

DP\100039

The Montserrat Recycling and Waste Reduction Initiative

Myers, Andrew | Scuba Montserrat Inc.

Funding sought
Project start/end

£224,720.00
1 Apr 2018 - 1 Nov 2020

1. Contact Details

Q1. Lead applicant contact details

Please enter the contact details for the lead application. The lead applicant is the same as the Flexi-Grant account holder. Please note that the Flexi-Grant account holder will be the only contact point for the application. Additionally, please add contact details for the Project Leader if this is different from the lead applicant.

Mr Andrew Myers

Project Leader/Manager
Scuba Montserrat Inc.

Primary Applicant

www.scubamontserrat.com (Work)

Dyer Building - St. Peters Main Road, P.O.
Box 289, Brades, MSR1110, Montserrat
(Work)

Q2. Lead organisation contact details

Please enter the applicant organisation details

Scuba Montserrat Inc.

www.scubamontserrat.com (Work)

Dyer Building, St. Peters Main Rd., P.O. Box
289, Brades, MSR1110, Montserrat (Work)

Q3. Lead organisation type

Please select one of the below options.

Commercial Company

Please add any 'Committee Feedback' to the field below:

Please add any 'Specific Ineligibility' feedback to the field below:

Please add any 'Conditions' to the field below:

Please add any 'Positive Feedback to the field below:

2. Title, Dates & Budget Summary

Q4. Project title

The Montserrat Recycling and Waste Reduction Initiative

Q5. Project dates

Start date: 01/04/2018	End date: 01/11/2020	Duration (e.g. 2 years, 3 months): 2 years 7 months
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Q6. UKOT(s)

(See Guidance Notes)

Which UK Overseas Territory(ies) will your project be working in? You may select more than one UKOT from the options below.

Montserrat

* if you have indicated a territory group with an asterisk, please give detail on which territories you are working on here:

In addition to the UKOTs you have indicated above, will your project directly benefit any other country(ies)? If so, list here.

Q7. Budget summary

Year:	2018/19	2019/20	2020/21	Total request
Amount:	£111,944.00	£70,561.00	£42,215.00	£224,720.00

Q7b. Proposed (confirmed and unconfirmed) co-financing as % of total project cost	23%
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3. Lead Organisation Summary

Q8. Lead organisation summary

Please provide the following information on the lead organisation

What year was your organisation established/ incorporated/ registered?	2005
What is the legal status of your organisation?	<input checked="" type="radio"/> Other (if selected, please explain below)
Other explained	Scuba Montserrat Inc. is a registered corporation.
How is your organisation currently funded?	<p>Scuba Montserrat is a tour operator and dive shop that makes revenue through a variety of water based tourism activities including recreational diving, snorkeling and kayaking, retail sales, and environmental marine operations.</p> <p>Scuba Montserrat also conducts business as Caribbean Marine Projects, which is the commercial marine work extension of Scuba Montserrat. Revenue is made through commercial and environmental dive operations and projects locally, regionally and internationally.</p>
Have you provided the requested signed audited/independently examined accounts? If you select "yes" you will be able to upload these. Note that this is not required from Government Agencies.	<input checked="" type="radio"/> Yes

Please attach the requested signed audited/independently examined accounts. The limit for any single file uploaded as supporting materials with your application is 6MB. Please ensure documents are saved in PDF form where possible in order to minimise size.

Q9. Has your organisation been awarded Darwin Initiative funding before (for the purposes of this question, being a partner does not count)?

No

If no, provide details of 3 contracts previously held by your institution that demonstrate your credibility as an implementing organisation. These contracts should have been held in the last 5 years and be of a similar size to the grant requested in this application.

Contract/Project 1 Title	Operation of Scuba Montserrat Dive Shop
Contract Value/Project budget (include currency)	US\$50,000+ average annual revenue
Duration (e.g. 2 years 3 months)	5 years
Role of organisation in project	Business owner, manager, and operator

<p>Brief summary of the aims, objectives and outcomes of the project</p>	<p>Scuba Montserrat provides residents, visitors, and foreign contractors with tourism, commercial and environmental marine base services locally, regionally, and internationally.</p> <p>The business has remained operational during which time multiple other similar companies have opened and closed.</p> <p>Besides providing the basic services associated with a recreational dive shop and water sports business Scuba Montserrat also focuses on:</p> <ul style="list-style-type: none"> - community beneficial programs including swimming lessons for all ages, - nationally beneficial marine environmental projects, - consultation with the government on marine ecosystem issues to guide projects, - and educational programs so that people understand the connection between land and sea.
<p>Client/independent reference contact details (Name, e-mail, address, phone number)</p>	<p>Cherise Aymer Montserrat Toursim Board cherise.aymer@montserrattourism.ms E.K. Osbourne Building Little Bay Montserrat</p>

