

Organisational Needs Analysis

Introduction

The Caribbean Natural Resources Institute (CANARI) is managing a project that seeks to influence policy and practice to support the development of rural livelihoods in Trinidad and Tobago based on the sustainable use of natural resources to contribute to poverty reduction and rural development. This project is funded by the JB Fernandes Memorial Trust I. This is the third phase of a project that is testing a tool that will assist actors in rural communities to develop small enterprises based on the sustainable use of natural resources. The overall objective of the current phase of the project is to influence policy and practice to support the development of rural livelihoods in Trinidad and Tobago based on the sustainable use of natural resources to contribute to poverty reduction and rural development.

Throughout the various stages of the process the participants have been able to identify their natural resources and the products and services that can be developed based on the sustainable use of those resources. They have assessed the feasibility of those enterprises and have linked with agencies that can support the development of those enterprises. Some of the groups participating in the project have also been able to develop business plans.

This phase of the process builds on what has been achieved by seeking to identify outstanding capacity needs, evaluating results and lessons learnt, and documenting the process as a case study. This report presents the results of the analysis of the needs of the groups involved in the project.

Approach

Four meetings were held with the seven community groups. Each meeting was held at a different community with members of each group coming together allowing sharing of ideas, lessons and synergies. The meetings remained informal and interactive with exercises and open discussions.

Group status, gaps and recommendations

Blanchisseuse Environmental Art Trust (BEAT)

The Blanchisseuse Environmental Art Trust (BEAT) is a community-based organisation that is dedicated to the promotion of environmental conservation through the arts. BEAT was established in 2001 and registered with the Ministry of Community Development and Gender Affairs. The original concept behind the formation of BEAT was to promote conservation issues through the creative medium of art.

Group	Status	Gaps	Recommendations	Other Comments
1. Blanchisseuse Environmental Art Trust (BEAT)	<p>1. Currently in the process of regenerating an active membership having been in flux for a number of months</p> <p>2. Recently agreed on a product to produce and market and in the market testing and analysis stage</p> <p>3. The community seems interested forming other groups based on not just need but motivation and the seeming ability to be able to effect change. Due to this the active membership of BEAT has decreased and is now in the process of being</p>	<p>1. A few active members who are responsible for carrying out the majority of the roles and activities in the group</p> <p>2. Inconsistent meeting times for the group and group activities</p> <p>3. Competition for resources within the community have now increased due to the additional groups formed in the area who are doing or interested in doing similar activities as BEAT</p> <p>4. BEAT has a number of products such as</p>	<p>Train heads of the group in leadership, time management, and conflict management.</p>	<p>There seems to be some fog on the vision of this group and due to this it is difficult to mobilise and attract committed membership</p>

Group	Status	Gaps	Recommendations	Other Comments
	<p data-bbox="555 236 674 260">bolstered</p> <p data-bbox="555 309 857 405">4. Lack of business expertise and managerial skills</p> <p data-bbox="555 454 864 694">5. Members are not clear on the vision of the group and therefore making it difficult to move forward Coherently, it seems to them as they are almost having to restart</p> <p data-bbox="555 743 848 868">6. A business plan proposal was completed in July 2012 yet hasn't been followed</p>	<p data-bbox="896 236 1196 405">colouring books, and souvenir items which are marketed and sold on a limited scale by group members.</p> <p data-bbox="896 454 1189 515">5. A clear way forward seems to be a challenge.</p>		

Aripo Youth Development Organisation (AYDO)

The Aripo Youth Development Organisation (AYDO) was developed out of a Youth Training Enterprise Partnership Programme (YTEPP) class in 2010. The participants were trained in tour guiding, career enhancement and micro enterprise. The class graduated with nine tour guides. The group developed a sense of community in working together and building harmony towards their future.

The mission of AYDO is to promote eco-tourism ventures in collaboration with the community and through effective partnerships with relevant stakeholders at cost-effective, high quality tourism services to our clientele through a highly motivated and developed human resource

Group	Status	Gaps	Recommendations	Other Comments
Aripo Youth Development Organisation (AYDO)	<p>1.The group has been taking advantage of the many training opportunities available through its many partners to build capacity to enable the growth and development of its leadership and the organisation</p> <p>2.Meetings have been held with Leroy Clarke for the use of his Aripo estate for tours, there has been nothing formal put in place</p> <p>3. The group has a complete business plan but has not been using it.</p>	<p>1. Limited training in leadership</p>	<p>1.Additional training recommended in Leadership</p> <p>2. Work closely with a mentor</p> <p>3. Secure a formal agreement with Leroy Clarke for the use of his estate for tours.</p> <p>4. Revisit the business plan with a view to update and use it as a guide to improve the business.</p> <p>5. Increase the use of social media to include Instagram and Twitter.</p>	<p>A group with tremendous potential which can be harnessed with the right mentorship, training and commitment on the part of the group members.</p>

