too low Consider fines without going to court
Enforcement of Legislation	1 Marine may be 2 but terrestrial needs work	2 Fisheries Management Legislation governs the SMMA	3	1	1 Challenges catching offenders "red-handed"	2 Limited resources of agencies
Involvement of Non-government Organisations in Protected Area Management	2	3 SMMA	2	3	2 Patchy geographically; Limited capacity	3
Involvement of Local Communities in PA management	1 Mechanisms for involvement needed	2 SMMA, Forest Reserves, Point Sables Environment Protected Area	2	2	2 Depends on outreach	3 ? Compared to other PAs
Support from Local Communities for Biodiversity Conservation	2	2 (as above)	2	1	2	3?

4.2 What would help make the Enabling Environment in your country more supportive of biodiversity conservation and PA management ?

Aspects of Enabling Environment	ORGANISATIONS					
	St. Lucia		Jamaica			
	PMA	BD Unit	Forestry Dept	CCAM	JCDT	OBFS
Public awareness raising re: Biodiversity conservation/PAs for government agencies/entities	*	*	*	*	*	*
Public awareness raising re: Biodiversity conservation/PAs for other sectors that impact negatively on Biodiversity & PA management	**	*	*	*	*	*
Basic biodiversity/environmental training for all tertiary level students	*	*	*	*	*	*
Training for national leaders, policy-makers, planners	**		*	*		*
Training for local leaders, decision-makers, planners	**	*	*	*	*	*
Training for sectoral leaders, decision-makers, planners	*			*		*
Training for enforcement officers	*	*	*	*	*	*
Improved legislation	*			*		*
Sustainable livelihoods opportunities	*	*	*	*	*	*
Other						Training for judges & court officers

Appendix 5: Biodiversity Conservation/Protected Area Management Personnel

5.1 Board

Board	How many personnel does your organisation have in this category and is the number sufficient ?		What level of education do these personnel have e.g. B.Sc., CAPE, CXC subjects, professional training ?	What type of education would you like to have ideally at each level ?	What kind of training or assistance does your organisation need to raise the level of effectiveness of personnel at each level ?
	#	Sufficiency (Yes/No)			
PMA	10	No –needs to include more local comm. members	Professional/technical persons	N/A	Sensitization needed re: roles & responsibilities
BDU	N/A				
SNLT	11	yes	BSc.; MSc.; PhD.; CXC; Professional Training	N/A	N/A
FD	N/A				
CCAM	6	No	Masters	N/A	Role of board in the operation of an NGO, fundraising from NGO, management of Trust
JCDT	12	Yes	BSc & above	N/A	
OBFS					
DVCHO	7	Yes	CXC & above but mainly 1 st & 2 nd degrees	N/A	

5.2 Management

Management e.g. Park Manager, Programme Officers	How many personnel does your organisation have in this category and is the number sufficient ?		What level of education do these personnel have e.g. B.Sc., CAPE, CXC subjects, professional training ?	What type of education would you like to have ideally at this level ?	What kind of training or assistance does your organisation need to raise the level of effectiveness of personnel at this level ?
	#	Sufficiency (Yes/No)			
PMA	1				
BDU	2	No	Masters		
SNLT	5	No	BA/BSc/ CXC	Degree level	Financial assistance
FD			Minimum BSc/BA		
CCAM	2	No	Bachelors	Higher	Fundraising, Project management, staff supervision (mentoring, coaching), business planning
JCDT	3	No	Tertiary	Minimum Masters	Professional training Funds for benefits
OBFS	1	Yes	M.Phil.		
DVCHO	0	Only necessary if projects require.			

5.3 Operational Staff

Operational e.g. Rangers	How many personnel does your organisation have in this category and is the number sufficient ?		What level of education do these personnel have e.g. B.Sc., CAPE, CXC subjects, professional training ?	What type of education would you like to have ideally at this level ?	What kind of training or assistance does your organisation need to raise the level of effectiveness of personnel at this level ?
	#	Sufficiency (Yes/No)			

PMA	0	Need more	Technical		Going to get
BDU	1	No	Secondary	Higher	
SNLT	12	No	CXC	Diploma or Associate Degree	Financial Assistance
FD	40	No	CXC to Bachelors		
CCAM	5	No	Post secondary certificate	Yes	Conflict resolution, monitoring, diving, team work, environmental education delivery, community outreach
JCDT	6	No	CXC	More subjects & professional certification	Professional training Funds for benefits
OBFS	6	No	Not stated	CXC	
DVCHO	0	Not necessary			

5.4 Administrative Staff

Administrative	How many personnel does your organisation have in this category and is the number sufficient ?		What level of education do these personnel have e.g. B.Sc., CAPE, CXC subjects, professional training ?	What type of education would you like to have ideally at this level ?	What kind of training or assistance does your organisation need to raise the level of effectiveness of personnel at this level ?
	#	Sufficiency (Yes/No)			
PMA	1				
BDU	1	No	Secondary	Higher	
SNLT	3	yes	CXC	Diploma or Associate Degree	Financial Assistance and technical assistance

FD			Bachelors		
CCAM	3	Yes	Bachelors	OK	Accounting, fundraising, teamwork, conflict resolution
JCDT	2	No	Tertiary	OK	Funds for an Admin Officer Professional training e.g. project management
OBFS					
DVCHO	0	Not necessary at this time.			

5.5 Clerical Staff

Clerical	How many personnel does your organisation have in this category and is the number sufficient ?		What level of education do these personnel have e.g. B.Sc., CAPE, CXC subjects, professional training ?	What type of education would you like to have ideally at this level ?	What kind of training or assistance does your organisation need to raise the level of effectiveness of personnel at this level ?
	#	Sufficiency (Yes/No)			
PMA	0				
BDU	1	No	Secondary	Higher	
SNLT	1	yes	CXC	Diploma or Associate Degree	Financial Assistance
FD			CXC to Bachelors		
CCAM	0	No	N/A		
JCDT	2	Yes	Secondary	Professional level	Training
OBFS	1	Yes		CXC	
DVCHO	0	Not necessary at this time.			

