



CARIBBEAN NATURAL RESOURCES INSTITUTE

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**REGIONAL CAPACITY BUILDING STRATEGY TO SUPPORT  
ORGANISATIONAL STRENGTHENING OF TARGET FISHERFOLK  
ORGANISATIONS IN THE CARIBBEAN**

January 2020



Cover photograph: Participants and facilitators from the StewardFish Caribbean Fisherfolk Mentors Training Workshop. 2019. ©CANARI

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## Abbreviations and Acronyms

CANARI	Caribbean Natural Resources Institute
CNFO	Caribbean Network of Fisherfolk Organisations
FAO	Food and Agriculture Organization of the United Nations
FFO	Fisherfolk organisation
GEF	Global Environment Facility
ICT	Information and Communication Technology
PISCES	Powering Innovations in Civil Society and Enterprises for Sustainability in the Caribbean project
PMEL	Participatory, Monitoring, Evaluation and Learning
StewardFish	Developing Organisational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries project
UWI-CERMES	Centre for Resource Management and Environmental Studies of the University of the West-Indies
UWI-CIRP	Caribbean ICT Research Programme

## 1 Background and Introduction

The Developing Organisational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish) project seeks to implement the 10-year Strategic Action Programme for the Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+ SAP) within seven Caribbean Regional Fisheries Mechanism (CRFM) Member States by empowering fisherfolk throughout fisheries value-chains to engage in resource management, decision-making processes and sustainable livelihoods with strengthened institutional support at all levels. The seven countries are Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, Saint Lucia and St. Vincent and the Grenadines.

As one of five regional executing partner organisations, the Caribbean Natural Resources Institute (CANARI) is working in collaboration with the Caribbean ICT Research Programme of the University of the West Indies (UWI-CIRP), Caribbean Network of Fisherfolk Organisations (CNFO), the Caribbean Regional Fisheries Mechanism Secretariat (CRFM Sec.), the Centre for Resource Management and Environmental Studies of the University of the West-Indies (UWI-CERMES) and fisheries authorities (national executing partners) and fisherfolk leaders from the 7 project countries to execute the Food and Agriculture Organization of the United Nations/Global Environment Facility (FAO/GEF) funded StewardFish.

### 1.1 The StewardFish fisherfolk organisational strengthening programme

One of the objectives of CANARI's work under StewardFish is to contribute to strengthening the capacity of leaders in fisherfolk organisations (FFOs) in the seven target countries in such areas as management, administration, planning, sustainable finance, leadership and other operational skills.

The FFOs across the seven countries being targeted under StewardFish for evaluation and capacity building are listed in Table 1.

*Table 1: FFOs targeted under StewardFish*

<b>Name of FFO</b>	<b>Classification</b>	<b>Country</b>	<b>Brief description of FFO</b>
Barbuda Fisherfolk Association (BFA)	Lead Primary Fisherfolk Organisation (PFO)	Antigua and Barbuda	The BFA was registered in 2015. Among the objectives of the organisation are, to assist with relieving the need, hardship and distress of members of the association and to practice sea food harvesting in a sustainable way consistent with preservation of the environment.
Barbados National Union of Fisherfolk Organisations (BARNUFO)	National Fisherfolk Organisation (NFO)	Barbados	BARNUFO is a secondary level body in existence from March 1999 to the present. The main objective is to improve the livelihoods of fisherfolk, and through its members help build the fishing industry for future generations. It is the only umbrella organisation for PFOs in Barbados and aims to represent their interests in various fora.  Since 2000, BARNUFO has been appointed to the Minister's Fisheries Advisory Committee.

			<p>Facebook page:  <a href="https://www.facebook.com/BARNUFO/">https://www.facebook.com/BARNUFO/</a></p>
Belize Fishermen Cooperative Association (BFCA)	NFO	Belize	<p>The BFCA is a registered entity under the Department of Cooperatives in Belize, with its main office located in Belize City. It was established on October 23, 1970, when its pioneers started to encourage other fisherfolk from all over the country to join the cooperative movement with the intent of addressing fisheries issues. The BFCA's main mission is to raise awareness of the importance of the fishing industry as well as promote the socio-economic values of fisheries to its main stakeholders in Belize.</p> <p>With the implementation of fisheries seasons and fisheries quota systems by the Government of Belize around 1976, the cooperative movement in strengthened and resulted in the establishment of six (6) cooperatives in Belize.</p> <p>Facebook page:  <a href="https://www.facebook.com/pages/category/Interest/Belize-Fishermen-Cooperative-Association-276086746385152/">https://www.facebook.com/pages/category/Interest/Belize-Fishermen-Cooperative-Association-276086746385152/</a></p>
Guyana National Fisherfolk Organisation (GNFO)	NFO	Guyana	<p>The GNFO was established on August 20, 2008 as a Trade Development Organisation under the Friendly Societies Act of the Cooperative Republic of Guyana. According to its Constitution, the GNFO was established to:</p> <ul style="list-style-type: none"> <li>• provide education, training and institutional strengthening and awareness for its members</li> <li>• advocate at local, national and regional levels the interest of members</li> <li>• be involved in the conservation and management of fisheries resources</li> <li>• mobilise resources for members</li> <li>• provide facilities for processing and marketing of products of members</li> <li>• foster affiliation to Caribbean fisherfolk organisations.</li> </ul> <p>Membership is open to all organised Guyanese groups in the fishing industry.</p>

