

**Improving livelihoods in rural communities in Trinidad and Tobago by
developing small business ideas based on the sustainable use of
natural resources**



Aripo (St. Jude) R.C. Primary School
Heights of Aripo
Trinidad

January 29th and February 06, 2011

1 Introduction

This workshop is part of a project called “***Improving livelihoods in rural communities in Trinidad and Tobago by developing small business ideas based on the sustainable use of natural resources***” funded by the **JB Fernandes Memorial Trust**. The purpose of the project is to improve people’s quality of life 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. For this project, the Caribbean Natural Resources Institute (CANARI) will identify and work with six communities in Trinidad and Tobago who are interested in developing small businesses based on the sustainable use of natural resources (e.g. forests, fisheries, etc.). CANARI will assist communities in identifying their income generating project ideas, and help them work through the next steps, linking them up with agencies that can assist them in making their ideas a reality.

2 Workshop goal/ objectives

The goal of the workshop was to conduct a preliminary assessment with the community on the potential for developing small businesses to improve community livelihoods based on the sustainable use of natural resources.

The workshop objectives were to:

- a) identify natural resources with potential to be sustainably used for small businesses;
- b) identify existing and potential community small businesses based on sustainable use of natural resources;
- c) identify key issues for management of natural resources; and
- d) identify other relevant initiatives.



Figure 1 Participants working on a map of the natural resources of Heights of Aripo

3 Methods

The workshop was highly interactive and participants were given an opportunity to share experiences with each other over two afternoons. The participants created maps of the natural resources of Heights of Aripo, used role playing to analyse their community and held group discussions to brainstorm ideas on the potential for natural resource based small businesses in the community (see Appendix 1).

4 Participants

There were 22 persons attending the workshop over the two afternoons (see Appendix 2). Many of the participants were members of the Aripo Youth Development Organisation (AYDO) although few members of the Community Council and the general community attended the

meeting. There were a fairly large number of younger people attending the meeting. The older participants owned small businesses such as small shops. Some of the female participants were already involved in occasional catering as second livelihood. The Heights of Aripo community is the second largest producer of watercress in Trinidad and Tobago and several of the participants indicated that they were involved in farming the crop for sale at some point in time.

5 Selection of Heights of Aripo

Heights of Aripo was not selected by the original selection committee. The village replaced another community that was not able to host the workshop within the timeframe of the project. CANARI facilitators visited Heights of Aripo prior to the hosting the workshop to discuss the project and mobilise members of the community to participate in the workshop. The visit also provided the opportunity for initiating a positive working relationship between the community and the facilitators and served as a basic needs assessment to guide the approach to facilitation of the workshop.

During the workshop, the participants were asked if they agreed with the criteria. Most participants agreed that the village was able to meet many of the criteria for selection. This is shown in Table 1.

Table 1 Heights of Aripo's ranking of the selection criteria

	Criteria	# agree/ disagree	Participants' comments and other notes
1	Rural community	22 agree	
2	Geographic spread	22 agree	
3	Potential for small enterprise development demonstrated by internal capacity (both at the community and individual level)	22 agree	Many of the AYDO members participated in a business development course. Others in the village were involved in small enterprises such as mini marts and catering.
4	Some existing capacity within the community, including ability (time, skills) to be involved in strategic visioning and planning process	22 agree	

	Criteria	# agree/ disagree	Participants' comments and other notes
5	Access to natural resources that can be sustainably used to develop a small business	22 agree	The community has access to many of the natural resources such as the forest, rivers and caves. These are identified in section 6.1.
6	Interest in developing a small business around natural resource use	22 agree	The participants indicated that they wanted to develop an eco-tourism product as there is great potential for such in the community.
7	External factors, existing relationships, experience and linkages which may favour and facilitate enterprise development through the wise use of natural resources	22 agree	The community identified organisations such as Youth Training and Employment Partnership Programme (YTEPP) and the Inter-American Institute for Cooperation on Agriculture (IICA) as organisations that can facilitate enterprise development.
8	Prior experience of partners working with the community	18 agree; 4 disagree	
9	Potential to establish linkages with other projects and support initiatives of CANARI or other organisations	22 agree	The community maintained connections with several organisations with which it has worked in the past.
10	Existing infrastructure which facilitates access to community by car and also communication access by at least telephone	22 disagree	There is no land line access in the community. Cell phone access is through only one of the service providers in the country (Digicel).
11	Partner(s) existing in the community willing and capable to assist with mobilisation and community engagement	17 agree; 5 disagree	Some of the participants indicated that they had a good relationship with the well-known Trinidad artist LeRoi Clarke. He is a highly respected person within the community that can assist with community engagement. Other possible

