

Capacity building for watershed management stakeholders in Trinidad and Tobago

Training workshop #1:

Conducting capacity assessments

Nature Seekers, 10¼ mm, Toco Main Road

Matura, Trinidad and Tobago

Wednesday 12th June, 2013



RBC Royal Bank

A project managed by the Caribbean Natural Resources Institute (CANARI).

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1 Introduction

Forest removal coupled with the current and expected impacts of climate change will compromise the availability and quality of freshwater, a critical resource in Trinidad and Tobago. Locally, there have been various initiatives to encourage water conservation and to protect and manage watersheds. These efforts have however, not been able to sufficiently nor sustainably reverse nor reduce the causative issues which compromise freshwater quantity and quality. There is a need therefore to improve the systems which are in place for watershed protection while simultaneously encouraging public awareness and participation in water conservation.

CANARI has undertaken the *Capacity Building for Watershed Management Stakeholders in Trinidad and Tobago* project under its 'Forest and Livelihoods' thematic programme. The goals of this project are to:

- improve the effectiveness of community watershed management programmes in Trinidad and Tobago;
 - build the capacity of community groups involved in watershed management in Trinidad and Tobago; and
 - enhance public education and awareness on watershed management in Trinidad and Tobago.



Photo 1 CANARI facilitates a session on capacity assessments. Photo credit: CANARI

This project involves the execution of four different project activities which were informed by an assessment of project participants to evaluate their capacity in organisational and watershed management. A one-day national workshop was held to provide project participants with an opportunity to discuss the results of the assessment, contribute to the development of a project work plan and develop a storyboard for documentation of

the lessons learnt and experiences on watershed management in Trinidad and Tobago.

During the national workshop held at NIHERST/ NGC National Science Centre on 08 May 2013, the participants planned the remaining activities in the project and selected the theme for the first training workshop. Project participants requested training to increase the capacity of their groups to function effectively as organisations. This document presents the report of the training workshop.

2 Participants

12 groups attended the workshop. Three new groups participated in the first training workshop that did not attend the introductory national workshop. They were the Aripo Youth Development Organisation, the Caura Valley Hiking Group and Eco Protectors. Two groups who attended the national workshop were unable to attend the training workshop. These were the Royal Maintenance the Argyle Village Environmental Protection Group. The list of participants is shown in Appendix 1.

3 Objectives

The objectives of the workshop were to:

- discuss and explore the term capacity;
- perform a capacity assessment;
- create a capacity building plan; and
- observe and document best practices of groups in capacity building.

4 Method

The agenda for the workshop is shown in Appendix 2.

4.1 Welcome and introductions

The workshop began with the participants giving their names, organisations and expectations for the workshop. New participants completed the sentence “I went to the forest and saw ...” using the letter A. Each successive participant used the next letter in the alphabet. The expectations were recorded on flip chart paper.

Neila Bobb-Prescott reviewed the objectives of workshop and proposed ground rules for the workshop. The agreed ground rules for the workshop were:

- Turn off all cell phones or use the silent function.
- If calls must be taken, do so outside.
- Only one person is allowed to speak at a time.

4.1.1 Matters arising

One of the planned outputs of the project is a newspaper series on watershed management in Trinidad and Tobago. Neila Bobb-Prescott presented a proposed layout of the article that included:

- An introduction that explained the concept of a watershed, their importance and their role in supplying fresh water in Trinidad and Tobago;
- The location of watersheds in Trinidad and Tobago;
- The stakeholders working with watersheds (community groups, technical and financial agencies);
- Threats to watersheds; and,
- Information on measures each person can take to conserve watersheds.

The proposed layout for the first in the series of articles is shown in Appendix 3. Participants were invited to suggest further information to include in the article. Neila Bobb-Prescott also informed the



Photo 2 Participants analyse Nature Seekers' capacity.
Photo credit: CANARI

meeting that CANARI was negotiating with the **Newsday** for space in a Sunday edition to put the article in. She explained that CANARI will also contact the groups for additional information.

4.2 Exploring the term capacity

The plenary brainstormed the meaning of the term capacity and the information was recorded on a flip chart. Keisha Sandy then introduced the concept of capacity CANARI uses. Capacity is defined as the “ability to participate effectively in the processes [you] are engaged in”¹. There are seven elements of capacity.

- **World view or philosophy**- explains the thoughts, attitudes and values of the organisation. It describes the direction of the organisation. For organisations involved in watershed management, the world view is expressed in the vision.
- **Culture**- describes the organisation’s way of doing things/ operating and its ability to accomplish its goals. In layman’s terms it describes the ‘vibes of the organisation’.



Photo 3 Participants analyse Maitagual Unified Community Development’s capacity. Photo credit: CANARI

- **Structure**- explains the way the organisation is set up. It asks if the roles and responsibilities for persons within the organisation are clearly defined.
- **Adaptive culture and strategies**- ask if there are systems and structures in place that will allow the organisation to change with changing circumstances or environments. Flexibility allows organisations to change as needed to suit new conditions. It ensures that the organisation survives and remains effective.
- **Linkages**- describe the ability to form relationships with different organisations. The facilitator explained that it was important to be strategic about the relationships that are formed as these can help the groups to be more effective at watershed management.
- **Skills, knowledge, abilities**- explain the expertise that is present within an organisation. This element asks about the technical capabilities within an organisation. Examples included book-keeping and accounting as organisational management abilities; soil conservation and silviculture were some examples of technical abilities.

¹ CANARI 2013. *Participating in managing forest: A guide to community forestry in the Caribbean islands*. Laventille: CANARI.

- **Material resources-** describe the physical assets of the organisation including equipment and finances.

A handout that explained the seven elements of capacity was distributed to the participants and is shown in Appendix 4.

