

APPENDIX

RESULTS OF THE SURVEY:

The survey results will be presented in a summary form. In this manner the focus is less on the individual institutions and organisations, and more on their institutional profiles and basic characteristics. The complete survey findings are presented in Annexe II.

1. INSTITUTIONAL PROFILE:

1.1 *Type of Organisation*

All organisations participating within the survey define themselves as NGOs. However a closer look at their profile would suggest that the situation is somewhat more complex.

An NGO is defined as being both a *non-state actor* and a *non-profit actor*. While the notion of non-profit clearly covers the range of organisations interviewed¹, the notion of non-state is more problematic as the line of demarcation between state and non-state is hazy.

- 11 of participating organisations can be classified as non-governmental organisations according to the definition presented above.
- Three organisations are intergovernmental organisations in that they include government representatives within their constituency and fulfil functions delegated by the state.
- None of the participating organisations is the institutional expression of a social movement. The use of the term “social movement” refers to a loosely based coalition of persons and or institutions put into place by citizens acting in concert to protect their own interests and/or to promote a particular vision of society.

Intergovernmental body	Intermediary NGO	Social Movement
3	11	0

1.2 *Legal Status*

An analysis of the legal status of an organisation is usually a method of defining with greater precision the nature of the organisation. However, the lack of consistent and similar legislation in the various countries and territories also makes this difficult. While some countries such as Haiti have specific NGO legislation, which confers a clear status to an organisation, the wide range of legislative frameworks within the region makes it complicated to generalise across the sample².

	Companies Act	Non profit status	Association
Frequency	1	12	0

¹ The notion of non-profit refers more to the way in which financial resources are used rather than the way in which financial resources are generated.

² This is similar to the results of the CBO/NGO survey recently conducted by SEDU/UWI that also noted the lack of consistent legislative frameworks within the region.

1.3 *Origin of the Organisation*

The origin of the organisation and the composition of the constituency, which is understood to mean the social base which provides guidance and oversight to the organisation, are other indicators which can be used to clarify the nature of an organisation's profile

Organisation	Origin of the organisation			
	Government initiative	Individual citizens professionals	Community or Grass Roots initiative	International organisation
Frequency	3	10	1	3

- Government initiative:** Three organisations were founded by government in collaboration with concerned citizens. These organisations are particularly interesting in that they suggest that the state has facilitated social action. The table above would suggest that the three organisations that could be classified as intergovernmental organisations were in fact founded by the state. A closer examination shows that there is not a complete overlap. While the Saint Lucia National Trust does include government representatives within its membership, it was an initiative launched by private citizens. The Agency for Rural Transformation, though founded by the People's Revolutionary Government of Grenada to address the development needs of rural populations, is composed entirely of private citizens and the organisation does not have or no longer has a privileged link with the state.
- Individual citizens – middle class and grass roots:** The majority of the organisations were founded by groups of concerned citizens seeking to address certain environmental or developmental issues. A further distinction can be made within this category between those organisations founded by middle class citizens - who represent the vast majority of organisations within this survey, and those organisation which represent a grass roots initiative, this will be further explored in the section dealing with the composition of the constituency.
- International organisations:** Three organisations were founded in direct response to initiatives by international organisations, responding to funding opportunities in the area of natural resource management, and the need to put into place national institutional structures. Here donors act as a catalyst for collaboration between stakeholders, particularly within one organisation surveyed where donors, government and non-governmental organisations come together to co-ordinate action, strengthen individual institutional capacity, and mobilise other sources of funding in support of their actions.

1.4 *Composition of the Constituency*

All of these considerations and permutations are visible in the analysis of the constituency of the various organisations participating in the survey:

Organisation	Composition of the constituency				
	Government representatives	Private citizens	CBO or NGO representatives	International organisation	Private sector
Frequency	3	12	3	1	3

- The majority of organisations are composed exclusively of private citizens. Among these organisations a further distinction can be made between those working with a constituency residing within the country, and those who also mobilise resources beyond the national community: two organisations surveyed have built linkages with the diaspora community

- A more limited number of organisations have a heterogeneous constituency bringing together private citizens, government representatives and private sector representatives. One organisation also includes in its constituency an international NGO organisation that also plays a role as primary donor for the initiative.

One of the primary characteristics of those organisations having a heterogeneous constituency is that they bring together individuals who have become involved because of their individual commitment to the cause and those who are delegated as representatives of organisations. This creates within the membership a two-tier system that undoubtedly has an impact on the internal dynamics of the organisation.

1.5 *Date Organisation was Founded*

The majority of organisations were founded in the period between 1980 and 1989.

Organisation	1955-1969	1970-1979	1980-1989	1990-1999	2000-2003
Frequency	1	3	5	4	1

The distribution coincides with the emergence of civil society organisations within the region during the 1980's³ - the "glory days" for NGOs, and to a lesser extent, with the emergence of environmental issues on the development agenda during the 1990's

- Half of the organisations were founded between 1970 and 1990 which corresponds with the period during which many NGOs were founded in the Caribbean, While in the Commonwealth Caribbean, many organisations were founded between 1975 and 1985, the case is different in the rest of the region. In the case of Haiti, because of the specific political context in the country in the period 1956-1986, the period during which the NGO community began to flower was following the fall of the Duvalier regime in 1986.
- Many of the organisations were founded following key dates in the development of the environmental movement in general, and following key moments in the integration of the environmental issues into the development discourse.

Among the organisations included within the sample, there are two extremes:

- In the Bahamas, one organisation focusing on conservation of natural resources was founded as early as 1959 as natural resource management had already been identified as crucial to sustaining economic development.
- The most recently founded organisation, established in 2000, was set up by individuals in the private sector in order to protect the marine environment that provided the basis for the continued success of their economic activities.

1.6 *Organisational Mission*

The organisations participating in the survey bring to their work a wide range of visions that are a function of their origin and their constituency. The diversity of responses suggested the need to classify the mission statements according to their explicit focus or lack of focus on natural resource management:

³ See Jules et al (1996) Analysis of NGO networks with the region

Table 6. Classification of Organisational Mission				
Organisation	Focus on NRM	Focus natural resources and cultural heritage	Focus on sustainable human development	Focus on community empowerment
Frequency	6	4	4	6

- Only six organisations have an explicit focus on natural resource management. Three of these organisations have a primarily technical approach to natural resource management and place their action clearly within a preservation and conservation focus: their missions are:

- to raise awareness of the values and threats to natural resources and to promote their sustainable use and management.
- to foster initiatives to achieve conservation and sustainable use of the natural and historical resources.
- to protect coral reef ecosystems locally, regionally, globally through education, research, training, monitoring, lobbying and the creation of marine protected areas.

- Three organisations on natural resource management in the context of sustainable human development, or within the framework of community empowerment as a means of effective natural resource management. Their mission statements emphasise both participation and mobilisation:

- to contribute to the conservation and sustainable development of cultural and natural resources with the active participation of the community.
- to transfer methodologies and strategies for the management use and conservation of natural resources in order to improve the environment and living conditions to mobilise capacities and community participation.
- to positively promote sustainable development through the planning implementation and marketing of effective programmes of responsible environmental management, education and advocacy.

- Four organisations have a mission statement that places natural resource management within the broader framework of protecting the national heritage – a heritage that includes both natural and cultural resources. Here civil society is participating in broadening the natural resource management and sustainable development agenda:

- to ensure the sustainability of national heritage.
- to develop an integrated national park and protected areas system and foster initiatives to conserve and sustain the natural and historic resources of the country.
- to defend the natural and cultural heritage through participatory planning processes which involve the community, in collaboration with agencies and local government.
- to conserve the natural and cultural heritage and patrimony, for current and future generations by working as an effective advocate, educator and manager of sites through participation and collaboration

- Four organisations have a mission that focuses on sustainable human development. This category includes most organisations which were not founded specifically to deal with environmental or conservation issues:

- to contribute to the conservation and sustainable development of cultural and natural resources with the active participation of the community.
- to guide, focus and provide support to rural communities to accept responsibility and take action that will empower their quality of life in their communities on a continuing and independent basis.
- to positively promote sustainable development through responsible environmental management, education and advocacy.

-to contribute to the development of rural areas and to the development of civil society through concerted action, participatory action research and the promotion of democratic culture within and among organisations.