	Criteria	# agree/ disagree	Participants' comments and other notes
			champions include the AYDO's mentor Mrs. Greer Constant. The participants however commented that there were no strong leaders within the community.
12	High degree of collective commitment to community development	22 disagree	All participants believed that it was difficult for the community to come together.
13	Ethnic diversity among communities	22 agree	
14	Livelihood vulnerability	13 agree; 9 disagree	
15	Marginalisation from other assistance	18 agree; 4 disagree	Most participants believed that there were avenues available for community assistance. These included from several government ministries and agencies such as YTEPP and IICA.
16	Ability to replicate and adapt approaches in other communities	21 agree; 1 disagree	

The participants were also able to identify other criteria that made the community suitable for the project. These included:

- low level of crime;
- rich Amerindian and French Creole Heritage; and
- wide range of skills.

6 Findings

6.1 Key natural resources and their uses

The participants were asked to determine their natural resources during the mapping exercise. All the groups identified the caves and the forests as key natural resources. The results are shown in Table 2. Some of the groups were not able to complete this exercise in its entirety.

Table 2 The natural resources and the current and potential uses in Heights of Aripo

NATURAL RESOURCES	CURRENT USES	POTENTIAL USES
Rivers	Recreation (bathing liming and riverside cook) Using water for crops Washing Religious uses	Beautify, make river sites more comfortable for recreation, tourism Build carat (palm) sheds Build fire sites - so that no visitor would cut trees for fire wood Build benches Reproduction of certain fishes
Land	Owners of estate e.g. cristophene, watercress, cocoa, citrus Members of the village use the land to plant food e.g. tomatoes, cabbage peppers	The estates can become tourist attractions e.g. Aripo watercress production. Supply the nation with food Students and researchers can benefit from its use. Aripo is home of the highest mountain peak.
Caves	The cave is home to different species of wild life Bird - watching	Villagers can use the cave as a potential tourist attraction and generate an income from it by hosting tours.
Birds, wildlife	People hunt the wildlife during the hunting season for Christmas	Have a wild life zoo or an open space for the wildlife where the animals are free to live; can be used as a tourist attraction. Bird watching
Different species of plants	Domestic use	The herbs and plants have different medicinal purposes (e.g. Zebapik is a plant with different medicinal uses) and they can be packaged and sold as products of Aripo.
Two Head Pond	Religious	

NATURAL RESOURCES	CURRENT USES	POTENTIAL USES
Cocoa	Chocolate	
Watercress field	Selling in the market Domestic purpose	Tour guiding, agrotourism, export
Citrus Estate	Domestic use in juices	Tour guiding
Forests	Wood, shade, flood prevention, hunting, food, medicine and habitat	Tourist attraction
Trails Mountains (El Cerro caves) (Solio Caves)	Hiking Tour- guiding conducted by persons outside the community	Tour guiding

6.2 Existing and potential community businesses

The participants were asked to identify several existing small businesses in the community using natural resources. These included:

- shops;
- food related businesses;
- farming – cabbage, pimento, watercress, flowers, marijuana;
- poultry farming; and
- hunting.

Heights of Aripo has a long tradition of agriculture. In the past, the community grew and sold cut flowers on several estates. The participants are now proud of the fact that Heights of Aripo is the second largest producer of watercress in Trinidad. Most members of the community have grown and sold the produce to earn money at some point in their lives.

The participants were further asked to list the potential enterprises and if they agreed with the viability of the enterprises in the community. These are shown in the table below.

Table 3 Potential enterprises in Heights of Aripo

POTENTIAL MICROENTERPRISES	Agree
Ecotourism	12
Drying and Packaging Medicinal herbs	0?
Package cocoa balls / Bars for tea	3
Preserves, Juices	0?
Packaging watercress	2

The AYDO members were particularly interested in ecotourism based businesses for the community. These businesses included tour-guiding, hiking and the possibility of using the caves for spelunking/ caving. Many of the female participants were also interested in catering; a few participants wrote a book of local recipes that they were considering publishing.

6.3 Key issues in the management of the natural resource

One key issue in the management of the natural resources was the belief that some of the natural resources were threatened by human activity. Some of these threats included the use of agrochemicals that killed the aquatic life in the rivers and over hunting of wildlife by persons outside the community.

6.4 Other relevant issues

Richer members of the country's society often purchase agricultural lands within the community as means of security. The land is often left to fallow, depriving community members of the use of the land for employment and food. Asa Wright Nature Centre also purchased a substantial portion of agricultural land that is no longer available to the community. The community has expressed some resentment over this practice.



Figure 2 Participants working on the reporter sessions for the SWOT analysis

One critical issue identified was that there was little collaboration or communication among members of the community. This can prevent the community from joining together to form small businesses. One participant also commented that the villagers do not mix well with others from outside the community making it difficult to effectively access and manage outside assistance.