Group	Status	Gaps	Recommendations	Other Comments
	<p>4. A Facebook page has been set up to promote the tours offered through social media ensuring that the group has a start on using social media to assist in the marketing and promotion of their business.</p> <p>5.The majority of group members have full time jobs in addition to their work being done at AYDO so at times there may be limited human resources</p>			

Blanchisseuse Aquaculture and Producers Association (BAPA)

BAPA is predominantly a woman’s association based in Blanchisseuse with the aim of using aquaculture and agriculture as a means to improve the livelihoods of the participants in the area. The group is fairly new and have been working towards gaining the training and skills to start and grow the business.

Group	Status	Gaps	Recommendations	Other Comments
Blanchisseuse Aquaculture and Producers Association	<p>1. The group during the time of the training period with CANARI have initiated the planting of seedlings for sale as well as made connections with other training organisations which allowed them to partake in other training</p> <p>2.The group has made strides in getting the building ready for the aquaculture project</p> <p>3. Challenges with committed members – due to a combination of limited funds, and limited childcare facilities for the members</p>	<p>1. Technical training in Aquaculture</p> <p>2. Lack of registration documents</p> <p>3. Members with young children have difficulty in attending meetings and/or training courses due to limited support to take care of their families and young children.</p>	<p>1. A mentor is recommended</p> <p>2. Training courses held in the community to allow more participants</p> <p>3. Leadership training for the executive members</p> <p>4. Preparation of a business plan to be used as a guide in the business.</p>	<p>Another group with tremendous potential given the commitment from the members, adequate training, mentorship and technical support.</p>

Group	Status	Gaps	Recommendations	Other Comments
	4. Business and group not yet registered with the relevant Ministry.			

Blanchisseuse Fisherfolk and Marine Life Association

The Blanchisseuse Fisherfolk and Marine Life Association (BFMLA) is a non-governmental organisation (NGO) that was founded in October 2011. It is wholly owned by members of the BFMLA. The BFMLA was created to improve the livelihoods and to provide proper representation for the fisherfolk in Blanchisseuse.

The membership of the BFMLA comprises mainly of fishers with a limited number of associate members i.e. persons that have an interest in the activities of the Association but are not fisherfolk. Fishers are largely dependent on the community's natural resources for their livelihood.

Group	Status	Gaps	Recommendations	Other Comments
Blanchisseuse Fisherfolk and Marine Life Association	<p>1. As of the end of May 2014 the smokehouse, although far advanced in its stage of completion is still incomplete.</p> <p>2. The group has made moves in visiting other smokehouse facilities to learn from their experiences.</p> <p>3. The land upon which the smokehouse is currently housed has no legal title or deed to date</p> <p>4. Business and group not yet registered with the relevant Ministry.</p> <p>5. Members are</p>	<p>1. Technical training in aquaculture</p> <p>2. Lack of registration documents</p> <p>3. Members with young children have difficulty in attending meetings and/or training courses due to limited support to take care of their families and young children.</p>	<p>1. A mentor is recommended</p> <p>2. Training courses held in the community to allow more participants</p> <p>3. Leadership training for the executive members</p> <p>4. Preparation of a business plan to be used as a guide in the business.</p>	<p>The smokehouse has been under construction for some time, there has been some movement over the last 4 months but a final date ought to be set and committed to</p>

Group	Status	Gaps	Recommendations	Other Comments
	concerned on the viability of the smokehouse and has taken a “wait and see attitude” this leaves the leader			

Brasso Seco Tourism Action Committee (BSTAC)

This group, formed in 1997, aims to develop community eco-tourism with a commitment to the conservation of the region’s resources and to provide for the enhancement of its villagers’ lives through sustained economic development in a visitor friendly environment. As part of its mission the group has managed to produce and sell on a limited scale, cocoa, coffee and related products with some level of success.