- Six organisations also specifically address the issue of community empowerment. Within this group are those organisations who see community empowerment as a means toward effective natural resource management, and those who see community empowerment as an objective in and of itself and as the basis for social change. Their missions are:

- to defend the natural and cultural heritage through participatory planning processes which involve the community, in collaboration with agencies and local government, to defend the natural and cultural heritage.
- to contribute to the conservation and sustainable development of cultural and natural resources with the active participation of the community.
-to transfer methodologies and strategies for the management use and conservation of natural resources in order to improve the environment and living conditions to mobilise capacities and community participation.
- to build a just, equitable, and self-reliant society in Dominica and the Caribbean.
- to guide focus and support rural communities to accept responsibility and take action that will empower their quality of life in their communities on a continuing and independent basis.
- to contribute to the development of rural areas and to the development of civil society through concerted action, participatory action research and the promotion of democratic culture within and among organisations.

1.7 Organisational Objectives

A number of organisations participating in the survey did not distinguish between their mission and their objectives. For those who did make the distinction, their objectives can be classified into four broad categories, which to a certain extent overlap and interconnect:

Table 7. Organisational Objectives				
Organisation	Sustainability of national heritage including natural resources	Promoting citizen participation in Natural Resource Management and development	Building human and organisational capacity	Developing sustainable and or alternative models of development
Frequency	10	4	5	4

- Seven organisations define their objectives exclusively as working toward the sustainability of the national heritage, while three other organisations work toward this objective while promoting citizen participation and/or building human and organisational capacity.
- Four organisations include specific objectives dealing with the promotion of citizen participation in natural resource management, and by extension in development processes. Interestingly, only one organisation within this category speaks directly to the objective of building human and organisational capacity that would appear to be a pre-requisite for participation.
- Five organisations speak directly to the issue of building human and organisational capacity, and of these five include among their objectives the need to support the emergence of alternative development models. Most organisations that speak to the issue of building human and organisational capacity place this objective within a broader framework of contributing to the development of sustainable and/or alternative models of development. Implicit within this approach is the promotion of civil society participation in development and in natural resource management.

- Four organisations include among their objectives developing sustainable, and or alternative models of development. For these organisations, the notion of sustainable development is rights-based and includes implicitly the notion of social justice and the more equitable distribution of development benefits within society.

Examples of objectives within this latter category include:

- building greater capabilities of people and communities, promoting collaboration and alternative models of development.
- improving the sustainable use of natural resources through the development of models of production and services which will improve the quality of life of communities and minimise negative cultural and environmental impacts.

1.8 Areas of Activity

Participating organisations are involved in a wide variety of activities:

Table 8.	Principal Areas of Activity				
Organisation	Management of natural resources	Monitoring of natural resources	Advocacy and public education	Community development	Citizen participation
Frequency	8	7	10	7	7

- Two thirds of the organisations are involved in advocacy and public education work and it is interesting to note that organisations do not make a distinction between the two.
- Eight organisations are directly involved in natural resource management, most in the management of marine resources.
- Seven organisations are involved in monitoring of natural resources, two of which are not involved in the actual management of natural resources.
- Seven organisations are involved in a broad range of community development activities from income generation activities to the development of various types of services and programmes aimed at improving the living conditions of concerned communities
- Seven organisations are involved in a range of activities to promote citizen participation, from community animation programmes, to strengthening networks of peasant associations, and to institutional development activities for community based organisations.

1.9 Organisational Structure

The majority of the organisations participating in this survey have a standard NGO structure composed of a general assembly of members, an executive board elected by the General Assembly, and an executive secretariat mandated to carry out programmes and projects:

Table 9.	Organisational Structure			
Organisation	General Assembly	Executive Board or Committee	Executive Secretariat	Other
Frequency	11	11	10	3

However, a certain number of organisations have a slightly different structure:

- One organisation has no executive board or committee as it functions as a platform for concerted action, and all members are directly involved in decision-making processes.
- One organisation has no executive secretariat as all, and programmes and projects are carried out by the members themselves.
- One organisation has a horizontal structure with a co-ordinating committee composed of staff who are the members of the organisation.

The notion of constituency was interpreted differently among the participating organisations:

- For some, the notion of constituency referred to the membership of the organisation.
- For others, it referred to the population served.

This difference in interpretation was most prevalent in two categories of organisations:

- Those with a government mandate to manage and preserve natural resources on behalf of the country
- Those organisations that came out of the social change movement and defined their mission in terms of their ability to serve the interests of a particular social group.

1.10 *Composition of Membership Base*

Using the organisation membership as a definition of constituency in conformity with the notion of membership base, in other words the first level of accountability, the participating organisations have very different constituencies:

Table 10.	Composition of the constituency or membership base				
Organisation	Government reps	Private citizens	CBO or NGO representatives	International Organisation	Private sector
Frequency	3	12	3	1	3

The constituencies of the participating organisations vary as a function of their origin and their evolution:

- The vast majority are composed of people who support the mission and objectives of the organisation.
- Three organisations also have government representatives within their constituency,
- Three organisations have representatives of grass roots organisations or communities within their constituency. For one organisation, this is a method by which the eventual dichotomy between the membership base and the social group that is served is resolved.
- One organisation includes international donors within its constituency,
- Three organisations include private sector representatives among their constituents.

1.11 Size of Membership

With regard to the size of the membership base the range is very broad - from 10 to more than 3000. Three organisations did not provide information with regard to their membership, but based on other information collected, it is quite likely that these organisations have a constituency of less than twenty people.

	Size of the Membership				
	0-10	11-20	21-99	100-150	150-
Number of Organisations	1	2	3	2	2

Those organisations with a large constituency are those that are either social movements, or national environmental organisations holding lands in trust for the nation.

1.12 Membership Base and Gender Balance

In addition to the issue of size, it was considered important to look at the gender balance of the membership base – this as an indicator of the level of inclusiveness and representation. While gender is not the only measure for inclusiveness⁴, it demonstrates the degree to which the membership base reflects the relative presence and weight of women within society:

Organisation	Constituency and Gender Balance		
	Total Number of Constituents	Men	Women
Total	634	254	380

Five organisations did not provide information regarding the gender composition of their constituency. From the information provided by the other organisations surveyed, it is interesting to note that the distribution is fairly well balanced. Women make up more than half of the membership of these organisations which thus have the capacity to act as vehicles for women's actions. Although overall results demonstrate a good gender balance, certain individual organisations have a low level of female participation in their membership base.

1.13 Origin of the Constituency

Determining how a constituency is formed is another way of determining how an organisation is linked to the community - both the community of which it is a part and the community it serves.

Organisation	Origin of the Constituency		
	Identified and co-opted by founders	Open membership for individuals from general public	Other
Frequency	5	9	3

The method of recruiting members falls into two general categories⁵:

- Identification by the initial core group of founders, who then co-opted other members. This method is prevalent among those organisations with a development and/or social change focus and organisations with a comparatively low level of institutional development.

⁴ Other indicators could include the socio-economic profile of the membership base which would serve as a proxy for determining to what extent the organisation has succeeded in mobilising a membership base across social class and/or rural urban cleavages.

⁵ Four organisations did not respond to this question

- Broad based membership drives focusing on gaining public support and identifying interested members. This method is prevalent in those organisations with a defined environmental and conservation focus and a national mandate.

1.14 Accountability

The majority of organisations have developed diverse methods of remaining accountable to their constituency. Most organisations have developed strategies that are based on:

- dissemination of information through bulletins and newsletters
- meetings with the membership.

Organisation	Newsletters	Reports	Annual meetings	Working committees	Use of media	Individual contacts
Frequency	7	7	8	5	5	2

Participation in many organisations is cyclical and they report difficulties in keeping their membership mobilised and informed. As one organisation mentioned, “ *the membership is quite lethargic and accountability is not required*”. Other organisations have noticed that levels of participation have diminished and that the organisation has moved from statutory meetings to ad hoc meetings on an as-needed basis

Organisations that either have a very small constituency and/or are working within a very small territory use face to face meetings to assist in ensuring member commitment.

One organisation has developed an interesting approach to establishing accountability and encouraging the active participation of the membership in the life of the organisation:

The Saint Lucia National Trust (SLNT) has a large and dispersed membership. In order to bridge the distance between itself and its membership, SLNT zoned the island and appointed community based membership agents to facilitate communication within and between the various membership regions.. Institutionalising this mechanism decreases the distance between an organisation with a very large and dispersed membership base.