<p>Contract/Project 2 Title</p>	<p>Inspection and maintenance of multiple subsea cable systems</p>
<p>Contract Value/Project budget (include currency)</p>	<p>\$300,000 annual average</p>
<p>Duration (e.g. 2 years, 3 months)</p>	<p>5 years</p>
<p>Role of organisation in project</p>	<p>Project logistics and management</p>

<p>Brief summary of the aims, objectives and outcomes of the project</p>	<p>Project manager for this project was responsible for project logistics, management and staff at multiple regional locations for inspections, reporting and maintenance of subsea fibre optic cable systems.</p>
<p>Client/independent reference contact details (Name, e-mail, address, phone number)</p>	<p>Tom Mayhew Deep Solutions deepsolutions@msn.com 2671 Brattle Lane Clearwater, FL</p>

<p>Contract/Project 3 Title</p>	<p>The Creating of and training on artificial reef systems.</p>
<p>Contract Value/Project budget (include currency)</p>	<p>multiple projects - total of about US\$300,000</p>
<p>Duration (e.g. 2 years, 3 months)</p>	<p>5 years</p>
<p>Role of organisation in project</p>	<p>Project development, management, logistics and implementation</p>
<p>Brief summary of the aims, objectives and outcomes of the project.</p>	<p>The project management team for this project has developed and managed their own projects in Montserrat for marine habitat enhancement to overcome damage from volcanic activity.</p> <p>The team also is contracted through Reef Ball Foundation to conduct training and manage independent contracts. Aims and objectives vary somewhat but the goal in all projects is environmental improvement.</p>

Client/independent reference contact details (Name, e-mail, address, phone number).

Todd Barber
Reef Ball Foundation
reefball@reefball.com
712 Portia Street North
Nokomis, FL
USA 34275

4. Project Partners

Q10. Project partners

Please list all the partners involved (including the Lead Organisation) and explain their roles and responsibilities in the project. Describe the extent of their involvement at all stages, including project development. This section should illustrate the capacity of partners to be involved in the project, and how local institutions, local communities, and technical specialists are involved as appropriate.

Please provide written evidence of partnerships. Please add fields for more partnerships, if required. Details on roles and responsibilities in this project must be given for the Lead Organisation and all project partners.

Lead Organisation name:	Scuba Montserrat Incorporated
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Details (including roles and responsibilities and capacity to engage with the project):

Scuba Montserrat will:

1. Be the contract holder and take responsibility for all project funds.
2. Allocate responsibilities to other project partners.
3. Distribute funds to relevant partners.
4. Ensure required progress and financial reports are completed.
5. Work with local stakeholders on a collaborative basis and interactive basis.
6. Work with partner organization, Island Solutions, to develop education and promotional programs.
7. Work with partner organization, Island Solutions, to finalize implementation strategy.

Beyond just operating a business Scuba Montserrat has made it their goal and focus to protect and help Montserrat's ecosystems. Naturally the focus has been on marine habitats, however, much of their efforts come from the clear connection of how what happens on land effects the sea. The management team has created new marine habitats to overcome losses created by the volcano, lead reef cleanup initiatives to remove debris washed into the sea, and worked closely with local government agencies and NGOs programs to protect and improve the environment.

Scuba Montserrat is currently part of a marine spatial planning committee and a sub-committee on sustainable financing of environmental projects.

This project is born under the concept of making solutions that stop problems before they happen.

Do you have partners involved in the Project?

Yes

The limit for any single file uploaded as supporting materials with your application is 6MB. Please ensure documents are saved in PDF form where possible in order to minimise size.

1. Partner Name:	Island Solutions Incorporated
Website address:	www.islandsolutions.org
Details (including roles and responsibilities and capacity to engage with the project):	<p>Please note: being a newly formed NGO Island Solutions does not have the financial capacity to be lead organization however in action it will lead the project. Island Solutions will be responsible for project implementation under the guidance of Scuba Montserrat. All aspects of this project will be the co-responsibility of the Island Solutions/Scuba Montserrat team.</p> <p>The capacity to implement this project will be strengthened by the board of Island Solutions which consists of the co-owners and management of Scuba Montserrat (who are the project leaders/managers), two successful business owners with homes in Montserrat, and two conservationists with extensive work experience locally, regionally and internationally.</p> <p>Island Solutions has been created to address and form solutions for the problems that island nations face including environmental challenges, green and eco issues, and health and wellness lifestyle choices.</p> <p>Though this will be the first official project of the newly formed nonprofit the board has already been active in all the above challenges.</p>
Would you like to include a letter of support from this organisation?	<input checked="" type="radio"/> Yes

The limit for any single file uploaded as supporting materials with your application is 6MB. Please ensure documents are saved in PDF form where possible in order to minimise size.