Group	Status	Gaps	Recommendations	Other Comments
Brasso Seco TAC	<p>1.The organisation is in the process of purchasing equipment to assist in automating the processing of cocoa and coffee and working in collaboration with the FAO</p> <p>2. A market survey will be conducted using a practical example of entering the Green Market. This is a weekly market held on a Saturday morning in Santa Cruz, Trinidad and Tobago</p> <p>3. Working with other support agencies for training and development</p> <p>4. The organisation has a</p>	<p>1. Technical training on labelling of products</p> <p>2. OSHA and relevant training for the automation of their production of cocoa and coffee process</p> <p>3. Limited use of the financial plan within the overall business plan</p>	<p>1. Work with other support agencies such as CARIRI and Ministry of Health.</p> <p>2. Rework the business plan to make the financials more user friendly</p> <p>3. Pilot three stores where the products can be marketed and sold</p> <p>4. Online and social media marketing, although started by the group, is recommended to be given a further push.</p>	<p>1. A very well organised group with a clear vision and committed members that will work well with regular training, including specific technical training, and mentorship.</p>

Group	Status	Gaps	Recommendations	Other Comments
	business plan and have some challenges in interpreting the financial analysis but otherwise have been using it as a roadmap			

Speyside Eco Marine Park Rangers (SEMPR)

SEMPR based in Speyside Tobago, was formed with the intention of using the natural resources within the community, such as the reefs, Little Tobago and beaches to improve the lives of its members and by extension the community.

Group	Status	Gaps	Recommendations	Other Comments
Speyside Eco-Marine Park Rangers (SEMPR)	<ol style="list-style-type: none"> 1. The group has a comprehensive business plan developed, and has indicated an interest in using it as a guide. 2. There are few committed members and most of the work is left up to them thus slowing the group down 3. The business is not yet officially registered. 4. Commitment to be formalised with boat owners who has promised to work with SEMPR via word of mouth to promote tours 5. Tours are yet to commence officially 	<ol style="list-style-type: none"> 1. Training and capacity building of members 2. Business registration not in place 3. Tours yet to commence 	<ol style="list-style-type: none"> 1. Use business plan as a road map 2. Other members to attend capacity building training on leadership, marketing and governance 3. Secure formal arrangement with boat owners to operate reef tours 4. Use social media and links with other groups within the project such as Aripo Youth Development Organisation (AYDO). This group based in Trinidad, does tours as well and there could be synergies and partnerships put in place for tourists 	A group with tremendous potential with the right commitment. With a mentor, this group can indeed run a sustainable business.

Group	Status	Gaps	Recommendations	Other Comments
	<p>under the SEMPR group.</p> <p>6. Motivating members has become a challenge</p>			

Bresso Secco Morne La Croix Association (BSMLCA)

This group of community farmers joined together to run a business using farming for the benefit of the community. The group has recently changed leadership and by extension changed its focus. They have decided to firstly focus on the production and sale of seedlings to the community and its environs. Different type of seedlings that they intend to start with includes fruits, cocoa and seasonings. The seedling project will begin on June 9th 2014 with presentation of the seedlings at the Brasso Seco Community Centre to the community.

Group	Status	Gaps	Recommendations	Other Comments
Brasso Seco Morne La Croix Farmers' Association (BSMLCA)	<ol style="list-style-type: none"> 1. Recently agreed and voted on the group's new executive and vision 2. The group has a business plan which reflects the old vision 3. The group have not decided on the business form, that is, Limited Company or NGO 	<ol style="list-style-type: none"> 1. Shift in vision of the group, over the past few months the vision of the group changed more than once so there is a concern that it may shift again 2. Group not following the business plan as a guide 3. Registered as a CBO but executive concerns on whether they ought to register at the Ministry of Legal Affairs 	<ol style="list-style-type: none"> 1. Rework the business plan 2. A mentor to be assigned to the group 3. Work more closely and learn from the Brasso Seco TAC 	Once a decision has been made on the vision of the group, there is tremendous potential for this

Conclusion

Based on the time spent with these groups, the following factors are evident:

1. Developing each group's technical capacity must be continuous.
2. Links with agencies are critical for growth.
3. Having a mentor assigned who can work together as a guide, sounding board and accountability partner for a specific period of time is also recommended.
4. Groups with business plans should revisit these and use them as a road map and guide. Those that feel remote or fearful of using them can work with a mentor.
5. Each group ought to be held accountable for the tasks assigned to them on a regular basis.
6. More meetings, visits and training to be held within the communities.