1.15 Human Resource Base

Organisations are only as strong as their membership base and their staff structure. Given that the majority of responding organisations clearly state that it is difficult to maintain mobilisation of the membership, the role of both paid and unpaid staff becomes even more important.

Organisation	Volunteers	Paid staff	Consultants	Other
Frequency	10	13	9	3

The majority of organisations have a human resource base composed of both volunteers and paid staff.

Volunteers tend to fall into two categories:

- community volunteers or interested members – the majority,
- international volunteers who are seconded to the organisation for an extended period of time, such as Peace Corps and United Nations Volunteers.

Consultants - two thirds of the organisations also mobilise short-term consultants to provide technical expertise and assistance on specific projects.

1.16 Staff Size

An analysis of the staff size of participating organisations provides an important insight into one of the fundamental challenges facing organisations: the need to reconcile ambitious missions and programmes with a very limited human resource base.

Table 16	Staff Size			
	0-2	3-5	6-10	10 and more
Frequency	3	2	4	4

- Five organisations have a staff composed of five or less persons and two organisations have a staff of two or less persons.
- Four organisations have a permanent staff of between six and ten persons, with the average around six persons.
- Only four organisations have a permanent staff of over ten persons and all three are organisations who are managing vested lands and who have a high percentage of support staff.

From a perspective of gender distribution with organisations, the gender distribution within organisations is fairly well balanced.

While this would tend to suggest that the distribution of women within each organisation is well balanced, it would be premature to arrive at this conclusion. As an example, in organisations with two or less staff members, all are women. This suggests that those organisations with a small staff structure are challenged by a limited funding base and therefore obliged to keep operating costs low and to place the emphasis on administrative support rather than strong programme support.

1.17 Paid Staff Members

Table 17	Profile of Paid Staff Members			
	Management	Technical	Administrative	Support
Frequency	13	8	12	7

Despite the fact that the work of most of the organisations surveyed is technical in nature, and a technical perspective is required to meet their objectives, only half of the organisations have permanent technical staff within their offices. Many organisations stated that it is difficult to mobilise and maintain technical staff because of the low salary levels, and the precariousness of their funding base. A large number of organisations therefore rely on either volunteer support, or, when funding permits, establish short-term contracts for external technical assistance.

1.18 Sources of Funding

An analysis of the funding base of participating organisations provided insight into how participating organisations succeed in mobilising resources to carry out their mandate:

Table 18	Sources of Funding						
	Member contributions	Fundraising activities	Government	Regional bodies	International NGOs	International organisations	Other
Frequency	8	9	6	4	12	7	4

- Eight organisations receive membership fees from their membership, but most also indicated that the membership fees were primarily symbolic and did not contribute significantly to covering their operating costs
- Nine organisations also engage in fundraising activities that include charging user fees, organising events, and other types of fundraising drives.
- Six organisations receive funding from government to carry out services in the area of natural resource management.
- Four organisations receive funding through regional intergovernmental bodies.
- Twelve organisations receive funding from international NGOs
- Seven organisations receive funding from bilateral and multilateral agencies.
- Four receive funds from other sources. Among these are two who receive funding from the private sector, either individual businesses or private sector associations. One receives funding from a national environmental foundation and one has an endowment fund.

1.19 *Diversity of the Funding Base*

The diversity of an organisation's funding base as well as the relative weight of each type of funding source are additional indicators which can demonstrate the relative stability:

Table 19	Diversity of the Funding Base			
	1	2	3-5	6 or more
Organisation	1	1	8	4
Frequency	0	1	8	4

With regard to the diversity of the funding base;

- One organisation has two donors both of whom are international NGOs.
- The majority of organisations have between three and five donors and or sources of funding.
- Four organisations have six or more donors. Among these are two of the smaller NGOs, who have developed a diverse funding base and two of the larger NGOs who are actively involved in management of sites and protected areas on behalf of the state.

1.20 *Relative Weight of Different Funding Sources*

While donor diversification is important in terms of decreasing the vulnerability associated with a narrow funding base, most still state that they are highly vulnerable and that this impacts on their institutional stability:

	Relative weight of different funding sources						
Frequency of citing funding sources	Member Dues	Fundraising activities	Government	Regional bodies	International NGOs	International organisations	Other
Most important	0	2	1	2	5	1	2
2 nd most important	1	1	2	1	3	2	1
3 rd most important	1	1	3	0	3	4	0

Overall, the results clearly demonstrate the importance of international NGOs in providing support for programme activities.

- International NGOs represent the most important source of funding. For eleven organisations it represents one of the top three sources of funding. For four organisations it is the most important single source of funding while for the other six other organisations it is the second and third most important source of funding after funding from regional intergovernmental bodies.
- International aid is generally seen as the main source of funding for NGOs, but for the organisations surveyed, this is the second most important source of funding for seven organisations, and the single most important for only one organisation
- Governments are the third most frequently cited source of funding but are usually cited as the second or third most important source of funding. Only one organisation cited the state as it's single most important donor
- Regional structures provide an important source of funding for three organisations and for two it represents the single most important source of funding.
- Fundraising activities are the most important source of funding for two organisations, in one case it refers to user fees and in the other it refers to tombolas and raffles.
- Two organisations cite "other" as the most important source of funding- the Bahamas National Trust has an endowment fund and the JCDT has access to the Environmental Foundation of Jamaica.
- While most organisations cite member dues as one of their sources of funding, it is invariably one of the least important in terms of the amount of funds generated.

2. PROGRAMMES AND PARTNERS

2.1 *Future Programme Priorities*

This question directly addresses the issue of programme direction as distinguished from current programme activities.

	Future Programme Priorities					
Organisation	Strengthening NRM programmes	Dissemination of information and advocacy	Human resource development	Fundraising institutional development	Community development activities	Community capacity building
Frequency	8	7	5	4	3	8

- For most organisations, future programme directions are based in large part on the consolidation of existing programmes; for some consolidation refers to strengthening existing programmes or expanding the outreach of existing programmes.

- A second area of priority is developing the skills and capacities of communities to effectively participate in natural resource management.
- For one third of the organisations participating in the survey, institutional development – including both human resource development and broadening the funding base to achieve a degree of financial stability - constitutes one of the priorities for the coming years.
- One organisation specifically raised the issue of how to further develop member participation in decision-making. The focus is both on quantitative issues - the level of participation, and qualitative issues - the quality of their participation,

2.2 Programme Planning

Most organisations have a formal planning process based on a three to five year cycle. Only two organisations do not have a formal planning process:

Table 22 Method of identification of programme priorities				
Organisation	Planning process	Needs at the community level	Donor priorities or opportunities	Other
Frequency	11	5	3	1

- Eleven stated that programme direction is determined by internal planning processes
- Five organisations stated that the planning exercise was driven by needs identified at the community level – stakeholder driven.
- Three organisations stated that future programme directions were conditioned by donor priorities and opportunities for funding.
- One organisation stated that programme directions were conditioned by shifts in staff focus and areas of competence. With staff turnover, they were obliged to shift their programming focus to bring into conformity with the capabilities of the organisation.

2.3 Programme Areas

Table 23 Current Programme Areas						
Organisation	Programme delivery	Public education and outreach programmes	Membership institutional development	Strengthening Collaboration with government	Developing linkages and partnership	Fundraising
Frequency	13	6	4	2	4	5

- All organisations are involved in various types of ongoing programme delivery in areas related to resource management.
- Six organisations are involved in public education and outreach programmes aimed at developing greater understanding of and support for natural resource management.
- Four organisations are focusing efforts on institutional development with an emphasis on either strengthening the membership base or building capacity within the organisation.
- Two are working toward strengthening collaboration with government

- Four are developing and or strengthening linkages with community based as well as international partners.
- Five are focused on fund raising and increasing their financial autonomy and decreasing their dependence on any single donor through fund diversification.

2.4 Programme Activities

Organisation	Protected area management	Resource monitoring	Technical assistance and training	Community development	Animation	Other
Frequency	7	4	8	3	3	4

Of the organisations participating in the survey:

- Seven are directly involved in protected area management;
- Four are involved in natural resource monitoring;
- Eight organisations are providing technical assistance and training to community based partners;
- Three are working in the area of community development;
- Three are working in the area of animation and institutional development of community based partners;
- Four are working on “other” issues.