Appendix 6: Training Opportunities suggested

	Organisations which can assist in Jamaica
Involvement of/Assistance from Board	
Involvement of/Assistance from Members/Volunteers	
Ability to attract and retain appropriate level of Management	
Ability to attract and retain appropriate level of Staff	
Organisational/Human Resources Policies and Procedures	University of the West Indies (UWI), University of Technology (UTech), MIND, Tourism Product Development Company (TPDCo)
Financial/Accounting Policies and Procedures	UWI, UTECH, Management Institute for National Development (MIND)
Strategic Planning	
Business Planning	UWI, UTECH, Jamaica Business Development Company
Financial Planning & Management	UWI, UTECH, various business training institutions
Fundraising – proposal writing, events, private sector	
Project Planning & Management	
PA System Planning	
PA System Management	
PA Management Planning	
Enforcement & Compliance	Police and Military; National Environment and Planning Agency (NEPA) and Forestry Department: Law Enforcement Procedures/Forest survival skills
Terrestrial biodiversity conservation	UWI, NEPA
Marine biodiversity conservation	UWI, NEPA
Biophysical Monitoring	UWI, Forestry Department
Socio-economic Monitoring	UWI
Participatory Planning/Approaches	
Conflict Management	Dispute Resolution Foundation
Public Awareness Raising e.g. use of the media	PANOS, Caribbean Mass Communications Institute
Environmental Education e.g. in schools	
Community Outreach	
Facilitation of Sustainable Livelihoods in Local Communities	
Management of PAs for use by visitors (Tourism/Recreation)	TPDCo.
Interpretation	
Management Effectiveness Evaluation	MIND

Appendix 7: Preferences re: Training Approaches

Training Options Proposed	PMA	BDU	FD	CCAM	JCDT	OBFS
3 – 5 dy in-country	1	1	1	1	2	2
3 – 5 dy regional	1	6	1	7	1	1
3 – 5 dy extra-regional	1	7		8	9	
3 – 5 dy internet-based			1			5
6 – 10 dy in -country		8		9	3	4
6 – 10 dy regional		9		10	4	1
6 - 10 dy extra-regional		10		2	10	
E-training e.g. web-in-ars,	2	4	1	3	5	3
Training Materials e.g. Manuals on CD	2	5	1	4	6	4
Peer exchanges	2	2	2	5	7	2
Mentoring/Coaching	2	3	3	6	8	3
Small Grants for Action- Learning Projects	2		2			1

Appendix 8: Ranking of specific capacity needs (1 indicating the most important and 10 the least important)

	1	2	3	4	5	6	7	8	9	10
PM A	M&E	Com munit y Relati ons	Planni ng Institu tional Relati ons	Mate rial Reso urces Fund ing Kno wled ge & Skill s Fina ncial Mgm t	Leade rship	Org Polic ies & Proc edure s				
BD U	Fundi ng	Materi al Resou rces	Institu tional Arran gemen ts	Org Polic ies & Proc edur es	Know ledge & Skills	Lead ershi p	Planni ng	Finan cial Mgmt	Com muni ty Relat ions	M& E
SN LT	Leade rship	Org Polic ies & Proce dures	Finan cial Mgmt	Kno wled ge & Skill s	Planni ng	Com muni ty Relat ions	Institu tional Arran gemen ts	M&E	Mate rial Reso urces	Fund ing
FD	Fundi ng Planni	Com munit y	Leade rship Finan	Mate rial Reso				Institu tional Arran		

	ng	Relati ons Org Polic ies & Proce dures	cial Mgmt Know ledge & Skills	urces M& E				gemen ts		
CC AM	Institu tional Arran gemen ts	Org Polic ies & Proce dures	Finan cial Mgmt	Know ledge & Skill s	Leade rship	Fund ing	Materi al Res	Planni ng	Com muni ty Relat ions	M& E
JC DT	Fundi ng	Materi al Resou rces	Institu tional Arran gemen ts	Know ledge & Skill s	Org Polic ies & Proce dures	Fina ncial Mgm t	Planni ng	M&E	Com muni ty Relat ions	Lead ershi p
MB MP T	Org Polic ies & Proce dures	Fundi ng	Finan cial Mgmt	Know ledge & Skill s	Institu tional Arran gemen ts	M& E	Com muni ty Relati ons		Plan ning	Mate rial Reso urce s
ST EA	Fundi ng	Institu tional Arran gemen ts	Know ledge & Skills	Plan ning	Materi al Resou rces	Com muni ty Relat ions	Finan cial Mgmt	M&E	Org Polic ies & Proc edure s	Lead ershi p
DV CH O	Fundi ng	Institu tional Arran gemen ts	Org Polic ies & Proce dures	Plan ning	Know ledge & Skills	Mate rial Reso urces	M&E	Finan cial Mgmt	Com muni ty Relat ions	Lead ershi p

Appendix 9: Ranking of specific funding needs (1 indicating the most important and 10 the least important)

Funding Needs	PMA	BDU	SNLT	FD	CCAM	JCDT	DVCHO
Salary for Executive Director & Administrative Managers	Govt	1		8	12	1	
Salary for Financial Manager/Accountant	Govt	2		8	1	2	
Salaries for Technical Managers	Govt	4	1	8	2	3	
Salaries for Staff e.g. Rangers	3	7	2	8	3	6	2
Salaries for Clerical Staff		8		8	4	4	1
Rent, utilities		3		8	5	5	3
Transportation e.g. fuel		5	8	3	6	7	
Servicing of Vehicles		15		3	7	8	
Purchase of new Vehicles	1	6		2	8	9	
Financial Audits		12		8	9	10	
Computers and other technical equipment		16	6	4	10	11	4
Office equipment e.g. phones, photocopiers, scanner		10	10	7	11	12	5
Stationery & Other Supplies		13	9	9	13	13	5
Public Awareness & Education	1	9	7	1	14	14	
Community Outreach & Sustainable Livelihoods		14	5		15	15	1
Conservation activities e.g. reforestation,	2	11	4		16	16	2

Funding Needs	PMA	BDU	SNLT	FD	CCAM	JCDT	DVCHO
invasives control							
Monitoring & Evaluation		17	3		17	17	
Other: wants to establish a Summer Research Centre/Prog. as this would be relevant to M&E and would link with sustainable livelihoods	2						

Appendix 10: Estimate of short and medium term funding needs

	Bearing in mind your usual funding sources, approximately how much additional funding (US\$) would you need :-		
	In the Short -Term (1 – 2 years)	Medium Term (3 – 5 years)	Indicate main purpose
BDU			
Recurrent/Operational Expenses	\$220,000	\$250,000	salaries, rent, utilities, stationery, printing, fuel
Capital	\$ 65,000	\$ 30,000	Motor vehicles (insurance, registration & maintenance), other equipment (computers, digital cameras, GPS etc), furniture Replacement/repair of equipment (computers, boat, engine)
TOTAL	\$285,000	\$280,000	
SNLT			
Recurrent/Operational Expenses	30,000.00	100,000.00	Field staff, and the procurement of equipment, and fuel costs,
Capital	55,000.00		Construction of a storage facility for boat and jetty for Dennery island and Maria island
TOTAL	85,000.00		
FD			
Recurrent/Operational Expenses	\$1.650M	\$3.160M	
Capital	\$0.350M	\$1.500M	
TOTAL	\$2.000M	\$4.660M	
JCDT			
Recurrent/Operational Expenses	\$1.0M	\$1.5M	Current & Additional Management level staff & Programmes

Capital	\$1.0M	\$1.5M	Vehicles & Endowment
TOTAL	\$2.0M	\$6.5M	
DVCHO			
Recurrent/Operational Expenses	50,000	150,000	Community/Youth Sustainable Livelihoods Conservation Activities
Capital	10,000	10,000	
TOTAL	60,000	160,000	

