



CANARI Caribbean Natural Resources Institute

# The Local Green-Blue Enterprise Radar

A tool to support community enterprises



This toolkit is funded by the European Union

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The Local Green-Blue Enterprise Radar was developed by the Caribbean Natural Resources Institute (CANARI) through an action learning process with Caribbean micro, small and medium enterprises (MSMEs) and business support experts over the period 2016 to 2020.

The Radar was developed by CANARI staff Akosua Edwards, Keisha Sandy, Nicole Leotaud and Sasha Jattansingh, who designed and facilitated piloting, and Aaron Peter who assisted with data visualisation. The toolkit was compiled by Sasha Jattansingh, Nicole Leotaud and Akosua Edwards. Cases studies were authored by Sasha Jattansingh and Sasha Harrinanan.

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- Grande Riviere Nature Tour Guides Association
- d'Market Movers
- Trinidad and Tobago Bridge Initiative (TTBI)
- Twigs Naturals
- Network of Rural Women Producers Trinidad and Tobago
- Brasso Seco Paria Tourism Action Committee
- Green Market Santa Cruz
- Nature Seekers

Their work continues to be our inspiration!

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# List of Acronyms

CANARI	Caribbean Natural Resources Institute
C-CAM	Caribbean Coastal Area Management Foundation
CFL	Compact fluorescent lamp
CNFO	Caribbean Network of Fisherfolk Organisations
EAG	Environmental Awareness Group
FACRP	Fondes Amandes Community Reforestation Project
FoProBiM	Fondation pour la Protection de la Biodiversité Marine
GDP	Gross Domestic Product
#GE4U	Transformation Towards an Inclusive Green Economy in the Caribbean
LED	Light-emitting diodes
LGE	Local Green-Blue Enterprise
MSMEs	Micro, small and medium enterprises
PISCES	Powering Innovations in Civil Society and Enterprises for Sustainability in the Caribbean
SDGs	Sustainable Development Goals
SLNT	Saint Lucia National Trust
SusGren	Sustainable Grenadines Inc
TTBI	Trinidad and Tobago Bridge Initiative

# Introduction

## What is the purpose of the Radar?

Since 2010, the Caribbean Natural Resources Institute (CANARI) has been engaging Caribbean stakeholders in dialogues to explore ‘green economy’ and ‘blue economy’ in the Caribbean context and the pathways for transformation of our economic development models to ones that are more environmentally sustainable, inclusive and resilient.

Micro, small and medium enterprises (MSMEs) are a key pathway to sustainable, inclusive and resilient green economies since they already deliver economic, social and environmental co-benefits.

The Local Green-Blue Enterprise Radar aims to help local community MSMEs, particularly those based on the use of natural resources, assess how they are delivering ‘triple bottom line’ benefits (economic, environmental and social) and good governance, and what are possible areas for improvement.

## Who should use the toolkit?

This toolkit is designed to be used by small business facilitators, trainers, coaches and mentors – who may be working with government agencies, civil society or community organisations, inter-governmental technical organisations, or academic institutes – providing support to local community MSMEs. Small business experts using the toolkit may need to work in collaboration with experts on environmental management and social development to be able to explore thoroughly all aspects of triple bottom line co-benefits.

CANARI uses this toolkit as a resource in its training of small business experts to support local MSMEs as a pathway to more environmentally sustainable, inclusive and resilient economies in the Caribbean.

The Local Green-Blue Enterprise Radar will add value to those involved in enterprise development, social entrepreneurship, community development, environmental sustainability and economic development generally. The toolkit is designed primarily for those working in the Caribbean; however, many of the approaches are applicable to local community green-blue enterprises in other countries, particularly developing countries and small island developing states.

## How to use the toolkit

The toolkit is divided into four sections:

**Section 1** provides an overview of the green economy and blue economy and definitions of concepts and terms that are commonly used and that you will find throughout the toolkit.

**Section 2** provides an overview of the Local Green-Blue Enterprise Radar as well as facilitation and activity guides for applying the tool.

This includes key steps for the facilitators and some guidance on time needed, though this will depend on the number of participants and their capacities and interests. Where relevant, the activity sheets also provide tips for facilitators and guidance on pitfalls to avoid. Brief examples and lessons learnt during previous Radar facilitation sessions are also provided which may be of value to other facilitators.

**Section 3** provides brief case studies of local MSMEs which applied the Local Green-Blue Enterprise Radar at sessions facilitated by CANARI and mentors trained by CANARI.

**CANARI regards this toolkit as a living document that will be refined, adapted and expanded based on its own and others' experiences. We welcome comments, suggestions and feedback to ensure that the toolkit meets the needs of local green-blue enterprises and other stakeholders in the Caribbean. Please send these to [info@canari.org](mailto:info@canari.org).**

## Key concepts

1.1. Understanding the green-blue economy

1.2. Definition of Key Terms

## 1.1. Understanding the green-blue economy

The concept of a green economy is becoming increasingly influential on the way national governments and regional and international institutions design economic policies. A green economy is one which transforms our fundamental approaches to economic development to deliver benefits to people, planet and prosperity – the so called ‘triple bottom line’. A green economy is an opportunity to integrate sustainability and social equity as key elements of a thriving economic system which operates within the boundaries of a finite and fragile planet (see Box 1)

### Box 1

“In the context of the Caribbean, a Green Economy is one that aims for long-term prosperity, rather than solely for growth, through equitable distribution of economic benefits and effective management of ecological resources. It is economically viable and resilient to both external and internal shocks; self-directed and not driven by external agendas or funding opportunities, and self-reliant by being based predominantly on domestic production and investment. A Caribbean Green Economy is pro-poor and generates decent jobs and working conditions that offer opportunities for self-advancement for local people.” (CANARI 2012)

Blue economy has also emerged as a concept gaining increasing attention in the Caribbean, given that the economic potential for the marine exclusive economic zones of these countries is significantly larger than that of their land area (Caribbean Development Bank 2019). Blue economy is also being framed with the same grounding principles as the green economy (see Box 2).

### Box 2

“... the concept of the blue economy rests on these main themes:

1. Sustainable and inclusive growth and development;
2. Reducing the risk of over exploitation and risky methods of extraction/usage of the ocean’s resources;
3. Enhancing the welfare of coastline communities in terms of economic opportunities and social protection; and
4. Ensuring resilience of countries to natural disasters and the impact of climate change.” (Caribbean Development Bank 2018)

In the Caribbean, as elsewhere, it is vital that we find ways to transform our economic development models so that they are: more inclusive and spread economic benefits; environmentally sustainable and do not breach ecological thresholds; and resilient to climate change, natural hazards and socio-economic crises (Andrew 2018). An inclusive and resilient green-blue economy has emerged as a pathway towards achieving the Sustainable

Development Goals (SDGs) while eradicating poverty and ensuring long-term economic prosperity and safeguarding environmental and natural resources, which underpin human health, well-being and development.