2.5 Expected Outcomes of Current Programmes

Organisation	Increased capacity at community level	Increased programming	Improved policy environment for NRM	Improved staff capacity to carry out programmes	Increased access to financial resources
Frequency	9	7	10	6	6

With regard to expected outcomes, there is a degree of convergence despite the wide variety of actions being undertaken by participating organisations.

- For ten organisations, the goal is policy change: to create an improved policy environment for natural resource management through an increase in: community capacity, understanding of the issues at the level of policy makers and the general public, and capacity at the level of each individual organisation
- Nine organisations stated that their expected outcome was increased community capacity which is congruent with their focus on developing the capacity of civil society to actively engage in development processes
- For seven organisations, the expected outcome is expanded programming - doing more of what they already do.

- For six organisations, the focus is on providing better programme delivery - the expected outcome is improved staff capacity to deliver programmes.
- Only six organisations stated that one of their expected goals was to access increased financial resources to carry out programming.

2.6 Tools for Monitoring and Evaluation

One of the major questions for all organisations involved in the area of natural resource management or development work is: how do you effectively monitor your actions to ensure that you are in fact progressing toward your stated goal and how do you evaluate your actions to determine what were the outcomes and impacts of those actions?

While noting that monitoring and evaluation is an area of weakness, most organisations use a variety of methods for monitoring and evaluating their work:

Organisation	Field visits	Staff progress reports	Biannual or annual reports	Stakeholder reviews	Internal evaluation	External evaluation
Frequency	4	9	8	3	9	6

- Nine organisations use staff progress reports to monitor results, while three organisations specifically mention the use of field visits.
- Annual reports are mentioned by eight organisations as a means of dissemination of results - really a method of information sharing rather than a means of monitoring and evaluating.
- Nine organisations use various types of internal evaluation techniques.
- Six use external consultants as part of project evaluation.
- Four organisations use field visits as one method of monitoring and evaluating their programmes.
- Three organisations directly stated that they used stakeholder reviews.

Monitoring and Evaluation identified as a need: Of the various organisations participating in the survey only four appear to have a well-developed system for monitoring and evaluation with the use of benchmarks and indicators. While it is impossible to determine to what extent these systems are used systematically, this does demonstrate a concern for developing methods and tools for monitoring processes and actions

2.7 Advocacy

Most organisations in the survey are actively involved in public education and some form of advocacy - only one does not engage in advocacy work. The questionnaire unfortunately does not provide information on the reasons for this, but it is suggested that the reasons are grounded in the composition of its membership and in its purely technical focus.

Of the other organisations participating in the survey, the principal areas of advocacy can be grouped into four broad thematic areas:

Table 27	Principal Areas of Advocacy			
Organisation	Natural resource and sustainable development	Community participation and/or good governance	Rights-based approach	Promotion of regional integration
Frequency	10	5	1	1

- For ten organisations, their advocacy work is focused directly on natural resource management and topics cover the range of issues covered by their work. Among these issues are the following:
 - Awareness building on habitat destruction and the impact of this on the management and sustainability of natural resources.
 - Awareness building on the need to reconcile economic development and preservation and conservation of natural resources.
 - Establishing links between land based activities such as farming and their effect on the marine environment.
 - Addressing issues of coastal water quality and the politics of waste management.
 - Promoting existing protected zones and increasing the area of protected zones.
- Five organisations state that they carry out advocacy work on promoting community or civil society participation as an element of good governance.
- One organisation used advocacy as a way of promoting a rights-based approach to development and environmental issues. This approach opens new horizons for using various legal instruments as a framework for work both on environmental issues and - more fundamentally - for citizen participation.
- One organisation does not engage in advocacy at all. Given that this organisation is a network of organisations, it can be suggested that it may be an institutional decision to leave advocacy work to its individual member organisations.
- Four organisations state that their work in the area of advocacy needs to be strengthened, better articulated, and systematised.

2.8 Advocacy Content

With regard to how the content of advocacy work is defined, the following responses were provided:

Table 28	Modalities for Definition of Advocacy Content		
Organisation	Institutional vision or mandate	Collaboration with partners	Field level experiences
Frequency	11	3	1

- Advocacy is usually closely linked to the mandate of the organisation and consequently eleven organisations say that their advocacy is grounded in their institutional vision.
- Only three organisations make reference to the role that their partners play in defining advocacy content. This would suggest that advocacy work is actively supported by these partners, both in terms of defining the content and in the implementation of an advocacy plan.
- Only one organisation stated that their advocacy work is grounded in their field experiences. While it is difficult to conclude from this that for other organisations, advocacy is divorced from field level experience, it does raise questions with regard to

how organisations make the link between practice and advocacy by using their field experience to inform and drive their advocacy and awareness building work

2.9 Partnerships – Individual Resource Users

For the most part, participating organisations are broadly linked to a network of individuals, organisations and institutions at the national, regional, and international levels. This broad network of partnerships constitutes one of the strong characteristics of the participating organisations.

At the community level, participating organisations work with both individual resource users and organised resource users:

Organisation	Land owners	Fishermen	Farmers	General population	Tours operators, diver operators and others
Frequency	5	6	5	8	4

Among individual resource users are landowners and small farmers, fisherman, tour operators, dive operators and the general population that constitutes the primary focus of public education activities and awareness building.

2.10 Partnerships – Community Based Organisations

Among organised resource users, organisations work with a broad range of partners including various types of community-based organisations, and sector specific organisations such as women’s groups and youth organisations.

- Eleven organisations work with community organisations that run the gamut from neighbourhood associations to peasant associations and co-operatives.
- Five organisations work with private sector groups building awareness on environmental issues and strategic alliances to promote improved natural resource management.
- Four organisations work with youth groups.
- Only three organisations work directly with women’s organisations.

Organisation	Youth organisations	Women’s organisations	Community organisations	Private sector groups	Other
Frequency	4	3	11	5	3

2.11 Partnerships – Community Based Organisations

- Among those working with other types of organisations, one organisation is a member of a domestic violence unit. While clearly outside the purview of its institutional mandate on environmental issues, it is an indication of the fact that the organisation is linked into various processes within civil society. It is perhaps also an indication of the fact that there are few civil society organisations within that country and thus the level of synergy is somewhat higher out of sheer necessity.

- Only one organisation evolves without linkages at the community level.

Organisations also work with a broad range of civil society organisations within their countries⁶.

- Twelve organisations maintain ties with other NGOs.
- For most organisations that have environmental issues as their primary focus, these linkages are with other environmental organisations first and secondly with other non-governmental organisations concerned by development issues. For those organisations that have a more general focus on development issues, the tendency is reversed.
- For four organisations, linkages are also maintained with private sector organisations around environmental issues and exploring the linkages and trade-offs between environment and economic development.

2.12 Partnerships – Civil Society Organisations

Organisation	Other NGOs	Private sector organisations	Universities	Other
Frequency	12	4	3	3

- Three organisations have developed collaborative relationships with universities and thus have been able to strengthen the linkages between academics and practitioners. This has enabled organisations not only to access technical assistance but also influence the discourse within universities.

2.13 Partnerships – The State and Government Institutions

Various types of linkages also exist between organisations and the state, beyond the linkages that exist among those organisations that include representatives of the state within their membership.

Organisation	President or PM Office	Environmental institutions	Planning ministries or agencies	Line ministries	Local or municipal government	Other
Frequency	2	11	3	9	5	5

- For the most part, organisations work with those branches of government directly involved in natural resource management and environmental issues. While for some this means working with the national environmental agency, for others, it may mean working with a department specifically charged with environmental issues within a line ministry.
- Most organisations also work with line ministries or technical ministries. These run the gamut from health, education, and social services to agriculture.
- Interestingly, increasingly NGOs are working with local and municipal governments, and this would seem to represent a future trend.

⁶ Note that there is an overlap in the types of organisations classified as community based organisations or grass roots organisations and those that are classified as civil society organisations. This is most apparent in the designation of private sector groups as both community based organisations and civil society organisations.

