

Case study on pilot project on improving
livelihoods in rural communities in Trinidad
and Tobago by developing small business
based on the sustainable use of natural
resources

DRAFT

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Introduction

The Caribbean Natural Resources Institute (CANARI) initiated a programme in 2010 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 programme is being funded by the J.B. Fernandes Memorial Trust I and has so far comprised three phases of work, each managed as a discrete project funded by the Trust.

The goal of the programme 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.

The project was implemented by the Caribbean Natural Resources Institute (CANARI) in partnership with key organisations in Trinidad and Tobago that assist with the development of rural livelihoods. Organisations which partnered in the project included the Community Development Fund (CDF), Inter-American Institute for Cooperation on Agriculture (IICA), the Cocoa and Coffee Industry Board of Trinidad and Tobago and the Ministry of Tourism, to name a few. Experienced rural community based organisations (CBOs) managing natural resource based businesses such as Nature Seekers and Fondes Amandes Community Reforestation Project were also instrumental in making the programme an open and learning experience for both the participants and other organisations.

To date, there have been three phases of the programme:

The objectives of Phase 1 were to:

1. Build the capacity of six rural communities to engage in strategic visioning and planning and the identification of revenue-generating activities based on the sustainable use of natural resources.
2. Catalyse and support the development of small and micro-enterprises, either run by individuals, community organisations, or collectives, in six communities.
3. Facilitate greater sharing of experiences and collaboration by six rural communities with other communities and stakeholders within Trinidad and Tobago and the islands of the Caribbean about how they can more effectively develop livelihoods based on the sustainable use of natural resources.
4. Empower six rural communities to better network with technical and financial support agencies and to advocate for enhanced support of their efforts for livelihood development.

During Phase 2 the number of communities reduced from six to four, with Lopinot and Plum Mitan no longer involved and chose not to continue. The objectives of this phase were to:

1. Enhance communication and partnerships between four rural communities and agencies that can provide funding and technical assistance through facilitation of a joint workshop focusing on communication, networking and building partnerships.
2. Support the start-up of small businesses based on the sustainable use of natural resources in four communities through providing mentoring, coaching and small grants.
3. Explore the idea of collective marketing by communities including via development of a “community sustainable livelihoods” brand.

Phase 3 built upon the work in the previous phases, with the following objectives:

1. To conduct a workshop to assist groups from the four communities to develop four to seven business plans for further funding to support start-up of their businesses;
2. To hold meetings to support networking among the communities and the support agencies where best practices implementing the business plans will be shared and opportunities for support negotiated;
3. To conduct two workshops to evaluate the results, lessons and best practices from the three phases of the programme; and
4. To document the lessons and best practices in at least one case study and disseminating to key target audiences in Trinidad and Tobago.

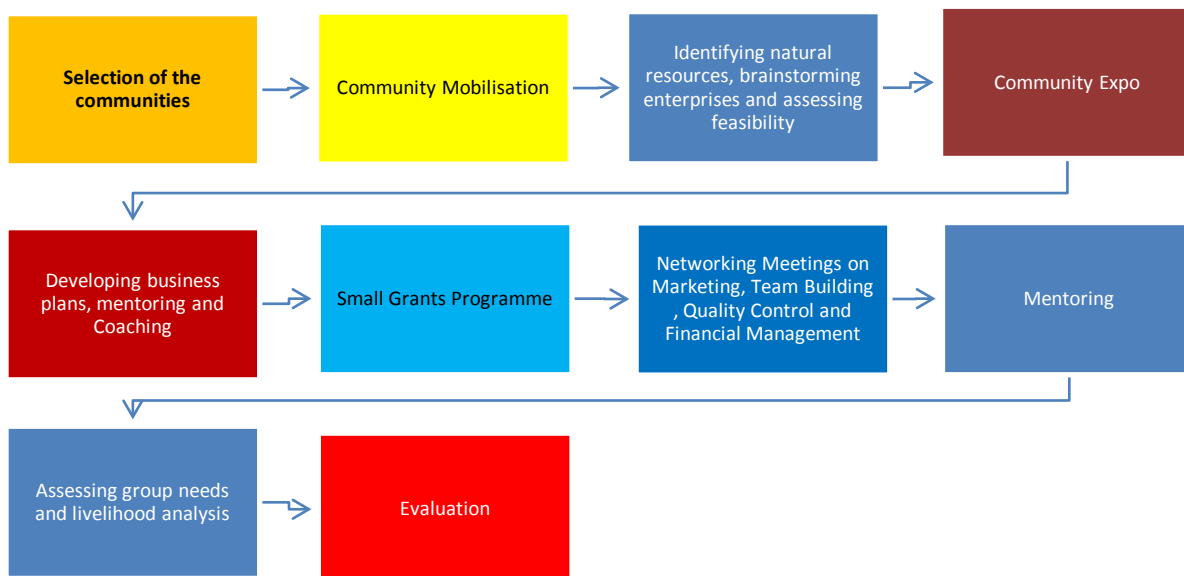
In phase three, CANARI worked with seven groups that were committed to the processes.