Letter of Support:

Do you have more than one partner involved in the Project?

No

5. Project Staff

Q11. Project staff

Please identify the core staff on this project, their role and what % of their time they will be working on the project.

These should match the names and roles in the budget spreadsheet.

Please provide 1 page CVs for these staff.

Name (First name, Surname)	Role	% time on project	CV attached below?
Andrew Myers	Project Leader/manager	50	<input checked="" type="checkbox"/>
Emily Aston	Project manager	50	<input checked="" type="checkbox"/>
			<input type="checkbox"/>
			<input type="checkbox"/>

Do you require more fields?

No

Please provide 1 page CVs (or job description if yet to be recruited) for the Project staff listed above. Ensure the file is named clearly, consistent with the named individual and role above.

The limit for any single file uploaded as supporting materials with your application is 6MB. Please ensure documents are saved in PDF form where possible in order to minimise size.

Have you attached all Project staff CVs?

Yes

6. Background & Methodology

Q12. Summary of Project

Please provide a brief summary of your project, its aims, and the key activities you to undertake. Please note that if you are successful, this wording may be used by Defra in communications e.g. as a short description of the project on GOV.UK. Please bear this in mind, and write this summary for a non-technical audience.

The Montserrat Recycling and Waste Reduction Initiative will address an important issue, even for a small nation - responsible waste management. This project will create the country's first island-wide recycling program encompassing communities, businesses and private residences . The program will start with the collection of glass that can be reused locally as well as shipped off island for reuse. Furthermore, this project will provide alternatives to single use items such a plastic bags, cups, and containers to reduce waste.

Q13. Background

What is the current situation and the problem that the project will address? How will it address this problem? What key OT Government priorities and themes will it address?

Currently all solid waste on Montserrat is thrown away. Most waste is responsibly discarded but unfortunately some ends up along the roads, at illegal dumpsites and washed onto our coral reefs. A significant portion of that waste is made up of bottles and single-use plastic items, which are known to create breeding areas for the Aedes mosquito, the carrier of several locally impactful vector-borne illnesses. This project will create solutions to manage these types of waste.

Using an education, promotion and implementation strategy, a recycling program will be developed to address the over one million glass bottles that are imported to Montserrat annually. Glass will be pulverized for domestic reuse and exported to recycling processing centers.

To reduce single use items the project will supply free reusable shopping bags and biodegradable/compostable alternatives to plastic and styrofoam single use items. To maintain this change a supplier will be created to provide these alternatives affordably.

The project addresses:

1. The Montserrat Sustainable Development Plan goal of "Developing and implementing environmental health programs including integrated waste management systems." Specifically, removing mosquito breeding areas will assist to reduce vector-borne illnesses.

2. A Montserrat Environmental Charter guiding principle by reducing waste impact to

natural habitats.

Q14. Methodology

Describe the methods and approach you will use to achieve your intended outcomes and impact. Provide information on how you will undertake the work (materials and methods) and how you will manage the work (roles and responsibilities, project management tools etc). Give details of any innovative techniques or methods.

A multiple focused approach to be taken to achieve success in this project.

Education

Phase 1 of the initiative's three pronged program of recycling, waste reduction, and alternative waste options will be educational programs. It is essential to establish community engagement, provided understanding of the problem and knowledge of easy solutions. This phase will begin from time of project approval with a building up to implementation. It will be maintained throughout the grant project and continued after project funding ceases.

The education program will include the following:

1. Start with flyers, radio announcements and shows, and community group forums to get the word out to the public at large in Montserrat. Presentations at the Governor's Residence and groups such as Rotary Club will be used both to inform and solicit project partners/supporters.
2. Create school programs to work with children of all ages at all the schools. Start with educating kids to make these important changes. Make it fun, have awards and prizes.
3. Continue with project education through weekly radio shows, a project website, and social media.
4. Create ambassadors to work within each community to increase effectiveness.

Implementation

The first focus material will be glass. Glass will be the first material recycled in Montserrat because it is easy to reuse and repurpose locally and can be exported to recycling centers to create revenue. Over 1,000,000 bottles are imported to Montserrat annually, currently ZERO are recycled. The project has a multiple year plan to work through changing current mindsets on waste.

Recycling implementation will include these steps:

1. Set up community drop points with regular pick up.
2. Provide private businesses with recycling bins.
3. Expand to residential service.
4. Provide free processed glass for construction and community projects during special promotions.
5. Create repurposed items for sale such as cut wine bottle glasses and locally made art pieces.

6. Export all remaining glass to reprocessing centre to create revenue.

Single use items replacement - change the current use of non-compostable single use items to reusable and compostable items.