### ***Understanding medium, small and microenterprises (MSMEs)***

Globally, medium, small and microenterprises (MSMEs) account for 95 % of the world's private enterprises and provide 60% of private sector employment (OECD 2000). These numbers are significantly higher when informal MSMEs are included. MSMEs are certainly the backbone of Caribbean economies, making up between 70% to 80% of businesses; they contribute between 60% and 70% of the Gross Domestic Product (GDP) and account for approximately 50% of employment (Caribbean Development Bank 2016). They are also considered drivers of the private sector that 'eases the burden' on governments by creating jobs that states would otherwise have to provide.

Many MSMEs are in the informal sector and are particularly important for poor and vulnerable groups. They promote innovation, create employment and economic opportunities and deliver economic, social and environmental benefits to our communities and countries. Many MSMEs are also heavily dependent on ecosystem goods and services, particularly those involved in agriculture, craft and other non-timber forest products, food and beverage processes and ecotourism. MSMEs have considerable potential to contribute to or detract from healthy ecosystems and provision of ecosystem services.

### ***MSMEs as a key pathway to the green-blue economy***

MSMEs are a key pathway to inclusive, sustainable and resilient economies since they already deliver economic, social and environmental co-benefits. MSMEs are ideal to drive such an economic transformation as they: effectively reach economically marginalised groups such as rural communities, women and youth; provide social benefits through local employment; are resilient and innovative and can respond quickly to risks and opportunities



Figure 1: CANARI and other members of the Green Economy Coalition (GEC) launched the Santa Cruz Declaration on Local Green Enterprises on November 3, 2017 in Santa Cruz, Trinidad and Tobago. The declaration is a global call to action from manufacturers, producers, business owners, entrepreneurs, innovators, and local communities in recognition of the vital importance of smaller businesses to addressing global challenges. *Photo: CANARI*

due to their small size and flexibility; and encourage stewardship of natural resources upon which local livelihoods depend (CANARI 2019). The flexibility of MSMEs enables them to deliver the triple bottom line of environmental, social and economic benefits.

Community-based MSMEs that deliver these triple bottom line benefits are referred to as local green(-blue) enterprises. In this regard, CANARI and the Green Economy Coalition launched the Santa Cruz Declaration on Local Green Enterprises in 2017. This is a call to action from manufacturers, producers, business owners, entrepreneurs, innovators, and local communities in recognition of the vital importance of smaller businesses to addressing global challenges.



Figure 3: Primary school students during an educational tour of the Tank Husbandry and Turtle Hatchery facility run by Grande Riviere Nature Tour Guides Association (GRNTGA) in Trinidad and Tobago. Photo: GRNTGA



Figure 2: Green Market Santa Cruz in Santa Cruz, Trinidad and Tobago, connects small organic farmers directly with consumers who are interested in buying healthier produce. Photo: Green Market Santa Cruz



Figure 4: Tours of the Manchuria Caocao and Coffee estate in Brasso Seco, Trinidad and Tobago are conducted by members of the Brasso Seco Paria Tourism Action Committee (BSPTAC), who also manage the estate. Photo: BSPTAC

### ***Understanding the triple bottom line***

The triple bottom line is an accounting framework for enhancing sustainability in businesses. The term was developed by serial entrepreneur John Elkington as a way to measure and evaluate a business' contribution to economic, social and environmental dimensions of sustainability. As discussed above, the triple bottom line uses environmental sustainability, social equity and inclusion and economic wellbeing and prosperity – or put simply, people, planet, and profit — to measure the health and quality of a business' impact. It emphasises

that the pursuit of sustainable development is more than just reconciling potential conflicts between economic growth and ecological sustainability; there is a social dimension to sustainability (Okanga and Groenewald 2017).

The advancement of the concept of the triple bottom line has directly supported the creation of various responsible business models, frameworks and methodologies, such as Social Return on Investment, Environmental, Social and Corporate Governance and Global Reporting Initiative, and directly helps the achievement of the Sustainable Development Goals (SDGs) through enhanced private sector accountability (Rudowski 2018).

While the concept of a green-blue economy is increasingly being included in policy in the Caribbean, the practice of systematically applying these concepts to actual MSMEs still lags. A key challenge is the lack of a suitable tool to support MSMEs in exploring their role in an inclusive and resilient green economy by assessing their operations and activities against the triple bottom line of environmental, social and economic benefits.

## 1.2 Definition of Key Terms

<b>Biodiversity</b>	The species of plants, animals, bacteria, fungi and other living organisms in the world or in a place
<b>Blue economy</b>	The blue economy promotes the sustainable use of ocean resources for economic growth, improved livelihoods and jobs, while preserving the health of marine and coastal ecosystems.
<b>Buy or support buying local</b>	Buy or support buying goods and services that are produced in your community or communities nearby rather than goods and services that are from far away
<b>Capacity</b>	The ability of a person or organisation to participate effectively in the process in which they are engaged
<b>Decent work</b>	Involves opportunities for work that are productive and deliver a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organise and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men
<b>Energy conservation</b>	Walking and biking rather than driving a car are examples of energy conservation. It is forgoing a service rather than changing the energy efficiency.
<b>Energy efficiency</b>	Energy efficiency means using less energy to provide the same service. For example, a compact fluorescent bulb is more efficient than a traditional incandescent bulb as it uses much less electrical energy to produce the same amount of light.
<b>Enterprise</b>	A business which can be incorporated as for profit or not for profit
<b>Environment</b>	The surroundings or conditions in which a person, animal, or plant lives or operates
<b>Equity</b>	A distribution of assets and resources among persons in an enterprise, society or nation that is considered fair and just