All phases have been completed, with relative success. Over the three phases, community groups have grown tremendously with some of them running successful businesses. Additionally, partnerships, synergies and links have been formed with other communities and agencies throughout the country.

Methodology for the case study

This case study analyses the methodology used in the JB Fernandes Memorial Trust I funded projects. Using a combination of desk studies of previous reports and project proposals, information from participants and key stakeholders, an attempt has been made to provide the main highlights of the programme.

The process



Phase 1¹

Selection of the 6 target communities

Key organisations working with rural communities across Trinidad and Tobago on natural resource management, community development and/or small business development were identified and invited to a meeting in March 2010 to assist in selecting target communities for this project. The initial meeting obtained support for the project by introducing it and having the stakeholders develop criteria to select the six communities. The criteria included access to natural resources, willingness to develop a small business on the use of natural resources and the communities must be rural. (See Appendix 1)

The final communities selected to participate in the initial phase of the project were:

- Blanchisseuse (north Trinidad)
- Brasso Seco (north Trinidad)
- Heights of Aripo (north-east Trinidad)
- Lopinot (north Trinidad)
- Plum Mitan (south-east Trinidad)
- Speyside (Tobago)

Community mobilisation

Varying strategies were used to mobilise the communities. Direct meetings with community leaders, advertising of the upcoming project within the chosen communities and site visits proved successful. Sending text messages as reminders on the day of the first meeting was also successful. These strategies fostered constant, open communication between CANARI and the community and allowed for support for the programme and the approach.

Identifying natural resources and possible enterprises

One day workshops were held in each of the six communities chosen. CANARI wanted participants to be able to:

- explain the meaning of key terms, including natural resources, sustainable use, livelihoods;
- explain the purpose of the project as being to improve rural livelihoods in six rural communities in Trinidad and Tobago through facilitating and supporting the development of small and micro-enterprises based on the sustainable use of natural resources;
- explain why their community was chosen;
- identify key natural resources that were being used and had the potential to be used in a community micro-enterprise;
- identify existing and potential community micro-enterprises based on the use of natural resources;
- identify key issues in the community around management of natural resources and development of micro-enterprises;
- identify other initiatives in the community on management of natural resources and development of micro-enterprises;
- identify the project activities that took place in this first phase;

¹ See <http://canari.org/rurallivelihood1.asp> for reports of Phase 1.

- identify how they can be involved in the project;
- identify key stakeholders involved, or with the potential to be involved, in development of micro-enterprises based on the sustainable use of natural resources and start to analyse their roles and interests;
- speak more openly with the CANARI facilitator and co-facilitator and other members of the community.

The first workshops very successfully built a relationship between CANARI and the communities, introduced communities to the project, identified the natural resources, and began to identify the capacity of the community and potential business ideas.