Appendix 11: Respondents' Contact Information

Organisation	Name & Title of Respondent	Email Address/Website	Address	Phone/Fax
Grenada				
Agency for Rural Transformation	Sandra Ferguson Secretary-General	artngognd@gmail.com www.artngogrenada.org	P.O. Box 750, Marrast Hill, St. George's	1-473-440-3440
Jamaica				
Caribbean Coastal Area Management Foundation	Ingrid Parchment Executive Director	ccamfngo@gmail.com www.ccam.org.jm	PO Box 33 Lionel Town Clarendon	1 876 986-3344 1 876 986-3956
Forestry Department	Marlon Beale Director of Zonal Operations	www.forestry.gov.jm	173 Constant Spring Road Kingston 8	1 876 924-2667/8
Jamaica Conservation and Development Trust	Susan Otuokon Executive Director	jamaicaconservation@gmail.com www.jcdt.org.jm	29 Dumbarton Avenue Kingston 10	1 876-920-8278
Montego Bay Marine Park Trust	Hugh Shim Executive Director	manager@mbmp.org	Pier One Complex Montego Bay, St. James	1 876-952-5619

Oracabessa Foundation	Inilek Wilmot Manager, Oracabessa Fish Sanctuary	inilekwilmot@gmail.com jonathangosse@me.com	Wharf Road Oracabessa, St. Mary	1 876 4165371
Southern Trelawny Environmental Agency	Melesia Brown Director – Finance & Administration	info@stea.net	Albert Town P.O. Trelawny	1 876 610- 0818 1(876) 391- 8600
St. Lucia				
Biodiversity Unit Ministry of Sustain-able Development, Energy, Science and Technology	Anita James	anitavja@gmail.com		1 - 758-451 8746
Pitons Management Area Ministry of Sustain-able Development, Energy, Science and Technology	Augustine Dominique	pmawhs@gosl.gov.lc	3 Boulevard Street, Soufriere	1-758- 4571636 1-758- 4571638
St. Lucia National Trust	Shirlene Simmons Conservation Manager	natrust@slunatrust.org www.slunatrust.org	Pigeon Island National Landmark	1 758 452 5005 1-758 453 2791
Soufriere Management Area	Jeannine Compton-Antoine	sma@candw.lc www.sma.org.lc	3 Boulevard Street, Soufriere	1758 459 5500 1758 459 7799

St. Vincent and the Grenadines				
Diamond Village Community Heritage Organisation	Simeon Greene	simeon_green0@hotmail.co.uk	Sans Souci, St. Vincent & the Grenadines	1-784-457-6201 1-784-492-3055
National Parks Rivers & Beaches Authority	Andrew A. Lockhart - Superintendent Marine & Terrestrial Parks	nationalparkssvg@gmail.com	Jaycees Building, Stoney Ground, Kingstown, P.O.Box 195, Saint Vincent and the Grenadines VC0100	1-784-453-1623 1-784-453-1622

APPENDIX 3
Literature Review

**Biodiversity Conservation and Protected Area Management Capacity Building
Needs & Opportunities Assessment
JCDT – CEPF Caribbean Small Grant Project**

1. Background

The Jamaica Conservation and Development Trust (JCDT) is a Non-Government Organisation which manages the Blue and John Crow Mountains National Park (BJCMNP) under an agreement with the Government of Jamaica through the Natural Resources Conservation Authority (NRCA) and its agent, the National Environment and Planning Agency (NEPA). JCDT has 25 years experience in the planning, establishment and management of protected areas and the protected areas system in Jamaica and almost 20 years in managing the BJCMNP. One of JCDT’s objectives, according to its Strategic Plan for 2010 – 2014 is to, “develop and implement strategies to share knowledge/train others in protected areas management”. This was identified as a suitable objective based on the organisation’s experience and capacity (existing and still associated former staff) and the need identified within Jamaica and the Caribbean for building capacity in biodiversity conservation and protected areas management.

The Critical Ecosystem Partnership Fund (CEPF) is a partnership of several international organisations which provides grants targeting biodiversity hotspots in developing and transitional countries. Within the Caribbean Islands Biodiversity Hotspot, the Ecosystem Profile prepared by the CEPF has identified 290 Key Biodiversity Areas (KBAs) within 25 countries. From these, the CEPF has prioritized (based not only on biodiversity importance but also on current levels of support) 45 for grant support with 17 being of highest priority for funding from the CEPF. One of the four strategic directions for grant assistance is to, “support Caribbean civil society to achieve biodiversity conservation by building local and regional institutional capacity and by fostering stakeholder collaboration” (Birdlife International, 2010)

Having submitted a proposal to the CEPF for a large grant to provide training at a variety of levels, CEPF suggested that JCDT should consider conducting some research to identify specific needs for such training and capacity building.

2. Introduction

A small grant was awarded to the JCDDT to implement a project with the goal,

“To assess local and regional institutional capacity building needs and opportunities in the biodiversity conservation and protected area management fields in Priority Key Biodiversity Areas in the English-speaking Caribbean”.

Based on this, JCDDT’s Consultant will design and implement a questionnaire aimed at gathering information regarding capacity building needs and opportunities, particularly amongst NGOs in the English-speaking Caribbean islands that are priorities under the CEPF. The capacity building needs and opportunities being considered are those related to biodiversity conservation and more specifically, protected area management. Based on the findings, the CEPF (and/or other funding agencies) may be approached to assist with filling these needs using opportunities existing within the Caribbean. It is hoped that the tool could be used (with additional resources and translation as necessary) within other Caribbean islands, so as to provide a more comprehensive understanding of capacity needs and opportunities related to biodiversity conservation and protected areas management.

Based on the above, the countries to be focused on are:-

1. Antigua and Barbuda
2. Barbados
3. Bahamas
4. Dominica
5. Grenada
6. Jamaica
7. Saint Lucia
8. St. Vincent and the Grenadines

(See Appendix 1 for a listing of all the Key Biodiversity Areas within these countries)

As limited capacity for biodiversity conservation and in particular, protected area management has been identified as a challenge in the Caribbean, efforts will be made to gather information from as many countries and organizations as possible. Therefore, as many Caribbean organizations that are identified as being involved in biodiversity conservation and protected area management will be approached to respond to the questionnaire, however, only those within the

focal countries will be followed up to ensure responses. Special effort will also be placed on members of the International Union for the Conservation of Nature (IUCN). A request will also be made to Spanish, French and Dutch-speaking members of the IUCN Caribbean Regional Committee to assist by translating and at least implementing the questionnaire for their own organizations. It is likely that this will not be completed within the timeframe of this project, but at least the process will be started. The table at Appendix 2 provides information on the link between CEPF countries and membership in the IUCN Caribbean Regional Committee.

The results of the questionnaire will be analysed and a report prepared which will be circulated to all participants and relevant stakeholders.

3. Capacity and Capacity Development

The United Nations Development Programme (UNDP) defines capacity as, “the ability of individuals, institutions and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner” (UNDP, 2010). The UNDP defines capacity development as, “the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time” (UNDP, 2009). Further, the UNDP notes a difference between “capacity development” and capacity building” with the former being more comprehensive and the latter often starting from a level of no capacity at all. Capacity development includes capacity building but also addresses the subsequent use of capacity, its management and retention (UNDP, 2009). Krishnaryan et. al. (2002) note that whilst capacity building has tended to be viewed mainly as relating to training it is a broader concept within that of institutional development.