Neila Bobb-Prescott then facilitated a session which further explored the concepts of an organisation's mission, vision and capacity. Her presentation is shown in Appendix 5. The presentation began with an explanation that the mission was a statement about the reason for the group's existence. The facilitator then invited participants to guess the names of organisations from the mission statements in the presentation. She went on to explain that the vision described where the organisation hoped to go and what it hoped to achieve i.e. the direction of the organisation. A similar exercise was used to show examples of visions. The facilitator described the elements of capacity by using questions to help the participants gain a deeper understanding of the terms. These questions were also included in the handout on capacity to assist groups in evaluating the capacity of their groups. The handout is shown in Appendix 4. Some of the questions were:

- What role do you see your organisation playing in forest management? (*World view/ philosophy*)
- What are the normal policies and procedures? (*Culture*)
- Is the role of each position documented and agreed by the organisation? (*Structure*)
- Does the group have a plan for how it intends to get materials and resources for itself in the future? (*Adaptive strategies and culture*)
- Who do you have relationships with who can contribute to you achieving your mission/goal? (*Linkages*)
- What is your organisation's specialty? (*Skills, knowledge, abilities*)
- Where does the money come from to run the organisation? (*Material resources*)

4.2.1 Performing a capacity assessment

Capacity assessments can be used to guide organisations to reaching their chosen vision. Neila Bobb-Prescott explained that this could be done by analysing the organisation using different elements. She presented a template to perform the assessment with the following information:

- Name of organisation
- Mission
- Vision
- Element
- Capacities
- Gap identified

The participants divided themselves into three groups. One watershed management organisation within each group volunteered to be interviewed using the questions from the handout and the information recorded on the template. The three volunteers were:

- Fondes Amandes Community Reforestation Project (FACRP);
- Maitagual Unified Community Development; and,
- Santa Rosa First People.

Each group also appointed a Chair to manage time and ensure that each person was heard, a rapporteur to take notes of the discussions and presenter to share the information with the plenary. CANARI also produced a Guideline document called “*Participating in managing forest: A guide to community forestry in the Caribbean islands*” that described capacity and capacity assessments. These were distributed to the participants as resource material to assist with the exercise. At the end of the session, the groups presented their findings in plenary. After each group presented, the participants pointed out similarities and differences in the findings.

4.2.2 Building a capacity plan

The plenary selected the FACRP to demonstrate developing a capacity building plan. A flip chart showed columns with information to create the plan. The content of the columns with the explanation for the required information under each is shown in the table below.

Table 1 Table showing the column headings and the information required in each to complete the capacity building plan²

Column heading	Explanation
Identify capacity targets	Using gaps that were identified, what are the desired state/ result?
Action	What do you plan to do to make this happen
Opportunities	What projects, training, funds, activities are taking place now that can help you group to get to that desired state?
Timeframe	How long should your organisation take to achieve the desired state/ result?
Prioritising	Is this desired state/result critical to the functioning of the organisation? Should the group focus on getting this done before other actions? Should other actions be pursued before this one as they would contribute to achieving this desired state/result?
Evaluating	How do you know if the gap has been filled or the desired state achieved?

Neila Bobb-Prescott debriefed the session by asking participants to share their feelings about the activity and if the groups were willing to conduct an assessment for their group.

4.3 Tour of Nature Seekers

The tour of Nature Seekers was included in the agenda to provide an actual example of how a group involved in watershed management could develop its capacity to accomplish its vision. The tour began with an introductory discussion led by the Managing Director of Nature Seekers, Dennis Sammy, who introduced the organisation and gave a historical review of major milestones in the organisation's development. Neila Bobb-Prescott interjected on several occasions pointing out the elements of capacity that were addressed while he spoke. After the introduction, Suzan Lakhani-Baptiste- a participant and representative of Nature Seekers, took the other participants on a tour of the property.

² Adapted from CANARI 2013. *Participating in managing forest: A guide to community forestry in the Caribbean islands*. Laventille: CANARI.

The participants were divided into three groups and asked to look for different elements of capacity during the discussions. Upon return to the conference room, the participants reported what they learnt about Nature Seekers.

4.4 Review progress on storyboard

One of the resource persons at the meeting, Raynaldo Phillips, led the participants in a discussion on the capturing video footage. He introduced the participants to the parts of the video camera that would be used to capture video footage. He discussed the different types of shots (e.g. mid shot and long shot) and their uses.

The storyboard for the video case study that was developed at the national workshop was put on a board. Raynaldo reminded the participants about the contents of the video case study that is meant to highlight the importance of watershed to Trinidad and Tobago. Groups volunteered to capture the first footage for two storyboards that would be shown and discussed at the second training workshop. Raynaldo volunteered to go with the groups on the days that they wanted to capture footage. The cameras would then be assigned to other groups that are interested in capturing footage.

4.5 Evaluation, wrap up and close

The participants were given a written evaluation sheet to complete. The participants were asked to suggest a date for the next training workshop and a venue. Neila Bobb-Prescott reminded them that the topic would be on communication.

She then thanked Nature Seekers for hosting the workshop and the participants for remaining engaged in the process. The evaluation sheets were collected and the workshop was closed.

5 Findings

5.1 Welcome and introductions

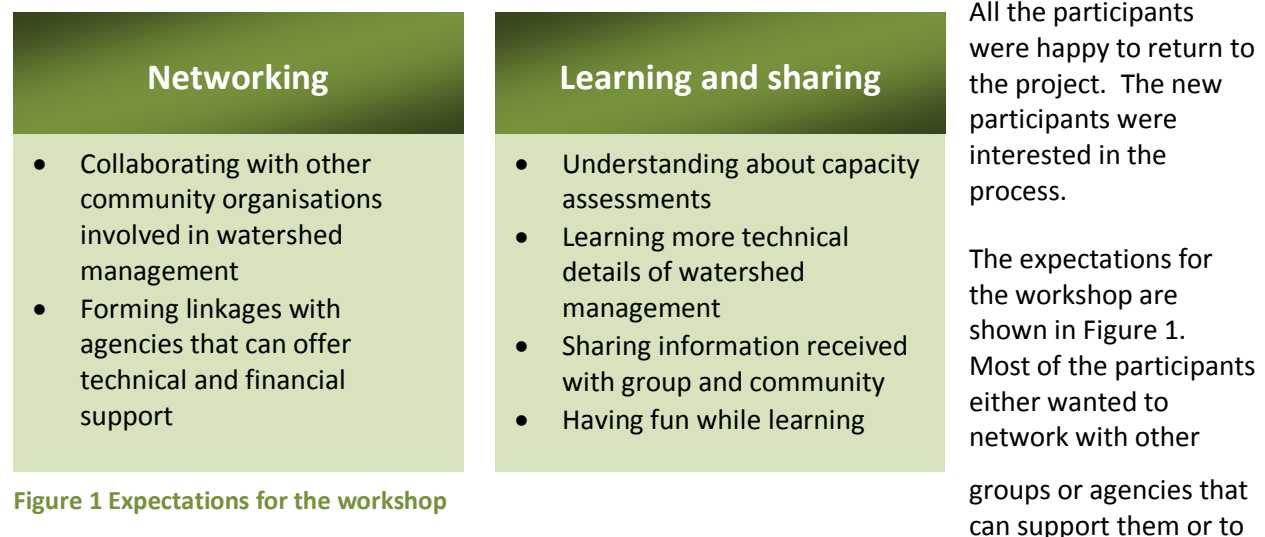


Figure 1 Expectations for the workshop

learn and share information.