6.5 Strengths, weaknesses, opportunities and threats (SWOT) of Heights of Aripo

The participants performed a SWOT analysis in an effort to identify the strengths, weaknesses, opportunities and threats within the community. Strengths and weaknesses are internal to the

community, while opportunity and threats were external factors influencing the community. The strengths and opportunities revealed the community's interest in their natural resources. The weaknesses and threats highlighted some of the social issues present in the community such as inadequate infrastructure and lack of unity within the community. These can present challenges with the establishment of a community-based enterprise. However, within the community there is a unified group of young persons who have prepared for this type of intervention. They also seem to have the support of the older participants not belonging to the group. The results are shown in the order of importance voted by the participants.

6.4 Results of the SWOT analysis as ranked by the participants

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Lots of natural resources (caves, rivers, highest mountain peak) • Ecotourism • Few successful community events e.g. children Christmas parties • Several successful small businesses e.g. mini marts • People and organisations from within and outside the community willing to assist e.g. CANARI, YTEPP • Appropriate skills and knowledge to assist with the project e.g. handicrafts and historical knowledge of the village • Disasters and get-togethers motivate the community to come together 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Potential for conflicts as organisations from outside the community e.g. Community-based Environmental Protection and Enhancement Programme (CEPEP) do what the community can do itself • Lack of educational and sporting facilities • Community members not supportive of each other (community not united) • Not enough exposure to know how to establish a small business • Natural resources not sustainably used e.g. agricultural chemicals in the river killed aquatic life; illegal dumping • Natural resources not in good health • Lack of adequate transportation that can be addressed with dialogue with the relevant people • Lack of adequate recreation
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Ecotourism • Packaging of herbs • Chocolate making • Organisations that are willing to assist/support their ventures e.g. CANARI, IICA, YTEPP, Tourism Development Company (TDC) 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Over hunting of wildlife • Building around the river and blocking the locals from using the river

6.6 Recommendations for next steps in the process

The participants recommended that the next workshop should be held on Sundays from 3:00pm. They indicated that weekends are generally the best time for workshops.

There were some concerns that some members of the group were involved in catering the event and missed aspects of the workshop. The group members should be encouraged to manage their time better so that all members can participate fully.

Included in the next steps of the process should be the facilitation of interaction between the community and agencies which can provide the support required for the actual establishment of enterprises deemed to be feasible.



Figure 3 Participants explaining their map of Heights of Aripo

7 Overall results

During the evaluation at the end of the workshop, the participants told organisers that the meeting met their expectations. Members of the AYDO had already identified the ecotourism venture as a possible use of the natural resources in the area. During the evaluation all commented that they began to think of other ideas for small enterprises in the community.

The objectives were met

and developed a good basic foundation for the next stages of the project:

- a) The participants were able to identify most of the natural resources in their community, existing small businesses and a few additional businesses that could use natural resources.
- b) Key issues for management of natural resources were identified, including challenges with mobilising community for collective activities, threats to the natural resources, and the threat of loss of land by the community.
- c) One relevant initiative was identified in Heights of Aripo. The AYDO is a recently established group in the community that is seeking to develop an ecotourism product that includes caving, tour guiding and catering. The group is currently trying to develop proposals to be able to fund this venture. Their eco tourism venture is in keeping with the aims and objectives of this project

The enthusiasm and positive approach of the group to participation in the workshop should be noted. This was quite evident as they were quite ready and willing to host the first workshop just one week after the site visit and to do so on two successive weekends including a Sunday afternoon.

The community's enthusiasm about the project was demonstrated by their willingness to host the first workshop one week after the pre-visit. They were also willing to participate in relatively high numbers to attend the workshop over the weekend.

Appendix 1



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Improving livelihoods in rural communities in Trinidad and Tobago by developing small business ideas based on the sustainable use of natural resources

Heights of Aripo

29th January and 06th February, 2011

Agenda

Saturday 29th January 2011

5:00-5:30	Registration (30 mins)
5:30-6:30	Welcome and introductions (60 mins)
6:30-8:00	Identification of natural resources and existing/potential enterprises within the community based on the use of these (90 mins)
8:00-8:15	Thanks and close (15 mins)

Sunday 06th February 2011

2:00-2:30	Registration (30 mins)
2:30-3:30	Identification of natural resources and existing/potential enterprises within the community based on the use of these (cont'd) (60 mins)
3:30-4:30	Analysing strengths, weaknesses, opportunities and threats (60 mins)
4:30-6:00	Next steps in the project and evaluation (90 mins)
6:00-6:40	Thanks and workshop close (40 mins)