- Two organisations maintain direct linkages with either the President's or the Prime Minister's office. In one case it is directly a result of the mandate of the organisation, and in the other it would seem to be more a function of the size of the territory.
- One organisation maintains links with the national police force as one of the enforcement agencies involved in ensuring compliance with existing environmental laws.
- Finally, one organisation has no programmatic links with the state.

2.14 Partnerships - Regional Civil Society Organisations

At the regional level, most organisations have also built strong linkages with a wide variety of organisations:

Organisation	NRM Organisations	Professional associations	Other NGOs not involved in NRM	Universities	NGO Networks	None
Frequency	7	3	2	1	3	2

- Seven organisations collaborate with regional organisations involved in natural resource management such as CANARI.
- Three organisations collaborate with professional organisations involved in certain aspects of natural resource management.
- Four organisations collaborate with NGO networks specialising on environmental issues, and/or with NGO networks dealing with development issues in general.
- One organisation maintains linkages with a university at the regional level.
- Two organisations do not have any regional linkages.

2.15 Types of Collaboration

Collaboration most often takes the form of information and skills sharing, while only four organisations use regional linkages as a platform for advocacy:

Organisation	Information sharing	Skills sharing	Advocacy
Frequency	7	7	4

2.16 Institutional Affiliation and Membership

Most organisations are also members of networks and professional associations, although four are not:

Organisation	Conservation organisation or network	Professional organisations	Advocacy Organisations or networks	Socio-cultural organisations and or networks	None
Frequency	7	4	6	2	4

- Seven organisations are members of conservation organisation or networks. Among these organisations are: Caribbean Conservation Association (CCA), the Society for

Caribbean Bird Watching (SCBW) and the International Union for the Conservation of Nature (IUCN).

- Some organisations are also members of other types of networks such as World Association for Christian Communication (WACC).
- Six organisations are members of NGO advocacy networks in their own countries.
- Some organisations also have cross membership or reciprocal membership in other organisations. This is particularly the case in Saint Lucia.

3. EXPERIENCES IN NATURAL RESOURCE MANAGEMENT AND CIVIL SOCIETY PARTICIPATION

3.1 Principle Areas of Experience

The participating organisations have a wide range of experiences in the area of natural resource management and varying levels of experience with civil society participation in this field:

Organisation	Marine resource management	Land resource management	Advocacy and policy work	Training and public education	Resource monitoring	Other
Frequency	5	6	10	7	4	1

- Five organisations are involved in marine resource management and of these, three are also involved in land based natural resource management.

Among the interesting examples in this area are the following:

The Negril Coral Reef Preservation Society is responsible for the Negril Marine Park and as part of their work in this area they have developed a reef mooring buoy programme. Among its most successful programmes, it has succeeded in minimising negative impacts to the coral reef and thus protecting the natural resource base. Though there was resistance at first from fisherman, over time this was alleviated by a sustained public education and awareness campaign and finally by the fact that the fishermen themselves saw that the buoys were useful to them as well as being a convenience for the tourism industry.

The Bahamas National Trust assures the management of the Exuma Cays Land and Sea Park. Established in 1959 as one of the first protected marine areas in the region, BNT turned the 176 square mile park into a no take fisheries replenishment area. Based on the Bahamian experience, the notion of "marine fisheries reserve" as developed and has been promoted as the best method for sustaining fishery resources. Monitoring over the past years has demonstrated that this approach led to significant increases in the conch population which then served to replenish conch reserves for harvesting outside of the park, as well as increases in the crawfish and grouper population. According to BNT, this approach provides multiple benefits in terms of replenishing fisheries and creating eco tourism magnets for the local community. As a result, commercial fisherman have become strong supporters and government has doubled the acreage of the national park system; established a policy to protect 20% of the marine parks in the country; and committed to creating other no take zones. The experiences in the Bahamas have encouraged other governments within the region and elsewhere to adopt similar approaches to marine conservation.

- Six organisations are involved in land based resource management, among them:

The Jamaican Conservation and Development Trust (JCDDT) is vested with the management of the Blue and John Crow Mountains National Park, which is one of the most biologically diverse and socioculturally and economically important areas in Jamaica. Working within a co-management regime, the JCDDT works closely with both individual and organised resource users to maintain biological diversity and ecological stability while providing varied services for visitors to the park and creating employment opportunities for the surrounding communities.

Centro para la Conservacion y el Ecodesarrollo de la Bahía de Samana y su Entorno (CEBSE) focused initially on the conservation of marine resources in general with a view toward protecting migrating whales. Over the ensuing years, CEBSE has turned its attention to eco tourism and the sustainable development of natural resources in the surrounding communities. One of these community development initiatives has been the co-management of the Salto de Limon Falls. Working in collaboration with the local community, CEBSE has created a site which receives thousands of visitors annually and which provides needed income to the surrounding community.

- Ten organisations are involved in advocacy and policy work, among them:

Agency for Rural Transformation (ART) has played a key role in promoting civil society participation in the definition of a Forest Policy in Grenada. Though not directly involved in the management of natural resources, ART through its focus on sustainable development and community empowerment has contributed to developing popular education programmes targeted at raising awareness among the general public on issues related to environment and putting into place participatory structures and processes for policy formulation

The Anguilla National Trust has developed an advocacy focus around the issue of heritage tourism as a more sustainable form of diversification than large cruise ships. Using the motto "Give the beach a break", ANT has been able to provoke thought about the island's carrying capacity and to explore alternative approaches to tourism and development.

Groupe de Recherche et d'Action en Milieu Rural (GRAMIR) is a member of a national advocacy platform on food security in Haiti. The platform advocates not only for increased support for sustainable agriculture but also for an improved macro economic policy environment which will protect national production and small farmers.

- Seven organisations are involved in training and public education. As one organisation stated, "*our most important management tool has been education and awareness building*". An interesting example is:

SIBARIMAR, a non-governmental organisation based in Cuba, developed a broad based public education programme. Unlike many other education programmes which are designed to address a specific issue and are designed as intensive campaigns, over the past ten years SIBARIMAR has implemented an ongoing education programme targeting the general population and enabling them through this programme to build greater understanding of the environment and finally to build a sense of ownership on issues related to environment and natural resource management.

- Four organisations are involved in natural resource monitoring, including:

The Environmental Awareness Group based in Antigua is actively involved in species and habitat monitoring. Among their accomplishments in the area of species monitoring, is their successful

campaign to save the Antigua Racer Snake. In the area of habitat monitoring, they completed a national inventory of wetlands and trained government agents in the basic principles of wetland monitoring, thus creating capacity at the state level.

- One organisation, the Consorcio Ambiental Dominicano (CAD) is involved in community development activities in addition to activities in other areas such as training/capacity building and advocacy work. Because of the particular status of CAD as a platform of organisations, its member organisations have a very wide range of experience in natural resource management in the Dominican Republic and as such CAD cannot be classified in the same manner as the other organisations participating in this survey.

Among the fourteen projects implemented by member organisations are the following;

Through the government agencies that are members of the consortium, two projects have been implemented by NGOs, respectively Fundacion Progressio and Fundacion Loma Quita Espuela, to increase community participation in the protection of natural resources within established scientific reserves in the Dominican Republic. Results include improved levels of community participation in conservation efforts and greater dialogue between civil society organisations and state institutions around the conservation of these two protected areas.

CEBSE, one of CAD's member agencies, is implementing a project focused on the promotion of sustainable agriculture and eco tourism. Dealing with three aspects of natural resource management, CEBSE in collaboration with community based organisations, carried out an assessment of land tenure in the region and based on the outcomes of participatory assessment, formulated propositions for the legalisation of small landholdings. In addition to the action research on land tenure, CEBSE is training community animators in the basic principles of organic agriculture in order to promote more sustainable land use and to increase the productivity of small landholdings.

The government office responsible for natural resources, the Direccion General de Ordenamiento Territorial has created a national database on environmental information and natural resources. This has strengthened the ability of various stakeholders to analyse the situation and to use the information to inform their actions.

3.2 Examples of Success

The majority of organisations stated that there were examples of success in their work in the area of natural resource management:

	Examples of success in the area of NRM						
Organisation	Improved policy environment	Recognition civil society capacity	Devolution of NRM management	Informed involved public	Concrete examples of success	Improved institutional capacity	Other
Frequency	6	5	6	6	6	3	0

The responses provided by participating organisations varied from the very general to the very specific.