5.1.1 Matters arising

In discussing the article, the participants asked that the importance of water to all aspects of life be emphasised. They were happy about the information that was already included in the outline for the article and gave permission for CANARI to call them for further information. The layout for the first article is shown in Appendix 3.

5.2 Exploring the term capacity

In brainstorming the term 'capacity', participants offered terms that described (1) skills, knowledge and abilities; (2) material resources; and (3) linkages. These are the elements that are more well-known and are often used to explain capacity. These included:

- What we know (*knowledge*);
- Equipment that we have (*material resources*);
- Our ability to do things (*skills, abilities*);
- Who we work with (*linkages*); and,
- Money (*material resources*).

By having the other elements of capacity explained, the participants were able to apply the new understanding to their own experiences. One participant gave the example of having the roles within the organisation clearly defined so that if a decision needs to be made in the Director's absence, an



Photo 4 Participants listening to a presentation on capacity assessments.
Photo credit: CANARI

appropriate person can also make this decision (*structure*). He also said that elements of adaptive strategies can be built into the structure of an organisation.

The participants were able to correctly identify the names of the organisations during the exercises in the discussion of the key concepts.

Organisations such as KFC and Caribbean Airlines were well-known and easily identified

from their missions. CANARI was easily identified from its vision.

5.2.1 Performing a capacity assessment

The assessment for each organisation can be found in the Appendix 6. Groups spent time discussing the elements of capacity. None of the groups was able to use all the elements in the assessment but the groups identified common gaps among the groups such as succession planning during plenary. The discussions also focused on the need to improve strategies to attract and retain youths in their organisations.

The workshop participants indicated that:

- the information they got from the organisations in the interview was not organised into the elements as interviewees related stories and did not separate the information they gave;
- the structured questions helped to organize the information received;
- while responding to questions they were identifying strengths and weaknesses in their organisations

5.2.2 Building a capacity plan

FACRP volunteered to share its ideas on drafting a capacity building plan with the plenary. Through discussions the workshop participants recognised that:

- actions could be separated into sub- activities with separate timeframes for each sub-activity;
- organisations should seek opportunities to build capacity through partnerships;
- a capacity building plan can help management select which opportunities the organisations should participate in and prioritise actions;
- informal events can also contribute to building capacity under the elements identified; and
- plans may evolve over time in response to the external environment.

Several groups volunteered to conduct assessments of their organisations to present them to the project participants on another occasion. They were:

- Fundamentals Cultural Group (Speyside)
- Brasso Seco Tourism Action Committee
- Sundew
- La Fillet Village Council
- Nature Seekers
- FACRP

5.3 Tour of Nature Seekers

Nature Seekers' capacities as gleaned from the discussion with Dennis Sammy and tour with Suzan Lakhon-Baptiste are shown in Appendix 7.

Nature Seekers began 23 years ago by forming linkages with key organisations and individuals to save turtles that were being slaughtered on Matura's beaches. Over the years, these strategic relationships have helped the organisation to obtain funding and equipment to ensure that it was achieving its goals. When Nature Seekers realised the importance of the watershed to the turtles' habitat, they became involved in watershed rehabilitation and reforestation.

Nature Seekers tried several different structures to manage the organisation but as it grew and evolved, it found that a Board structure was the most effective. Under its structure, each person within the organisation has an assigned role. Nature Seekers also developed several internal policies so that each person within the organisation is aware of procedures. These include a Code of Conduct policy and a Drug, Alcohol and Tobacco policy.



Photo 5 Suzan Lakhon-Baptiste tells other participants about Nature Seekers' glass jewellery and the income this venture earns. Photo credit: CANARI

Nature Seekers is committed to the development of its personnel to be effective. Dennis Sammy in particular spoke of the importance of developing appropriate skills in leaders as the organisation is as strong as its leader. Nature Seekers has also diversified its revenue stream to ensure that there are regular sources of funding for its activities.

At the end of the exercise, Dennis Sammy commented that he never thought of his organisation's actions in terms of the elements of capacities and that it was a useful way of analysing his organisation's needs. Suzan Lakan-Baptiste commented that the process was useful and indicated that her organisation would conduct an assessment of her organisation as well.

5.4 Reviewing the storyboard



Photo 6 Raynaldo Phillips reviews the storyboard with the participants. Photo credit: CANARI

Fondes Amandes Community Reforestation Project and Nature Seekers both volunteered to capture footage of storyboards one and two respectively. They explained that they would tell Raynaldo the days that they would be capturing footage so that he would be there with them.

5.5 Evaluation, wrap up and close

The summary of the evaluation forms is shown in Appendix 8. All the participants felt that they learnt something from the workshop that would improve their organisation. Many pointed to the need for strategic planning by developing their organisations' visions, missions and goals. Most said that they understood how to develop a capacity building plan for their organisation. Most

participants liked the information shared and the opportunities to network with each other. Some disliked the length of the workshop and most expressed a desire to have groups meet more regularly. The second training workshop that will look at communication will be held at the Fondes Amandes Community Reforestation Project site on July 10, 2013.

6 Conclusion and lessons learnt

The objectives of the meeting were met.

- The participants discussed and explored the term capacity. Initial discussions on the elements of capacity proved difficult for the participants to understand. Further discussions and practicing the capacity assessments helped to clarify some of the new terms for them.
- The participants practiced performing a capacity assessment with their peers. Six groups volunteered to attempt a capacity assessment with their groups and return and share their assessment with project participants. One group volunteered to share its plans to create a capacity building plan during the workshop. Participants were also able to observe and document best practices of groups in capacity building.