Jamaica Fisherfolk Co-operative Union (JFCU)	NFO	Jamaica	<p>The JFCU started in 1942 as an umbrella organisation for all co-operatives in Jamaica. At present, the JFCU is a secondary co-operative society with membership of nine primary fishermen co-operatives and several hundred individual fishermen. Combined membership in the JFCU from these two sources is about 4,000. It is managed by a nine-man board representing member societies.</p> <p>The JFCU is committed to improving the social and economic welfare of its member stakeholders by utilising their united funds and efforts in an effective and efficient manner. It now provides a range of services to its members and other licensed fishermen. It is a major supplier of a wide range of commercial fishing equipment to fishers in the island.</p> <p>Website: <a href="https://www.ja-fishermen.com/">https://www.ja-fishermen.com/</a></p>
Saint Lucia Fisherfolk Cooperative Society Limited	NFO	Saint Lucia	<p>The Saint Lucia Fisherfolk Cooperative Society Ltd. was registered on September 21, 2007 under Section 6 of the Cooperative Societies Act No. 28 of 1999. The organisation is the offspring of the former National Association of Fishermen’s Cooperatives (NAFCo-op) and is an umbrella body, responsible for the development and capacity building of all fishers’ cooperatives in Saint Lucia.</p> <p>The members of the organisation are Gros Islet Fishermen Cooperative Society Ltd, Castries Fishermen Cooperative Society Ltd, Goodwill Fishermen Cooperative Society, Laborie Fishers and Consumer Cooperative Society, Anse La Raye Fishers and Consumer Cooperative Society Ltd, Soufriere Fishermen Cooperative Society Ltd, East Coast Fishers &amp; Consumer Cooperative, Choiseul Fishermen Cooperative Society Ltd, Dennery Fishermen Cooperative Society.</p>
St. Vincent and The Grenadines National Fisherfolks Co-Operative Limited	NFO	St. Vincent and the Grenadines	<p>The SVGNFO is a non-governmental organisation and was registered in 2013 under the Co-operative Societies Act No.12 of 2012. The mission of the organisation is “educating and empowering fisherfolks for future livelihoods.”</p> <p>It is the umbrella body for four primary fisherfolk organisations, with these being the Barroullie</p>

(SVGNFO)			<p>Fisheries Development Co-operative Society Limited; the Goodwill Fishermen’s Co-operative Society Limited; Calliaqua Fisher-folk Co-operative Society Limited; and the Fish Vendors Cooperative. The objectives of the NFO are to:</p> <ul style="list-style-type: none"> <li>• promote the organisation and development of Fishermen’s Cooperative Societies;</li> <li>• encourage cooperation among co-operatives and train co-operative leaders at levels local and overseas</li> <li>• work for the improvement of the fishing industry and betterment of living standards of fishermen;</li> <li>• act as the overall marketing organisation for fish and fish products for the Fisheries Co-operatives; and</li> <li>• act as spokesman, representative and negotiator for all fishermen in relation to Government and other authorities and organisations.</li> </ul>
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To achieve this objective, under the StewardFish fisherfolk organisational strengthening programme, CANARI appointed seven Mentors who are being trained by CANARI to deliver a tailored programme of training, mentoring, coaching and action learning for organisational strengthening of seven FFOs based in the countries where the project is being implemented.

This will contribute to Outcome 1.1 and Output 1.1.1 of the StewardFish project:

- **Outcome 1.1:** Fisherfolk have improved their organisational capacity to meet objectives that enhance well-being
- **Output 1.1.1:** Leaders with strengthened capacity in management, administration, planning sustainable finance, leadership and other operational skills.

### 1.2 *Assessing the needs of fisherfolk organisations*

The seven Mentors who were appointed under the StewardFish fisherfolk organisational strengthening programme participated in the four-day “Caribbean Fisherfolk Mentors Training Workshop” from October 29 to November 1, 2019. Among the objectives of the workshop were to:

- orient the Mentors to conduct organisational needs assessments of FFOs in the seven selected project countries, using the organisational capacity assessment tool developed under CANARI’s “Powering Innovations in Civil Society and Enterprises for Sustainability in the Caribbean” (PISCES)<sup>1</sup> project (draft unpublished); and
- orient the Mentors to provide FFO organisational strengthening in the seven countries, drawing on the PISCES toolkit for strengthening Caribbean civil society organisations (under

<sup>1</sup> PISCES project page: [canari.org/pisces/](http://canari.org/pisces/)

development) as well as other relevant tools (e.g. the Leading Fisherfolk manual prepared by the UWI-CERMES);

During the training workshop, Mentors learned how to facilitate an FFO organisational capacity assessment using the tool developed by CANARI. The CANARI organisational capacity assessment tool uses an appreciative inquiry approach to identify both existing strengths and the areas that an organisation wants to strengthen (capacity building needs). The assessment framework, based on international best practice tools and methodologies, was developed by CANARI to guide questioning under each of the following five capacity areas:

1. Planning, monitoring, evaluation and learning
2. Resources/ capacity
3. Governance
4. Management
5. Stakeholder engagement and partnerships

Table 2 shows specific capacities examined under each area. The tool is being piloted by Mentors working with CANARI and has not yet been published and is not publicly available.