Appendix 2

List of participants

NAME OF PARTICIPANT	ORGANISATIONS	TELEPHONE NUMBER	EMAIL ADDRESS
Andrenette Blackburn	Aripo Youth Development Organisation	301-9759	
Benedict Valentine	Village council	369-7478	
Carlton Jackman	YTEPP	497-9175	
Donna Mongo	Aripo Youth Development Organisation	332-4436	
Elizabeth C. Ramoo	Aripo Youth Development Organisation	345-8480	ceramoo@yahoo.com
Everest Ramoo	Village council	373-6796	
Evon Ramoo	Village council / Aripo Youth Development Organisation	322-5475	
Genevieve Seejool		335-9685 338-3550	
Janelle Martinez	Aripo Youth Development Organisation	376-9136	
Kardisha Mongo	Aripo Youth Development Organisation	338-6899	
Keisha Mongo	Village council	320-3140	
Kimberly Mongo	Aripo Youth Development Organisation	303-6667	

NAME OF PARTICIPANT	ORGANISATIONS	TELEPHONE NUMBER	EMAIL ADDRESS
Lisa Martinez	Aripo Youth Development Organisation	293-2885	
Natasha Shepherd Valentine	Village council	360-2808	
Nigel Noel	Village supporter		
Nila Ramoo	Aripo Youth Development Organisation	382-6230	
Nisha Ramoo	Village council	342-0209	
Onella Durity	Aripo Youth Development Organisation	296-9141	durity@yahoo.com
Shane Valentine	Village council / Aripo Youth Development Organisation	390-9779	
Simon Valentine	Village council	312-2818	
Valie Ann Valentine	Village council	303-9288	
Victoria Valentine	Village council	365-7998	

Improving livelihoods in rural communities in Trinidad and Tobago by developing small business ideas based on the sustainable use of natural resources



Report of the second workshop
Aripo (St. Jude) R.C. Primary School
Heights of Aripo
Trinidad

Sunday May 01, 2011

1 Introduction

The workshop is part of a project called ***“Improving livelihoods in rural communities in Trinidad and Tobago by developing small business ideas based on the sustainable use of natural resources”*** funded by the **JB Fernandes Memorial Trust**. The purpose of the project is to improve people’s quality of life 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.

Figure 1 Participants working on the visioning exercise for Heights of Aripo

For this project, the Caribbean Natural Resources Institute (CANARI) identified six communities in Trinidad and Tobago who are interested in developing small businesses based on the sustainable use of natural resources (e.g. forests, fisheries, etc.). CANARI assisted these communities in identifying their income generating project ideas, and helped them to work through the next steps. Through creating and supporting these business opportunities the livelihoods and incomes of community members may be improved.

The project is targeting the communities of Blanchisseuse, Brasso Seco, Heights of Aripo, Lopinot, Plum Mitan and Speyside.

2 Workshop goal/ objectives

The objectives of the workshop were to:

- a) develop a vision for enhanced quality of life in the community;
- b) identify a comprehensive list of potential sustainable natural resource-based businesses;
- c) apply feasibility criteria to choosing most feasible micro-enterprises that can be done by an individual, existing CBO, or collective group; and
- d) to validate what was the existing capacity of the community in being able to develop micro-enterprises.

3 Methods

The workshop was highly interactive and participants were given an opportunity to share experiences with each other. The participants used interactive tools such as craft items, matrices and general discussions to develop a vision for the community and determine the most feasible businesses based on the use of natural resources (see Appendix 1 for the agenda).

4 Participants

Fewer persons attended the second workshop than did the first workshop. Only 13 persons attended the workshop on May 01, 2011 (see Appendix 2 for the list of participants). Many of the participants were members of the Aripo Youth Development Organisation (AYDO) and the Village Council. Four new participants who were members of the Farmers Association also attended the workshop.

5 Findings

5.1 Visioning

The participants agreed that there was scope to improve the quality of life in Heights of Aripo. All of the groups pointed to a lack of basic needs such as health facilities and telephones. The common elements of the vision are shown in Figure 2. Collaboration and unity were two of the stronger elements that were common to all of the visions for Heights of Aripo. It demonstrated that there is an understanding among the participants that by working together, the quality of life in their village would be improved and the natural resources used sustainably.

Common elements of a vision for Heights of Aripo

- All groups and persons working together to improve the quality of life within the community.
- Heights of Aripo has many resources (natural, human, cultural) that make the community highly marketable.
- Heights of Aripo is welcoming of visitors to the area.

Figure 2 Common elements of a vision for Heights of Aripo



Figure 3 Three visions for Heights of Aripo

The participants determined that there were several ways to share the vision with others. These included:

- membership in the four major groups in Heights of Aripo allows for sharing of vision;
- a committee comprising representatives of all the groups to develop the common vision;
- monthly newsletter;
- workshops for groups, schools;
- flyers; and
- social networking (electronic and face-to-face).