<b>Financial sustainability</b>	The ability of the organisation or enterprise to secure funding to carry out its work today and into the future
<b>Green economy</b>	“In the context of the Caribbean, a Green Economy is one that aims for long-term prosperity, rather than solely for growth, through equitable distribution of economic benefits and effective management of ecological resources. It is economically viable and resilient to both external and internal shocks; self-directed and not driven by external agendas or funding opportunities, and self-reliant by being based predominantly on domestic production and investment. A Caribbean Green Economy is pro-poor and generates decent jobs and working conditions that offer opportunities for self-advancement for local people.” (CANARI 2012)
<b>Governance</b>	The process of decision-making and the process by which decisions are implemented (or not implemented)
<b>Good governance</b>	Good governance is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law (UNESCAP 2009).
<b>Local green-blue enterprise</b>	Community-based medium, small and microenterprises (MSMEs) that deliver environmental, social, economic and good governance co-benefits are considered to be local green-blue enterprises.
<b>Marginalised</b>	Persons who are not often considered to be part of the mainstream population but may be on the periphery; they may have little say in decisions made in a society (e.g. rural poor, elderly, women, youth, differently-abled)
<b>Natural resources</b>	For our purposes, natural resources refers to all the living and organic material, such as plants and animals, that are found around us.
<b>Networking</b>	Connecting and interacting with others to achieve a purpose
<b>Ownership</b>	The right to the enterprise
<b>Participatory decision-making</b>	Providing the opportunity for stakeholders in the organisation to collectively assess, evaluate and execute the mobilisation of local resources and divergent interests
<b>Partnership</b>	Two or more persons or organisations working together for a common goal (e.g. to solve a problem, get funding, etc.)
<b>Pollution</b>	To put something into the environment that is harmful to it; (e.g. vehicle exhaust into the air, garbage on the street and pesticides in the water)
<b>Medium, small and microenterprises (MSMEs)</b>	A micro enterprise is a business that has a maximum of 5 employees while a small enterprise has 6-25 employees. A medium enterprise has between 26-50 employees (Oxford Business Group 2016)
<b>Triple bottom line</b>	A framework which encourages businesses to focus on social and environmental concerns in addition to profits; posits instead of one bottom line there should be three: people, planet and profit.
<b>Vision</b>	The road map of the future (e.g. goals, expectations, ideas) for the enterprise or society
<b>Voice</b>	Ability of stakeholders to input into decisions
<b>Water efficiency</b>	Using less water to perform the same service/function (e.g. taking showers instead of baths, using a bucket to wash cars rather than a hose)

# The Local Green-Blue Enterprise Radar

- 2.1. Understanding the Local Green-Blue Enterprise Radar
- 2.2. Developing the Local Green-Blue Enterprise Radar
- 2.3. Data Analysis and Visualisation
- 2.4. Tools and Resources for facilitating a Local Green-Blue Enterprise Radar focus group

## 2.1 Understanding the Local Green-Blue Enterprise Radar

### *What is the Local Green-Blue Enterprise Radar?*

Since 2017 CANARI has been working with entrepreneurs and support agencies in the Caribbean to develop and test a tool called the Local Green-Blue Enterprise Radar to help local community MSMEs to explore their role in green economies and to provide a simplified methodology of enabling these enterprises to conduct triple bottom line assessments. The tool was developed using an action research and learning process and is based on internationally available tools and resources and expert knowledge from developing and supporting MSMEs in the Caribbean. It was tested and refined through applications with MSMEs in The Bahamas, Dominica, Grenada, Haiti, Jamaica, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines and Trinidad and Tobago.

The Local Green-Blue Enterprise Radar is a self-assessment tool to assist local community MSMEs:

1. to assess where their business is in delivering ‘triple bottom line’ of environmental, social and economic benefits and demonstrating good governance; and
2. to reveal and explore opportunities to enhance delivering these benefits while improving business performance.

CANARI uses a facilitated process, based on appreciative inquiry, to help local MSMEs create their own Radar diagram. The self-assessment exercise is usually done as a focus group with members of the enterprise. This can help MSMEs improve their businesses and can be used to monitor changes within businesses to guide learning over time. Entrepreneurs adjust and change their perception on ‘green/blue’ thus leading to new, improved and innovative methods of operating their enterprises, which support sustainability. They build understanding and capacity to contribute towards advancing sustainable development and ‘green’ economies from the ground up. The Local Green-Blue Enterprise Radar therefore allows MSMEs to better understand their current strengths and weaknesses and how to identify suitable strategies for their enterprises to enhance their own practices, services, products, value chains and relationships.

### *What does it represent?*

The Local Green-Blue Enterprise Radar is a visual representation of the three dimensions of business sustainability – economic wellbeing and viability, social inclusion and equity, and environmental sustainability – as well as good governance. Specific indicators are used to explore each dimension during the self-assessment of the enterprise. CANARI has identified six indicators for each dimension that attempt to capture the key elements (see Table 1). Note that there are different ways that enterprises can assess their performance for the indicators – through their practices, what they promote others to do, and what products and services they provide. The indicators attempt to capture all these facets.

However, not all indicators may be relevant to every MSME and there are opportunities to tailor or add indicators to the specific enterprise and context.

**Table 1: List of indicators for each dimension of the Local Green-Blue Enterprise radar**

Dimension	Indicator
Economic	Shares benefits
	Fosters equity in benefits
	Uses collective ownership and shareholding
	Builds economic linkages
	Builds financial sustainability
	Creates jobs
Governance	Builds common vision
	Uses participatory decision-making
	Shares ownership of knowledge
	Captures and shares knowledge
	Engages stakeholders
	Shares decision-making
Social	Enhances voice
	Gives opportunities to the marginalised
	Enhances capacity and empowers
	Fosters partnerships and networks
	Ensures decent work
	Promotes buying and supporting local
Environmental	Practices sound water use
	Avoids water pollution
	Avoids soil pollution
	Avoids air pollution
	Conserves biodiversity
	Demonstrates energy efficiency and use



Figure 5: Members of Nature Seekers – a non-governmental organisation focused on turtle conservation, based in Matura, Trinidad & Tobago – display their Radars, following a self-assessment of the NGO in May 2019. Photo: CANARI

### Who should use the tool?

The Local Green-Blue Enterprise Radar is designed to be used by local MSMEs, including community-based and non-profit civil society organisations who operate revenue-generating streams as part of their operations and activities, particularly those based on the use of ecosystem goods and services. In applying the Local Green-Blue Enterprise Radar, MSMEs should engage internal stakeholders (i.e. persons working within the enterprise) as well as external stakeholders (e.g. consumers, support agencies, partner enterprises, community members). This brings a diversity of perspectives into the discussion and builds common understanding and commitment to work together to take the enterprise forward in a green-blue economy.



“The Local Green-Blue Enterprise Radar is designed to be used by local MSMEs, including community-based organisations and non-profit civil society organisations who operate revenue-generating streams as part of their operations and activities, particularly those based on the use of ecosystem goods and services.”

Skilled facilitators who have been trained by CANARI on the Local Green-Blue Enterprise Radar should lead the radar focus group session. Resource persons who are experts on environmental, social and economic matters may also be invited to assist in the process. It is recommended that two facilitators with expertise in different Radar dimensions co-facilitate the radar session, with the lead facilitator being a CANARI-trained Local

Green-Blue Enterprise Radar facilitator e.g. a CANARI-trained small business expert and an environmental expert. Having two co-facilitators will enhance the radar development process since they will be able to provide their expertise and perspectives in guiding the local MSMEs in developing their radar. The tool can also be used by government agencies with responsibility for community development, natural resources management or social development to identify target areas where they can support local MSMEs to enhance their delivery of environmental, social and economic benefits and good governance in their operations.