- Six organisations cited an improved policy environment, which included adoption and implementation of new policies and laws related to natural resource management. Examples in this area include; adoption of a biodiversity strategy, creation of specific institutes to deal with environmental issues, development of participatory forestry policies and the adoption of new laws at the local and municipal levels.

- Six organisations cited specific examples of devolution of natural resource management to civil society. Examples include the creation of the Exuma Cayes Park, the national park system in Jamaica, and the protected area system in Saint Lucia.
- Six organisations cited a more informed public through education programmes and campaigns.
- Six organisations cited concrete but isolated examples of success, such as the conservation of the racer snake in Antigua, the successful co-management scheme of a waterfall in the Dominican Republic and successful community development activities in Jamaica and Saint Lucia.
- Five organisations stated that there was an increased recognition of the capacity of civil society to effectively and efficiently manage natural resources in various territories and countries. For these organisations, the recognition is both at the community level and the national level. For some organisations, they also stated that there is increased international recognition of the role and capacities of national civil society organisations in this area.

3.3 Factors Contributing to Success

A broad range of factors have contributed to success in natural resource management, demonstrating the various elements that contribute to creating a facilitating environment. Note that three organisations declined to answer this question as well as the following question regarding the various difficulties encountered.

	Factors which contributed to success in NRM						
Organisation	Government support	International support	Stakeholder support	Technical skills	Funding	Legislative framework	Other
Frequency	5	3	5	5	3	1	3

- Five organisations stated that one of the most important factors that contributed to the successful initiative was government support. One organisation further stated that one strategy that successfully contributed to this support was a programme targeting senior decision-makers, while another stated that the active support of local government facilitated broader state endorsement of the initiative. These responses point to the need to reach senior decision makers rather than stay in the 'environmental ghetto.'
- Five organisations stated that their technical skills were the major contributing factor to success in this area. Technical expertise enabled them to successfully implement their projects.
- Five organisations stated that stakeholder support was one of the primary factors that contributed to success.
- Three cited international support as an important element both in terms of actively promoting the initiative and in providing needed financial and or technical support.
- Three organisations also stated that the availability of funding on a timely and appropriate basis also contributed to project success.
- One organisation cited the existence of a legislative framework which facilitated successful project implementation in the area of natural resource management and which recognised the importance of citizen participation

- Three organisations also cited other elements that contributed to success. Among these elements were the following; a certain degree of financial autonomy which enabled them to have greater freedom and ensure a certain degree of stability in their programming, skills in networking which created broader support for the initiative within the NGO community and finally the demonstration that the project succeeded in decreasing the negative impacts of natural resource use by stakeholders.

3.4 Difficulties Encountered

The responses with regard to the major difficulties encountered place the constraints clearly at two levels:

Table 39		Difficulties encountered					
Organisations	Lack of political will	Lack of consensus on issues	Resistance from stakeholders	Limited staffing	Lack of funds	Inadequate legal/policy framework	Other
Frequency	1	1	4	2	4	3	5

- Lack of funding constitutes one of the major handicaps. Four organisations stated that the lack of funds constituted an important constraint in the successful implementation of natural resource management projects.
- Four organisations stated that they had to confront resistance from various stakeholders and that this was one of the major challenges that they had to deal with in the implementation of their projects. Examples were given of resistance from resource users who felt that the project would have a negative impact on their ability to generate income from these resources. Several organisations stated that this was resolved through demonstrating the relevance of their action, and demonstrating that effective management of the resource base enabled them to exploit the resource in a sustainable manner.
- Three organisations stated that one of the major constraints was the lack of an appropriate policy or legislative framework to support natural resource management initiatives. For some the existing framework for participation was too cumbersome while for others, the legal requirements were in and of themselves a constraint to community participation.
- Two organisations stated that they were limited by the small staff size and that they were confronted with the challenge of implementing ambitious programmes with a limited human resource base.
- One organisation stated that there was a lack of consensus on key issues and priorities and that until such time as there was a common understanding amongst the various stakeholders, it was difficult if not impossible to move forward.
- One organisation clearly stated that the major handicap was the lack of effective political will to address sustainable development issues.
- Five organisations also stated that there were other types of difficulties that were faced. Among them were a sense of disempowerment within the organisation itself, a lack of strong and vibrant community based organisations able to support the initiative and push it forward, and finally the difficulties of measuring changes in values and behaviour within the population.

3.5 *Factors contributing to Difficulties*

When asked which factors contributed to these difficulties, the responses illustrated that the issues are inter-related and complex:

Table 40	Factors which contributed to difficulties						
	Lack of consensus	Lack of political will	Weaknesses of civil society	Lack of financial support	Socio-economic situation	Inadequate or un-enforced legislation	Other
Frequency	4	1	2	4	1	1	3

- Four organisations cited the lack of financial support as one of the major factors that contributed to the difficulties identified. The responses are divided between those organisations who cite the lack of international funding, and those who cite lack of local financial support.
- Three organisations cited a lack of consensus as the major factor that contributed to difficulties in the implementation of effective and successful natural resource management activities. For some it referred again to the lack of understanding and consensus on the major concepts and issues in natural resource management. For others, the issue was one of a lack of consensus amongst competing stakeholders.
- Two organisations cited the weakness of civil society organisations. For these organisations, the weakness is at the level of both NGOs and community-based organisations.
- One organisation cited the lack of political will which also reflected the competing priorities amongst stakeholders
- One organisation cited the deteriorating socio-economic climate within the country which clearly placed economic considerations and short term vision at the forefront of considerations.
- Two other factors were cited: competition amongst various environmental initiatives, and the lack of public awareness on the issues in general and among key players in particular.

3.6 *Impact of Civil Society Participation*

All organisations were able to cite examples of civil society involvement in natural resource management. The examples ranged from their own projects to those implemented by other organisations and institutions in their countries.

Table 41	Impact of civil society participation in NRM			
	Positive	Negative	No effect	Other
Frequency	10	0	1	1

When asked their assessment of the impact of civil society on natural resource management:

- Ten organisations stated that it was positive;
- One organisation stated that it had had no effect;
- One organisation stated that although it was positive the initiative could not be sustained.

Of those organisations that felt that it had had a positive impact, the following reasons were cited:

- Civil society participation demonstrated that people do not have to wait for government to take action .
- Participation enables us to reach consensus on how to manage sites and provides mechanisms which enable us to effectively manage conflict.
- Participation fosters a sense of local responsibility and ownership.
- Participation is based on the recognition of the rights and opinions of communities.

3.7 Factors which Favoured Civil Society Involvement in Natural resource Management

When asked to identify contacts that facilitated civil society participation in their countries, participating organisations identified a range of factors that encourage community involvement in natural resource management:

Organisation	Socio-economic situation	State support new discourse	External support or demand	Civil society demand	New policy environment	Geographic factors	Other
Frequency	2	4	4	6	3	1	3

- Six organisations stated that one of the most important factors was the increased demand for participation from civil society organisations themselves. One element cited which contributed to success in this area was the increased level of organisation within and among members of the NGO community. The emergence of platforms and coalitions has effectively strengthened their ability to demand and to obtain greater levels of participation.
- Four organisations stated that the State supported a new discourse on civil society participation in natural resource management but also in other areas of services and programmes.
- Four organisations stated that one of the primary factors was that increasingly external agencies demand that civil society be involved in development processes in general and in natural resource management in particular. As one organisation stated “ *there was concern that the government was not doing enough and that the government was not involving people*”.
- Three organisations cited a new policy environment that favoured civil society participation. This included both a new political discourse and the implementation of legislation that facilitated participation. This response must be read in conjunction with the other two factors cited above.
- Two organisations cited the socio-economic situation as a factor that facilitated civil society participation. For one organisation, the reference was to the decreased funding available to governments and thus the need to work with civil society organisations, while for another, the focus was more on the economic potential of effective natural resource management within countries where tourism constitutes an important part of the national economy.
- One organisation stated that the small size of most island territories facilitated developing partnerships between civil society and the state around natural resource management.

- Other factors included an increasingly well-trained human resource base that can more effectively participate in decision-making processes.