6.1 Lessons learnt

- Some notable reputable organisations can be recognised by their mission and vision because:
 - they have clearly stated missions and visions;
 - the mission and vision are used to market the organization as unique; and,
 - planned initiatives are executed with the objective of contributing to fulfilling their mission and vision.
- Defining a clear vision and mission for your organisation contributes to a common understanding of purpose and activities in an organisation.
- Performing a capacity assessment for an organisation is a useful tool in identifying strengths and weaknesses.
- A capacity building plan can help management select which opportunities the organisations should participate in and prioritise actions.
- Including the site visit as reinforcement to the theory on capacity assessment was key in building understanding of the concept among workshop participants.

Participants list



“1st Training Workshop”

Nature Seekers Conference Room, Matura

12th June 2013 from 9.00am to 3.00pm

PARTICIPANTS LIST

No. of persons	Name	Organisation	Address	Telephone number	E-mail address
1	Constance Lalman	La Fillette Village Council	Cor. Paria Main Road & Cemetery Street, La Fillette	368 0219	
2	Georgiana Boodoo	La Fillette Village Council	Cor. Paria Main Road & Cemetery Street, La Fillette	356 1587/726 8093	

No. of persons	Name	Organisation	Address	Telephone number	E-mail address
3	Carl Fitzjames	Brasso Seco Tourism Comm. Group	Brasso Seco, Paria	669 6054 493 4358	carlfitzjames@hotmail.com
4	Alicia Madoo	Brasso Seco Tourism Comm. Group	Brasso Seco Paria	713 7380 332 4620	
5	Thembeke Jaramogi	Fondes Amandes Reforestation Project	Fondes Amandes Hill, St. Ann's	315 3666/750 1716	farcrp1@yahoo.com
6	Cowin Collett	Fondes Amandes Reforestation Project	Fondes Amandes Hill, St. Ann's	328 4298	farcrp1@yahoo.com
7	Anthony Cordner	Fundamentals Cultural Group	Speyside Housing Scheme	354 6238	
8	Lyndon Glasgow	Anse Fromager	P.O. 133, Scarborough		meave54@hotmail.com
9	Jay Ann Joseph	Anse Fromager	P.O. 133, Scarborough	324 4054	ansefromagercamp@gmail.com
10	Winston Arnold	Maitagual Unified Community Development	Petit Bourg, San Juan	395-8527	arston_GJ@yahoo.com
11	Brandon Francis	Maitagual Unified Community Development		329 6998	brandonfrancis30@yahoo.com
12	Cristo Adonis	Santa Rosa First People (Carib) Community	No 19 Calvary Hill, Arima	367 8121	cristo_adonis@hotmail.com
13	Natasha Shepherd Valentine	Santa Rosa First People (Carib) Community	Arima	398 4233	
14	Richard Smith	Sundew	LP33, Guatapajaro Road Caratal	725 0253	smithrlc@yahoo.com
15	Bernice Copeland	Sundew	L.P. # 121 Main Road, Cumuto	482 6712	bernicecopeland@hotmail.com

No. of persons	Name	Organisation	Address	Telephone number	E-mail address
16	Suzan Lakhan-Baptiste	Nature Seekers Inc.	10¼ mp Toco Main Road Matura	868 398 3038	suzanlakhan@natureseekers.org
17	William Trim	Department of the Natural Resource and the Environment	Scarborough	868 326 4364/363 1283	trim20031@gmail.com
18	Evon Ramoo	Aripo Youth Development Organisation	Heights of Aripo	868 315 4796	
19	Janelle Martinez	Aripo Youth Development Organisation	Heights of Aripo	868 376 9136	
20	Yolande Youk See	Caura Northern Range Hiking Group	Caura	868 750 9806	yolandeyouksee@yahoo.com
21	Anne Marie James	Caura Northern Range Hiking Group	Caura	868 708 8345	
22	Malachi Joseph	Eco Protectors	Caura	868 375 0230	
23	Wendy Adams	Eco Protectors	Caura		



Agenda

Capacity building for watershed management stakeholders in Trinidad and Tobago

Conference Room at Nature Seekers, 16.5 KM Toco Main Road, Matura

Wednesday 12th June, 2013

OBJECTIVES

The **workshop objectives** are to:

- discuss and explore the term capacity;
- perform a capacity assessment;
- create a capacity building plan; and
- observe and document best practices of groups in capacity building.

7:00 – 9:00	Travel to Matura	
9:00 - 10: 00	Welcome, introductions and expectations	Keisha Sandy
	Objectives and overview of the workshop Establishing ground rules Review of last meeting Matters arising <ul style="list-style-type: none"> • Newspaper article • Video capture for the day 	Neila Bobb-Prescott Keisha Sandy Raynaldo Phillips
10:00 – 10:30	Break	
10:30 – 1:00	Exploring the term capacity Performing a capacity assessment Developing a capacity building plan	Keisha Sandy Neila Bobb-Prescott
1:00 – 2:00	Lunch	
2:00 – 3:30	Tour of Nature Seekers	Nature Seekers
3:30 – 4:30	Reviewing progress on video case study <ul style="list-style-type: none"> • Review of progress on agreed story board • Operation of camera and shooting tips • Camera usage schedule 	Raynaldo Phillips Keisha Sandy

4:30 – 5:00	Evaluation, wrap up and close.	Neila Bobb-Prescott
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Newspaper article layout

CANARI logo	We are all part of the watershed
Introduction <ul style="list-style-type: none">• What is a watershed and why are watersheds important• How they supply fresh water Where are the watersheds in Trinidad and Tobago? Who works in watersheds? <ul style="list-style-type: none">• RBC project• NRWRP groups.... Description of what they do• Other groups Threats to watersheds What can I do? <i>Water is life. Preserve our water.</i>	Fact on forests and water
	The project
	CANARI

Capacity handout

Excerpt *CANARI 2011. Facilitating participatory natural resource management: A toolkit for Caribbean managers. Laventille: CANARI.*

Capacity is a term that is widely used but rarely defined so may mean different things to different people. In this context it is used as an umbrella term to refer to the ability of a person or organisation to participate effectively in the process in which they are engaged. In practice, as noted below, several different elements of capacity (or capacities) are needed to participate effectively.