Figure 6: This ice-cream vendor (left) is one of the regular vendors at Green Market Santa Cruz, selling his range of natural flavour ice-creams to consumers who are interested in buying healthier products. Photo: CANARI

### ***What are the limitations of the Local Green-Blue Enterprise Radar?***

The Local Green-Blue Enterprise Radar is not suitable to compare different enterprises, as the assessment is highly specific and based on personal judgement. It is rather intended to help an enterprise to identify its current position and track its journey for development in a green-blue economy. The focus is on eliciting collective discussion and exploration of ideas for improvement rather than judgement and criticism. It is based on the subjective entrepreneurs' perception of the enterprise and is considered a facilitated self-assessment tool. It does not analyse the institutional environment or other factors that may impact the functioning of the enterprise. The tool will thus not tell the user the extent to which the enterprise impacts or is impacted by the value chain. It will, however, tell the enterprise what it needs to develop to sell its products and services while delivering the triple bottom line benefits.

### ***What are the benefits of the Local Green-Blue Enterprise Radar?***

The Local Green-Blue Enterprise Radar is simple and easy to use. It requires minimal resources (paper, markers, coloured markers or crayons). It is visually easy to understand and analyse but stimulates a rich discussion. Time taken to build the Radar diagram is minimal. It also captures the wealth of local knowledge in community entrepreneurs and helps them to celebrate their achievements, while identifying opportunities for growth. The Radar facilitates knowledge exchange and collective capacity building and helps local community entrepreneurs to understand their role in green-blue economies that are environmentally sustainable, inclusive and resilient. Using the Radar promotes knowledge sharing, enhances the knowledge of the entrepreneurs about the various indicators of performance, stimulates sharing of different perspectives and debate, celebrates success and encourages the identification of opportunities for growth, and catalyses collective

commitment to action. The Radar can also help entrepreneurs assess the progress made by their organisation in meeting triple bottom line co-benefits each time the Radar session is conducted. The Local Green-Blue Enterprise Radar can therefore be used to track the triple bottom line performance of an enterprise across time periods. This tracking enables enterprises to plan and implement efforts to improve their social, environmental and economic performance.

**Table 2: Pros and Cons of using the Local Green-Blue Enterprise Radar**

PROS	CONS
<ul style="list-style-type: none"> <li>• Easy and simple to create</li> <li>• Is not a time-consuming process</li> <li>• Requires minimum resources</li> <li>• Assess triple bottom line co-benefits</li> <li>• Builds capacity and shared commitment</li> <li>• Help identify strategies</li> <li>• Can track how an MSME is performing over time</li> </ul>	<ul style="list-style-type: none"> <li>• Cannot compare different MSMEs</li> <li>• Subjective</li> </ul>

In so doing, MSMEs will better understand their role in developing inclusive, resilient and sustainable economies in the Caribbean. MSMEs will therefore need to know their current strengths and weaknesses and how to identify suitable greening strategies for their enterprises to enhance their own practices, services, products and value chains.

## 2.2 Developing the Local Green-Blue Enterprise Radar

A facilitated process based on appreciative inquiry is used to help MSMEs create their own Radar diagram. This is done using a focus group comprised of members of the enterprise, as well as possibly other stakeholders (e.g. customers, partners, support agencies) if the enterprise decides so. This allows for more in-depth exploration and discussion of people's perceptions of how the MSME is doing in delivering environmental, social and economic co-benefits and good governance. Open-ended questions related to the Radar are used to enable dialogue amongst MSME members. The facilitator(s) is/are encouraged to probe responses in order to better understand the current practices, operations and policies the enterprise is engaged in and what it needs to improve to deliver triple bottom line benefits. Based on respondents' answers to one question, the facilitator can introduce additional probing questions. The aim is always to build understanding, share knowledge, identify opportunities and foster ideas.



### **Box 3: Materials required for Radar focus group**

- Note paper
- Pens
- Crayons or colour pencils
- Markers
- Laptop and Local Green-Blue Enterprise Radar Excel worksheets (if these are being used)
- Printed blank Radar diagram template
- Flip chart easel and flip chart paper

## **Step 1. Organise focus group with MSME members (and external stakeholders)**

### **a) Logistics**

Organise the venue and date of the Radar focus group with the members of the MSME. Ensure that you have required materials for the Radar focus group (see Box 3).

### **b) Participants**

The focus group should ideally comprise between 6 to 10 persons to enable everyone to participate fully, engage in open discussion and gain insights on the enterprise. External stakeholders (e.g. consumers, support agencies, partner enterprises, community members) should be invited to attend the focus group to enable common understanding and collaboration to develop the enterprise further in a green-blue economy.

### **c) Facilitators**

A lead facilitator and if possible, a co-facilitator, should facilitate the Radar focus group, based on their expertise and knowledge in at least one Radar dimension (i.e. economic, social, environmental and governance). Lead facilitators should be trained by CANARI in facilitating the Local Green-Blue Enterprise Radar process. Resource persons such as environmental, social and/or economic experts should also be invited to assist and provide technical expertise during the focus group. There should be at least one resource person present.

#### *d) Preparing to facilitate*

The lead facilitator, co-facilitator and other resource person(s) should be adequately briefed and oriented on the Radar facilitation process prior to the session. They should plan the agenda and process they will use, and what role each will play (see tips in Box 4).

#### **Box 4: Conducting effective focus groups**



- Start by introducing yourself and your organisation and explain the purpose of the exercise. Request participants' consent if you are using a digital recorder and explain the guidelines related to confidentiality and anonymity.
- Ask participants to introduce themselves, preferably with an icebreaker technique to put people at ease.
- Encourage participants to ask any further clarifying questions about the purpose of the focus group and what will be done with the information they provide.
- During the session, focus on building rapport with the participants and encourage them to share their views openly; stress there are no right or wrong answers. Listen to what they have to say and treat all responses with respect. Allow for silences and give them time to think.
- Avoid stating any personal opinions. Use neutral comments such as "I see" or "that is an interesting point".
- Take detailed notes even if using a digital recorder. Try to capture some of what people say verbatim so that you do not lose the flavour of what is being said.
- At the end of the session, reiterate how you will share the information and make sure you have their contact details for any follow up, as needed.

#### *e) Preparing the materials for the Radar session*

Draw a blank Radar diagram on flipchart paper and label indicators (see tips in Box 5). Have markers, crayons/coloured pencils available for use by focus group participants. If needed, have enough handouts on the radar to disseminate to participants at the start of the session. Case studies of radars for local MSMEs are found in Section 3, which may serve as useful examples to illustrate key elements of the radar process and its benefits.



Figure 7: Coloured pencils (seen here), crayons and markers are the resources most often used by participants to colour each quadrant of their MSME's Radar. Use a different colour for each quadrant. Photo: CANARI



### Box 5: Tips for drawing the Radar

• Firstly, draw a large circle on a flipchart sheet and divide into four quadrants. Each quadrant represents each of the four dimensions of the Radar: economic, social, environmental and good governance. Label the four dimensions.