1. Provide each household with a minimum of 1 reusable bag.
2. Create a storefront that provides eco-friendly versions of single use items including plastic cups, straws, cutlery, and food containers.

Promotion

Promotion of the project will help expand the effectiveness of the project. This program will evolve and expand during the project. Here are some of the promotional concepts that will be used to encourage both recycling and waste reduction/replacement:

1. Reusable bags in exchange for bottles.
2. Reusable bags in exchange for replaced single use items.
3. Being listed as a EcoMontserrat member - have recycling bins & use compostable items
4. Creation of website listing eco-friendly businesses
5. stickers
6. t-shirts
7. Community, school and business competitions
8. Working with the Montserrat Tourism Board to promote a “green” island

The project will be implemented by local nonprofit Island Solutions. The organization will include 2 recycling centre workers, 1 manager, and 1 shop/office worker.

If necessary, please provide supporting documentation e.g. maps, diagrams etc., using the File Upload below.

The limit for any single file uploaded as supporting materials with your application is 6MB. Please ensure documents are saved in PDF form where possible in order to minimise size.

File name	Date uploaded
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7. Objectives, Stakeholders & Sustainability

Q15. Project Objectives

How does this project:

- Deliver against the priority issues identified in the assessment criteria
- Demonstrate technical excellence in its delivery
- Demonstrate a clear pathway to impact in the OT(s)

The Montserrat Recycling and Waste Reduction Initiative will deliver clear and highly measurable results to Darwin Plus priorities and Montserrat national priorities.

This initiative focuses on the priority of “Developing or improving waste management strategies,” which also pertains to a Montserrat Sustainable Development Plan theme and supports the Environmental Charter. The project will provide a solution to reduce:

- waste production.
- stress to the current waste management system.
- vector-borne illness potential.
- environmental waste impact.

The creation of the island’s very first recycling program will have positive local impacts with easy regional emulation. In just a few years there is a high likelihood that millions of bottles previously deposited into the local landfill will no longer burdening that facility. Recycling glass provides not only waste reduction locally but also provides a positive impact through reuse and repurposing. This project will promote the purchase of the recycled glass locally in construction projects and for decorative purposes. Exported material will create a revenue stream that will provide continued support for the project.

The second aspect of the project will also be a first for Montserrat - the reduction of non-recyclable and non-compostable waste through on island availability. Though not an innovative idea, waste reduction will be achieved through the provision of reusable bags to the community. The largest grocery store on Montserrat uses 3000 bags per week alone. Single use plastic bags are highly wasteful and are unfortunately found all too often along the roadside and washed into the sea. Reduction of single use plastic bags will reduce the amount that make it to the sea, damaging corals and causing potentially fatal injuries to marine life and sea birds.

The project will also address other main single use plastic items as well - plastic cups, cutlery, straws, and food containers. Non-petroleum based alternatives are widely available however currently are not accessible on island. The project will provide local businesses with an alternate choice to plastic items with the goal to encourage permanent change for many businesses. Unfortunately again, these single use items are the ones most often found on reefs. The changes created with this initiative will have the collateral effect of supporting the Darwin Plus priority of improving marine protection.

The education programs this project will implement will overcome the challenges of changing a nation's mindset towards waste. By reaching out to all aspects of Montserrat's society, from schools and individual community leaders to businesses and local action groups, the project will interact with most of the residents of Montserrat. Through the use of promotions those interactions will not only provide information on the benefits of a national waste change but it will also supply access to free alternatives. Change is often met with skepticism however with grant funding providing free alternatives those barriers will be less challenging.

The results of the project will lead to decreased waste production with a goal of 75% reduction of glass and 50% reduction of non-compostable single use items to the landfill by 2021.

Q16. Project Stakeholders

Who are the stakeholders for this project and how have they been consulted (include local or host government support/engagement where relevant)? Briefly describe what support they will provide and how the project will engage with them.

This project has a national base of stakeholders that includes the private sector, community groups and multiple governmental departments. Engagement and support from each is listed below:

Ministry of Health/Department of Environmental Health - The ministry in charge of waste management. The project has been discussed extensively with the Minister and department head, both are highly supportive. The project will be supply data to assist in other projects. They will be the lead government agency and will be part of the Monitoring and Evaluation board (M&E)

Ministry/Department of Environment - The project has been discussed with department personnel and has received support because of the environmental protective nature of the project. Full access to project data will be provided. A member of the DoE will be part of M&E.

Public Works - The project has been discussed with staff and the Minister. Though not confirmed it was agreed there is potential for the use of material in government projects.

Montserrat Tourism Board - Project discussed and support given. Promoted implementation will be done in high tourist areas.

Montserrat Governor's Office - Project discuss and highly supported. The Office will assist in project promotion. A staff member will be part of the M&E board.