UNDP (2009) identifies three inter-related levels of capacity:-

- Enabling Environment e.g. policies, legislation, power relations
- Organisational Level e.g. internal policies and procedures
- Individual Level e.g. skills, experience, knowledge

The UNDP (2010) identifies four core issues that represent the capacity constraints that agency most commonly encountered across a variety of situations:-

- Institutional Arrangements – the policies, procedures and processes that allow systems to function and interact effectively and efficiently
- Leadership – the ability to influence, inspire and motivate achievement of goals
- Knowledge – acquired through formal training and education and also learning by doing and experience
- Accountability – delivery of obligations which allows for monitoring and evaluation – internally and externally

These four issues can be considered capacity development outputs which in turn contribute to organizational development outcomes of performance, stability and adaptability which will lead to the long-term ability of an organisation to achieve institutional, national and international development goals. Millenium Development Goal #7 is to, “Ensure Environmental Sustainability” and its second target of reducing biodiversity loss is of greatest significance to this study. Effective marine and terrestrial protected areas are one of the tools for achieving this target.

The Nature Conservancy is a US-based international NGO whose mission is, “to conserve the lands and waters on which all life depends” <http://www.nature.org/about-us/vision-mission/index.htm> downloaded 10/3/13). Recognising the importance of institutional capacity, they developed an Institutional Self Assessment Tool specifically for non-profit organisations to, “determine their current level of development based on eight core institutional areas” (Devine et. al., 2001). The process aims to guide the preparation of an action plan for addressing institutional growth and development.

Table 1 below summarises the key organizational capacity areas identified by the three organizations showing areas of over-lap.

Table 1: Key Organisational Capacity Areas

CANARI (Krishnaryan et. al., 2002)	UNDP (UNDP, 2010, 2009)	TNC (Devine et. al., 2001)
World View e.g. vision, mission	Leadership i.e. clear vision	Strategic Vision & Planning Leadership

Culture e.g. policies	Institutional Arrangements	Organisational Management
Structure e.g. systems, TORs, Accountability	Institutional Arrangements Accountability	Organisational Management Human Resources Financial Management
Adaptive Strategies	Adaptability	
Skills e.g. knowledge, abilities, competencies	Knowledge	Human Resources
Material Resources	Availability of Resources	Financial Management Resource Development
Linkages	Institutional Arrangements	Constituency Building
	Stability	
	Performance	Programmatic Capacity

4. Biodiversity Conservation and Protected Area Management

The Convention on Biological Diversity recognizes protected areas as, “the cornerstone for in-situ conservation of biodiversity” but the 2004 Programme of Work on Protected Areas (PoWPA) notes that biodiversity conservation outcomes are not being achieved proportionately to the increase in number of protected areas globally. The PoWPA reports that the Protected Area systems and sites are not large enough, well planned or managed enough to maximize their contribution to biodiversity conservation. The PoWPA therefore recommends the strengthening of protected area planning and management through a variety of mechanisms.

The International Union for the Conservation of Nature (IUCN) is considered the largest professional conservation network in the world, and contributes to the preparation, implementation and assessment of the PoWPA. The IUCN’s Global Protected Areas Programme

(GPAP) has five priority areas including developing capacity. Information about the GPAP on the IUCN's website (www.iucn.org) indicates that, "the establishment of protected areas and protected area systems does not guarantee that their objectives will be achieved". It notes that in order to achieve their purpose, protected areas must be, "managed effectively, requiring appropriate institutional and governance arrangements and competent professionals providing a range of skills". The GPAP's approach to developing capacity has focused on the production of resource materials, education and training, promoting the achievement of high standards of protected area management effectiveness and measurement of conservation outcomes.

Most recently, the IUCN has partnered with the European Commission (EC) in the implementation of the Biodiversity and Protected Area Management Project (BIOPAMA). This is a multi-year project which started in late 2012 and which is to be implemented in Africa, the Pacific and the Caribbean (ACP). Its general objective is, "to improve long-term conservation of biodiversity in ACP regions and reduce the poverty of populations surrounding protected areas". Its specific objective is to,

"enhance existing institutions and networks based on the best available science and knowledge, by building their capacity to strengthen policy and to implement well-informed decisions on biodiversity conservation, protected areas management and Access and Benefit Sharing".

A planning workshop for the Caribbean Region was held from 22 – 24 January, 2013 in Barbados.

In 1999, the EC in collaboration with the IUCN published a Policy Guidance related to protected areas based on experience in ACP countries. This document identified the need for external funding and for donors and partners to,

- Plan for long-term financial sustainability from the start of protected area projects
- Ensure Institution building
- Develop professional and managerial capacity
- Ensure local community participation
- Extend the timeframe of projects
- Give more emphasis to the role of NGOs, CBOs and other non-traditional partners
- Use local expertise

Further, it identified inadequate funding for salaries as a major limited factor to the development of protected areas in the Caribbean and the need for partnerships in training in the region.

This view is supported by the BIOPAMA Project Document (IUCN, 2011) which states that, “one of the key problems is that the existing human and institutional capacity in ACP countries is limited and suffers from uncoordinated approaches to effectively deal with the issues of conservation and sustainable use of biodiversity conservation and climate change”. The BIOPAMA Project is designed to address this problem through capacity building particularly by providing support at the national level through governments whilst recognizing the role of NGOs and academic stakeholders. BIOPAMA is expected to establish a Centre for Protected Areas and Biodiversity within each region, build the capacity of regional training centres through improvement of curricula and networking, develop and distribute relevant training materials and explore options to ensure the financial sustainability of the capacity building activities. With limited budget, it will however be depending on partnerships with existing capacity building activities and institutions.

The Critical Ecosystem Partnership Fund (CEPF) is a joint programme of the French Development Agency, Conservation International, European Union, Global Environment Facility, Government of Japan, MacArthur Foundation and the World Bank. It provides grants targeting biodiversity hotspots in developing and transitional countries (www.cepf.net downloaded 8/1/13). The CEPF Ecosystem Profile for the Caribbean Islands Hotspot (Birdlife International, 2010) identified 290 Key Biodiversity Areas (KBAs) and has prioritized 45 for grant support with 17 being of highest priority.

One of the four strategic directions for grant assistance is to, “support Caribbean civil society to achieve biodiversity conservation by building local and regional institutional capacity and by fostering stakeholder collaboration” (Birdlife International, 2010). The other three strategic directions require capacity building also e.g. training and/or technical assistance for management planning, sustainable financing mechanisms, invasive species control and sustainable livelihoods. This will be necessary to ensure the grantees can be effective and efficient in implementing and sustaining the relevant activities.