*Table 2: Capacities evaluated in CANARI's organisational assessment tool*

<b>Planning, monitoring, evaluation and learning</b>	<b>Resources / capacity</b>	<b>Governance</b>	<b>Management</b>	<b>Stakeholder engagement and partnerships</b>
<ol style="list-style-type: none"> <li>1. Clarity of purpose</li> <li>2. High-level plans for achieving purpose</li> <li>3. Operational planning</li> <li>4. Monitoring, evaluation and learning</li> </ol>	<ol style="list-style-type: none"> <li>1. Human resource management</li> <li>2. Financial resources management</li> <li>3. Material resources (ICT, facilities, equipment)</li> </ol>	<ol style="list-style-type: none"> <li>1. Legal status</li> <li>2. Board structure, orientation and policies</li> <li>3. Role of the Board in governance and strategic leadership</li> <li>4. Board meetings</li> <li>5. Board accountability</li> <li>6. Leadership and decision-making</li> <li>7. Organisational values</li> </ol>	<ol style="list-style-type: none"> <li>1. Structure</li> <li>2. Systems (other than financial and human resources)</li> </ol>	<ol style="list-style-type: none"> <li>1. Stakeholder engagement</li> <li>2. Partnerships</li> <li>3. Communication (external)</li> </ol>

Mentors based in the country worked with the targeted FFOs to do the assessment. Mentors worked individually to facilitate the assessments using a mix of focus group sessions, one-on-one interviews and desk reviews of key organisational documents. Each assessment focused on particular aspects under the five capacity areas depending on the respective FFOs' areas of work and the interests of participants being interviewed. The assessment framework is not quantitative in the sense of producing numerical

scores or ranking; instead it is based on qualitative analysis. As such, Mentors submitted a report for each FFO that was assessed to reflect the discussions and findings under each of the five capacity areas. The assessment reports also identified each FFOs strengths and potential areas for improvement under each competency as well as recommendations for what each FFO could do to address the highest priority needs identified.

## 2 Summary of FFO organisational capacity needs

Annex 1 presents a summary of the key findings from the Mentors’ reports of the FFO assessments including the key strengths, key areas for strengthening and recommendations of priorities for each FFO to focus on. The names of the FFOs and other identifying elements such as the FFO’s partner names and locations have not been included to maintain confidentiality as agreed with each participating FFO.

### 2.1 Analysis of the highest priority capacity needs

Table 3 and Figure 1 present a snapshot of the highest priority capacity building needs of each FFO as identified by the Mentors in the FFO organisational assessment reports.

Based on the analysis, the majority of FFOs identified priority capacity needs under the “Planning, monitoring, evaluation and learning” capacity area, with “High-level plans for achieving purpose” being identified by the majority (five) FFOs as a priority need. Review of the Mentors’ assessment reports showed that improving strategic planning by developing new or revising existing strategic plans would assist with focusing the work of the organisations in line with their by-laws using a more goal-oriented, rather than *ad hoc*, approach.

Under the “Resources/capacity” capacity area “Financial resources management” was identified as a priority need by three of the seven FFOs. Under this area Mentors noted the need for capacity building in financial management including budgeting and fundraising and taking strategic actions to ensure financial sustainability.

While no particular need featured prominently among the seven FFOs under the “Governance” capacity area, assessment reports did reveal that some level of board strengthening, particularly in the areas of leadership, board accountability and board structure, would benefit each organisation assessed.

While Mentors would have noted areas for strengthening under the “Management” capacity area, few *priority needs* were identified for this capacity area. This, however, may have been due to the need to focus on higher level challenges (e.g. strategic planning and board strengthening) which if adequately addressed would support more effective management outcomes.

Under the “Stakeholder engagement and partnerships” capacity area “Stakeholder engagement” was identified as the highest priority need, followed by partnerships and external communication. Given that the majority of the FFOs assessed are umbrella organisations, needs in this area mainly focused on strengthening and improving engagement with member organisations as primary beneficiaries.

Table 3: Priority capacity building needs of the seven FFOs

Capacity areas	Highest priority capacity building needs of the seven FFOs assessed						
	1	2	3	4	5	6	7
<b>Planning, monitoring, evaluation and learning</b>							
Clarity of mission and vision							

High-level plans for achieving purpose							
Operational planning							
Monitoring, evaluation and learning							
<b>Resources/ capacity</b>							
Human resource management							
Financial resources management							
Material resources (ICT, facilities, equipment)							
<b>Governance</b>							
Legal status							
Board structure, orientation and policies							
Role of the Board in governance and strategic leadership							
Board meetings							
Board accountability							
Leadership and decision-making							
Organisational values							
<b>Management</b>							
Structure							
Systems (other than financial and human resources)							
<b>Stakeholder engagement and partnerships</b>							
Stakeholder engagement							
Partnerships							
Communication (external)							