Community Groups - Informal discussions have been made with the Rotary Club with unofficial offers to assist the project. Specifics to be determined.

Businesses - The project has been discussed with several businesses. Support has been given for the project and interest in adapting recycling and eco-products.

Q17. Institutional Capacity

Describe the lead organisation's capacity (and that of partner organisations where relevant) to deliver the project.

Montserrat Recycling and Waste Reduction Initiative will be lead by a project management team that understands the requirements to successfully operate a business in Montserrat as well as conducting successful projects locally, regionally and internationally.

Andrew Myers and Emily Aston have been co-managers as well as fully active partial owners of Scuba Montserrat Inc. They have resided on Montserrat for over 11 years, operating Scuba Montserrat for approximately 9 years. The company provides water based tourism services including scuba diving and snorkeling as well as marine environmental and commercial services. Despite the challenges found in the Montserrat tourism market Scuba Montserrat has remained operational under the management of this project's management team while three other companies have closed and left the island.

Scuba Montserrat has contributed to the island beyond just operating a business since Andrew and Emmy have become part of the company. The team regularly has worked with the Government of Montserrat to provide marine data, assessments, project logistical support, and promotional work. They initiated reef clean ups, which has given them insight until how waste on land effects marine habitats. It is with this knowledge that the concept of stopping a problem before it happens instead of just cleaning up helped form the idea for this project.

The operation of Scuba Montserrat has given the project management team extensive experience in the following:

- personnel management.
- financial management on limited budgets.
- operating within schedules.
- working with multiple individuals and other organizations
- managing daily implementation
- designing and implementing promotional material including websites, graphics and literature.
- promoting the business through social media outlets
- creating and presenting educational programs for children

Though Scuba Montserrat is the lead organization the management team have been equally active in other commercial marine, environmental, grant funded and community ventures and projects. Here is a list of Andrew and Emily's capacity:

Andrew Myers

- Project leader and team manager for commercial dive operations - High expense and short time frame contracts. Logistics (often remote), reporting, safety and financial controls.

- Contractor and project manager for Reef Ball Foundation - Developed and secured funding for Montserrat based projects. Conducted training and implementation on international projects.

- Published author of Coral Reefs of Montserrat.

Emily Aston

- Owner and operator of Blue Mermaid - provides wellness and health activities on Montserrat including yoga and swimming instruction (official trained instructor in both).

- Master Scuba Diving Trainer through PADI.

- Contractor and project manager for Reef Ball Foundation - Developed and secured funding for Montserrat based projects. Conducted training and implementation on international projects. Specializing in work with corals.

Through project implementation partner, Island Solutions, the project will be supported by successful international business owners with diverse backgrounds, marine and terrestrial conservation experts, and local business owners/entrepreneurs.

The project will be further supported by local experts from the relevant Government of Montserrat agencies.

Q18. Sustainability

How will the project ensure benefits are sustained after the project has come to a close? If the project requires ongoing maintenance or monitoring, who will do this and how will it be funded?

The Montserrat Recycling and Waste Reduction Initiative has designed an implementation plan and timeline with sustainability in mind. By first using educational and promotional programs the goals of this project will become part of the community mindset. These programs will exist during the duration of the grant supported phase of the project. Collaboration with businesses, governmental departments and community groups will further assist the societal changes required by the project.

The timeline allows for supported operation of the project's recycling program for over 2 years prior to establishing an independently funded and self-support operation. The projected forecasted recycling numbers at the 2 year mark will allow the project to create enough revenue to continue operations independently.

Supplementing the recycling revenue will be plastic alternative sales. Additional

supportive funds will come from membership fees and donations to the non-profit organization, Island Solutions.

Options for additional funds for project expansion will be explored through other grant opportunities that focus on supporting green initiatives.

8. Funding and Budget

Q19. Budget

Please complete the appropriate Excel spreadsheet linked below, which provides the Budget for this application. Some of the questions earlier and below refer to the information in this spreadsheet. Note that there are different templates for projects requesting over and under £100,000 Darwin Plus budget.

R6 D+ Budget form for projects under £100,000

R6 D+ Budget form for projects over £100,000

Please refer to the Finance Guidance for more information.

N.B.: Please state all costs by financial year (1 April to 31 March) and in GBP.

Budgets submitted in other currencies will not be accepted. Use current prices – and include anticipated inflation, as appropriate, up to 3% per annum. The Darwin Initiative cannot agree any increase in grants once awarded.

Please upload your completed Darwin Plus Budget Form Excel spreadsheet using the field below.

Q20. Co-financing

Are you proposing co-financing?

Yes

Secured

Provide details of all funding successfully levered (and identified in the Budget) towards the costs of the project, including any income from other public bodies, private sponsorship, donations, trusts, fees or trading activity, as well as any your own organisation(s) will be committing.