APPENDIX 1:

CHALLENGES FACED BY EACH ORGANISATION AS DETAILED BY GROUP REPRESENTATIVES AT MEETING

NAME OF GROUP: Blanchisseuse Environmental Art Trust (BEAT)

OPERATIONAL CHALLENGES (how business is conducted daily)	FINANCIAL CHALLENGES	HUMAN RESOURCE CHALLENGES (staffing, recruitment, training, retraining staff)	LEGAL CHALLENGES (documentation, legal matters, advice)	GOVERNANCE CHALLENGES (Board and Executives)	PLANNING AND EVALUATION CHALLENGES	LEADERSHIP CHALLENGES
Projects – completing activities	Insufficient funds being generated	Departure of membership to other organisations		Executive members/meetings not always accessible	Executive members not always available	Departure of membership to other organisations

NAME OF GROUP: Blanchisseuse Aquaculture and Producers Association (BAPA)

OPERATIONAL CHALLENGES (how business is conducted daily)	FINANCIAL CHALLENGES	HUMAN RESOURCE CHALLENGES (staffing, recruitment, training, retraining staff)	LEGAL CHALLENGES (documentation, legal matters, advice)	GOVERNANCE CHALLENGES (Board and Executives)	PLANNING AND EVALUATION CHALLENGES	LEADERSHIP CHALLENGES
<p>1. Difficulty getting members to attend site visits or even source help towards any particular activity</p>	<p>1. Most of our members are either unemployed or underemployed. Therefore it is extremely difficult to have members contribute towards an event/activity. 2. Members lack interest due to the fact that there is no type of financial benefit from activities carried out. We have not yet had any access to access external funding.</p>	<p>1. Members lack enthusiasm due to the fact that there are not any immediate financial benefits towards tasks carried out. 2. They lack vision and willingness to venture into the plan that needs to be worked in order to reach the goals of the organisation. All of the above has to do with the nature of the community.</p>	<p>1. Still in the process of registering a business on behalf of the group with the Ministry of Legal Affairs</p>	<p>1. Each member needs to get active in their various posts. Some even give up due to family influence or lack of motivation</p>	<p>1. We are currently working with IICA to enhance on our project and also to gather information for completion of our project proposal</p>	<p>1. Only a few members are involved in the activities of the association</p>

NAME OF GROUP: Blanchisseuse Fisher folk and Marine Life Association (BFMLA)

OPERATIONAL CHALLENGES (how business is conducted daily)	FINANCIAL CHALLENGES	HUMAN RESOURCE CHALLENGES (staffing, recruitment, training, retraining staff)	LEGAL CHALLENGES (documentation, legal matters, advice)	GOVERNANCE CHALLENGES (Board and Executives)	PLANNING AND EVALUATION CHALLENGES	LEADERSHIP CHALLENGES
	1. Finding funding for the other parts of the project such as ice machine, stainless steel utensils for preparing product. A building processing room and utilities such as electricity and water	1. Convincing the members to see the vision of the smoke house which can be used as a sustainable business	1. Getting title for the land 2. Registering the business	1. Getting the executive members to demonstrate commitment	1. Lack of commitment	1. Convincing the members to see the vision

NAME OF GROUP: Brasso Seco Tourism Action Committee (BS TAC)

OPERATIONAL CHALLENGES (how business is conducted daily)	FINANCIAL CHALLENGES	HUMAN RESOURCE CHALLENGES (staffing, recruitment, training, retraining staff)	LEGAL CHALLENGES (documentation, legal matters, advice)	GOVERNANCE CHALLENGES (Board and Executives)	PLANNING AND EVALUATION CHALLENGES	LEADERSHIP CHALLENGES
1. Manual production of coffee and cocoa	1. Lack of funds to pay salaries and complete maintenance	1. Getting people in the small community to train	1. Insurance	1. Lack of members' commitment	1 Keeping records	1. Motivating members

NAME OF GROUP: Speyside Eco- Marine Park Rangers (SEMPR)

OPERATIONAL CHALLENGES (how business is conducted daily)	FINANCIAL CHALLENGES	HUMAN RESOURCE CHALLENGES (staffing, recruitment, training, retraining staff)	LEGAL CHALLENGES (documentation, legal matters, advice)	GOVERNANCE CHALLENGES (Board and Executives)	PLANNING AND EVALUATION CHALLENGES	LEADERSHIP CHALLENGES
1The group has a business plan but the plan has not been followed		1. Commitment to facilitate the tours	1.Registering the business	1. Lack of organisation	1 The business has not officially started marketing their tours or securing agreements for the use of equipment such as the glass bottom boats	1. Motivating members

NAME OF GROUP: Aripo Youth Development Organisation (AYDO)

OPERATIONAL CHALLENGES (how business is conducted daily)	FINANCIAL CHALLENGES	HUMAN RESOURCE CHALLENGES (staffing, recruitment, training, retraining staff)	LEGAL CHALLENGES (documentation, legal matters, advice)	GOVERNANCE CHALLENGES (Board and Executives)	PLANNING AND EVALUATION CHALLENGES	LEADERSHIP CHALLENGES
Time challenges as most members work full time	Training needed in financial management and book keeping	Staffing and commitment – staff need to be more punctual and effective 2. Training – getting staff to attend training				1. Members need more training in business management and leadership