3.8 Factors which Hinder Civil Society Involvement

Of those factors that hinder civil society participation, those organisations that responded to this question identified a number of issues that echo and which also differ from those that hinder natural resource management in general:

Organisation	Lack of political will	Centralised decision-making	Lack of support for civil society	Lack of community activism	Impact of globalisation	Limited NGO capacity	Other
Frequency	5	1	2	1	1	3	8

- Five organisations cited the lack of political will at the level of the state. For some, this was the product of partisan politics, for others it was a case of competing priorities on the national agenda, or simply an extension of the paternalism that often characterises government action.
- Three organisations stated that one of the primary factors was the limited NGO capacity to sufficiently demonstrate the relevance of civil society participation in natural resource management, and the capacity to build strong alliances around these issues.
- Two organisations stated that the lack of community cohesion and/or the lack of a strong tradition of community activism was a hindrance.
- One organisation stated that globalisation and cultural penetration has limited civil society participation in natural resource management.
- One organisation stated that the tradition of centralised decision-making effectively hindered participation in decision-making processes in general.
- Among other factors cited were: the lack of funding and/or time allocated, the lack of an adequate framework for collaboration and - in those cases where the framework exists, a lack of knowledge about the opportunities which these represent. One organisation stated that the limited financial resources at the level of the state also hindered civil society participation.

3.9 Other Examples of Participatory Processes

In addition to examples of civil society participation in natural resource management, participating organisations cited other examples in other sectors. An analysis of the types of examples provided are classified as follows:

Organisations	Policy formulation	Oversight & monitoring	Project implementation	Devolution
Frequency	6	5	5	5

- Six organisations cited examples that could be classified as policy formulation exercises. Of these, the majority are in the area of social policy (e.g. education, health, youth).

- Five organisations cited examples where the primary functions were oversight and monitoring. Examples include environmental monitoring and civil society participation in human rights monitoring and in an electoral review commission.
- Five organisations cited examples of project implementation on behalf of government - for the most part these are related to community development initiatives and/or the provision of social services.
- Two organisations cited examples of devolution in the area of natural resource management, where management functions were transferred to civil society.

3.10 **Factors which Favour Civil Society Participation**

In analysing the factors which facilitated civil society participation in policy formulation, oversight and/or project implementation, organisations identified the preponderant role of the international community in pushing for increased civil society participation:

Table 45						
Factors which favour civil society participation						
Organisation	External donor pressure	Pressure from civil society organisations	Willingness of the State	Failure of traditional methods	Investment in training and education	Other
Frequency	5	4	2	3	1	3

- Five organisations stated that external donor pressure was one of the primary factors that favoured civil society participation in decision-making processes.
- Four organisations stated that one of the primary factors was increased pressure and demand from civil society organisations. This demand for inclusion encouraged state actors to create opportunities and space for civil society participation.
- Three organisations cited the failure of traditional methods of decision-making to engage public support, and therefore the need to include citizens in decision-making as a more effective and efficient method of arriving at the same objectives.
- One organisation cited the heavy investments made by NGOs in capacity building of local communities as one of the primary factors contributing to civil society participation.
- Three organisations cited other factors which included: clearly identified local needs which facilitated both stakeholder buy in and programme planning, and the deteriorating social economic climate which required effective and efficient state responses.

4. **GENDER AND NATURAL RESOURCE MANAGEMENT**

The decision to include gender related questions in the survey was based on the recognition that inclusion also means paying attention to the presence of women as both resource users and also as citizens in decision-making processes. It was also based on the recognition that policies, programmes and project impact differently on men and women. In order to promote sustainable development processes and sustainable and participatory natural resource management, gender must be part of the frame of analysis.

4.1 Understanding of Gender

In response to questions regarding their understanding of the notion of gender, participating organisations clearly demonstrated that while they are increasingly aware of gender as a parameter which must be taken into consideration, they are not yet sufficiently comfortable with the concept to apply it to their work:

Organisation	Understanding of Gender		
	Gender as a biological construct	Gender as a social construct	Not relevant or non applicable
Frequency	4	7	2

- Seven organisations stated that gender is a social construct through which roles and characteristics are attributed to men and women. Some organisations, in addition to recognising that gender is culturally ascribed, recognised the importance of power and relationships between men and women.
- Four organisations stated that gender was a synonym for the sex of the individual and thus was primarily a biological construct.
- Two organisations stated that gender was not applicable or relevant to their work in the area of natural resource management.
- While half of the organisations have a clear understanding of the notion of gender, half either do not understand it or do not feel that it is applicable.

4.2 Implications of Gender

In examining the implications of gender in the area of natural resource management:

Organisation	Implications of gender for natural resource management				
	Differential impact of policies	Women as resource users	Equity and inclusion	Prerequisite for sustainability	Not relevant
Frequency	4	5	6	3	4

- Five organisations recognised the importance of including gender concerns in determining stakeholders, women as resource users being one aspect of the question. As one organisation stated, "*There is a discrepancy between who makes the decisions with regard to resource use and who actually uses the resources*".
- Six organisations raised the implications of gender in terms of ensuring equity (as a means toward achieving equality) and ensuring inclusion.
- Four organisations recognised that the way in which policies impact women is fundamentally different from the way in which they impact on men.
- Three organisations stated that taking gender into consideration was a prerequisite for ensuring the sustainability of development. For one organisation there is a need to integrate gender analysis to ensure sustainability.

4.3 Integration of Gender into Programmes

While most organisations believe that gender is important to their work in the area of natural resource management, the degree to which, and the ways in which, they integrate it into their programmes varies greatly:

Table 48				
Integration of gender into programmes				
Organisation	Gender equity within organisation	Gender perspective in project planning	Equitable representation within project	Not relevant
Frequency	5	5	3	6

- Five organisations stated that ensuring gender equity within their organisations was important. For most organisations, this entails ensuring an equal number of women within their organisations, but not necessarily looking at their position within the organisation.
- Five organisations stated that they have integrated a gender perspective into their planning process.
- Three organisations stated that they look to ensure equitable representation of women within the projects that they implement - the reference here is in regard to women as beneficiaries of natural resource management projects.
- Six organisations either stated that it was not relevant, or did not reply.

Interestingly most organisations that are beginning to address gender issues stated that they felt a need for additional training on how to effectively integrate gender issues in their institutional practices.

5. GOVERNANCE AND NATURAL RESOURCE MANAGEMENT

All organisations, with the exception of one, responded to the questions dealing with governance and natural resource management.

5.1 Understanding of Governance

Table 49				
Understanding of governance				
Organisation	Governance as the action of government	Governance as a way of decision-making	Governance as a set of democratic values and processes	Governance implies participation
Frequency	4	8	7	7

- Eight organisations defined governance as the ways in which decisions are made with regard to the allocation of power within society.
- Seven organisations also defined governance as a set of democratic values and processes including transparency and accountability.
- Seven organisations defined governance as a form of decision-making that is participatory by definition. For these organisations, good governance is based on the active participation of stakeholder/citizens in decision-making processes. As one organisation stated: *“people are empowered to act in their own best interest.”* Another organisation stated that governance was best defined as a form of decision-making where decisions are made *“with all for all.”*
- For two organisations, governance primarily referred to government, the act of governing, and to those persons in a position of authority or control.

5.2 Implications of Governance for Organisation

While most organisations considered governance relevant for their organisation, three organisations felt that it had no relevance or was not applicable:

Organisation	Relevant to internal management of organisation	Relevant to the sustainability and impact of programmes	Not relevant to organisation	Other
Frequency	5	8	3	1

- Five organisations felt that it was relevant to the sustainability and the impact of their programmes. As one organisation stated, “*Lack of good governance limits the sustainability of development programmes*”. Good governance implies that there are both clearly defined rights and responsibilities which are known to all and which are applied.
- Eight organisations stated that it was relevant to the internal management structures of their organisation, and they made the linkage between the need to “*be models of good governance in order to legitimately advocate in favour of good governance in society*”.