(See “Finance for Darwin & IWT” and the "Guidance for Applicants" documents)

At the time of submission the only secured additional funding sources are the in kind contributions by the Scuba Montserrat management time. The two person project management team will cover the project management work with each committing 50% of their time dedicated to the project. However they will undoubtedly be involved with a much greater amount upon start up.

The team has reduced the normal salary for such intensive projects to about a fifth of their normal day rate. This reduction will contribute over £64,000GBP over the duration of the project.

Unsecured

Provide details of any co-financing where an application has been submitted, or that you intend applying for during the course of the project. This could include co-financing from the private sector, charitable organisations or other public sector schemes.

Date applied for	Donor Organisation	Amount	Currency code	Comments
01/02/2018	Rotary Club of Montserrat	1000	GBP	For reusable bags and recycling bins.
01/02/2018	Waitt Institute	1000	GBP	For reusable bags and recycling bins.

Please give brief details including when you expect to hear the result. Please ensure you include the figures requested in the Budget Spreadsheet as **Unconfirmed funding**.

Application for additional funding will not be done upon approval of Darwin Plus Grant. Request for about £1000 or items of similar value will be made to the Rotary Club of Montserrat and the Waitt Institute. Those funds will be used toward reusable shopping bags and/or recycling bins.

Do you require more fields?

No

9. Financial Controls, Value for Money & Open Access

Q21. Financial Controls

Please demonstrate your capacity to manage the level of funds you are requesting. Who is responsible for managing the funds? What experience do they have? What arrangements are in place for auditing expenditure?

Project management team has successfully operated two commercial business over their 11 years in Montserrat. Additionally, the management team has project managed high cost operations throughout the region. Accounting systems used for their businesses and projects will be used to track expenditures.

To further assist in financial controls and management of the project the implementing organization, Island Solutions, has 2 board members that own successful businesses that implement higher budgeted projects regularly. Their experience and expertise will be utilized to the fullest.

The accounting services of Leonard Account Services will be contracted to perform monthly accounting services. Guardian Business and Accounting Services (owned and operated by a retired Montserrat Financial Secretary) will be contracted for the project's final audit to give an independent analysis of the project's finances.

Q22. Financial Management Risks

Explain how you have considered the risks and threats that may be relevant to the success of this project, including the risks of fraud or bribery.

The development of the project timeline for the Montserrat waste initiative is directly related to financial risk management. Being the first project of this type in Montserrat it is the expectation that it will take 12-16 months to change the current habits throwing all waste away to responsible waste disposal. With this in mind the funding from this grant will greatly support the recycling program in year one and partially supports the program in subsequent years.

There is no risk of fraud or bribery through the local government or local business interactions.

As with any project within the Caribbean region there is the threat of tropical storm and hurricane damage. All efforts will be made to prepare for those threats if they do occur.

Q23. Value for money

Please explain how you worked out your budget and how you will provide value for money through managing a cost effective and efficient project. You should also

discuss any significant assumptions you have made when working out your budget.

These factors were used to determine the budget and provide value for money:

1. All high cost items, in particular the recycling centre equipment, were thoroughly investigated by contacting multiple suppliers. Options were compared and the best option on a value to function comparison was made.
2. Another high cost item, the required work truck, will be purchased as a loan from a bank with payments becoming the organization's responsibility after the project funding period ends.
3. Knowledge of acceptable local wages was used to create the labour budget. Fair wage for work will be paid but not exceeded, as is often the case when outside organizations attempt projects in Montserrat.
4. The project management team has greatly reduced their normal rates in support of the project.
5. The project management team will work with local businesses whom they have long established relationships to ensure best prices.
6. The project management team will use long established relationships with community organizations and businesses to secure additional funding and donations.

No significant assumptions were made in the budget.

Q24. Outputs of the project and Open Access

All outputs from Darwin Plus projects should be made available on-line and free to users whenever possible. Please outline how you will achieve this and detail any specific costs you are seeking from Darwin Plus to fund this.

The project management team has extensive experience in open access promotion through their business ventures and previous projects.

This basic template will be used to provide project outputs online:

1. The creation of a website - the project management team personally created a website for each of their current businesses - scubamontserrat.com, bluemermaid yoga.com, and caribbeanmarineprojects.com . This experience extends to the related aspect of website promotion.
2. Use of social media - the team is highly experience and regular users of multiple forms of social media to promote current businesses and projects. For this project Facebook and Instagram will be heavily used to promote and inform on the progress of the project.
3. Use of various communication platforms - the project will be contactable through

WhatsApp, Facebook Messenger, Skype, and, of course, regular email and phone.

A template for the project's implementation procedure will be produced to assist similar projects.

Costs associated with this during Darwin Plus funding will include website hosting and monthly phone, data and internet fees.