• Within each quadrant, draw five equally spaced lines extending from the centre of the circle to the circumference. These lines represent individual indicators for each dimension. Label each line with the corresponding indicator. See Table 1 for list of indicators.

• Divide each indicator line to indicate 10 points, with zero being at the centre of the circle (the start of the line) and 10 being on the circumference of the circle (end of the line).

• Each indicator is ranked on a scale from 0 to 10 (10 = high and 0 = low). For each indicator, a point is placed on the Radar diagram which corresponds to the value given by the group on how they think the MSME has performed.

• Once all indicators have been ranked and corresponding points placed on the Radar diagram, draw a line that connects all points together. Colour each quadrant of the Radar with the corresponding colour of the dimensions.

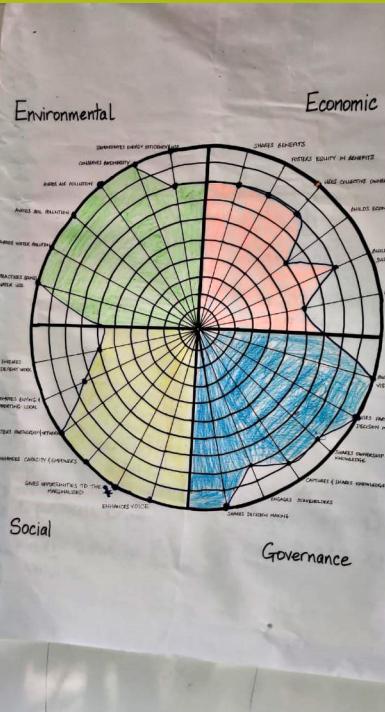


Figure 8: A completed Green Enterprise Radar. Photo: CANARI

## Step 2. Conduct the focus group

### a) *Introductions and icebreakers*

The mood of the focus group session should be informal, positive and make participants comfortable to share opinions and insights amongst each other.

Welcome participants to the focus group session and introduce yourself and explain that you will be the facilitator for the day's session. Ask participants to introduce themselves to the rest of the group. Use an icebreaker to break any tension or apprehension in the room.

State the purpose of the session is to help the MSME to develop their own Local Green-Blue Enterprise Radar. Thank participants for being part of today's session and explain that it is a participatory and non-judgemental space. Emphasise that there are no right or wrong answers and everyone's views, insights and suggestions are welcomed during the session. Emphasise that the radar is created by MSME members for members to help them to celebrate what they have achieved and identify opportunities to continue to develop their business.



Figure 9: Members of the Grande Riviere Nature Tour Guides Association get to know stakeholders and each other better during an icebreaker exercise at the start of the Radar focus group in September 2018. Photo: CANARI

### b) *Define key concepts*

Explain what the Local Green-Blue Enterprise Radar is and what it is used for (see Section 2.1). Review what is meant by the triple bottom line and how the four dimensions of the Local Green-Blue Enterprise Radar can be used to assess how MSMEs are meeting the triple bottom line co-benefits and good governance. Use examples to illustrate these concepts. Emphasise that the Local Green-Blue Enterprise Radar is a self-assessment tool and is done through facilitated collective discussion and exploration of ideas for improvement with members of the enterprise.

### c) *Review and discuss MSME performance in delivering triple bottom line benefits using the Local Green-Blue Enterprise Radar*

Ask participants which dimension (economic, social, environmental, governance) of the Radar they would like to work on first. Usually it is a good idea to start with a dimension which participants are familiar with in order to get comfortable with the Radar focus group process.



Figure 10: (Standing) CANARI Adjunct Senior Technical Officer and Local Green-Blue Enterprise Radar Facilitator, Akosua Edwards, explains how the LGE Radar tool works to members of the Grande Riviere Nature Tour Guides Association and Mt. Plaisir Estate Hotel, ahead of their self-assessments in September 2018. Photo: CANARI

For each dimension, ask probing questions to elicit information from the participants about how well they perceive their MSME is delivering on each indicator. Cheat sheet 2: Reflective questions for facilitating the Radar process (Section 2.4 provides a comprehensive list of probing questions which can be used to facilitate the self-assessment process). Cheat sheet 3: ‘quick and dirty’ self-assessment check list (see Section 2.4) also provides guiding questions for each dimension of the Radar. You can use both cheat sheets to inform how you facilitate the Radar self-assessment process. These probing questions should generate discussion on how current practices, operations and policies being undertaken by the enterprise are contributing to achieving environmental, social and economic co-benefits.

Remember to explain any indicators which may be unclear to participants while developing the Local Green-Blue Enterprise Radar. Refer to Cheat Sheet 1: Definition of Indicators (see Section 2.4) for the definitions of indicators. You should try to explain these indicators in your own words and use examples to help clarify what the indicators are trying to measure.



### Facilitator Tip

The dimensions which local community MSMEs often perform well on and which encourages discussion amongst MSME members are often the social or environmental dimensions. It may be a good idea to start here first and leave the more controversial or challenging dimensions of economic and governance dimensions for later.

## Case Study #1: Liamuiga Seamoss – Developing the Local Green-Blue Enterprise Radar Together

Liamuiga Seamoss is a local community MSME based in Conaree, St. Kitts and Nevis which was founded in 2018. It is involved in seamoss farming and the development of value-added seamoss products such as dried seamoss, seamoss gel and seamoss beverages which are sold at local supermarkets.

Ms. Catherine Forbes, PISCES Small Business mentor in St. Kitts and Nevis, facilitated a Local Green-Blue Enterprise Radar session with Liamuiga Seamoss members in 2019. This session was informal but structured and all MSME members present were encouraged to provide their views and opinions during the Radar process. The facilitator explained any indicators which were not clear to participants in simpler terms. She also used examples where necessary to illustrate what these indicators meant, which helped MSME members to better understand the Radar. Probing questions were also used to elicit more information from MSME members to explain how they thought the organisation was performing on the various indicators.

The Radar showcased that Liamuiga Seamoss has a strong focus on ensuring the economic viability of the enterprise in the long-term through supporting collective ownership amongst members and through product diversification. The enterprise also strongly supports buying of local goods and services since most of the raw materials is produced and procured locally. Doing the Radar also highlighted areas for improvement in terms of soil and water pollution and water conservation, which were areas members noted were not a focus of the business but will be incorporated in their business planning moving forward. The Radar results were used to help Liamuiga Seamoss to identify areas for capacity strengthening and business development priorities moving forward.



Figure 11: A member of the Liamuiga Seamoss Group in St. Kitts and Nevis tends to the group's seamoss plot. Photo: Liamuiga Seamoss Group



### Facilitator Tip

Try to explain the Local Green-Blue Enterprise Radar indicators in your own words and use examples to help clarify what the indicators are trying to measure.