5.2 Identifying potential businesses

The participants identified several potential businesses based on the use of natural resources in the community. These included:

- ecotourism;
- drying and packaging medicinal herbs;
- chocolate factory (processing and packaging cocoa ball/ bars);
- production of preserves, juices;
- packaging watercress;
- handicraft (jewellery, baskets, weaving);
- bamboo furniture;
- cuisine tours; and
- water bottled in Heights of Aripo.



Figure 4 Participants working on the feasibility assessment

5.3 Feasibility of businesses

The participants used a matrix to determine the feasibility of the businesses identified in Figure 5 and section 5.2. Each business could receive a maximum of 60 points with a minimum score assigned to each category. The minimum score for the two compulsory categories (“Natural resources” and “Access to other resources”) was five points. If a business failed to reach the minimum in the compulsory category, it was immediately deemed unfeasible. (See the feasibility matrix in Appendix 3).

The highest ranked businesses were those with which the participants had traditional experience. Both “drying and packaging medicinal herbs” and “chocolate factory (processing and packaging cocoa ball/ bars)” were ranked the highest at 58 out of a possible 60. “Water bottled in Heights of Aripo” was eliminated after the business failed to meet the minimum criteria in one of the mandatory categories (access to other resources such as finance and infrastructure).

The matrix in Appendix 3 shows that the participants were confident about the health of the natural resources in Heights of Aripo and of their access to those resources for the feasible businesses. They were also confident of their access to other resources such as finance and appropriate infrastructure for the businesses. Despite the high scores for all the feasible businesses, the participants were concerned about their capacity to manage and operate some of those businesses. This was reflected in the lower scores recorded in the “Capacity” category for some of the businesses.

The participants were not as certain about existing models for some of their businesses. This highlighted the need to expose the community to agencies and individuals that could assist them in the development of the businesses.

Most of the participants were surprised at the ranking given to several of the businesses. Because of the interest in ecotourism and the experience with watercress farming in the community, many thought that these businesses would have been ranked higher. This highlighted the importance of understanding the different factors that can affect the feasibility of businesses.

Drying and packaging of medicinal herbs (58)	<ul style="list-style-type: none"> •world trend towards healthy living •increased demand for healthy food •widely available raw material
Chocolate factory (58)	<ul style="list-style-type: none"> •widely available raw material in the village •cocoa in Trinidad and community premium •little local competition for local chocolate products
Preserves, juices (56)	<ul style="list-style-type: none"> •abundant citrus in the community •easy access to the raw material •marketing plan will make products stand apart
Packaging watercress (56)	<ul style="list-style-type: none"> •watercress has a short shelf life •little local competition for the product •testing needed on the expiry date of the product
Cuisine tour (56)	<ul style="list-style-type: none"> •many with cooking experience in the community •ready infrastructure •demand for preparing foods local to community
Handicraft (jewellery, baskets, weaving, etc.) (53)	<ul style="list-style-type: none"> •use traditional methods for craft-making •raw material available year-round
Ecotourism (52)	<ul style="list-style-type: none"> •some permissions needed on some ecotourism aspects
Bamboo furniture (42)	<ul style="list-style-type: none"> •infrastructure needed to establish business •technology not readily available in the community

Figure 5 Feasibility rank given to the identified natural resource-based businesses. Key points about the businesses are bulleted.

5.4 Capacity needs

The participants identified capacity gaps in knowledge and skills. These are shown in Figure 6. Many of the participants requested further training in business and financial management. One critical area of need was information on access to and use of state-owned land in Heights of Aripo.

6 Evaluation

An evaluation line was used so that participants could rank (from zero or none to 100 or complete) where they started at the beginning of the workshop and where they finished in terms of the objectives of the workshop.

The participants were satisfied with the workshop and described the process as exciting, informative and awesome. Participants expressed a marked improvement in their ability to prioritise and choose a small business to develop. All of participants came to the workshop eager to get

involved in small business development and ranked this criterion at 100 or complete for both before and after the workshop. At the beginning of the workshop most participants had little idea of what skills were required to start up small businesses and what skills and knowledge were still needed but improved dramatically by the end of the workshop.

The workshop was able to accomplish all the stated objectives. The participants identified common elements of a vision for Heights of Aripo. They also identified several business based on the use of natural resources and ranked those businesses to determine the most feasible for the community and the capacity needs to develop those businesses.