10. Logical Framework

Q25. Logical Framework

Darwin Plus projects will be required to report against their progress towards their expected outputs and outcome if funded. This section sets out the expected outputs and outcome of your project, how you expect to measure progress against these and how we can verify this.

Annex D and Annex E in the Guidance Notes provides helpful guidance on completing a logical framework, including definitions of the key terms used below.

Impact:

Waste management and waste production in Montserrat utilize best practices to relieve environmental stresses and impacts.

Project Summary	Measurable Indicators	Means of Verification	Important Assumptions
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Outcome:

The Montserrat Recycling and Waste Reduction Initiative reduces the introduction of glass items to the landfill by 75% and non-compostable single use items to the landfill by 50% by 2021.

0.1
750,000 of 1,000,000 annually imported glass bottles (2016 statistics) are processed recyclable material.

0.2
Weekly usage of single use plastic bags is reduced from 3,000 to 1,500 at largest grocery store.

0.3
Compostable non-plastic alternatives are used by 50% of restaurants in Montserrat.

0.1
Recycling centre processing records

0.2
Purchase records of single use bags by largest store decrease by 50%

0.3
Sales records at Island Solutions store have sales to half of the registered restaurants in Montserrat

Records from recycling centre are accurate. Information provided by the grocery store are accurate. Sales records from EcoMontserrat shop are accurate. List of open restaurants is correct.

<p>Output 1:</p> <p>Glass bottles are processed to reusable material.</p>	<p>1.1 Processed glass material exported to a recycling center.</p> <p>1.2 Processed glass material purchased locally for construction and/or decorative projects</p> <p>1.3 Repurposed glass items such as wine bottle glasses are purchased from project store.</p>	<p>1.1 Export records from Montserrat and/or payment records from recycling processing centre</p> <p>1.2 Purchase records from Montserrat recycle centre</p> <p>1.3 Purchase records from project store</p>	<p>Records of sales of glass materials are accurate and correct.</p>
<p>Output 2:</p> <p>Use of reusable alternatives replaces use of single use waste items.</p>	<p>2.1 Residents use reusable bags when shopping</p> <p>2.2 Residents use reusable cups, containers and cutlery when getting take away.</p>	<p>2.1 Use of reusable bags observed at stores.</p> <p>2.2 Use of reusable items observed at restaurants.</p> <p>2.3 Surveys conducted on use of reusable items.</p>	<p>Information given in surveys is true and accurate.</p>

<p>Output 3:</p> <p>Use of compostable or “green” alternatives replace the use of plastic non-compostable items</p>	<p>3.1 Restaurants, bars and food vendors use green alternative items.</p> <p>3.2 Sales of green alternatives increase at store front and other outlets.</p>	<p>3.1 Takeaway meals and/or left overs from restaurant, bars, and takeaways provided in green alternatives.</p> <p>3.2 Surveys conducted on use of green alternatives.</p>	<p>Information given in surveys is true and accurate.</p>
<p>Output 4:</p>			
<p>Output 5:</p>			

Do you require more Output fields?

It is advised to have less than 6 Outputs since this level of detail can be provided at the Activity level.

No

Activities

Each activity is numbered according to the output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1. Each new activity should start on a new line.

Output 1 - Glass bottles are processed to reusable material.

Activities:

- 1.1 Education program conducted on importance of recycling waste.
- 1.2 Promotion of recycling through multiple public forums.
- 1.3 Construction of a recycling centre for processing
- 1.4 Installation of community recycling stations.
- 1.5 Provision of recycling bins to restaurants, bars and individuals.
- 1.6 Regular collection of glass bottles and processing at center

Output 2 - Use of reusable alternatives replaces single use waste items.

Activities:

- 2.1 Education program conducted on importance of the reduction waste production

and use of alternative reusable items.

2.2 Promotion of use of reusable items through multiple public forums.

2.3 Providing residents of Montserrat with reusable alternatives, including free reusable shopping bags.

Output 3 - Use of compostable or “green” alternatives replaces the use of plastic non-compostable items.

Activities:

3.1 Education program conducted on importance of the reduction waste production and use of alternative green items.

3.2 Promotion of use of alternative green items through multiple public forums.

3.3 Providing residents of Montserrat with green alternatives, including free compostable plastic alternative cups, containers, and cutlery.

3.4 Creation of a wholesale supplier for purchase of green alternatives.

11. Implementation Timetable

Q26. Provide a project implementation timetable that shows the key milestones in project activities

Please complete the Excel spreadsheet linked below to describe the intended workplan for your project.

[Darwin Plus Implementation Timetable XLS](#)

Please add columns to reflect the length of your project.

For each activity (add/remove rows as appropriate) indicate the number of months it will last, and fill/shade only the quarters in which an activity will be carried out.