Remember to take detailed notes of the discussion during the Radar session since this will assist in data analysis! The facilitator should assign a co-facilitator or resource person, if possible, to take notes. Worksheet 1: Local Green-Blue Enterprise Radar Data collection sheet (see Section 2.4) should be used to compile notes and scores for the Radar.

Based on the discussion, ask participants to rank how well they think their MSME is performing on each indicator on a scale of 1 to 10 (10 = high and 1 = low). For each indicator, place a dot or 'x' on the blank Radar diagram which corresponds to the value agreed by the participants. Encourage a member of the MSME to be the person to mark the diagram so that they have control.

## Case Study #2: Twigs Naturals - A Socially Conscious Local Green-Blue Enterprise

Twigs Naturals is a local MSME based in Arima, Trinidad and Tobago, which produces 100% natural herbal teas using all-natural ingredients. Their Local Green-Blue Enterprise Radar, which was done in 2017, showed that Twigs Naturals performed highly on social and good governance dimensions. This was interesting since the enterprise was known as an all-natural, environmentally focused local brand rather than a socially conscious brand at the time. The facilitated Local Green-Blue Enterprise Radar focus group session enabled Twigs Naturals members to realise that the MSME has a strong focus on ensuring social inclusiveness and community development. The enterprise gives back to the community in two main ways – employing single mothers and donating items to groups who work with the vulnerable in society. Twigs Naturals also strongly supports the buying of local goods and services since it tries to source as much of its inputs as locally as possible. Doing the Radar enabled Twigs Naturals to better understand how they are achieving the triple bottom line and to reposition their enterprise as a socially focused brand by highlighting the good community work they have been doing as part of their daily operations and activities. Moreover, the Local Green-Blue Enterprise Radar also highlighted areas for improvement in terms of water conservation and improving the energy efficiency of their operations.

For more information, please refer to the case study on Twigs Natural here: <http://canari.org/ge4u>



Figure 12: (Left to right) Twigs Naturals co-founders Nigel Jordan and Cheryl-Ann Baptiste display their all-natural herbal teas at a function in Trinidad and Tobago. Photo: Twigs Natural



Figure 13: Twigs Naturals' teas available at local supermarkets and specialty shops in Trinidad and Tobago Photo: CANARI

#### *d) Drawing the Radar diagram*

Once the participants have collectively ranked all indicators, you can start connecting the points on the Radar together.

Colour each quadrant on the inside of the line that you have drawn (i.e. the area closest to the centre) with a different colour for each dimension.

Engage participants to conduct this hands-on activity to draw the line and colour so that tactile learners have an opportunity to engage in the Radar process.



Figure 14: Members of the Brasso Seco Paria Tourism Action Committee and stakeholders use crayons to colour the four quadrants of their Radar, having done a self-assessment of their enterprise during a November 2017 workshop in Santa Cruz, Trinidad and Tobago. Photo: CANARI

The completed Radar diagram provides an easy and visual snapshot of how the local MSME is performing in each of the four dimensions at a point in time.

#### *e) Analysing the Radar and to celebrate strengths and determine opportunities for improvement for the local MSME*

The completed Radar diagram reveals achievements as well as opportunities for improvement in delivering triple bottom line benefits by the local MSME.

Where there is a lot of colour in one dimension this shows strengths. Have participants identify the strengths of the MSME that have been revealed and celebrate their achievements.

Review and discuss with participants how they can improve the MSME's current operations and processes for indicators which were given low scores. Opportunities for growth are in the uncoloured areas of the diagram. Resource persons can be very useful here to share ideas and answer questions. Cheat Sheet 4: Possible strategies/actions for improvement provides a general list of actions/opportunities for improvement on Radar indicators which were collected from previous Radar sessions facilitated by CANARI and can serve as an inspiration for discussion with MSME members, though this is by no means exhaustive.



“The completed Local Green-Blue Enterprise Radar reveals achievements as well as opportunities for improvement in delivering triple bottom line benefits by the local MSME.”

## Case Study #3: KOOPA-3B – Working Together to Develop the Local Green-Blue Enterprise Radar

KOOPA-3B is a grassroots cooperative MSME based in Bord de Mer Limonade, Haiti which was founded in 2016. It is involved in honey production and sales whilst promoting the use of sustainable modern bee keeping practises in their region which lies within a marine protected area. The cooperative receives its product (honey) from 8 associations all over the region. The associations produce the honey in their beehives and give it to KOOPA-3B for sale. KOOPA-3B provides the associations with technical support for better performance.

Ms. Marie Flore Morett and Mr. Josué Celiscar, PISCES Small Business mentors in Haiti, facilitated a Local Green-Blue Enterprise Radar session with KOOPA-3B members in 2019. This session was informal and hands-on, as MSME members were encouraged by facilitators to work together to draw the Radar by hand, rather than utilise an electronic or printed copy of the Radar. This process allowed the facilitators to explain the Radar in simpler terms and enabled buy-in and ownership of the process. This method also allowed tactile learners the ability to better process and understand the fundamentals of the Radar process and helped members to execute the self-assessment of their enterprise, guided by the facilitators.



Figure 15: A member of the KOOPA-3B community co-operative in Haiti uses a marker to connect the indicator points in a quadrant of their Radar, June 2019. Photo: Josue Celiscar

Figure 16: Members of the KOOPA-3B community co-operative in Haiti hold up their completed Radar, following a self-assessment of the enterprise in June 2019. Photo: Josue Celiscar

The Local Green-Blue Enterprise Radar showcased that KOOPA-3B has a strong focus on ensuring environmental sustainability that avoids pollution, conserves biodiversity, practises sound water use and demonstrates energy efficiency and use. The enterprise also fosters sharing of benefits and collective ownership as 8 associations across the region provide honey to the enterprise for sale. Doing the Radar also helped MSME members to identify areas for improvement such as fostering partnerships and networks to improve social sustainability and building financial sustainability.

The Local Green-Blue Enterprise Radar provided an easy, simple and effective snapshot which visually communicated to the members how KOOPA-3B was performing on triple bottom line co-benefits and also highlighted areas for improvement as well as potential solutions to be considered moving forward.



## Facilitator Tip

The facilitator should not provide recommendations on how to improve business operations or activities! The idea is to support and guide... not determine and instruct!



Figure 17: Members the Grande Riviere Nature Tour Guides Association, assessing their enterprise, using the Radar in September 2018. *Photo: CANARI*



Figure 18: Employees of the Mt. Plaisir Estate Hotel discussing how their enterprise is performing for each indicator of the Radar during a self-assessment in September 2018. *Photo: CANARI*

Reiterate to participants that this is an open discussion and is not meant to be judgemental or critical of the MSME. Instead these recommendations can assist the MSME to improve their businesses and strengthen their performance as a local green enterprise.