Many of the second workshop participants found the visioning process to be helpful. One participant commented that the process helped them to learn to work together. The process also highlighted that there was a place for everyone's vision in the development of the community. The participants commented that the visioning process helped them to visualise exactly where they wanted to go so that they can begin to plan how to get there. One unexpected outcome of the

Capacity needs of Heights of Aripo

- Training in ecotourism enterprise management in a community
- Training in the safe use of agrochemicals
- Training in organic farming, hydroponics
- Research on markets
- Training in communicating with and understanding markets
- Training in financial and business management
- Information on the legal access to land, permission to use the resources
- Training in computer literacy and graphic design

Figure 6 Capacity needs of Heights of Aripo



Figure 7 Participants at the start of the evaluation line

visioning process was that two of the three groups present (AYDO and the Farmers Association) realised similarities in their vision and decided to work together to develop a business for the members of both organisations.

7 Conclusion and next steps

The participants at Heights of Aripo remained enthusiastic about the project. One of the groups present, the AYDO, was uncertain of the business they wanted to pursue. They believed that the process helped them to identify suitable businesses for the development of their community and to identify the capacity needed for those businesses.

One unexpected result from the workshop was that Tennia Farms Ltd. owners agreed to mentor and work with the AYDO to help them to develop their business ideas. The two organisations have also agreed to jointly develop a business product in the community. Mentoring within the community was not a stated objective of this workshop.

The workshop prepared the participants for the Community Expo where five participants were selected to represent Heights of Aripo and present the most feasible business ideas which came out of the workshop and network with funding and technical support agencies that can further facilitate and support the business development in the community.

Appendix 1



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Heights of Aripo

01st May, 2011

Agenda

- | | |
|---------------|---|
| 10:00 – 10:30 | Welcome, introductions, overview of first workshop |
| 10:30 – 11:30 | Visioning – introduction, small group |
| 11:30 – 11:45 | Break |
| 11:45 – 12:45 | Small group report, development of common vision |
| 12:45 – 1:15 | Develop comprehensive list of potential sustainable natural resource-based businesses |
| 1:15 – 2:00 | Lunch (group businesses and participants) |
| 2:00 – 2:45 | Introduce feasibility criteria to choose most feasible micro-enterprises
Apply to one business |
| 2:45 – 3:45 | Small group work to apply feasibility criteria |
| 3:45 – 4:30 | Small groups present
Select most feasible for development in the short-term |
| 4:30 – 5:00 | Summary of capacity needs of community
Wrap-up and next steps for Community Expo |

Appendix 2

List of participants

NAME OF PARTICIPANT	ORGANISATIONS	TELEPHONE NUMBER	EMAIL ADDRESS
Emile Tennia	Aripo Farmers Association Tennia Farms Ltd. Aripo Village Community Council		
Hubert Tennia	Aripo Farmers Association Tennia Farms Ltd. Aripo Village Community Council		
Randy Tennia	Aripo Farmers Association Tennia Farms Ltd. Aripo Village Community Council		
Myron Tennia	Aripo Farmers Association Tennia Farms Ltd.		
Andrenette Blackburn	Aripo Youth Development Organisation	301-9759	
Evon Ramoo	Aripo Youth Development Organisation	322-5475	
Nicholas Noel			
Lisa Martinez	Heights of Aripo Village Community Council	293-2885	lisamartinez2010@hotmail.com
Keisha Mongo	Heights of Aripo Village Community Council	320-3140	
Kardisha Mongo	Aripo Youth Development Organisation		
Elizabeth Charmaine Ramoo	Heights of Aripo Village Community Council Aripo Youth Development Organisation	345-8450	ceramoo@yahoo.com

NAME OF PARTICIPANT	ORGANISATIONS	TELEPHONE NUMBER	EMAIL ADDRESS
Nila Ramoo	Aripo Youth Development Organisation	382-6230	
Onella Durity	Aripo Youth Development Organisation	296-9141	durity@yahoo.com



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Appendix 3

Feasibility matrix of potential businesses in Heights of Aripo

Potential businesses	Natural Resources			Access to other resources			Market				Capacity				Contribution to the community			External support		Mod	Tot
	(a)	(b)	(c)	(a)	(b)	(c)	(a)	(b)	(c)	(d)	(a)	(b)	(c)	(d)	(a)	(b)	(c)	(a)	(b)		
Drying and packaging of medicinal herbs	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	2	58
Chocolate factory	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	2	58
Preserves, juices	3	3	3	3	3	3	3	3	2	2	3	2	3	3	3	3	3	3	3	2	56
Packaging watercress	3	3	3	3	3	3	3	3	2	2	3	3	3	3	3	3	3	3	3	1	56
Cuisine tours	3	3	3	3	3	3	1	3	3	3	3	2	3	3	3	3	3	2	3	3	56
Handicraft (jewellery, baskets, weaving, etc.)	2	3	3	3	3	3	3	3	3	3	3	2	1	3	3	3	2	2	3	2	53
Ecotourism	2	2	2	3	2	1	3	3	3	3	3	2	2	3	3	3	3	3	3	3	52
Bamboo furniture	1	2	2	3	1	1	1	2	3	3	3	2	3	3	2	2	3	1	1	3	42
Water bottled in Aripo	4	3	3	4	4	4	Eliminated after the two compulsory categories.														