12. Monitoring and Evaluation

Q27. Monitoring and evaluation (M&E) plan

Describe, referring to the Indicators above, how the progress of the project will be monitored and evaluated, making reference to who is responsible for the project's M&E.

Darwin Initiative projects are expected to be adaptive and you should detail how the monitoring and evaluation will feed into the delivery of the project including its management. M&E is expected to be built into the project and not an 'add' on. It is as important to measure for negative impacts as it is for positive impact.

The Montserrat Recycling and Waste Reduction Initiative will be monitored and evaluated internally by the Island Solution's board and externally by a board made up of outside stakeholder, Government of Montserrat and Governor's Office evaluators.

Project monitoring and evaluation will be based on the logical frameworks outputs and related indicators. Adjustment and expansion to this analysis will be done as required with full interaction and open discussions.

Internally, the project management team will provide the additional board members of Island Solutions a monthly update as well as interact as needed beyond that schedule. The monthly update will include progress on the established activities and outputs schedule, financial expenditures and other relevant information. Adjustments will be made as needed. This procedure will remain in effect during the duration of the grant funding.

These internal reviews will be lead by board members Kim Guinn and Jeff Tinnell. Mr. Guinn has owned and operated his company for 34 years, maintains a staff of 20 and has an annual turnover of US\$2.5 million. Mr. Tinnell has owned and operated his company for 27 years, maintains a staff of 6-10 and has an annual turnover of US\$12-15 million. They both have owned properties in Montserrat for 10 and 12 years, respectively.

Project guidance will also be greatly assisted by the board's two active professionals in marine and terrestrial conservation, each of which work for large US and UK NGOs. Their personal experience in managing their own grant funded projects will be very beneficial.

An independent M&E board of outside evaluators will also be formed. Commitments to participate on this external board have been given from:

1. The director of Department of Environmental Health.
2. The current Head of the Governor's Office, with support from other staff.
3. The strategic environmental specialist of the Department of Environment.

Others may be added. This board will meet quarterly with the project management team for a presentation of progress and expenditures. Site visits to community recycling points and the processing facility will also be conducted regularly. Open

discussions will be held in regards to progress, results, suggested changes and implementation of those changes. As with the internal M&E adjustments will be made as required.

Each M&E board will meet a minimum of once per quarter for the duration of the grant funded portion of the project for a minimum total of 22 M&E sessions.

Number of days planned for M&E	22
Total project budget for M&E (this may include Staff and Travel and Subsistence Costs)	£2,100.00
Percentage of total project budget set aside for M&E (%)	1

13. Certification

Q28. Certification

On behalf of the

company

of

Scuba Montserrat Inc.

I apply for a grant of

£224,720.00

in respect of all expenditure to be incurred during the lifetime of this project based on the activities and dates specified in the above application.

I certify that, to the best of our knowledge and belief, the statements made by us in this application are true and the information provided is correct. I am aware that this application form will form the basis of the project schedule should this application be successful.

(This form should be signed by an individual authorised by the applicant institution to submit applications and sign contracts on their behalf.)

- I have uploaded CVs for project principals and letters of support.
- I have uploaded our most recent signed audited/independently verified accounts and annual report (if appropriate).



Name	Andrew Myers
Position in the organisation	co-owner/manager

Signature (please upload e-signature)	
Date	08/10/2017

If this section is incomplete the entire application will be rejected.

14. Submission Checklist

Checklist for submission

	Check
Have you read the Guidance documents, including the ' <u>Guidance Notes for Applicants</u> ' and ' <u>Finance Guidance</u> '?	<input checked="" type="checkbox"/>
Have you read, and can you meet, the current <u>Terms and Conditions</u> for this fund?	<input checked="" type="checkbox"/>
Have you provided actual start and end dates for your project?	<input checked="" type="checkbox"/>
Have you provided your budget based on UK government financial years i.e. 1 April – 31 March and in GBP?	<input checked="" type="checkbox"/>
Have you checked that your budget is complete, correctly adds up and that you have included the correct final total at Q7?	<input checked="" type="checkbox"/>
Has your application been signed by a suitably authorised individual?	<input checked="" type="checkbox"/>
Have you uploaded a 1 page CV for all the Project Staff (listed at Q11) on this project, including the Project Leader?	<input checked="" type="checkbox"/>
Have you included a letter of support from the applicant organisation, <u>main</u> partner(s) organisations and the relevant OT Government?	<input checked="" type="checkbox"/>
Have you uploaded a signed copy of the last 2 years annual report and accounts for the lead organisation, or provided an explanation if not?	<input checked="" type="checkbox"/>
Have you checked the <u>Darwin Plus website</u> to ensure there are no late updates?	<input checked="" type="checkbox"/>