Remember your role as the facilitator is not to provide them with recommendations on how they should improve their business operations or activities. Instead you should prompt or guide the discussion so participants themselves can identify opportunities and provide suggestions on what they can do to improve their current practices and processes. But under no conditions should the facilitators determine or impose what are the opportunities and priorities for the MSME. Facilitators must remain neutral and remember that their role is to support not instruct!

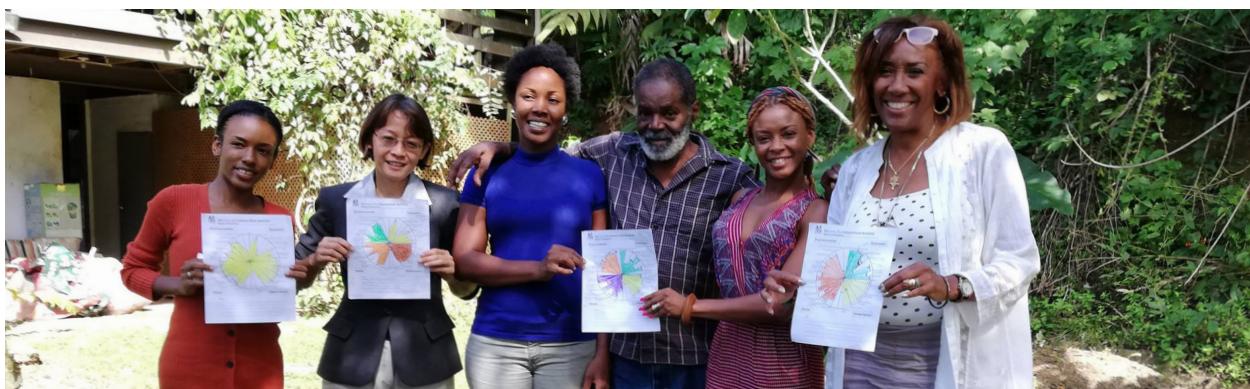


Figure 19: Green Market Santa Cruz members showing their completed LGE Radars. *Photo: CANARI*

## Case Study #4: Fondes Amandes Community Reforestation Project (FACRP) – Using the Local Green-Blue Enterprise Radar to Improve and Grow

The Fondes Amandes Community Reforestation Project (FACRP) is a community-based environmental conservation non-profit organisation located in the valley of St. Ann's in Trinidad and Tobago. It was founded in 1982 by local farmers to fight dry-season fires that had been ravaging the hillsides on an annual basis. FACRP focuses on educating others on sustainable use of the environment while providing jobs to community members through its forest fire prevention and biodiversity protection activities. CANARI facilitated a Local Green-Blue Enterprise Radar focus group session with FACRP members in 2017. The Radar showcased that the enterprise strongly contributes to environmental sustainability and social inclusiveness and equity throughout their operations and activities. Some governance areas were identified as opportunities for strengthening.

FACRP is an organisation committed to continued growth and development. Shortly after doing the Radar exercise, FACRP made some changes that helped to address these priorities. Later in 2017, FACRP restructured its Board, with new members added who had the requisite time and experience to actively engage in fulfilling their duties. FACRP also reviewed and updated the legal requirements of its Board, as well as amended its constitution because these had been identified as areas in need of strengthening in its Strategic Plan 2014-2019.

Through doing the Local Green-Blue Enterprise Radar, FACRP better understood its contribution to transitioning to a more inclusive, sustainable and resilient economy, where the local community is benefitting from multiple income-generating streams, based on the sustainable use of natural resources. Moreover, realising that financial sustainability is key for the organisation, it is constantly looking for new opportunities and assessing markets and consumer demands. This drives development and refinement of products and services that are financially viable while helping the organisation to fulfil its commitment to environmental education and forest protection through community forestry.

For more information, please refer to the case study on FACRP here: <http://canari.org/ge4u>



Figure 20: Kemba Jaramogi, Technical Director of FACRP, presents the results of their LGE Radar done in November 2017. Photo: CANARI



Figure 21: FACRP hosts tours for primary school students to learn about forest fire prevention and biodiversity protection techniques. Photo: FACRP



Figure 22: FACRP provides jobs and training to community members to lead educational tours and engage in fire prevention and biodiversity conservation Photo: FACRP

### f) Reflect on how the MSME can use the Radar findings to strengthen the business

Elicit from participants their views about the Radar, particularly how they will use the findings of the Radar exercise to improve their business performance and organisational needs. Explain that doing the Radar every year or two can help the MSME track their progress on how they are performing on achieving the triple bottom line co-benefits over time. It is a tool that they can use to plan and track their growth. Note that the MSME can use the Radar diagram as a poster that will remind them of what they have achieved and what next they want to do on the journey to strengthen their business.



Figure 23: Francis Francois, President of the Brasso Seco Paria Tourism Action Committee, presents the results of the NGO's self-assessment of its operations, using the Local Green-Blue Enterprise Radar, during a November 2017 workshop in Santa Cruz, Trinidad and Tobago. Photo: CANARI



Figure 24: Employees of Mt. Plaisir Estate Hotel – located in Grande Riviere, Trinidad and Tobago – discuss their Radar indicators with stakeholders during a self-assessment of the enterprise in September 2018. Photo: CANARI

## 2.3 Data Visualisation for the Local Green-Blue Enterprise Radar

CANARI has developed an Excel workbook to enable MSMEs to document and communicate the data from the Radar in electronic formats.

The MSME, with help from the facilitator as needed, can use the data gathered from Worksheet 1: Local Green-Blue Enterprises Radar Data collection sheet to create the Radar diagram and record the findings in electronic formats available.

Recording and data visualisation in electronic formats can take place during or after the Radar focus group session, depending on the context and capacity of the MSME. Drawing by hand may be less intimidating and draw in participants who may have literacy challenges. Using computer worksheets to immediately generate diagrams may attract young, computer-savvy participants.

## Case Study #5: d'Market Movers – Tracking Progress over time with the Radar

d'Market Movers Limited is the first online distribution company of fresh produce, meats, dairy and seafood to homes, offices and restaurants throughout Trinidad and Tobago. Founded in 2011 by David Thomas and Rachel Renie, the company focuses on re-creating the traditional Sunday market experience of buying fresh produce, meat and dairy as well as locally produced niche items such as artisan chocolates on their online platform and delivering directly to customers.

The company is committed to sourcing and bringing healthy foods to their customers and has developed a workable and successful business model to achieve this. Convenience and relationship-building are both part of the farm-to-table concept that underpins the company. d'Market Movers has established a network of farmers who are engaged in sustainable farming practices, such as using low or no synthetic chemical inputs and organic farming, through improved market access for healthier produce.