<i>Capacity</i>	<i>Requirements</i>	<i>Questions to consider</i>
World view/ philosophy	<p>A coherent philosophy must exist with values, attitudes, principles and beliefs of respect and value for all people and the contribution that they can make. There must be trust and openness to allow other people to play an equitable role in decision-making.</p> <p>This vision must place people at the centre of development and address issues of equity and sustainability.</p> <p>A commitment is needed to participatory processes that effectively and equitably engage stakeholders in decision making for livelihoods and conservation benefits.</p>	<p><i>Do you think that your current members are the ones to achieve your mission?</i></p> <p><i>What role do you see your organisation playing in forest management?</i></p>
Culture	<p>There must be a willingness to work with other stakeholders towards shared objectives and a belief that this can be effective. Within an organisation this is expressed through procedures and processes</p>	<p><i>What are your normal policies and procedures?</i></p> <p><i>What are the vibes in the organisation?</i></p> <p><i>Can you achieve your mission?</i></p>

<i>Capacity</i>	<i>Requirements</i>	<i>Questions to consider</i>
	guiding how the organisation does things.	<p><i>Are you motivated to achieve your mission?</i></p> <p><i>Can you do what you set out to do?</i></p>
Structure	<p>Structures need to be in place to facilitate open and clear communications internally within the organisation and with partners. Communication channels must exist to receive input, share information, and facilitate discussion, debate and negotiation.</p> <p>Structures must have a clear definition of roles, functions, lines of communication and mechanisms for accountability.</p>	<p><i>Does the organisation have an agreed understanding of why the group is formed (your mission/goal) and how they intend to achieve what they want to achieve (vision)?</i></p> <p><i>Does the organisation have board and President, Vice President etc?</i></p> <p><i>Are people for these positions selected by some agreed process?</i></p> <p><i>Is the process documented?</i></p> <p><i>Is the role of each position documented and agreed by the organisation?</i></p> <p><i>Is there a documented guidance for the conduct of members (by-laws, codes of conduct, policies (written and/ or understood)?</i></p> <p><i>How are decisions made?</i></p> <p><i>Does your organisation have development/ strategic plan?</i></p> <p><i>Are there systems in place to ensure that funds and resources are used the way they are suppose to be used? Who ensures this happens? Who ensures the resources are accounted for? Who knows where they are and if they are in good condition?</i></p>

<i>Capacity</i>	<i>Requirements</i>	<i>Questions to consider</i>
		<p><i>How does the group distribute benefits?</i></p> <p><i>How does the group decide who is selected to participate in opportunities</i></p> <p><i>How is information shared?</i></p> <p><i>Are minutes prepared?</i></p> <p><i>Are meetings held? How often?</i></p> <p><i>Do you give financial/event reports at meetings?</i></p> <p><i>Do you publish and distribute annual reports?</i></p> <p><i>Do you have a website, newsletter, notice board?</i></p>
<p>Adaptive culture and strategies</p>	<p>The importance of continuous adaptive management as a result of active learning must be recognised.</p> <p>Internal structures and mechanisms need to be flexible to adapt to changes in the natural resource being managed, the patterns of use of this resource, and the needs, interests, roles and responsibilities of all of the stakeholders involved.</p> <p>A learning organisation will have policies and practices that support systematic monitoring and evaluation and ensure that lessons learnt are put into practice for continuous improvement.</p>	<p><i>How does the group get materials and resources to do its work?</i></p> <p><i>Is the group exploring more options to get materials and resources to do its work?</i></p> <p><i>Does the group have a plan for how it intends to get materials and resources for itself in the future (e.g. financing plan)?</i></p> <p><i>Has the group considered how climate change may affect the work they do? How are they planning to change the way they work to deal with it?</i></p> <p><i>Does the group have plans to deal with mature and experienced members leaving the organisations?</i></p> <p><i>Is the group aware of the anticipated role for</i></p>

<i>Capacity</i>	<i>Requirements</i>	<i>Questions to consider</i>
		<i>community groups in the new forest policy? What plan does the group have in place to assume the anticipated role?</i>
Linkages	<p>An ability to develop and manage relationships between individuals, groups and organisations is needed.</p> <p>Multi-disciplinary and inter-sectoral approaches are needed that bring together different government agencies and the full range of stakeholders, e.g. academia, private sector, NGOs, CBOs, communities and individuals.</p>	<p><i>Who do you have relationships with who can contribute to you achieving your mission/goal?</i></p> <p><i>Who do you work with (include donors, government, CSOs, NGOs and individuals)?</i></p>
Skills, knowledge, abilities (competencies)	<p>Technical skills and knowledge relevant to the specific management area are required.</p> <p>These may include, for example, knowledge about the ecosystem, management issues, management approaches (e.g. protected area, sustainable extraction) and livelihood aspects.</p> <p>Skills might include for example research, map reading, data interpretation and analysis, use of technology, etc. Skills and knowledge in how to effectively facilitate or engage in participatory processes is also needed. Examples include communication and interpersonal skills, ability to negotiate, ability to speak clearly and communicate effectively in front of a large group.</p>	<p><i>What is your organisation's specialty?</i></p> <p><i>Are there people within the organisation that are formally trained or are experienced in that specialty?</i></p> <p><i>Are there other skills and expertise among the membership that can contribute to achieving the organisation's mission?</i></p> <p><i>Are there people within the organisation who are formally trained or have experience in successfully managing organisations?</i></p>

<i>Capacity</i>	<i>Requirements</i>	<i>Questions to consider</i>
Material resources	Technology, equipment, materials and finance must be in place to support the effective implementation of the participatory process. There must be flexibility in allocation of these resources to respond to changing needs. Equitable allocation to stakeholders is also important.	<p><i>Does the group have access to the internet, computers?</i></p> <p><i>What other type of equipment do you need to carry out your work? Do you have access to them?</i></p> <p><i>Where does the money come from to run the organisation?</i></p> <p><i>Can the organisation access credit?</i></p> <p><i>Does the organisation own an office and furniture?</i></p> <p><i>Does the organisation have a vehicle or access to transport?</i></p>

Capacity PowerPoint presentation



Performing a capacity assessment

Conference Room at Nature Seekers, 16.5 KM
Toco Main Road, Matura
Wednesday 12th June, 2013



Mission

is a statement of purpose, a reason for existing,
why the group was formed.