Assessing enterprise feasibility and visioning

A second one day workshop was held in each of the six communities. Participants identified a vision for their community for ways sustainable natural resource-based businesses could contribute to the development of their communities; assessed the most feasible potential businesses; and, identified specific capacity support needed. Using this approach has had the effect of focusing the participants on “what they have” rather than “what is missing”. A mind set change was necessary at the onset to show the importance of their natural resources to the future success of their businesses and the development of their communities.

Community Expo

It was felt that a foundation was laid and the communities were ready to start sharing these ideas with potential donors to access the capacity support needed. In some communities, there seemed to be a lack of belief or confidence that development of community small businesses was feasible for them. There were also several similar initiatives being proposed by communities. For these reasons, it was felt that the next step would be to bring the communities together in a joint Community Expo, which was held in May 2011.

The objectives of the Community Expo were to:

- a) bring together communities participating in the Fernandes project and other communities to share ideas and experiences about developing businesses based on the sustainable use of natural resources;
- b) catalyse continued communication and collaboration among communities;
- c) spotlight established community businesses based on the sustainable use of natural resources to motivate communities now starting to work in this area;
- d) link communities with organisations that can help them to develop businesses based on the sustainable use of natural resources;
- e) introduce communities to existing and potential markets for their natural products and services; and,
- f) empower six rural communities to better network with technical and financial support agencies.

The Community Expo targeted five representatives from each of the six communities under this project, as well as agencies that could provide financial or technical support, community representatives that had already established successful businesses (mentor CBOs), a few other communities that CANARI was working with, media and the general public. CANARI was however, unable to hold the second workshop in Plum Mitán to engage the community and prepare them for the Expo as there was great difficulty in

getting the community to agree on a date and finally on the date agreed just two days before the Expo, road works isolated the community so CANARI could not visit. Only five of the six targeted communities attended the Community Expo.

The Community Expo was extremely successful at meeting the objectives. The five communities presented to the support agencies and mentor CBOs and were able to communicate their vision and share their experiences with the invitees. The communities were able to form strategic partnerships and linkages with the invited organisations and the mentor CBOs that can assist them with the development of their business ideas. The five communities were able to build their capacity to interact with organisations that can assist them to develop businesses in their communities. The process of developing presentations and discussion points enabled the communities to clearly express their business needs. This gave the representatives confidence in their ability to interact with the agency representatives and further motivated and empowered them to develop their businesses. It was abundantly clear that the meetings between the communities and the invited agencies were quite productive and several specific follow-up actions have already been taken (for example Veni Apwann visited the youth group in Heights of Aripo and the Community Development Fund [CDF] also met with groups in Heights of Aripo). All of the invited agencies expressed their enthusiasm to CANARI and gave their commitment to follow up with the communities and with CANARI. The Expo also catalysed communication and collaboration among the communities themselves (see <http://www.youtube.com/playlist?list=PL5179DAB4962A334D> for video interviews with participants).

Phase 2- Building capacity to develop and manage small and micro enterprises

Workshop on communication, networks and building partnerships

All the communities participating in the project indicated that there were challenges communicating with each other and with support agencies. The three- day workshop on communication, networking and building partnerships was intended to:

- assist community groups in building partnerships between the invited support agencies;
- increase the communities' awareness of services available to establish and develop small and micro-enterprises based on the use of natural resources; and,
- enhance the technical and financial agencies' ability to effectively work with communities to deliver goods and services.

The community representatives learnt about the different types of communication, ways to communicate effectively and the importance of networking and partnerships to the success of their micro-enterprises. Nature Seekers, a successful CBO was invited to share experiences and best practices of a flourishing CBO in the region. Support agencies were invited on the last day of the workshop to understand difficulties communicating with them and to share their challenges with communicating with rural communities. The two groups of stakeholders were able discuss the best way to communicate with each other². The support agencies further asked that CANARI help them better assist the rural communities. The agencies also asked for training in participatory approaches.

² See <http://canari.org/documents/CANARlwkshpcommunicationMay2012.pdf> for report on communication and tips

Developing business plans and mentoring

A mentor chosen from a successful CBO in a rural community in Trinidad and Tobago spent two days each with four community groups with the aim of preparing a business plan which could be used as a map in guiding the groups to the successful achievement of their vision to develop and manage a thriving community-based business. The mentor also worked with the groups to help them to understand the leadership qualities that are needed to manage a successful business.