The CEPF Caribbean Ecosystem Profile reports that “limited capacity was ranked by Caribbean partners as among the most significant barriers to be overcome in addressing threats to biodiversity”. Limited capacity was relevant to both government and civil society organizations

and it was noted that most attempts to address this were on a project basis. Further, the Profile indicates that capacity was generally limited because of a lack of financial resources and that this was impacting on the sustainability of civil society organizations involved in biodiversity conservation. The report states, “capacity building will need to continue to be a key focus for donor and international NGO investment in the Caribbean islands for the foreseeable future” (Birdlife International, 2010).

5. Findings of Biodiversity Conservation/Protected Area Management Capacity Needs Assessments in the Caribbean

Numerous protected area management capacity needs assessments and capacity building projects have been conducted within the Caribbean at regional, country and institutional level. Most of the assessments have used a variety of approaches and have been for different purposes and therefore the results are difficult to compare directly. Despite this, in general, they all identify or seek to address similar capacity needs (see Table 2 below). These assessments or projects include:

- 2013 - BIOPAMA
- 2011 - CaMPAM
- 2007 - OPAALPA
- 2005 – 2007 - Capacity Development Plans for National Protected Area Systems
- 2004 – TNC Institutional Self-Assessments
- 2010 – UNDP/UNEP/GEF National Capacity Self Assessments (NCSA) Synthesis Report (NCSAs were conducted globally between 2002 and 2009)

The assessments or projects are briefly described below and the capacity needs they identified are presented in a table below for comparison.

5.1 BIOPAMA

The Biodiversity and Protected Areas Management Project (BIOPAMA) is a project of the European Commission (EC) funded through its Intra Africa Caribbean Pacific (ACP) Envelope for Biodiversity. It started in 2012 and is being implemented by the International Union for the Conservation of Nature (IUCN), the EC Joint Research Centre (JRC) and the GIZ – German Agency for International Development. The general objective of this three year project is, “to improve long-term conservation of biodiversity in ACP regions and reduce the poverty of

populations surrounding Protected Areas”. Its specific objective is to, “enhance existing institutions and networks, based on the best available science and knowledge, by building their capacity to strengthen policy and to implement well-informed decisions on biodiversity conservation, protected areas management and Access & Benefit Sharing”. Twenty percent of the budget has been allocated to the Insular Caribbean region and the GIZ will be responsible for the Access and Benefit Sharing component, whilst the JRC will be responsible for the production of useful indicators and analytical tools for decision-making. The IUCN component of the project is expected to establish a regional data collection and analysis centre on biodiversity and protected areas, implement capacity building programmes, provide technical and policy support and facilitate networking. The rationale behind the project was the finding that, human and institutional capacity was limited and suffering from uncoordinated approaches thus reducing their effectiveness at dealing with conservation and related issues.

One of the first activities of the project, leading to the planning workshop held in Barbados in January, 2013 was the preparation of a Capacity Needs Assessment. In a presentation by the Consultant at the workshop it was explained that the purpose of the assessment was to help identify capacity gaps influencing current results and desired ones (through a situation analysis). It was also noted that the preparation of the Assessment was severely limited by the time available for data collection and that it was mostly dependent on a literature review although there had been good response to the emailed questionnaire. During the workshop, break-out groups worked at prioritizing the capacity gaps and selecting the most important to work on. This information will eventually be used to complete the Final Report, however this was not yet available. The preliminary report (Hayman, 2013) presented by the Consultant produced a list of most frequently stated capacity needs and indicated that:-

- (i) Most PA Managers had a B.Sc. degree but in a specialised discipline, and that there was a need for degree programmes for PA managers which emphasized an inter-disciplinary approach
- (ii) Most PA managers and staff have obtained a lot of on-the-job experience and also have attended numerous training activities of widely varying types, particularly with respect to MPA management

5.2 CaMPAM

CaMPAM is a Network of Marine Protected Area Managers in the Wider Caribbean. It was established in 1997 at workshop convened by the Caribbean Environment Programme (CEP) of the United Nations Environment Programme (UNEP) and the Biscayne National Park, USA. The focus of CaMPAM is on building capacity of marine protected areas. The network is supported by UNEP's CEP through a variety of funding sources and by providing different types of training tools and other coordinating assistance.

One of the major training tools has been the Training of Trainer's (TOT) Programme for Marine Protected Area (MPA) Managers which is a two-week training course implemented almost every year. Following implementation of five TOT events, the UNEP CEP – Regional Caribbean Unit (RCU) conducted an evaluation of the TOT Programme in 2007. The Evaluation Report (Imbach, 2007) found the TOT Programme to be successful in achieving its objectives, particularly in terms of numbers of trainees and the positive impact on MPA management which the trainees reported. The Evaluation recommended that the Programme should be continued with improvements in the Monitoring & Evaluation component, especially as related to assessing actual improvements in MPA management. The Report noted the scope for replication and the importance of addressing other emerging needs e.g. funding and financial sustainability, policy, adaption to climate change impacts etc. It was suggested that this could be addressed by developing a complementing TOT Programme. At the BIOPAMA Workshop in Barbados in January, it was noted a number of times by the CaMPAM Coordinator and others that there was a need for a similar network and training for Terrestrial Protected Area Managers. This might provide some scope for addressing the other needs identified.

In 2011, CaMPAM commissioned a Report on Management Capacity Assessment of Selected Coral Reef Marine Protected Areas with major assistance from the US National Oceanic and Atmospheric Administration (NOAA), Coral Reef Conservation Programme and the Gulf and Caribbean Fisheries Institute (GFCI). A total of 27 MPA sites in 10 countries and territories were included in the assessment using an edited version of a NOAA MPA Management Assessment Checklist. The countries involved were: Bahamas*, Belize, British Virgin Islands, Dutch Caribbean (Saba & St. Eustatius), Honduras, Grenada*, Mexico, St. Lucia*, St. Vincent & the Grenadines*, Turks & Caicos – with only four (4) of these being CEPF priority countries (identified by an asterisk).

5.3 OPAALPA

The Organisation of Eastern Caribbean States (OECS) Protected Areas and Associated Livelihoods Project (OPAALPA) was a five year project of the Environment and Sustainable Development Unit of the Secretariat of the OECS in partnership with the governments of Antigua & Barbuda, Dominica, Grenada, St. Kitts and Nevis, St. Lucia and St. Vincent and the Grenadines. It aimed to improve the effective management of protected areas by strengthening national capacities in the participating countries including the facilitation of increased involvement of private and civil society sectors in protected area planning and management. In addition, it sought to support sustainable livelihoods in communities traditionally dependent on natural resources within protected areas, for their economic survival.

Under the Project's Capacity Building for Protected Area Planning and Management and Associated Livelihoods Component, Training Needs Assessments were commissioned for the participating states, to determine the specific training needs of national agencies and other organizations involved in protected area management and associated livelihoods stakeholders (Parsram, 2007). This information was then to be used to design and implement training programmes to build capacity for PA planning and management and sustainable livelihoods. Based on an assessment of information from a questionnaire, interviews, literature review and site visits, Parsram concludes each Country Report prepared, with recommendations regarding training needs.