Guess who?



"To sell fast food in a fast, friendly environment
that appeals to pride conscious, health
minded consumers"



"To raise customer satisfaction by delivering our
promises in providing the highest standards of
service and reliability marked by genuine
Caribbean hospitality, commitment to safety
and consistent value delivered by passionate
people."



"Promoting and facilitating equitable participation and effective collaboration in the management of natural resources critical to development in the Caribbean islands, so that people will have a better quality of life and natural resources will be conserved, through action learning and research, capacity building, communication and fostering partnerships".



Vision

what you would like to achieve or accomplish



Ministry of Education of T&T

The **VISION** of the Ministry of Education is to be a high performing, dynamic and vibrant organisation, responsive to the needs of stakeholders and which works collaboratively, efficiently and effectively to educate and develop an intelligent, versatile, productive and well rounded child.



CANARI

A Caribbean people committed to responsibility and stewardship for natural and cultural resources through governance founded on equitable and effective participation aimed at improving the quality of life for Caribbean people.



The elements of capacity



Skills, knowledge and abilities



- What would you say is your organisations' specialty?
- What is your organisation's specialty?
- Are there people within the organisation that are formally trained or are experienced in that specialty?
- Are there other skills and expertise among the membership that can contribute to achieving the organisation's mission?
- Are there people within the organisation who are formally trained or have experience in successfully managing organisations?



Material resources



- Does the group have access to the internet, computers or other equipment?
- Where does the money come from to run the organisation?
- Can the organisation access credit?
- Does the organisation own its own office and furniture?
- Does the organisation have a vehicle or access to transport?



Structure





- Does the organisation have an agreed understanding of why the group is formed (your mission/goal) and how they intend to achieve what they want to achieve (vision)?
- Does the organisation have board and President, Vice President etc?
- Are people for these positions selected by some agreed process?



- Is the process documented?
- Is the role of each position documented and agreed by the organisation?
- Is there a documented guidance for the conduct of members (by-laws, codes of conduct, policies (written and understood)?



- How are decisions made?
 - Does your organisation have development/strategic plan?
 - Are there systems in place to ensure that funds and resources are used the way they are suppose to be used? Who ensures this happens? Who ensures the resources are accounted for? Who knows where they are and if they are in good condition?
 - How does the group distribute benefits?
 - How does the group decide who is selected to participate in opportunities?



- How is information shared?
 - Are minutes prepared?
 - Are meetings held? How often?
 - Do you give financial/event reports at meetings?
 - Do you publish and distribute annual reports?
 - Do you have a website, newsletter, notice board?




Linkages




- What persons/ organisations of influence you have a relationship with that contribute to you achieving your mission/goal?
- Who do you work with (include donors, government, CSOs, NGOs and individuals)?



Adaptive strategies


- How does the group get materials and resources to do its work?
- Is the group exploring more options to get materials and resources to do its work?
- Does the group have a plan on how it intends to get materials and resources for itself in the future (e.g. financing plan)?



- Has the group considered how climate change may affect the work they do? How are they planning to change the way they work to deal with it?
- Does the group have plans to deal with mature and experienced members leaving the organisations?
- Is the group aware of the anticipated role for community groups in the new forest policy? What plan does the group have in place to assume the anticipated role?



Culture

- What is the "vibe" in the organization?
- Do the members of the group believe they can achieve the mission?
- Are they motivated to achieve the mission?



World view





- Do the members of the group feel that they are the people that can bring about their vision?
- What role do the members of your group see themselves playing in forest management?



Small group work

- Divide into three groups (three organizations per group)
- One organisation is to volunteer to be interviewed by other members in the group



- Select a :
 - Chairperson (to ensure everyone has the opportunity to participate);
 - rapporteur (to record on the flip chart); and
 - presenter (to present the work of the group to the plenary).
- 45 minutes to perform the assessment, 5 mins to present .



Building a capacity plan



Identifying capacity targets

From the gaps, what is the desired state/result?

Action

What are you proposing to do to make this happen?

Opportunities

What projects, training, funds, activities are taking place now that can help you group to get to that desired state?



Time frame

How long should your group take to achieve the desired state/result?

Prioritising

Is this desired state/result critical to the functioning of the organisation?

Should the group focus on getting this done before other actions?



Should other actions be pursued before this one as they would contribute to achieving this desired state/result?

Evaluating

How do we know if we have filled the gap?

Appendix 6

Results of the capacity assessment from the three groups

Organisation: *Maitagual Unified Community Development*

Mission: *Youth and community development*

Vision: *Enhances positive human growth*

Element	Capacity available	Gap identified
Linkages	<ul style="list-style-type: none"> • Strategic relationships with: <ul style="list-style-type: none"> ○ Political representatives ○ National Reforestation and Watershed Rehabilitation Programme (NRWRP) 	<ul style="list-style-type: none"> • Need to build/ strengthen relationships with: <ul style="list-style-type: none"> ○ Ministry of Community Development ○ Ministry of Agriculture ○ Regional Corporation ○ Associated NGO ○ Religious organisations
Skills, knowledge, abilities	<ul style="list-style-type: none"> • Reforestation • Landscapes • Seed production • Construction • Poverty eradication • Assisting other community groups 	<ul style="list-style-type: none"> • Financial management • Human resource management
Structures	<ul style="list-style-type: none"> • Well developed constitution that is known to all members in the organisation • There is an Executive body, women's, men's and youth arms of the organisation • Organisation has several sub-committees including a disciplinary committee 	<ul style="list-style-type: none"> • Youth are leaving the community so succession is difficult to plan

Adaptive culture and strategies	<ul style="list-style-type: none"> • Training youth in the community through NGOs and government ministries 	<ul style="list-style-type: none"> • Migration of human resources
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Organisation: *Santa Rosa First People*