Business plans were prepared for four groups. According to the consultant *“The groups are generally willing to go to the next level of their growth but for the most part they are not sure how to get there. This is the main reason the first phase of all the plans was focused on capacity building. However there are some things the groups need to experience for themselves. Some of these would be; understanding their purpose for existence as groups and letting that be the basis for group decisions, understanding the purpose of volunteering and its important role in building capacity and the purpose of leadership and a leader will only exist for a time if they don’t continuously build their own capacity”*.

This statement was borne out as, to date, only Brasso Seco Tourism Action Committee (BSTAC) is following its business plan and has been using it as a road map on its journey to a successfully run community enterprise.

Small Grants Programme

Several groups were awarded grants and issued contracts which ranged from US\$100 to US\$1,500. The groups were given five months to complete their activities that included purchasing tools and equipment or procuring services that can help them improve their enterprises.

Many of the groups experienced challenges. Even though CANARI provided support for the groups throughout the activity, many of the groups still needed support within the community to help them to complete their activities. Those groups that had mentors in their communities were able to complete the activities within the timeframe. It is recommended that for small and micro enterprises a sustained and planned capacity programme should be put in place before funds are disbursed as many times money may not be the answer to the immediate challenges and without developing certain capacities groups are unable to successfully make use of the cash resources available.

Despite the challenges, the groups were able to move one step further in their businesses. The Aripo Youth Development Organisation (AYDO) purchased tools to clear the cocoa crops to harvest them in 2013 while the Blanchisseuse Aquaculture and Producers Association (BAPA) purchased tools for its agricultural land and plans to rent the tools to others in Blanchisseuse when not in use.

Phase 3- Bringing the groups together to discuss challenges and evaluate processes

Networking meetings

Five networking meetings were held throughout the communities involved in the project. These meetings facilitated discussion on the challenges associated with marketing the groups’ products and services, team building, financial management and quality control in an open interactive way.

These meetings were held in an informal setting within the relevant communities. Using an interactive approach, community groups had the opportunity to discuss the:

- qualities of a good team and how to build an effective team
- challenges they face in building a team
- basics of marketing their products and services
- using social media to market their products and services
- marketing natural and organic products
- basic bookkeeping practice needed for a successful enterprise
- keys to successful financial management of an enterprise
- effective quality control and market surveys

The meetings helped the groups to realise that several of them were not ready to market their products and services because their enterprises were not established. Several groups also underwent reorganisation and were trying to decide on the validity of going forward with previously chosen products or services. This reemphasised the need for mentors to be assigned to groups at an earlier stage.

Mentoring using market analysis and development

All seven groups were assigned mentors for a period of two months in 2014. The mentors were charged with helping the individual groups to prepare to market their products and services. The Market Analysis and Development (MA&D³) methodology developed by the Food and Agriculture Organization of the United Nations (FAO) was given to the mentors as a tool to assist the groups. The mentors were asked to work with the groups within their communities; it was found that the groups were more receptive to training once it is held within their communities.

Some of the groups prepared market surveys to better understand their markets. The groups also visited Nature Seekers in Matura Trinidad and Tobago in May 2014. The goal of this visit was to expose the groups to a community group that has been able to use its natural resources to create a successful business, assist its community and grow as an organisation. Additionally, the visit allowed to groups to ask questions of the leaders and activists within Nature Seekers, and learn about quality control issues and marketing.

The mentorship period was short, however during the period the groups were able to undertake tasks such as applying for grants to fund aspects of their businesses, planting seedlings for sale, visiting operational fishing facilities, starting the marketing of their products and conducting market testing.