In addition, a comparative analysis of the policy, legal and institutional framework within each of the six states was conducted to provide recommendations for approaches to support a harmonized framework for protected area management in the OECS Sub-region (Gardner, 2007).

5.4 Capacity Development Plans for National Protected Area Systems

Between 2005 – 2007, The Nature Conservancy through its Parks in Peril Project and with assistance from the United States Agency for International Development, supported some countries with the preparation of Capacity Development Plans for their National Protected Area Systems. These countries were Jamaica, Grenada and St. Vincent and the Grenadines. The Plans used the results from assessments of the National Systems using the World Wildlife Fund's Rapid Assessment and Prioritisation of Protected Area Management (RAPPAM) methodology

conducted the year before. These processes were activities being implemented by the relevant governments towards achieving their commitments under the Convention on Biological Diversity and its Programme of Work. The RAPPAM process identified strengths and weaknesses at both the system and site level and with information from other reports, highlighted strategic areas requiring attention to increase the effectiveness of system and site management. This information was used to prepare capacity development plans for the three countries.

5.5 TNC Institutional Self-Assessments

The Institutional Self Assessment Tool developed by The Nature Conservancy allows a non-profit organisation to, “determine their current level of development based on eight core institutional areas” (Devine et. al., 2001). The tool is used to guide a self analysis conducted collectively by the Board, management and staff and this process helps guide the preparation of an action plan for addressing institutional growth and development. The eight indicator categories are:-

- Strategic Vision and Planning e.g. mission, strategic planning, impact assessment
- Leadership e.g. Board composition, decision-making, Board and Management relationship
- Organisational Management e.g. structure, internal communications, policies and procedures
- Human Resources e.g. Recruitment process, Staff orientation and development
- Resource Development e.g. Financial Planning, Fundraising
- Financial Management e.g. Accounting Systems, external audits
- Constituency Building/Outreach e.g. media, working relationships with other organisations
- Programmatic Capacity e.g. project identification and planning, programme management

The idea is that organizations should conduct these self-assessments at least every five years usually associated with strategic and financial planning and that there should be a trend towards scoring full marks over time.

In 2004, The Nature Conservancy (TNC) assisted several Non-Government Organisations (NGOs) in Jamaica and St. Vincent and the Grenadines to conduct this tool. At least one of these NGOs (JCDT) is known to have conducted the Assessment prior (2001) and since (2009).

5.6 National Capacity Self Assessments

National Capacity Self Assessments (NCSA) were conducted in 119 countries between 2002 and 2009 (<http://www.thegef.org/gef/sites/thegef.org/files/publication/NCSA-SR-web-100913.pdf> downloaded 10/3/13), with support mainly from the United Nations Environment Programme (UNEP). The purpose was to identify capacity needs as it related to implementation of commitments under the three main environmental conventions (UNCCD, UNFCCC and CBD). In 2010, the NCSA Synthesis Report compiled and summarised the challenges and opportunities experienced by the participating countries in meeting their commitments under the Rio Conventions. The report indicates that 32 of 33 countries within the Latin American and Caribbean region conducted Assessments, suggesting that all Caribbean countries participated. The report reveals that globally, countries' top five capacity development needs to better implement these treaties for conservation of critical biodiversity, addressing climate change and reduce the impacts of desertification and drought are:-

1. Public awareness and environmental education
2. Information management and exchange
3. Development and Enforcement of Policy and Regulatory Frameworks
4. Strengthening organisational mandate and structures
5. Economic instruments and sustainable financing mechanisms

Table 2: Comparison Of Capacity Needs Identified For Biodiversity Conservation/PA Management

CaMPAM - 2011 Priority MPA management capacity needs	BIOPAMA - 2013 (based on review of several documents)*	CBD PoWPA, 2004	OPAALPA, 2007 (combined from all 6 country reports)
Enforcement (10/27 sites)	Law enforcement		Enforcement & Legislation
Financing (9/27 sites)	Sustainable financing	Ensuring financial sustainability	Financing, Fundraising & Resource Mobilisation
Management Planning (7/27 sites)	Management planning/ integrated conservation and development	Planning establishment & management	PA Policy & Analysis PA Planning & Mgmt PA – Site Operations

	planning		& Management
	PA design (zoning, planning)		
Biophysical monitoring (7/27 sites)	Research, monitoring & data management		
Socio-economic monitoring (7/27 sites)			
Outreach & Education (6/27 sites)	Education, awareness and outreach	Communication, Education & Public awareness	Education, Awareness & Outreach, Communication Community Outreach & Management
MPA effectiveness evaluation (6/27 sites)		M&E – Assessing for effectiveness	
	Livelihoods development		Tourism & Sustainable Livelihoods Management; Business Management
	Qualified field staff & managers		
		Applying appropriate technology	
			Project development & management (including Monitoring & Evaluation)
			Co-management, Partnerships & Networking, Conflict

			Management & Resolution
--	--	--	-------------------------

*from Alicia Hayman

6. Capacity Building Opportunities

Most organized capacity building related to biodiversity conservation and protected area management has been focused on:-

- (i) education and training – formally through universities and on a relatively ad hoc basis through organizations such as the Caribbean Natural Resources Institute (CANARI), The Nature Conservancy (TNC) and UNEP. The latter, through its support for CaMPAM is involved in regular Training of the Trainer courses for MPAs.
- (ii) project funding (usually on an ad hoc basis from donor agencies to civil society organizations) for activities such as strategic, management and business planning or material resources e.g. office equipment e.g. computer and printer, office furniture, technical equipment e.g. GPS units, boats.

6.1 Education Opportunities

The University of the West Indies (UWI) is the main regional tertiary level institution which offers natural resource management related undergraduate and graduate programmes. Several campuses offer variety of Bachelor of Science degrees (BSc) which would provide a strong foundation for managers working in biodiversity conservation and protected area management. In fact, many of the managers currently working in this field in the Caribbean have at least a BSc from the UWI with the campus based in Jamaica, having the longest history in providing this type of degree (originally focused on marine and coastal ecology and management).

- UWI, Life Sciences Department, Faculty of Science & Technology, Mona, Jamaica:-
 - BSc in Environmental Biology with a Major in Marine Biology or Terrestrial and Freshwater Ecology and a Minor in Conservation Biology
 - BSc in Geography programme has several relevant courses
- UWI, Faculty of Science and Agriculture, St. Augustine, Trinidad:-
 - BSc with majors in Biology, Zoology, Geography and Environmental and Natural Resources Management and minors in Environmental Biology, Marine Biology and Environmental and Natural Resources Management
- UWI, Faculty of Biological and Chemical Sciences, Cave Hill, Barbados:-
 - BSc with Biology or Ecology majors.