Mission: *Promote and educate*

Vision: *Promote and educate persons in their community about their beliefs*

Element	Capacity available	Gap identified
Skills, knowledge, abilities	<ul style="list-style-type: none"> • Handicraft • Skilled in information technology • Cooking 	<ul style="list-style-type: none"> • Negotiation skills • Communication skills • Facilitation skills
Culture	<ul style="list-style-type: none"> • Working together with the youth education programme 	<ul style="list-style-type: none"> • The group needs skill to motivate youth to participate in the activities and attract youths to the organisation
Adaptive culture and strategies	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Current membership elderly. Need to bring in younger persons in the organisation.
Material resources	<ul style="list-style-type: none"> • Internet access • State and tourism access credit, own office and furniture 	<ul style="list-style-type: none"> • Transportation
Linkages	<ul style="list-style-type: none"> • Other indigenous groups • Government 	<ul style="list-style-type: none"> •

Organisation: *Fondes Amandes Community Reforestation Programme*

Mission: *The Fondes Amandes Community Reforestation Project is committed to developing and uplifting the community through activities that enhance the environment.*

Vision: *To be a model project in community forestry sharing best practices on national and regional scales.*

Element	Capacity available	Gap identified
Skills, knowledge, abilities (competencies)	<ul style="list-style-type: none"> • Watershed management <ul style="list-style-type: none"> ○ Surface water management ○ Reforestation ○ Soil management ○ Forest fire prevention ○ Nursery production ○ Ecotourism • Formally trained and experienced in t • Tertiary education <ul style="list-style-type: none"> ○ 1 person trained in NGO management ○ 1 trained in geography and environment • Other forms of training <ul style="list-style-type: none"> ○ Dendrology ○ Soil management ○ Fire prevention ○ Accounting ○ Proposal writing ○ Negotiation skills ○ Leadership (conflict management) 	Marketing skills Human resource management
Material resources	Office Space <ul style="list-style-type: none"> ○ Furniture and 90% equipped with all equipment ○ Land ○ Vehicle 	<ul style="list-style-type: none"> • Promotional items <ul style="list-style-type: none"> ○ Brochures ○ Flyers ○ Banners ○ Call Cards

	<ul style="list-style-type: none"> ○ Website (Facebook, internet access) ○ Agricultural tools and equipment ○ Various structures (training meeting, tour orientations) ○ Nursery sheds, seedlings, animal husbandry corner for manure ○ Rain water harvesting system 	<ul style="list-style-type: none"> ● Uniforms ● Supplemental tools ● More funding ● Material for trail and structure maintenance ● Outreach equipment (education)
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Appendix 7

Nature Seekers' capacities as identified on tour of office on 12th June, 2013

Element of capacity	Findings
World view	<ul style="list-style-type: none"> • Nature Seekers began 23 years ago when villagers of Matura met with Forestry Division and realised that turtles were being slaughtered on the beach. • The organisation believed that it had a responsibility to help the turtles. • Organisation has a strategic plan that directs its activities.
Culture	<ul style="list-style-type: none"> • Nature Seekers had to make the work fun for people or as recreation to get the work done when they got started. That environment still exists within the organisation.
Adaptive cultures and strategies	<ul style="list-style-type: none"> • Created a learning journal/ database modelled after the one that CANARI has so that they can record lessons and be able to adapt to changes as needed. • Developed alternate revenue streams to generate income (turtle watching tours, kayaking tours, contract with Forestry Division for Forest Wardens, etc.)
Structure	<ul style="list-style-type: none"> • An organisation was created that had a village council structure with 14 persons; all were on the Executive. This was changed to a smaller Executive and a larger General meeting. Both proved ineffective. Nature Seekers developed a Board structure in 2000 that also increased membership within the organisation. • Each person within the organisation has a clearly designated role. • The organisation developed several policies to structure the way it worked including a Drug, Alcohol and Tobacco Policy, a general Code of Conduct and a Disciplinary Procedure.
Linkages	<ul style="list-style-type: none"> • Nature Seekers was established with the assistance of key individuals in the Forestry Division, Carol James and Ken Fournillier. • The organisation has also formed partnerships with several organisations such as the Wider Caribbean

Element of capacity	Findings
	<p>Sea Turtle Conservation Network (WIDECASST) and the Green Fund that has enabled the fledgling organisation to get equipment and funding.</p> <ul style="list-style-type: none"> • There were several persons who Nature Seekers did not agree with. The facilitator pointed out that with linkages, it was important to identify those persons who are difficult or that may pose problems since their (non)-involvement may negatively impact the organisation.
Skills, knowledge, abilities	<ul style="list-style-type: none"> • Staff are hired with the required skills (e.g. marketing skills) • Staff are also trained to develop other competencies.
Material resources	<ul style="list-style-type: none"> • Nature Seekers has diverse sources of funding: <ul style="list-style-type: none"> ○ Staff are paid by the Forestry Division ○ Several On the Job (OJT) trainees are paid from the OJT office ○ Green Fund also sponsors a few of the staff from a large grant that Nature Seekers just received • Able to purchase turtle tagging equipment with TT\$95,000 in funding from the Canadians • Purchased heavy equipment with TT\$94,000 grant from United Nations Development Programme • Received a grant from the Japanese Embassy to build the upstairs of the office compound using recycled material. • Purchased a vehicle in 1998 with funding from First Citizens Trinidad and Tobago.

Summary of evaluation form



Capacity building for watershed management stakeholders in Trinidad and Tobago

Conference Room at Nature Seekers, 16.5 KM Toco Main Road, Matura

Wednesday 12th June, 2012

Workshop evaluation form

1. Did you find the meeting useful in learning about improving how your organisation operates?

Yes (19)

No

Please explain:

- It was informative. It enlightened me on strategies and structures into helping our organisation to be more efficient and effective.
- This meeting taught me all the different things our group is lacking.
- Because it will enlighten us as to where we are going wrong and what we can do to improve to make it better.
- I have a lot of interest in the ideas promoted.
- This helps to build capacity of members in order for the organisation to move forward.
- FACRP saw the need for structural development in going forward.
- Yes I did. My organisation is not sharing responsibility.
- Learning to build stronger capacity within our group.
- I was clear on how organisations operate. It is a very good structure.
- By explaining and asking questions.
- Many things I learnt from this meeting in the way we interact with each other and having a good time.
- Making vision and mission statement and putting them to use.
- Capacity building and improving our organisation.
- The interaction and contribution by individuals only helped us to understand what can be applied and what needs to be done.
- I am learning about transparency and accountability.
- Because of the information, I realised our group needs to be more organised.