Assessing organisational needs and livelihoods analysis

Several of the groups had challenges developing their enterprises. Several groups underwent reorganisation between phases two and three and this affected their ability to continue with the enterprises. As an example, the members of the Brasso Seco Morne La Croix Farmers' Association (BSMLCFA) changed. The vision of the group and the business ideas also changed. The Aripo Youth Development Organisation (AYDO) has lost many of its members and has not been able to capitalise on the linkages forged with support agencies. Because of this, CANARI believed that it was important to

³ <http://www.fao.org/docrep/014/i2395e/i2395e.pdf>

understand the challenges within the groups (organisational needs assessment) and within their communities (livelihoods analysis).

The needs assessment⁴ was conducted by a desk study on the available literature on the groups and by meeting with the groups in a one-day workshop to hear their challenges and discussing possible solutions to them. The assessment found that many of the groups needed stronger leadership to guide them. It was also suggested that mentors work long term with the groups to help them to use their business plans to develop their enterprises.

The livelihood analysis was conducted in Blanchisseuse, Brasso Seco and heights of Aripo. Members of each participating group within the communities were surveyed and the natural, financial, social, human and physical assets assessed. The analysis found that the rising food prices and lack of political action were the largest external shocks affecting the communities. The study also found that limited physical assets were limiting the development of the enterprises⁵.

Evaluation of the process

At various stages throughout the programme, evaluations were completed. An evaluation was conducted at the end of every workshop or activity with the participants. This ensured that they could input into future activities. Results were measured against targets and reported in the final report submitted electronically to both funders and participants.

An evaluation of the programme was also carried out the end of Phase 3. An initial meeting was held in October 2013 to develop the framework for the assessment.

- This meeting brought together both support agencies and community groups to discuss the evaluation process as well as to evaluate the programme to date. An Outcome Mapping approach was featured here. The evaluation framework used focused 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.
- The formulation of the evaluation framework was done using a collaborative approach. The community groups, the support agencies and CANARI staff participated in its development and subsequent use. In this way each group felt ownership of the framework and was able to better

A final evaluation meeting held in May 2014 at the Malabar Community Centre with all the community groups and CANARI representatives. At this meeting, the participants discussed their top change within themselves and the group and their top lessons learnt. They also had an opportunity to evaluate their own performance and that of CANARI and support agencies⁶.

⁴ See http://canari.org/documents/NeedsAnalysis28jun14_000.pdf for the assessment

⁵ See <http://canari.org/documents/ACloserLookatRuralLivelihoodsFinal.pdf> for the livelihood analysis.

⁶ See <http://canari.org/documents/FernandesEvaluationReportfinal300614.pdf> for the evaluation report.

The evaluation demonstrated that the programme was highly relevant as it targeted specific needs of the communities, which were assessed in the early stages of the project and continued to be identified and addressed as the programme evolved.

The programme achieved the desired results outlined in the project objectives, and all groups made significant progress towards the development or strengthening of community enterprises. Almost all of the groups involved were able to use in some way the natural resources available within their community to start, grow and develop their community enterprises. From the inception of this programme to the conclusion, three community groups out of seven have actually been able to earn revenue from their community groups and resource business. Particular areas where significant results were achieved were in strengthening of community leaders, strengthening of community groups, and catalysing partnerships among community groups and with support agencies. Entrepreneurship capacity was built in skills such as finance, marketing and quality control as well as soft skills such as leadership, confidence building, communication and articulating a vision. However, further support is still needed for the community enterprises to become independent. There is also still a need for the programme to focus on wider policy influence and engaging other community groups and other communities.

The processes used in the programme were found to be very effective. Community participants highly praised the participatory approach and the combination of training, mentoring, exchange visits, networking meetings and small grants

Project results

Strides have been made to establish and develop small and micro- enterprises based on the sustainable use of the natural resources.

Big wins

- Brasso Seco TAC has been using its business plan to move its operations forward including the increased marketing and sale of its cocoa and coffee products.
- AYDO has started providing tours, although limited; it is a start and a testament to their commitment.
- Speyside Eco-Marine Park Rangers (SEMPR) has started marketing its tour offerings in a more focused and consistent way than ever before in their history.
- Brasso Seco Morne La Croix Farmers Association met the community on June 9th to showcase its products for sale (seedlings)
- Business plans were prepared for five community groups
- Behavioural and mindset changes that have produced improved leaders, committed group members and effective teams.
- Sharing of ideas, resources and time within the community groups.
- Links and partnerships formed with other agencies and community groups such as Nature Seekers, Cocoa and Coffee Industry Board of Trinidad and Tobago, Community Development Fund, IICA and Veni Apwan.
- Support agencies are now more aware of the community groups, their challenges, achievements and needs.