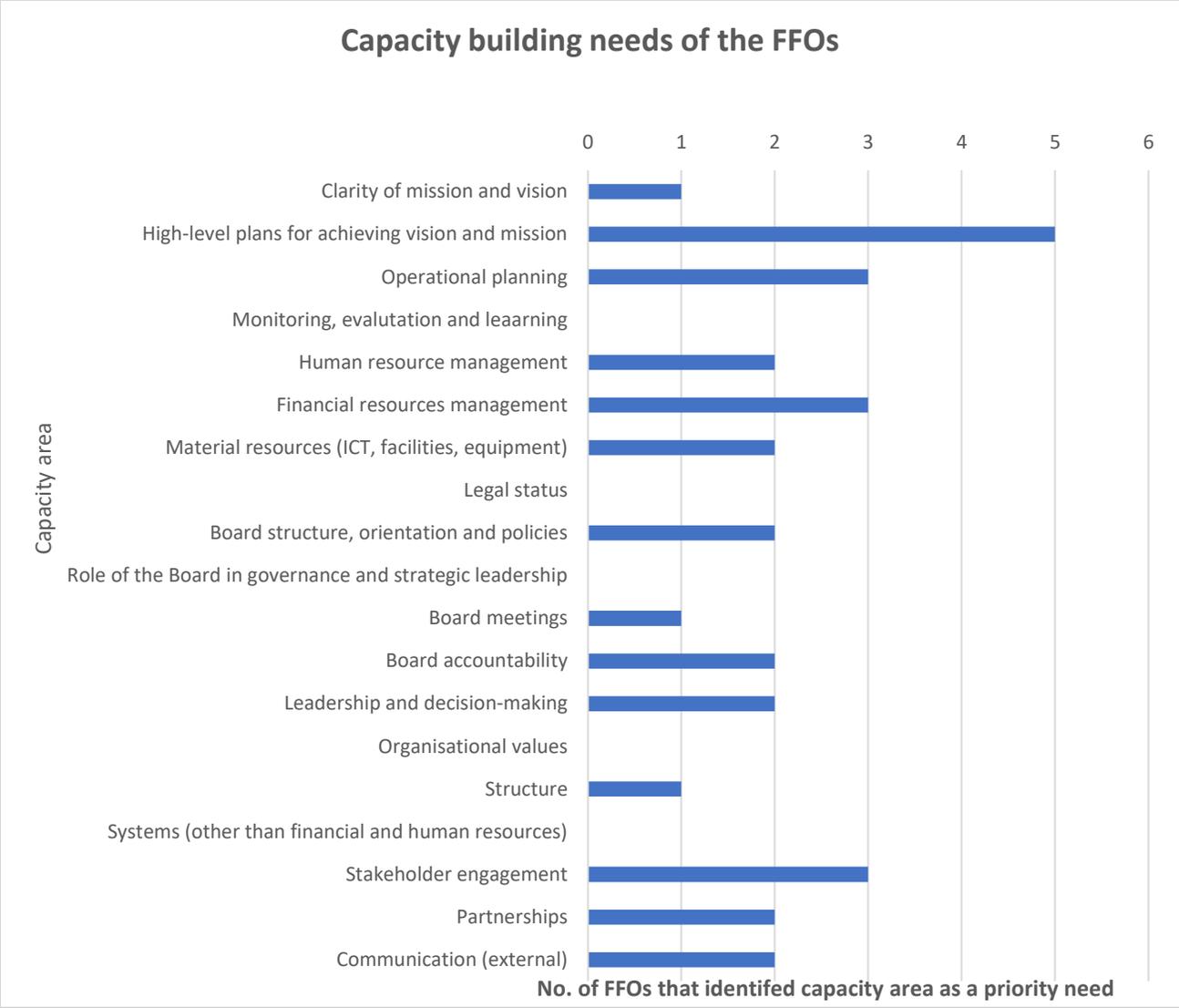


Figure 1: Priority capacity building needs of the FFOs

Based on the analysis of priority capacity needs of the FFOs, CANARI identified the top four specific priority capacity needs as:

1. Strategic planning
2. Governance and Board strengthening
3. Strategic financial management and fundraising for long-term sustainability
4. Stakeholder engagement

Other organisational capacity assessments of FFOs and CSOs, including under the PISCES project, have generally identified similar needs.

### 3 Capacity building strategy

Building organisational capacity can be complex, dependent on several internal and external factors, and costly. Some capacities can be built in a relatively short period of time while other capacity areas require a medium- to long-term approach to be fully addressed. As such, this regional capacity building strategy

recognises that there is no one-size-fix-all approach and that StewardFish does not have all the resources or mandate to address all the organisational capacity needs identified in the FFOs.

The strategy for addressing some of the FFOs highest priority capacity needs therefore depends on a multidimensional approach supported by StewardFish, the Mentors, and the FFOs themselves.

Within the limit of time and resources available over the next 12 months, StewardFish will employ the following strategies to deliver a tailored capacity building programme for the targeted FFOs:

1. training and coaching to enhance the capacity of Mentors to conduct organisational strengthening, who will in turn work directly with the targeted FFOs;
2. providing FFOs with tailored support for organisational capacity building through mentoring;
3. providing financial resources to the FFOs to address priority needs through a targeted micro-grant programme;
4. facilitating virtual peer exchanges among the seven target FFOs, and with other FFOs and CSOs in the Caribbean, where appropriate, to share experiences in addressing common priority needs; and
5. sharing resources including information with FFOs and Mentors on relevant organisational capacity building projects, programmes and initiatives being implemented in the Caribbean region for which they are eligible.

### *3.1 Technical training for Mentors*

Technical training for Mentors will be focused on a limited number of organisational capacity areas to reflect the highest priority capacity needs identified in the FFOs needs assessments. This training was initiated at the “Caribbean Fisherfolk Mentors Training Workshop” under StewardFish where topics covered by CANARI anticipated these priority needs, based on previous experience, and included:

- Good governance in FFOs (including Board strengthening)
- Financial sustainability for FFOs (including financial management and fundraising strategies)
- Participatory, Monitoring, Evaluation and Learning (PMEL)

Training for Mentors on other priority need topics will be facilitated by CANARI through at least two additional webinars. These webinars could be coordinated under the CNFO’s Virtual Leadership Institute, which is expected to be launched under StewardFish in early 2020.

In addition to training, CANARI will provide one-on-one coaching to the Mentors on an individual and as needed basis to enable them to address specific needs of their mentee FFOs.

### *3.2 Direct mentoring to FFOs*

Using the findings of the needs assessment, Mentors will support their Mentee FFOs to develop an organisational capacity building action plan to outline clear steps that the FFOs can take toward their own organisational strengthening including, but not limited to, the activities that can be supported by StewardFish. Additional opportunities for capacity building, including through partnerships and national/regional initiatives, may be identified in the plans.