5.3 Implications for Participatory Natural resource Management for Governance

In asking participating organisations to examine the linkages between participatory natural resource management and governance, respondents identified the implications at various levels. As one organisation stated: “*One strengthens the other*”:

Organisation	Requirement for good NRM	Prerequisite for sustainability	Participation in NRM strengthens governance in general	Participation in NRM decreases conflict	Not relevant	Other
Frequency	3	1	6	2	2	1

- Six organisations firmly believe that civil society participation in natural resource management strengthens governance in general. One organisation stated that their work could generate models at the local level that can then have broader implications in society. Another stated that this approach creates “*greater equity in the relationship between the state and civil society*”.
- Three organisations believe that civil society participation is a requirement for good, and therefore sustainable natural resource management. “*It increases the complexity of the process but it also improves the effectiveness.*”
- Two organisations believe that it decreases conflict around resource use and allocation. As one organisation stated “*Co-management decreases conflicts through promoting collective compromise*”.
- One organisation believes that participation is a prerequisite for sustainability
- Two organisations feel that there is no relevance
- One organisation stated that participatory approaches create conditions that facilitate voluntary compliance, with primary reference to compliance among resource users.

5.4 Impact of Organisation's Work on Governance

When asked to define how their work has impacted on governance in their country, one organisation stated at the outset that it was somewhat presumptuous to think that they could actually have an impact on governance, or how decisions are made in their country.

Notwithstanding this understandable reserve, all but three organisations provided examples of how they think that their organisation's work has impacted on governance, both in theory and in practice.

Organisation	Improved natural resource management	Increased citizen involvement in governance	Increased recognition of methods and processes	Other	Not relevant
Frequency	3	8	5	4	3

- Eight organisations stated that they have contributed to increasing the level of citizens' participation in decision-making processes.
- Five organisations stated that they have contributed to gaining greater recognition of the legitimacy of the methods and processes that facilitate participation.
- Three organisations felt that they had contributed to improving natural resource management regimes in their countries.

This last question is important in terms of self-assessment of the impact on society of work accomplished in the area of natural resource management. It is therefore important to go beyond the classification and allow organisations to speak for themselves:

We have played an important role in bringing difficult issues to the table and increasingly we are gaining recognition from other actors. But we also wish that others felt so empowered.

We have been able to successfully promote community participation in development processes. We have proved that NGOs can do what government cannot- which is build relationships with communities. We have been able to help communities to overcome their suspicion of government and to work together toward a common goal.

We have brought the issue of environment to the table and this has changed not only the discourse but also brought about new policies and practice at the national and local levels.

We have contributed to improving how co-management is practised, and to promote an approach that can serve as a model for others.

We have contributed to creating an opening for NGOs to play an important role in development processes.

We have introduced interesting approaches and methods, and we have achieved a great deal albeit on a very small scale.

We have contributed to increasing civil society participation at various levels and in various fora.

We have become advocates for structures and systems at the community level which facilitate participation.

At the level of an NGO, it is very difficult to talk about the impact of our work on the governance of a country. Our contribution to this issue is exploring new paths at the micro-level that can perhaps

serve as models for participatory local development initiatives or contribute to the development of new policies which can orient programmes and projects at the regional or national level.

6. CAPACITY BUILDING

6.1 Areas of Strength

All participating organisations are willing to share their respective areas of expertise with other organisations:

Organisations	Areas of strength						
	Lobbying and negotiation	Community animation and mobilisation	Public education advocacy	Net-working	Technical expertise project management	Fund-raising	Other
Frequency	1	5	4	4	9	3	3

Most organisations identified three to four areas of strength:

- Nine organisations stated that technical expertise in project management was one of their areas of strength. Some spoke generally to their success in project implementation, while others identified specific areas of expertise: integrated management of coastal zones, reef monitoring and maintenance, buoy installation and maintenance, eco-tourism, protected area management.
- Five organisations stated that their areas of strength included community animation and mobilisation.
- Four stated that they were strong in the areas of public education and advocacy, and one organisation cited their work in the area of innovative use of the media.
- Four organisations felt that their strength lay in the area of networking or establishing linkages with other social actors around common issues and problems.
- Three stated that they were strong in the area of fundraising.
- Only one organisation felt that they were strong in the area of lobbying and negotiation.
- Three organisations stated that they were strong respectively in the areas of:
 - Linkages between the micro and macro level, between the local, national, regional and international context,
 - Participatory techniques which facilitate community participation in natural resource management
 - Monitoring and evaluation skills

6.2 Areas of Institutional Weakness

With regard to their areas of weakness, most organisations identified only one to two areas in which they felt that they needed to strengthen their skills.

Table 54		Areas of institutional weakness				
Organisation	Fundraising and donor diversification	Monitoring and evaluation	Human resource development	Lack of institutional succession	Lobby and negotiation skills	Other
Frequency	7	2	3	1	2	6

- The most frequently cited area of weakness is fundraising. This can be interpreted both as the need to increase the amount of funds available to the organisation, and the need to diversify their funding base.
- Three organisations cited that there was a need to develop the management skills and capacities of existing staff members, and to expand the staff base with the addition of more technically qualified human resources.
- Two organisations cited the need to develop their skills and capacities in the area of monitoring and evaluation.
- Two organisations cited the need to develop their skills in the areas of lobbying and negotiation with government and other civil society partners.
- Only one organisation specifically cited the need to address the issue of institutional succession. Two organisations cited the need to expand their membership base and to increase member involvement in decision-making - in fact other facets of institutional succession.
- Among the other needs identified were developing skills in the area of strategic planning, the business aspect of site conservation, marketing an institution and promoting a positive public image, and development of effective public relations campaigns.

6.3 Impact of Areas of Weakness

In response to the impact of these areas of weakness in their work, respondents analysed the various types of problems confronted. Only one organisation did not reply to this question:

Table 55		Impact of areas of weakness					
Organisation	High staff turnover	Lack of technical expertise	Weak monitoring and evaluation	Limited programme impact	Limited financial sustainability	Limited project sustainability	Other
Frequency	2	2	1	6	5	1	3

Most organisations stated that one of their primary areas of weakness was the lack of funding, and most of the impacts identified are a direct result of this situation. One organisation clearly stated the broad reaching impact of this situation:

“ It has limited the continuity of our programmes, it has limited our ability to refine our programmes and focus, it has limited our institutional response to needs identified at the community level and finally it has limited the growth of the organisation’s recognition and legitimacy within the community.”

- Six organisations stated that this had an impact on the sustainability of the institution and/or on its programmes. Five stated that it had an impact on the sustainability of the institution itself, while only one organisation made the link directly with project sustainability. Among the specific impacts at the institutional level were the following:

- Disproportionate amount of time spent seeking funding to the detriment of programming.
 - Dependence on donors and therefore a fundamental vulnerability.
 - Significant delays in project implementation due to delays in donor funding.
 - Lack of staff security.
- One organisation stated that the overall impact was on the sustainability of projects.
 - Five organisations stated that one of the effects of this situation was limited programme impact. For these organisations, the issue is simply put “*if we had more money we could do more*”.
 - Two organisations raised the issue of lack of in house technical skills which impacted on the quality of programming, and created dependence on other institutions for technical support.
 - Only one organisation stated that one of the impacts was less than rigorous monitoring and evaluation.
 - Two organisations raised issues which impact on the challenge of promoting civil society participation in natural resource management. The organisations stated that one of the major impacts is a situation in which NGOs are in competition with government, both for access to resources and legitimacy with the population.

6.4 **Priorities for Capacity Building**

Based on self-assessments, participating organisations identified the following priorities in terms of capacity building:

Table 56							
Priorities for capacity building							
Organisation	Small business development	Fundraising skills	Monitoring and evaluation	Conflict resolution	Training in co-management	Animation techniques	Other
Frequency	2	3	3	1	2	1	9

While for most organisations the concept of capacity building clearly referred to the development of particular skills and capacities, for three organisations this also included institutional support or core funding. This is congruent with the approach to capacity building defined by CANARI that recognises the importance of both the human and financial resource base in building organisational capacity.

Of those organisations who identified priorities in the area of capacity building as the need to develop skills and capacities:

- Three organisations would like to develop their skills in the area of fundraising;
- Three organisations would like to develop their skills in the area of monitoring and evaluation;
- Two organisations would like to develop their skills in the development of income generation activities which could support operations and site management;
- Two organisations requested training in co management and in particular developing co management schemes with local government;

- One organisation wanted to develop their skills in the area of animation;
- One organisation wanted to develop their skills in the area of conflict management.

Among other needs identified were:

- Developing curricula to train government agencies in conservation practices.
- Developing an institutional development plan with a view toward expanding the membership base of the organisation.
- Refining skills in the area of environmental monitoring.
- Training in applied environmental economics as applied to community development activities.
- Strategic planning in a volatile context.