- All groups participated in capacity building training using external support agencies such as IICA, Veni Apwan, Cocoa and Coffee industry Board of Trinidad and Tobago, Ministry of Food Production, Community Development Fund, Ministry of Tourism.
- The Brasso Seco community has been successful in disseminating the knowledge received from the meetings and trainings to other members of the community and as such there is interest from many more young people in the area. At mentorship meetings held, the turnout included more and more young members who were actively participating in the discussions.
- Improved communication skills – participants have all indicated that they have improved the way they communicate both internally and externally, some have even expressed that their confidence levels have also increased with the direct effect of improving how the organisation is run.”
- Mentors were successful at guiding the groups to market their products and services and to improve the team dynamics.
- Groups are now approaching external agencies for support and networking opportunities. BSTAC, AYDO and SEMPR have attended a number of courses, meetings with external agencies, for example.

Work in progress

- Some groups have not started or grew their business operations – BFMLA is still in the process of completing its smoke house, BEAT have recently decided on its product offering in April 2014, BSMLFA has also now decided what product will be sold and have made strides towards making it happen
- Policies and practices of external agencies, although changing, are yet to reflect more of the needs of the rural communities.
- Increase in income, employment and access to services has been slower than anticipated.
- Short timeframe for mentors to work with group on an ongoing basis and therefore some work will remain outstanding at the end of the programme
- AYDO and SEMPR have discussed initially to work together to promote each other’s tours by offering discounts to travellers who are interested in doing tours on the both islands, this has not yet been formalised

Project challenges

- Community leaders not having time to participate in the meetings
- Using technology (Skype) to engage Speyside was not successful. The community did not sign in.
- Some agencies do not have the staff to support the rural communities effectively to access other resources. Many of the agencies have complex processes.
- Limited access in some areas to the natural resources available e.g. Blanchissuse
- In groups such as SEMPR, there is an over reliance on its leadership to attend training sessions, meetings and represent the group at external activities. This limited the number of meetings which could be attended by the group particularly if the person is unavailable to attend.
- Some communities have limited use of the Internet and therefore reports and other project related materials shared via this medium had restricted reach.
- Conflict amongst members of the communities and different interest groups.
- The best approach for the mentors was community visits, other forms of communication such as Internet, Skype, telephone calls were less effective.

Lessons learnt from the project

“I am so much more confident, at first I was scared to come to meetings outside of my community and even more scared to talk when I am in the meeting, it is now easy for me to do both!”

| Lessons learnt – CANARI | Lessons learnt – Community Groups |
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| Community buy in and mobilisation – getting the support of the community by doing site visits beforehand, follow up phone calls and communication and involving community leaders is a key component in the success of this programme. It is essential for the members of the community to feel a sense of ownership and respect. | Leadership and an effective team are essential qualities of not only a successful CBO but also a successful business. |
| Community groups remain interested not only due to the content of the training, but due to the personal approach of CANARI. There was always constant communication with all community group representatives particularly via telephone calls. | Transfer of knowledge from the meetings, training sessions and field visits are necessary to ensure continuity within the group. |
| Meetings held within the communities. Some of the meetings and training sessions were held within the rural communities allowing the members to feel a sense of ownership and belonging as well as them having the opportunity to expose some of their other members to the training. | Entrepreneurs and business owners must develop the qualities of being committed and accountable. |
| Face to face meetings and training – Skype had limited success. Communities either had limited Internet access or just did not buy in to the idea of using Skype (Brasso Seco has limited Internet access and Speyside never signed in to a designated meeting set up on Skype) | Setting timelines and deadlines are required to ensure the business and group moves forward. |
| Using YouTube videos and Placing workshop data and reports online had a limited reach – more emphasis may need to be placed on promoting the use of the Internet as a source of information | Natural resources within the community can be used to start, run and develop a sustainable business. |
| Leadership, team building, communication, confidence building and related soft skills training play a critical role in the development of community based organisations and may be just as | Having a clear, well articulated communicated vision of what the group and business is supposed to achieve is fundamental. |