The CEPF Caribbean Ecosystem Profile mentions the following Master of Science Programmes:-

- UWI, Centre for Resource Management and Environmental Studies, Barbados – MSc in Natural Resource and Environmental Management, with streams in coastal and marine resource management, climate change and water resources management
- UWI, St. Augustine, Trinidad & Tobago – Diploma and MSc in Science and Management of Tropical Biodiversity (and developing a joint MSc on Biodiversity Conservation and Sustainable Development with universities in Belize and Guyana)
- UWI, Mona, Jamaica – MSc in Tropical Ecosystem Assessment and Management

However, the Profile did not mention:-

- UWI, Environmental Management Unit, Jamaica - MSc in Integrated Urban and Rural Environmental Management which includes the 3-credit course, “National Parks, Tourism and Recreational Amenities”.

In Jamaica, there are a number of other universities and colleges which offer relevant tertiary level associate degrees and BSc degrees:-

- Northern Caribbean University:-
 - Associate Degree in Biology
 - BSc in Biology, Environmental Science
- College of Agriculture, Science and Education
 - Bachelor of Technology in Environmental Science

People working in the biodiversity conservation and protected area management fields have taken advantage of education opportunities abroad and in particular in the USA, Canada and the UK, often with assistance from scholarships. These opportunities will not be considered for this project.

7. Conclusion and Recommendations

This project and the associated questionnaire, analysis and final recommendations will focus on biodiversity conservation within the context of protected area management. All aspects of capacity will be considered, with a focus on addressing training and long-term learning and

mentoring as this may be one way to address challenging issues such as financial sustainability and sustainable livelihoods.

It has been noted by some experts involved in capacity building for protected area management that, protected area managers may be so entrenched in the challenges they face, that they may not be able to identify all the critical or specific areas of capacity building which they actually require. Thus for example, they may identify the need for more funding, whereas what they may also need is training and mentoring in fund-raising. Protected area managers in today's world need to be multi-skilled, able to multi-task, have excellent problem-solving, communications and leadership skills. These are not easy to teach or learn using standard educational or training processes but require action learning and mentoring techniques. This issue will be taken into consideration throughout this project but will be important for any capacity building implementation.

The development of institutions with the capacity to successfully conserve biodiversity within the context of protected area management is not only related to building capacity at the individual level (skills, experience and knowledge) but also at the other two levels – enabling environment and organizational level. For example, a civil society organisation managing a protected area may have highly trained and effective staff but without the necessary internal policies and procedures and an enabling environment at the government and community level, will meet with only limited success. Therefore, in considering the implementation of capacity building, all three levels should be addressed. Even if training is the approach to be used, the trainees must be exposed to issues relevant at all three levels and where they can be supported to build capacity at other levels this should be done. Therefore, the questionnaire for this project attempts to look at all levels of capacity bearing in mind that the purpose of this project is to identify capacity building needs towards recommending areas for assistance including training.

7.1 Focus on Protected Area Management

Most countries in the Caribbean are signatories to the Convention on Biological Diversity and are focusing on establishment and management of protected areas as a major tool for conserving biodiversity. Most protected areas include outreach programmes to promote the conservation of biodiversity outside protected areas, therefore the focus of much of the biodiversity conservation within the Caribbean is within the context of protected areas. In addition, many of the civil

society organizations are associated with protected areas. Further, much of the capacity needs assessment and capacity development planning work has focused on protected area management.

Therefore, this project and its associated questionnaire will focus on protected area management – recognizing both sites protected through government legislation and those which may be protected through private land ownership. Thus, the questionnaires will allow for self-selection of only those organizations involved in management of a specific geographical area protected by legal or other means. This will ensure the achievement of the project goal without attention being diverted by the numerous organizations which may have some biodiversity conservation mandate but whose work is not focused on a particular site. There may be some organizations which because of their focus on a particular species e.g. sea-turtles, may work across several sites – these will be included in the questionnaire.

7.2 Priority Areas Identified for Capacity building for Protected Area Management

It should be noted that despite the large number of assessments of various kinds and the challenges of direct comparison, most have come to similar conclusions regarding the capacity assessment. Needs most often identified (based on the literature review) are listed below (having been drawn from the table above):-

- Ensuring Financial Sustainability (e.g. financing, fundraising, resource mobilization, proposal writing and business management, but could also be linked to co-management, partnerships and networking)
- Management planning, Site Operations and Management (including project design, management, monitoring & evaluation)
- Education, Awareness and Community Outreach (linked also to sustainable livelihoods)
- Enforcement

The information obtained from the questionnaire will be compared with the information garnered from the literature review.

7.3 Capacity Building Opportunities Assessment

The opportunities assessment component of the questionnaire will help to identify the existing opportunities for capacity building and training in particular. Information will also be obtained from web searches and contact with individuals in relevant countries.

In conclusion, it is anticipated that the questionnaire will result in similar information to that derived in earlier assessments. However, it must be noted that this Assessment does not aim to be a complete and thorough assessment of all capacity needs for each organisation involved in responding to the questionnaire. Such an assessment would require site visits and more in-depth evaluation of each organisation, which is beyond the scope of this Assessment.

APPENDIX 1
Key Biodiversity Areas (CEPF) in the English-speaking Caribbean

Antigua & Barbuda	
	Offshore Islands*
	Christian Cove
	Wallings Forest
	Potsworks dam
	Fitches Creek Bay
	McKinnon's Salt Pond
	Codrington Lagoon and the Creek
	Hanson's Bay – Flashes
	Valley Church Bay
Bahamas	
	Allan's Cays
	Bitter Guana Cay
	Booby Cay
	Cat Island Wetlands
	Cay Sal
	Driggs Hill to Mars Bar
	East Plana Key
	Exuma Cays Land & Sea Park
	Grahams' Harbour
	Great Inagua
	Green Cay
	Grog Pond
	Guana Cays
	Harrold and Wilson Ponds National Park
	Lee Stocking Island
	Long island & Hog Cay
	Lucayan National Park
	Mangrove Cay
	Red Bays

	San Andros Pond
	San Salvador
	South Andros Island
	Southern Great Lake
	Stafford Creek to Andros Town
	White Bay, Noddy, North Adderley & Leaf Cays
	White Cay
Barbados	
	Bath Beach
	Hilton Beach
	Scotland District*
	South Coast Beaches
Dominica	
	Cochrane
	Morne Diablotin National Park
	Morne Trois Pitons National Park*
	Point Des Foux
Grenada	
	Bathway Beach
	Beausejour/ Grenville Vale
	Grand Etang
	Levera Beach
	Mount Hartman
	Mount Saint Catherine
	Perseverance
	Woodford
	Woodlands
Jamaica	
	Negril*
	Dolphin Head*

Bluefields*
Johnson Mountain Hills
Catadupa*
Cockpit Country*
North Coast Forest
Litchfield Mountain – Matheson’s Run*
Black River Great Morass
Peckham Woods
Stepney John’s Vale – Bull Head
Portland Ridge & Bight*
Blue Mountains*
Hellshire Hills*
Brazilleto Mountains
Great River
Santa Cruz Mountains*
Don Figurero Mountains
Bull Bay
Mount Diablo*
Kellets Camperdown
Point Hill
Rio Pedro
Rio Magno
Main Ridge
Mocho Mountains
May Pen
Milk River
Rio Cobre
Red Ground
Wag Water River
Swift River
Citron Valley
Yallahs