Improving livelihoods in rural communities in Trinidad and Tobago by developing small business ideas based on the sustainable use of natural resources

Feasibility criteria for potential businesses

(Highlighted are most important that can exclude a business)

1. Natural resources:

- a. Is there legal (formal or informal) access to these resources?
- b. Are the resources “healthy” enough to be sustainably used?
- c. Is there a sustainable method of extraction that can be applied?

2. Access to other resources (physical, financial, material):

- a. Do individuals, groups, or CBOs have access to finance?
- b. Do individuals, groups, or CBOs have the physical (e.g. space, a building) and material (e.g. tools) resources needed?
- c. Is there appropriate infrastructure (e.g. roads for transportation, internet services, telephone, access to banking, electricity, water)?

3. Market:

- a. Is there evidence of an existing market for the products or services?
- b. Is there access to this market?
- c. What is the competition?
- d. Can a market be created?

4. Capacity of community:

- a. Do individuals, groups, or CBOs have existing business skills (e.g. financial management, marketing, people management and communication)?
- b. Are there existing successful small businesses in the community that can contribute to / link with this business?
- c. Do individuals, groups, or CBOs have existing skills, knowledge, and/or experience in this particular business?
- d. Are those individuals, groups, or CBOs willing / “ready” / confident to get involved in this business?

5. Contribution to the community:

- a. What would be the contribution to the wider community?
- b. Is there likely to be wider support from within the community?
- c. Is there likely to be conflict and opposition from within the community?

6. External support:

- a. Are there existing and/or potential avenues of support (from external agencies, other CBOs, other)?
- b. Is there likely to be conflict and opposition from outside the community?

7. Models:

- a. Are there existing relevant models from other communities with respect to this particular business?

**Improving livelihoods in rural communities in Trinidad and Tobago by
developing small business ideas based on the sustainable use of natural
resources**

Final visit – Heights of Aripo

Monday 13th June, 2011

Objectives

1. To get feedback from the community on the whole project – workshops and Community Expo
 - a. Results – benefits
 - b. Lessons
2. To identify specific and concrete actions for next steps by the community
3. To identify any specific future support needed from CANARI

Agenda

1. Review the project – objectives, what was done
2. Ask evaluation probing questions:
 - a. What do you think was the most important thing that the project achieved?
 - b. How did the project impact on you personally?
 - c. What do you think could have been done differently / better?
3. Help the community to develop a workplan for their next steps: what is the task, who will be responsible / lead, who will help, when will this be done
4. Ask them what support they need from CANARI, if any, in taking their ideas forward (will be different for different communities).
5. Closure – note that we will submit reports to them on their workshops, the Community Expo, and the whole project

Attending

Participants

Onella Durity
Andrenette Blackburn
Evon Ramoo
Lisa Martinez
Kardisha Mongo
Shane Valentine
Everest Ramoo
Valie Ann Valentine
Kimberly Mongo

Emile Tennia
Ricky Tennia
Nila Ramoo
Elizabeth C. Ramoo
Janelle Martinez

Facilitators

Zakiya Uzoma-Wadada
Keisha Sandy

Results

1. Evaluation probing questions:

- a. What do you think was the most important thing that the project achieved?
 - Understanding the strengths and weaknesses of the Heights of Aripo community
 - Motivating the community
 - Exposing the community to different organisations
 - Motivating the Aripo Youth Development Organisation (AYDO) to unite to achieve one goal
 - Understanding and raising awareness of the natural resources of Heights of Aripo
 - Clarifying the types of businesses the participants wanted to pursue
 - Prioritising the businesses so that the groups can focus on the more feasible ones
 - Allowing the participants to understand the causes of some of the problems in Heights of Aripo
 - Giving the youth in the community an opportunity to learn and the villagers an opportunity to interact with each other
- b. How did the project impact on you personally?
 - Learned to express oneself on a map
 - Forced the AYDO to formalise the structure of the group. AYDO now has a constitution, email address and Facebook page.
 - Facilitated linkages with key organisations e.g. the Inter-American Institute for Corporation on Agriculture
 - Learned how to work in a team
- c. What do you think could have been done differently/better?
 - The AYDO should have managed the preparation of food and refreshments for the first and second workshops in such a way as to also ensure the full participation of all members in the workshops. Some of the participants were unable to fully participate in some of the sessions as they were preparing food.
 - Found the time between the second workshop and the Community Expo slightly rushed. The lack of adequate communication in the community made contacting all the persons necessary for the preparation for the Community Expo difficult.
 - CANARI should not depend solely on a few persons to mobilise the community but should call all persons as well. Participants are encouraged by the direct contact with the hosts.
 - CANARI should use other methods of communicating with the village including hand-delivered letters (use mobilisers to get the letters out) and notices on the board to advertise the meetings.