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| important and relevant as entrepreneurship skills. | |
| Small grants given with the necessary training and capacity building support can kick-start the business improvement process. | Working closely with mentors can assist in the growth and the development |
| Assigning a mentor will be of greater benefit if it is done either from inception of the programme or for a longer period. One on one support is valued by the community groups. This may eliminate the need to have weekly phone calls to the community. | Look for other opportunities for funding, technical capacity building support and ask for help if the group cannot complete the relevant forms or applications. |
| A grassroots approach is not only appreciated but more effective. | The importance of self sacrifice as a community group leader or community based business. |
| Interactive approaches to training and meetings worked well. | How to complete a simplified cash flow report and how essential managing the cash flow. |
| Field visits to successful community organisations brought a “real” perspective to the training and allowed participants to see firsthand how successful CBO’s work, what their challenges and how they were able to overcome them. | |
| Some groups are not ready to start, run and grow a business, particularly the ones with leadership challenges, unclear and unarticulated vision and internal conflicts. | |

Conclusion

Improving livelihoods in rural communities through the development of business enterprises using natural resources is a wonderful concept. It marries the entrepreneurial spirit with the conservation of the environment whilst at the same time giving a challenge to its participants that community is still at the heart of all its activities.

It is evident from this programme that it is achievable and indeed there are success stories to prove this such as the Brasso Seco TAC’s ability to sell and distribute their cocoa and coffee products.

What is also evident is that for community-based business, leadership, knowledge, belief and capacity are of paramount importance. With this project, it has been seen that improving the members’ capacity both through technical and soft skills makes a world of difference in how both the community group and business is run.

A grassroots, outreach approach is also recommended to allow full participation and a sense of ownership from the community and its members.

The lead time taken to grow a community based business from a concept to reality is longer than the average business because in many cases community groups are volunteer organisations and the capacity of the members also needs strengthening. There are other mitigating factors such as limited access to technology and in some cases, support for women with young children or primary care givers with extended families which may increase the time taken to develop businesses. All of these factors must be taken into consideration when planning a community based support programme

Having a mentor assigned at the early stages is also a lesson learnt, with the mentor providing a one on one outreach service that incorporates sharing of ideas and participation.

Additionally, it is also evident that time should not be wasted on groups with internal conflicts, leadership challenges and lack of a clear and communicated vision.

Assisting communities can only be a good thing for the growth and development of a nation, particularly the rural communities as they have many resources both human and natural that can be tapped in with optimum success.

List of Appendices

1. Criteria used for the selection of communities



Project: Catalysing change in rural communities in Trinidad and Tobago

Criteria for selection of target communities

1. Rural community
2. Geographic spread (1 North East, 1 Tobago, 4 South/ Central)
3. Potential for small enterprise development demonstrated by internal capacity (both at community and individual level)
4. Some existing capacity within the community, including ability (time, skills) to be involved in strategic visioning and planning process
5. Access to natural resources that can be sustainably used to develop a small business
6. Interest in developing a small business around natural resource use
7. External factors, existing relationships, experience and linkages which may favour and facilitate enterprise development through the wise use of natural resources
8. Prior experience of partners working with the community
9. Potential to establish linkages with other projects and support initiatives of CANARI or other organisations
10. Existing infrastructure which facilitates access to community by car and also communication access by at least telephone
11. Partner(s) existing in the community willing and capable to assist with mobilization and community engagement (
12. High degree of collective commitment to community development
13. Ethnic diversity among communities
14. Livelihood vulnerability
15. Marginalization from other assistance
16. Ability to replicate and adapt approaches in other communities