FFOs will select priority capacity building needs that were identified through the assessment which they will tackle in the short-term. Mentors will assist FFOs to develop the plan, implement it through a mix of capacity building approaches (training, coaching, peer exchange), and monitor and evaluate implementation of the plan. The evaluation will be conducted by Mentors via a re-application of the

organisational assessment tool at the end of StewardFish to assess what results have been achieved in terms of capacity building, and what are the lessons and recommendations moving forward.

StewardFish will provide an honorarium to Mentors to support capacity building efforts that they may facilitate with the FFOs they are working with.

### *3.3 Provision of financial resources to FFOs*

Under Component 1 of StewardFish, CANARI will launch a non-competitive micro-grants programme to provide financial resources to the targeted FFOs to address priority needs identified in their organisational assessments. The programme, in line with the requirements of StewardFish, will be targeting five FFOs in Antigua and Barbuda, Barbados, Guyana, Saint Lucia and St. Vincent and the Grenadines. To ensure effectiveness of the micro-grants as a capacity building tool, CANARI will support Mentors to coach the targeted FFOs to design and prepare their capacity building pilot project proposals. The micro-grants will be administered under CANARI's Caribbean Sea Innovation Fund (CarSIF). A call for proposals will be issued, application forms and guidance will be provided, monitoring will be conducted by CANARI, and reporting forms and support will be provided.

### *3.4 Peer exchanges*

As shown in Table 3 and Figure 1, many of the priority capacity needs are common among the FFOs. Therefore, to support peer learning, CANARI will collaborate with the CNFO to arrange and facilitate at least one virtual peer exchange among the seven target FFOs to share experiences in addressing selected common priority areas identified in the needs assessments. If appropriate, the peer exchange can also be coordinated and sustained through the CNFO's Virtual Leadership Institute.

### *3.5 Information sharing*

CANARI will share opportunities for FFOs to apply for complementary capacity building efforts from other donors and entities and encourage Mentors to support the targeted FFOs in preparing proposals as needed. The CLME+ Project is exploring development of a Small Grant Coordination Mechanism of donors engaged in supporting civil society actions for sustainable use and conservation of coastal and marine resources. Information on opportunities will be shared as appropriate. Additionally, opportunities for capacity building being led by other executing partners under StewardFish will be shared. Mentors will also be encouraged to share opportunities, particularly those of which they are aware of at the national levels.

## **4 Evaluating effectiveness**

At the end of StewardFish, as noted under 3.2, the Mentors will conduct a final assessment with each participating FFO to evaluate any changes compared with the baseline organisational capacity needs assessment carried out in December 2019/January 2020. It is understood that not all changes that may be identified in organisational capacity will be attributed to the efforts of StewardFish but that there may be other factors and influences contributing to both positive and negative outcomes.

## **5 StewardFish project workplan to build the capacity of targeted FFOs**

Table 4 presents a workplan for the capacity building efforts that StewardFish will support over the next 12 months (until December 2020) to support the seven targeted FFOs to be more efficient, effective and resilient.

Table 4. Work plan for StewardFish project capacity building activities

Activities	Lead responsibility	Date
<b>Technical training for Mentors</b>		
<u>Activity 1</u> : Webinars for Mentors on additional priority need topics (topics TBD after consultation with Mentors and FFOs)	CANARI	July- – September 2020
<u>Activity 2</u> : Coach Mentors on specific issues via email, Skype or opportunistic face-to-face meetings	CANARI	January – October 2020
<b>Direct mentoring to FFOs</b>		
<u>Activity 3</u> : Conduct FFO capacity building activities tailored to address high priority needs identified – provide support to develop a plan to address priority needs, conduct training/coaching/mentoring, monitor capacity building	Mentors	January – October 2020
<b>Provision of financial resources to FFOs</b>		
<u>Activity 4</u> : Design and launch a micro grants programme targeting the FFOs in Antigua and Barbuda, Barbados, Guyana, Saint Lucia and St. Vincent and the Grenadines to support organisational strengthening	CANARI	March– September 2020
<b>Information sharing</b>		
<u>Activity 5</u> : Share opportunities for FFOs to apply for complementary capacity building efforts from other donors and entities	CANARI & Mentors	January – November 2020
<b>Evaluation</b>		
<u>Activity 6</u> : Facilitate a final evaluation of FFO organisational capacity to assess results of capacity building efforts in comparison with the baseline organisational capacity needs assessment	Mentors	October – November 2020

**Annex 1: Summary of the key findings from the Mentors’ reports of the FFO assessments\***

The findings of the organisational assessments provide a snapshot of the FFOs based on the information shared with the Mentors by their Mentee organisations. Through ongoing engagement, it is expected that Mentors will get a better appreciation of their Mentee organisations’ strengths and areas for strengthening.

<b>No. FFO</b>	<b>Key organisational strengths</b>	<b>Key areas for organisational strengthening</b>	<b>Mentors’ recommendations of priorities to focus on</b>	<b>Assessment methods used</b>
1.	<p><b>Planning, monitoring, evaluation and learning:</b> They know how to ply their trade.</p> <p><b>Resources/ capacity:</b> They have the knowledge to push their trade in fishing forward.</p> <p><b>Governance:</b> Responsibilities for action and implementation and outreach seem to be done by the president.</p> <p><b>Management:</b> A core group on the executive manages the functions of the organisation.</p> <p><b>Stakeholder engagement and partnerships:</b> Since the hurricane with technical assistance and grant aid going to the island, the fisherfolk have benefited from the rebuilding efforts by Red Cross, Samaritan purse.</p>	<p><b>Planning, monitoring, evaluation and learning:</b> They are aiming to rebuild and restore their markets for fish and lobsters in a neighbouring country. The building constructed with Canadian support was damaged in the hurricane.</p> <p><b>Resources/ capacity:</b> There is a need for a social media, or other communications system, both internally and externally to share information with the public, for advocacy and for outreach.</p> <p><b>Governance:</b> The entire membership needs to be more involved in the work of the organisation and the pictures and profiles of the executive should be documented in the communications of the group.</p> <p><b>Management:</b> The skill sets and knowledge of each member should be documented as they are opening up the organisation to new members, but need to know where persons can make significant contributions to the organisation especially those with fund raising and business management skills</p>	<ul style="list-style-type: none"> <li>• Governance</li> <li>• Need for a strategic plan of where the organisation wants to go, and a business plan to make the organisation function in a more business-like manner</li> <li>• Improve report writing</li> <li>• Full engagement/involvement of the members in the programs of the organisation</li> </ul>	One-on-one interview