- The opportunity to be exposed to this workshop; to be tough on the mission, vision and capacity of the group.
- Finding a vision and mission for your organisation and making sure you accomplish them.

2. What is the most important thing that you learnt / understood / felt from this meeting?

- Was how to differentiate my weak points from my strong points. What is a watershed and the importance of it. My feelings were very passionate.
- I learnt that in order for an organisation to work capacity building is important.
- The importance of commitment of group effort.
- How to build capacity in your organisation.
- Current assessment which improved our understanding of our goals, where we are and where we want to be in the future.
- CBOs need to accept or be willing to learn from the experiences of other NGOs.
- How important it is for organisations to be transparent and accountable to all involved in said organisations in all aspects be it monetary on physical infrastructure.
- Learning how hard work pays off.
- I learnt about bottle jewels, crafts and the protection of the leatherback turtles.
- How to understand what is a watershed.
- The unity among the people and staff working together is very nice.
- When you have resources you can do what you want.
- Capacity building and management.
- Being a better member to my organisation.
- That capacity is how you think and act. Adaptive strategies. Things are always changing. How can we meet or adapt to the changes.
- I felt overwhelmed by how you can build capacity and the structures of rules and roles.
- The need for structuring our organisation and setting a vision/mission statement.
- The importance of the 7 elements of the capacity to an organisation or group.
- Understanding the term capacity building.

3. What did you like about this workshop?

- The clarity of the information that was handed down and the wide range of information.
- I like how I got to know more about turtles. I am now more interested in turtles.
- It was educational in the sense that I can now go back to my group with more positive thoughts.
- Everything. (*Four respondents said this.*) Well done.
- Very informative. (*Two respondents said this.*) The project gave a better insight on capacity building. Great examples used.
- Everyone participating and more ideas coming out.
- I learnt not only UWI students were able to get the job done.
- Working in groups.
- What I like is how we sit around the table and discuss ideas.
- You always learn something new.
- It was very informative.
- The presenter's skill in delivering the information and getting full participation.
- The interactions.
- The knowledge gained, the socialising; everything was interesting and nice.

- Working together with the other representatives from the other community groups, what Nature Seekers shared with us and facilitating the workshop.
- The people, they are easy to work with, the information was clear.

4. What did you dislike about this workshop?

- Nothing. *(Five respondents said this.)*
- There was nothing not to like.
- It was too long. *(Two respondents said this.)*
- The air condition was too cold.
- Limited time. *(Three respondents said this.)*
- Length of time.

5. Which sessions did you find particularly useful:

- I would say all. *(Nine respondents said this.)*
- Capacity building because it is not just useful within organisations but it can be used in our everyday life.
- The capacity assessment.
- Nature Seekers presentation.
- The jewel crafts.
- Tour of Nature Seekers.
- The first session with the interviewing of the group.
- All was particularly useful but I found that session with Dennis and Susan *(of Nature Seekers)* and the elements relevant to the capacity building.
- Being in the group and getting to learn about other groups and what they do.

6. How could the workshop have been improved?

- By having more.
- The workshop can be improved but continuing doing the good work.
- Regular meeting, keep the organisation alight.
- By having more sessions.
- Time factor was not good. People needed to organise themselves better next time. Because of this, information had to be cut off before the break. That was not good.
- By having it in Tobago as an option.
- Transport by going Tobago.

7. How would you rate the following areas of the workshop structure and delivery? Please tick one for each area.

	Very Good	Good	Fair	Poor
Clarity of objectives	13	6		
Content	14	5		
Materials	12	4		

Facilitation	17	2		
Practical sessions	12	7		
Relevance to your needs	15	4		

Any additional comments on the above:

- Thank you for having our group be part of this workshop
- It beautiful
- Please take this programme to other community and arrangement
- The clarity is just right for the targeted audience. I know this workshop will enhance our capacity
- Dealing with the issues of water
- I am looking forward to the next session

8. How would you describe your experience when doing the capacity assessment?

- Informal, self searching and it helped me to see strengths and weak points in our organisation that I was not aware of.
- I was not sure what capacity building was but I am leaving with a perfect idea and understanding.
- Something that one should or would be grateful to go back to their group or community to try.
- A learning experience.
- Very helpful
- Great!
- Fair
- Clearly understood.
- Indeed overwhelmed with this information.
- Learning capacity building.
- It was a little difficult and they clarified it.
- By coming together with different ideas. Reasoning with people.
- I realised how as a group we have to continue to build capacity.
- Enlightened.
- Brain storming.

9. Do you think that this improved awareness of "capacity" can improve the way your organisation functions? Please explain how with your response.

- It would help me look at being more open minded and using strategies to structure situations more effectively.
- Yes, it can improve the way our organisation functions by knowing where our group lies.
- Yes. This helps us to understand where the organisation is heading.
- Yes, but my president should have been here too because I would get opposition
- Yes it can help with the group capacity building plan.
- Yes. *(Two respondents said this with no additional information.)*
- Yes, because many things still have to be put in place.
- Definitely. With changes, adaptive strategies must be implemented.
- By building capacity we become a stronger group.
- It can help in all areas because I have been able to see where our weaknesses lie.
- Yes, by having a more open mind to changes.

10. What do you intend to do in your organisation to make this happen?

- Apply strategies and structures that were shared with me today.
- By using all the information that has been shared with me today.
- Building capacity within my community by sharing information that I have learnt in this workshop
- To take back information and try to apply action to build a better organisation.
- We do not have a vision or a mission; I would help plan this.
- Put into practice what we learn and experience also shares with my community group.
- Speak to the leaders, and then meet with the group.
- Interact and make it happen.
- Continue to apply all that is needed for my organisation.
- To educate and share what I learnt.
- By making everyone understands each other. Listening to the each other and education.
- Take what I have learnt back to my group.
- I intend to speak out and also share all that I have learnt be it materials or ideas raised.
- Take back the information and network with partners to get recommendations.

11. Any other comments:

- Just that it was very educational.
- I will continue with the workshops because of the content. It is applicable and needed in my organisation.
- Thank you CANARI for your hard work.
- Thank you for the tour.
- Thanks to CANARI. Today I was taken to a higher level.