2. Help the community to develop a workplan for their next steps: what is the task, who will be responsible/lead, who will help, when will this be done

What is the task?	Who responsible/ lead?	Who will help?	When?	Agency/ individual providing external support
1. Mediation between the AYDO and the Community Council				
- Stakeholder meeting with Community Development	AYDO	Tennia Farms Ltd.	June 17, 2011	Community Development (Omar Samuel)
2. Tour-guiding and visitor centre				
- Refurbish structure for the visitor centre - Estimate for the refurbishment	Evon Ramoo		June 14, 2011	Evon's dad, LeRoi Clarke
- Utilities	Onella Durity, Andrenette Blackburn	Everest Ramoo	December 31, 2011	LeRoi Clarke
- Furniture	Elizabeth Ramoo	Janelle Martinez	December 31, 2011	LeRoi Clarke
- Material	Elizabeth Ramoo	Janelle Martinez	December 31, 2011	LeRoi Clarke
- Access road and bridge	Emile Tennia, Ricky Tennia	Andrenette Blackburn, Nila Ramoo, Everest Ramoo	September 30, 2011	Lodge-owner, (possible funding through donations from the community)
- Signs (heritage sign, signs on the trees, etc.)	Emile Tennia, Ricky Tennia	Shane Valentine	December 31, 2011	Tennia Farms Ltd. to sponsor signs
- Tour guide training	Evon Ramoo, Shane Valentine, Andrenette Blackburn	Orlando Durity	October 31, 2011	Tourism Development Company (TDC)

What is the task?	Who responsible/ lead?	Who will help?	When?	Agency/ individual providing external support
- First aid training	Evon Ramoo, Shane Valentine, Andrenette Blackburn		September 30, 2011	Red Cross, St. John's
3. Cocoa farming				
- Refurbish structure	Evon Ramoo	Valie Ann Valentine, Kimberly Mongo, Andrenette Blackburn, Nila Ramoo, Emile Tennia, Ricky Tennia	August 31, 2011	The Cocoa Research Section, Cocoa Coffee Industry Board of Trinidad and Tobago (CCIBTT), Agricultural Development Bank (ADB)
- Prune, trim current trees	Evon Ramoo	Valie Ann Valentine, Kimberly Mongo, Andrenette Blackburn, Nila Ramoo, Emile Tennia, Ricky Tennia, Everest Ramoo	July 31, 2011	The Cocoa Research Section, CCIBTT, ADB
- Plant new trees (cocoa and other crops)	Evon Ramoo	Valie Ann Valentine, Kimberly Mongo, Andrenette Blackburn, Nila Ramoo, Emile Tennia, Ricky Tennia	April 30, 2012	The Cocoa Research Section, CCIBTT, ADB
- Training in cocoa farming	Evon Ramoo	Valie Ann Valentine, Kimberly Mongo, Andrenette Blackburn, Nila Ramoo, Emile Tennia, Ricky Tennia	December 31, 2011	The Cocoa Research Section, CCIBTT, ADB
- Purchase equipment	Ricky Tennia	Evon Ramoo		Division of Agriculture, Wallerfield, CCIBTT
4. Registration of AYDO	Ricky Tennia	Emile Tennia, Evon Ramoo	July 31, 2011	Community Development

3. When asked what support they needed from CANARI, if any, in taking their ideas forward (will be different for different communities).
 - Exchange visits for greater exposure to models of businesses
 - Mentor/ support the groups as they develop their businesses

Conclusion

The Heights of Aripo participants were enthusiastic about moving forward with the businesses identified by the project. They believed that the process helped them to assess which businesses were more feasible at that time. The participants also believed that it helped them to understand some of the processes involved in establishing natural resource-based businesses.

One of the unplanned outcomes of the project was the conflict that arose within Heights of Aripo over the participants' presentation at the Community Expo about potential businesses. These were developed at the second workshop where the feasibility assessments were completed and where the information to be presented at the Expo was discussed. However, Village Council members were not present at this workshop and they felt excluded from the development of ideas. The Village Council made it very clear that they feel that all community development activities in Heights of Aripo must come through the Council. They feel threatened by a new group playing such a strong leadership role in community development. The communities believe that greater attempts at mobilising the community to attend the second workshop may have prevented some of these conflicts and they plan to work together to address this.

CANARI will continue to support the Heights of Aripo community as it seeks to develop natural resource-based businesses including mentoring the community and providing training in areas such as proposal design and development. CANARI will also seek to facilitate continued development of partnerships with other organisations that can provide assistance to the community.