		since the organisation wants to move in this direction.		
2.	<p><b>Planning, monitoring, evaluation and learning:</b> Members willing to learn and participate in activities promoted by the organisation.</p> <p><b>Resources/ capacity:</b> The organisation receives a yearly government subvention. There is also an office space free of cost - with equipment assigned to the organisation and dedicated individuals assisting the organisation.</p> <p><b>Governance:</b> The organisation has a Constitution (amended 2006) which speaks to the election of the board and its mandate.</p> <p><b>Management:</b> Existing structures used for making decisions and promoting the organisation aided by a diversity of ICT tools.</p> <p><b>Stakeholder engagement and partnerships:</b> Has recognition local, regional and internationally. Informal partnership contributing to the organisation's activities.</p>	<p><b>Planning, monitoring, evaluation and learning:</b> Development of vision, mission and strategic plan aimed at strengthening the organisation.</p> <p><b>Resources/ capacity:</b> Resource mobilisation and capacity development to enhance the skills of members with special emphasis on board members.</p> <p><b>Governance:</b> Enforce mandates contained within its constitution.</p> <p><b>Management:</b> Broaden the existing structure to include other arrangements such as committees, teams, etc. that will assist with implementation of the organisation's activities. Ensure transparency by involving members in decision-making and by systematically sharing information.</p> <p><b>Stakeholder engagement and partnerships:</b> Increase involvement of members and stakeholder in the different aspects of the organisation. Establish formal arrangement with partners.</p>	<ul style="list-style-type: none"> <li>• Define a vision and mission for the organisation linked to objectives, which would also encompass upcoming areas in which fisherfolk have a role to play such as the blue economy</li> <li>• Develop a 5-year strategic plan geared towards organisational strengthening and sustainability, with a monitoring and evaluating process included to follow up on proposed outcomes within the plan</li> <li>• Enforce mandates contained within its constitution</li> <li>• Develop a leadership succession strategy that is linked to the organisation's strategic plan</li> <li>• Establish an annual activity report and a financial report readily available to every member and key stakeholders as part of a transparency process</li> <li>• Identify the type of training that will help with strengthening the organisation and help with the growth of interested individuals such as: proposal writing, resource mobilisation, public relation, basic bookkeeping</li> <li>• Restructure the organisation taking into account new governmental and fisheries challenges and also technological</li> </ul>	Focus group; review of key documents made available by the FFO, literature review

			<p>advances in order to optimise human and financial resources</p> <ul style="list-style-type: none"> <li>• Establish and formalise partnerships defining the best way for long term collaboration aimed at strengthening the organisation and personal growth and capacity of members</li> </ul>	
3.	<p><b>Planning, monitoring, evaluation and learning:</b> The organisation operates under a strategic plan with clear written objectives. Annual plans, with a proposed budget that is linked to the strategic plan, are also formulated.</p> <p><b>Resources/ capacity:</b> A four-man-team does all the day-to-day administrative and other operational work of the organisation. They do so on almost a voluntary basis with two paid staff. An ICT tool that works well within the organisation is the cell phone which allows them to conduct their administrative work via social media platforms such as WhatsApp, Facebook and Skype.</p> <p><b>Governance:</b> The organisation has well written articles of association or by laws. It also has a well-established Board that is referred to as the Managing Committee. These members are elected from the different fishing associations in the country. These members are also charged with</p>	<p><b>Planning, monitoring, evaluation and learning:</b> There is a need to renew and update the organisation's strategic plan since the last one was for 2010 - 2015. Assistance in acquiring and engaging the organisation in projects to upscale the work with their niche beneficiaries would be a great asset.</p> <p><b>Resources/ capacity:</b> Board members and staff need to build their capacities in computer literacy, administrative skills and how to seek legal advice in dealing with fisheries issues. The organisation does have a physical office, but they need basic office equipment e.g. computer, printer, etc.</p> <p><b>Governance:</b> Clear definitions of the roles and responsibilities of the Board or managing committees and executive secretary needs to be addressed.</p> <p><b>Management:</b> A manual for policies and procedures needs to be developed for the organisation.</p>	<ul style="list-style-type: none"> <li>• Capacity building in basic computer literacy/numeracy, secretarial skills and tips to seek legal advice to address fishing issues will boost the operational work of the organisation.</li> <li>• The acquisition or procurement of office equipment for the organisation will boost their operational and day-to-day administration.</li> <li>• Renewing and updating the organisation's strategic plan is advisable.</li> <li>• Opportunities to engage in project management and implementation as well as get ideas for opportunities to fundraise will chart a way forward for the financial sustainability of the organisation.</li> </ul>	Focus group

