



Developing a participatory evaluation framework for the Fernandes project

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for the project:
Making It Happen: Developing sustainable businesses in rural communities in Trinidad and Tobago and improving livelihoods through enterprise development (Phase III)

Participatory evaluation framework for the Fernandes project

<p>Target group 1: individuals/ community groups in rural communities that are interested in establishing and developing small businesses based on the sustainable use of natural resources</p>		
<p>Outcome challenge statement: There are individuals and/ or groups of people in rural communities owning, managing and conducting small businesses based on the sustainable use of natural resources. They are exchanging ideas within their communities and with other rural communities, respecting and conserving the environment and targeting youths within the communities. They are training, coaching and employing people from their communities to be part of the small businesses and taking the benefits of those businesses back to their communities. They are using the benefits to improve the quality of life in their communities.</p>		
<p>Indicators of behaviour change (progress markers):</p>	<p>Indicators of changes in institutions, conductions, state:</p>	<p>Strategies:</p>
<p>Individuals and groups within rural communities demonstrate strong leaderships skills and organisational capacity including good financial management and strategies for growth and development.</p>		
<p>Individuals and groups within rural communities communicate and share information on their business plan with other individuals and groups in their area in order to get feedback and buy-in.</p>		
<p>Individuals and groups within rural communities identify natural resources and their use for small businesses.</p>		
<p>Individuals and groups within rural communities assess the feasibility of their businesses.</p>		
<p>Individuals and groups within rural communities collaborate on business and marketing plans for small businesses based on the use of natural resources.</p>		
<p>Individuals and groups within rural communities negotiate with partners to get technical and financial support to establish and develop their small businesses.</p>		
<p>Individuals and groups within</p>		

rural communities pursue opportunities to build capacity and obtain funding to establish and develop small businesses.		
Individuals and groups within rural communities preparing and submitting project proposals to financial agencies to receive support for resources needed to develop small businesses (e.g. material resources, staff, equipment)		
Individuals and groups within rural communities register small businesses based on the sustainable use of natural resources.		
Individuals and groups within rural communities employ persons within communities and assign roles for persons in the small businesses.		
Individuals and groups within rural communities participating in training courses and receiving mentoring support in key areas of managing and working within small businesses.		
Individuals and groups within rural communities develop products and/ or services based on the sustainable use of natural resources and market them to their customers.		
Individuals and groups within rural communities independently manage funds and negotiate the use of profits.		
Individuals and groups within rural communities collaborate with each other to share lessons learnt and best practices within their communities and with other rural communities.		
Individuals and groups within rural communities train and coach others to develop natural		

resources- based small businesses.		
Individuals and groups within rural communities employ young people and empower them to become productive members of the community.		
Individuals and groups within rural communities explore potential for business partnerships with others.		
Individuals and groups within rural communities collaborate on ideas to improve interaction with support agencies and develop joint communication products to improve the enabling environment.		
Individuals and groups within rural communities develop more products and expand to new businesses.		

Target group 2: technical and financial support agencies that support individuals and groups in rural communities conducting natural resources based small businesses.		
Outcome challenge statement: Supporting agencies are working together to improve the enabling environment so that they could work more efficiently with rural communities. They are communicating more effectively with rural communities and are re-evaluating policies and programmes to reflect the needs of those rural communities.		
Indicators of behaviour change (progress markers):	Indicators of changes in institutions, conductions, state:	Strategies:
Support agencies are communicating with each other on working effectively with rural communities		
Support agencies are meeting to communicate their respective goals and functions, policies and programmes		
Support agencies are sharing their work programmes to identify areas for collaboration		
Support agencies are formulating Memorandums of Understanding (MOUs) between		

each other		
Support agencies are agreeing on a system for communication and feedback between each other		
Support agencies are increasing outreach to rural communities and groups to communicate services offered		
Support agencies are conducting needs assessments with communities and groups		
Support agencies are assessing the capacities of communities and groups		
Support agencies are providing technical and capacity building support to communities and groups		
Support agencies are developing procedures that individuals and groups from rural communities find easy to work with		
Support agencies are evaluating the effectiveness of their interventions with communities and groups		

Workshop Findings, Some Key Points and Follow-up Actions

- Participants were knowledgeable about the processes of monitoring and evaluation and in particular, the difference between monitoring and evaluation. They understood the importance of evaluating the Fernandes project. In addition, they understood the importance of developing a participatory evaluation framework in order to clearly define what the project wants to achieve in order to be able to evaluate if the project has been successful at the end.
- An Outcome Mapping approach was used to develop the evaluation framework for the project. Throughout the workshop, however, the facilitator did not refer to Outcome Mapping terms such as "outcome challenge statements" or "progress markers". Instead, focus was placed on the approach itself and defining vision statements (the outcome challenge statement) and the behaviour changes needed to achieve results and to meet the project's goal and objectives (the progress markers).
- The evaluation framework only focuses on evaluating change in two key target groups for the Fernandes project:
 - individuals/ community groups in rural communities that are interested in establishing and developing small businesses based on the sustainable use of natural resources
 - technical and financial support agencies that support individuals and groups in rural communities conducting natural resources based small businesses.
- Participants, especially the support agencies, felt strongly about the fact that in order for individuals and groups in rural communities to have successful small businesses, it is critical that they demonstrate strong organisational capacities and leadership first. In addition, support agencies noted that a critical progress marker for individuals and groups in rural communities to demonstrate is communicating with other individuals/ groups in their area to get buy-in and support.
- The participants from rural community groups felt very strongly that focus be placed on the youth in their communities and ensuring that the work of the small businesses can benefit and empower the youth especially.
- The participants from rural community groups asked that CANARI send them copies of their vision statement so that they can share it with other group members to get feedback.

APPENDIX 1: AGENDA

Time	Topic
9:00am	Registration
9:15am	Welcome and participant introductions
9:45am	Introduction to the project
10:05am	What is evaluation?
10:30am	BREAK
10:45am	Outline of the evaluation framework
11:00am	Vision statements
11:30am	Group work: Developing the evaluation framework
12:30pm	LUNCH
1:30pm	Group work continued: Developing the evaluation framework
2:00pm	Presentation of group work and discussion
2:45pm	Next steps in the project and evaluation
3:00pm	Thanks and workshop close

APPENDIX 2: LIST OF WORKSHOP PARTICIPANTS

NAME	ORGANISATION	TELEPHONE	EMAIL ADDRESS
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Participating agencies			
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