	Rio Grande
	John Crow Mountains*
	Rio Bueno
St. Kitts & Nevis	
	St Kitts Central Forest Reserve
	Canyon to Key
St. Lucia	
	Government Forest Reserve*
	Mandele Dry Forest
	North-east Coast
	Pitons Management Area
	Point Sables*
	Rat Island
St Vincent & the Grenadines	
	Colonarie Forest Reserve
	Cumberland Forest Reserve
	Dalaway Forest Reserve
	Kingstown Forest Reserve
	La Soufriere National Park
	Mount Pleasant Forest Reserve
	Richmond Forest Reserve

***(Wholly Irreplaceable Areas)**

APPENDIX 2

Table of Caribbean Islands showing relationship to this project as per Introduction

Caribbean countries	# of Key Biodiversity Areas	English-speaking Independent Territories	IUCN Caribbean Regional Committee Members	Type of Organisation
Anguilla (to U.K.)	6			
Antigua and Barbuda	10	*		
Aruba (to Netherlands)	1			
Bahamas	26	*	Bahamas National Trust	QUANGO
Barbados	4	*		
Cayman Islands (to U.K.)	8			
Cuba	28		Fundación Antonio Núñez Jiménez de la Naturaleza y el Hombre (FANJ)	NGO
Dominica	4	*		
Dominican Republic	35		<ul style="list-style-type: none"> • Centro para la Conservación y Ecodesarrollo de la Bahía de Samaná y su Entorno (CEBSE) • Concorcio Ambiental Dominicano (CAD) • Fundacion para el Mejoramiento Humano (Progressio) • Grupo Jaragua 	NGO NGO NGO NGO
Grenada	9	*		
Guadeloupe (to	8			

Caribbean countries	# of Key Biodiversity Areas	English-speaking Independent Territories	IUCN Caribbean Regional Committee Members	Type of Organisation
France)				
Haiti	17			
Jamaica	38	*	<ul style="list-style-type: none"> • Environmental Foundation of Jamaica (EFJ) • Jamaica Conservation & Development Trust (JCDT) • Jamaica Environment Trust (JET) • National Environment & Planning Agency (NEPA) 	NGO/Fund NGO NGO Govt
Martinique (to France)	8			
Montserrat (to U.K.)	3			
Netherlands Antilles	7		Caribbean Research & Management of Biodiversity (CARMABI)	NGO
Puerto Rico (to USA)	28		Fideicomiso de Conservacion	NGO
St. Barthélemy (to France)	4			
St. Kitts and Nevis 1	1	*		
St. Lucia	6	*	St. Lucia National Trust (SLNT)	QUANGO
St. Martin (to France)	1			
St. Vincent and the Grenadines	7	*		
Trinidad & Tobago	0	*	Caribbean Natural Resources Institute (CANARI)	Regional NGO
Turks and Caicos Islands (to U.K.) 11	11			
Virgin Islands (to U.K.)	7			
Virgin Islands (to USA)	13			

BIBLIOGRAPHY

Birdlife International. 2010. Ecosystem Profile: The Caribbean Islands Biodiversity Hotspot. Critical Ecosystems Partnership Fund.

College of Agriculture, Science and Education website: www.case.edu.jm downloaded 24/3/13.

CaMPAM Network and Forum website <http://www.cep.unep.org/about-cep/spaw/strengthening-and-management-of-protected-areas-in-the-wider-caribbean-region/campam-network-and-forum-1/campam-network-and-forum> Downloaded 17/2/13.

Devine, R., A. Hitz-Sanchez, J. Keenan, P. Leon, P. MacLeod, B. McGean, B. Moffat, S. Reist. 2001. Institutional Self Assessment: A Tool for Strengthening Non-profit Organisations. The Nature Conservancy, Arlington, Virginia. USA.

Imbach, A. 2007. A Training Of Trainers Programme In Marine Protected Areas Management External Evaluation Final Report. UNEP CAR-RCU

IUCN FED/2011/271—080 - BIOPAMA – Annex 1 – Description of the Action

EC/IUCN. 1999. Parks for Biodiversity: Policy Guidelines.

Gardner, Lloyd. 2007. Comparative Analysis for Development of a Harmonised Protected Areas Management Framework within the OECS Region. Environment and Sustainable Development Unit, Organisation of Eastern Caribbean States.

Hayman, A. National Report on Management Effectiveness and Capacity Development Plan for Jamaica's System of Protected Areas. Protected Areas Committee.

Hayman, A. 2013. Unpublished Powerpoint Presentation on Capacity Needs Assessment for BIOPAMA made at the BIOPAMA Planning Workshop, Barbados, January, 2013.

IUCN (undated) Project Document on BIOPAMA.

Krishnaryan, V., T. Geoghegan and Y. Renard. 2002. Assessing Capacity for Participatory Natural Resources Management. Caribbean Natural Resources Institute (CANARI).

MacLeod, P. 2007. St. Vincent and the Grenadines National Protected Areas System Capacity Development Final Draft Plan. USAID/TNC – Parks in Peril.

MacLeod, P. 2007. Grenada's National Protected Areas System Capacity Development Final Draft Plan. USAID/TNC – Parks in Peril.

Northern Caribbean University website: <http://www.ncu.edu.jm> downloaded 24/2/13.

Parsram, K. 2007. Capacity Building for Protected Areas Planning and Management and Associated Livelihoods. Protected Areas Training Needs Assessments: Country Reports for: Antigua & Barbuda, Dominica, Grenada, St. Kitts and Nevis, St. Lucia and St. Vincent and the Grenadines. OECS Protected Area and Associated Livelihoods Project. Environment and Sustainable Development Unit, Organisation of Eastern Caribbean States.

Secretariat of the Convention on Biological Diversity. 2004. Programme of Work on Protected Areas (CBD Programme of Work). Montreal: Secretariat of the Convention on Biological Diversity.

UNDP, 2010. Capacity Development: Measuring Capacity. Downloaded 22/12/12 from <http://www.undp.org/content/undp/en/home/ownwork/capacitybuilding.html>

UNDP, 2009. Frequently Asked Questions: The UNDP Approach to Supporting Capacity Development. Capacity Development Groups, Bureau for Development Policy.

UNDP, UNEP, GEF. 2010. National Capacity Self Assessments: Results and Lessons Learned for Global Environmental Sustainability.

<http://www.thegef.org/gef/sites/thegef.org/files/publication/NCSA-SR-web-100913.pdf>
downloaded 10/3/13

University of the West Indies (UWI) Websites:

UWI, Cavehill Website: <http://cavehill.uwi.edu/fst/bcs/programmes.aspx> downloaded 24/2/13.

UWI, Mona Website: <http://www.mona.uwi.edu/lifesciences/undergrad.htm> downloaded 24/2/13.

UWI, St. Augustine Website: http://sta.uwi.edu/admissions/programmes/fac_sa.asp downloaded 24/2/13.