	<p>addressing the issues of the fishing industry in the country.</p> <p><b>Stakeholder engagement and partnerships:</b> The organisation engages its beneficiaries through face-to-face meetings and informal discussions during fisheries off-seasons.</p>	<p><b>Stakeholder engagement and partnerships:</b> The Managing Committee/Board of the organisation would like to have more engagement with their beneficiaries especially those in remote areas, however conducting meetings with their primary stakeholders is very costly in terms of transportation and other logistics.</p>		
4.	<p><b>Planning, monitoring, evaluation and learning:</b> Clear and precise Constitution and rules with specific articulated objectives exist, which can be the basis for the development of a vision, mission and subsequent strategic actions. Beneficiaries are well defined in the Constitution and their needs have been identified based on information gathered through ad hoc interactions with them. Current chairman has exposure and training in project development and donor funded project management through his Co-op.</p> <p><b>Resources/ capacity:</b> Whilst the Executive Committee is non-functional, the current Chairman has received training through CNFO, CANARI, UWI-CERMES in several related areas and has working knowledge and experience in administration, project development/planning, and financial management and auditing. The organisation currently operates from the office of primary organisation of the Chairman, which has adequate office</p>	<p><b>Planning, monitoring, evaluation and learning:</b> Development of vision and mission, 5-year strategic plan and subsequent annual workplans and budgets.</p> <p><b>Resources/ capacity:</b> Review and determine location and need of a registered office and equipment and other support required. Support to establish policies and procedures for administration, budgeting, project planning, financial management, fundraising etc.</p> <p><b>Governance:</b> Reestablishment of the Executive Committee via open and transparent nomination and new elections. Mentoring and support to the Executive Committee to develop the competencies needed to provide effective oversight of management and fundraising. Competencies include administration, human resources, financial, fundraising, communication.</p> <p><b>Management:</b> Develop organisational structure and support staff positions. Development of</p>	<ul style="list-style-type: none"> <li>• Stakeholder/beneficiaries outreach, communication and engagement plan</li> <li>• Strategic planning and development of 5-year plan</li> <li>• Election of Executive Committee members</li> <li>• Training of all Executive Committee members and representatives of key membership organisations in administration and organisational management, human resources management, financial management, work planning and budgeting, project planning</li> </ul>	<p>Review of key documents made available by the FFO, one-on-one interviews, literature review</p>

<p>and meeting space, computers and support, including a computerised financial management system (quick books). However, it is felt that perhaps the organisation would be better served if there is an independent and central office and supporting capacity. Some awareness of potential for revenue generation but none mobilised/accessed.</p> <p><b>Governance:</b> The organisation is legally registered with a Constitution that sets out rules and procedures for membership, voting, meetings, elections, etc. Enabling environment for fulfilling all the legal and fiscal requirements. Executive Committee members are familiar with the Constitution/by-laws.</p> <p><b>Stakeholder engagement and partnerships:</b> The organisation's Executive Committee has a good understanding who are its key stakeholders but has not engaged in a systematic identification process. The organisation believes in the value of stakeholder engagement and there is some engagement of stakeholders in some respects such as identification of issues, training, information sharing. The organisation has potential for good partnerships with other organisations nationally and regionally. There is some active collaboration and participation in relevant capacity building and policy activities relevant to its objectives such</p>	<p>administrative policies and procedures. Communication and information dissemination plans and procedures.</p> <p><b>Stakeholder engagement and partnerships:</b> Conduct stakeholder identification and analysis including needs assessment and roles and responsibilities with regards to membership/beneficiaries and capacity building support. Executive Committee with support of mentor conduct outreach and support to fishermen's Co-op to sensitise on purpose and benefits of the organisation and participation. Development of a communication and engagement strategy.</p>		
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	as attendance and participation in Fishery Advisory Committee, CNFO activities, etc.			
5.	<p><b>Planning, monitoring, evaluation and learning:</b> The organisation has a clear strategic plan, and management team in place which plans and monitors the growth of the organisation.</p> <p><b>Resources/ capacity:</b> The organisation currently operates at an advanced level of organisation; however, it has a vision for expansion.</p> <p><b>Governance:</b> The organisation has strong governance systems in place and is compliant with local laws and international best practices.</p> <p><b>Management:</b> The organisation has invested in its management personnel and is reaping the returns from internal expansion in staff.</p> <p><b>Stakeholder engagement and partnerships:</b> The organisation has multiple stakeholders and partnerships.</p>	<p><b>Resources/ capacity:</b> The organisation wants to Go Green with solar systems and expand its assets to improve income</p> <p><b>Management:</b> The management system can be further strengthened with new technologies e.g. My HR.</p> <p><b>Stakeholder engagement and partnerships:</b> The further inclusion of more fisherfolk membership which could expand their market base.</p>	<ul style="list-style-type: none"> <li>• The organisation wishes to “green” their building to reduce electricity cost which is exorbitant.</li> <li>• Expand the structure of the present location to be used as an additional income generation through rental</li> <li>• Improve skills for writing project proposals to get grants.</li> </ul>	Focus groups; one-on-one interviews
6.	<p><b>Planning, monitoring, evaluation and learning:</b></p> <ul style="list-style-type: none"> <li>○ Historical significance</li> <li>○ Strong tradition of National Fisher Cooperative Societies</li> </ul>	<p><b>Planning, monitoring, evaluation and learning:</b> It is apparent from conversations with some members of the organisation’s Board, that they had agreed to convene meetings on</p>	<ul style="list-style-type: none"> <li>• The organisation must address its governance challenges as a prerequisite to addressing the needs of its primary organisations.</li> <li>• Primary organisations must be strengthened to enable the</li> </ul>	One-on-one interviews

<ul style="list-style-type: none"> <li>○ Committed FFO representatives with the requisite experience</li> <li>○ Interviewees reasoned that the organisation's <i>raison d'être</i> was bulk purchasing on behalf of constituent FFOs</li> <li>○ The organisation was also seen as a key stakeholder and voice for FFOs in the fisheries sector; and that the organisation can act as a sourcing agency for FFOs inputs nationally.</li> </ul> <p><b>Resources/ capacity:</b></p> <ul style="list-style-type: none"> <li>○ An experienced Administrative Officer</li> <li>○ Opportunities for creating economies of scale</li> </ul> <p><b>Governance:</b></p> <ul style="list-style-type: none"> <li>○ The organisation has a history of hosting meetings and dependable leadership</li> <li>○ Following the election of the new Board, there were plans to establish a Secretariat</li> </ul> <p><b>Management:</b></p> <ul style="list-style-type: none"> <li>○ The organisation has an Administrative Officer (AO)</li> <li>○ The AO is responsible for administering the affairs of the organisation under the direction of the Board</li> <li>○ FFOs had agreed to make monthly contributions towards payment of a small Stipend to the AO, but payments have lapsed.</li> </ul>	<p>the last Sunday of every month; but while they had agreed to decentralise meeting venues, meetings were mostly held in one particular location at least until the latter half of 2019. The organisation should consider whether the lack of a quorum at these meetings is a result of the choice of Sunday afternoon which may not be suitable for some members.</p> <p><b>Resources/ capacity:</b> The organisation has limited resources and limited capacity to implement. A concerted effort should be made to establish the Secretariat to give some physical presence and a face to the organisation. It needs to identify business ventures that could serve as revenue generation to sustain its Secretariat. Thought should be given to the staff and accessibility of that Secretariat to members.</p> <p><b>Governance:</b> The organisation's challenges stem from the weaknesses of constituent primary FFOs and the weakness of the decision-making processes and communication. Leadership appears dysfunctional. The current Board should be either revamped or given a new mandate. The organisation's members should be trained in Board governance. Capacity building for strengthening of primary FFOs extremely relevant in the current context.</p> <p><b>Management:</b></p>	<p>organisation to achieve its governance targets and become a legitimate umbrella organisation.</p> <ul style="list-style-type: none"> <li>● The organisation needs to revisit traditional partnerships and build an effective communication network/system for sharing and dissemination of information. The timeliness of sharing and dissemination is critical.</li> </ul>	
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	<ul style="list-style-type: none"> <li>o Communication within the NFO is facilitated through a WhatsApp Group Chat.</li> </ul>	<p>Primary FFOs should honour their commitment to contributing to the payment of the AO stipend.</p> <p><b>Stakeholder engagement and partnerships:</b> Need for further investigation, but interviews completed so far do not suggest that the NFO has any current working partnerships at present</p>		
7.	<p><b>Planning, monitoring, evaluation and learning:</b> Information on other stakeholders working in this area exist as well as strong partnerships through the CNFO and various projects. The needs and views of the fisherfolk are also considered in planning and decision making.</p> <p><b>Resources/ capacity:</b> Although there is currently no staff, given limited funds, Board Members conduct work on a voluntary basis. Some people within the organisation are trying to use ICT in some areas and the organisation has been involved through donor funded projects in development of its ICT capacity.</p> <p><b>Governance:</b> The organisation is legally registered and has by-laws in place. The Board has a clear understanding of roles and responsibilities which include developing a clear vision of the outcomes or goal.</p>	<p><b>Planning, monitoring, evaluation and learning:</b> Even though the organisation conducts work and develops projects that are linked to the mission, it is usually done on an ad hoc basis. The organisation needs to develop a comprehensive strategic plan with full participation of the Board, Members, beneficiaries and partners.</p> <p><b>Resources/ capacity:</b> Organisation of work is done on an ad hoc basis and is usually driven by donor funded projects. An organisation-wide analysis of work requirements should be conducted as part of strategic planning. Fundraising for income is on a small-scale and there is no funding to pay regular salaries since the organisation is mostly dependent on limited donors.</p> <p><b>Governance:</b> Although the Board has a clear understanding of roles and responsibilities, consistency in articulating the mission is limited due to resource constraints. The</p>	<ul style="list-style-type: none"> <li>• The organisation needs to develop a comprehensive strategic plan with full participation of the Board, members, beneficiaries and partners.</li> <li>• The organisation needs to have sufficient funds to ensure its long-term sustainability and functional units and programmes need to be developed.</li> <li>• The organisation needs an organisational structure and defined programme units to facilitate effectiveness and efficiency.</li> <li>• The organisation needs to strengthen its strategic partnerships to achieve its mission.</li> </ul>	<p>One-on-one interview; review of key documents made available by the FFO</p>

	<p><b>Management:</b> Although there is no staff, the organisation still tries to serve its Members through voluntary work by Board Members and collaboration with the primary fisherfolk organisations.</p> <p><b>Stakeholder engagement and partnerships:</b> The organisation has good partnerships with a few organisations and actively collaborates in activities relevant to its mission. The organisation also has a clear image and message of intent, purpose and policy.</p>	<p>organisation needs a formal strategic plan and staff to support its work.</p> <p><b>Management:</b> There is no chart setting out an organisational structure and functional units for the organisation and due to lack of funds there is no salaried staff.</p> <p><b>Stakeholder engagement and partnerships:</b> There is no written communications strategy and a clear stakeholder engagement strategy is needed.</p>		
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\*Note: The information provided in Annex 1 was extracted from the assessment reports prepared by the Mentors and set out in a manner to maintain the confidentiality of the respective FFO's information.