CANARI facilitated Local Green-Blue Enterprise Radar sessions in 2017 and 2019 with d'Market Movers to assess any changes in environmental, social, economic and governance dimensions. The co-founders indicated that since doing the first Radar in 2017, they realised that although they were perceived as an 'environmentally friendly' enterprise by their consumers, their operations and processes could be improved, particularly in terms of waste management, water conservation and energy efficiency. As such, d'Market Movers has started implementing more environmentally sound practices such as composting of their fruit waste and optimising their water use during processing and packaging of produce. By incorporating these small shifts in their operations and processes, d'Market Movers has become more environmentally friendly and scored higher in the environmental dimension in the Local Green-Blue Enterprise Radar done in 2019.

For more information, please refer to the case study on d'Market Movers here: <http://canari.org/ge4u>

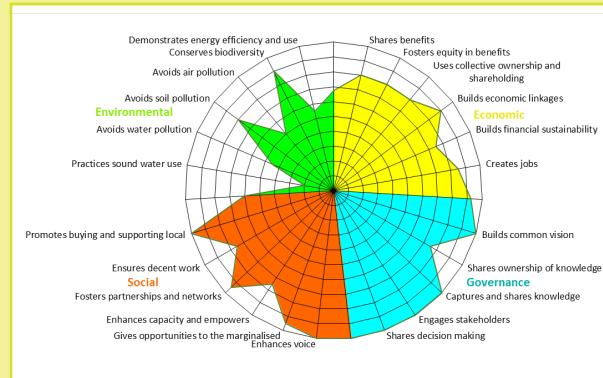


Figure 25: The 2017 Radar of d'Market Movers, created electronically, identified that the enterprise needed to improve on their delivery of environmental indicators, particularly waste management, water conservation and energy efficiency. *Image: CANARI*

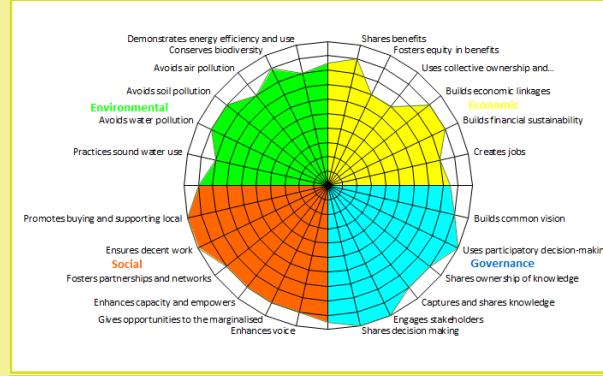


Figure 26: The 2019 Radar of d'Market Movers, created electronically shows that the enterprise demonstrated a marked improvement in the Environmental dimension due to their implementing more environmental friendly practices in their operations. *Image: CANARI*

### 2.3.1 Radar Scorecard

Firstly, the MSME members (and facilitator) should input scores from 1 to 10 for each indicator agreed upon with MSME members at the Radar focus group. The scorecard also provides space to note the reasoning behind giving the score for each indicator. By doing so, the Radar scorecard allows local MSMEs to easily document how their practices, policies and operations are achieving environmental, social and economic co-benefits at a point in time, which can be used to compare the performance of the enterprise at different points in time. The indicator scores are also colour-coded on a gradient from low (red) to high (green). This allows the Radar scorecard to easily highlight the indicators which offer opportunities for improvement and those on which the MSME are performing well.



#### Facilitator Tip

The facilitator should always provide the completed Radar electronic scorecard to the MSME. This Radar scorecard helps to document the findings of how they are achieving triple bottom line co-benefits at a specific point in time as well as any opportunities for improvement which have been identified by the MSME during the focus group session.

### 2.3.1 Local Green-Blue Enterprise Radar (Spider) Chart

The Radar diagram or spider chart is the simplest way to graphically represent the data generated when applying the Local Green-Blue Enterprise Radar tool for a local MSME. Section 2.2 outlines the steps to generating this chart by hand during the focus group session. The Local Green-Blue Enterprise Radar Excel workbook automatically generates a digital Radar diagram for the MSME based on the scores input in the Radar scorecard worksheet.



Figure 27: (L to R) The hand drawn Radars of the Brasso Seco Paria Tourism Action Committee, Fondes Amandes Community Reforestation Project, Twigs Naturals and d'Market Movers, following self-assessment by these enterprises during a November 2017 workshop in Santa Cruz, Trinidad and Tobago. Photo: CANARI

### 2.3.2 Local Green-Blue Enterprise Radar Radial Barchart

A radial barchart is another technique to represent the data in the radar graphically. The Local Green-Blue Enterprise Radar Excel workbook also automatically generates a radial barchart for the MSME based on the scores input in the Radar scorecard worksheet.

## Case Study #6: Bluefields Bay Fishermen's Friendly Society – Using Visuals to Represent Data During the Radar Process

Bluefields Bay Fishermen's Friendly Society is primarily a fishing society run by fisherfolk based in Westmoreland, Jamaica which was established in 2004. It is involved in the supply of fish and seafood products locally and nationally to restaurants, local villas and hotels, and is also involved in conservation efforts which includes training its members and the community in coastal conservation, tourism, tour guiding and customer service. The MSME also seeks to educate its members in sustainable fishing practises and provides alternatives that will enhance the quality of life and preserve the Bluefields Bay environment.

Mr. Hopeton Gooden, PISCES Small Business mentor in Jamaica, facilitated a Local Green-Blue Enterprise Radar session with Bluefields Bay Fishermen's Friendly Society members in 2019. During this session, the Radar spider chart diagram was produced by MSME members to simply and effectively represent the data generated from the focus group.

The Radar diagram easily illustrated the areas that organisation performed strongly in – such as fostering equity in benefits and using participatory decision-making in its governance – as well as areas with room for improvement – such as job creation and building financial sustainability.

Drawing the Local Green-Blue Enterprise Radar together allowed MSME members to study their organisation and examine how they were performing on each of the Radar dimensions of economic, social, environmental and good governance. Using the Radar diagram, the facilitator was able to guide MSME members to engage in meaningful and open discussion on identifying potential solutions to improve the organisation in the future.



Figure 28: (L to R) Deceita Turner, Veda Tate and Merna Stephenson, members of the Bluefields Bay Fishermen's Friendly Society in Bluefields Bay, Jamaica, share a smile after reviewing their LGE Radar. Photo: Hopeton Gooden

## **2.4 Tools and resources for facilitating a Radar focus group session**

The following cheat sheets and worksheets have been developed and refined by CANARI to assist facilitators in developing the Local Green-Blue Enterprise Radar with the MSME.

Facilitators should review all tools and resources provided in this section and decide which tools are most relevant for them and decide how they will incorporate these tools during the Local Green-Blue Enterprise Radar focus group session.

CANARI recommends that the facilitator always uses Worksheet 1: Local Green-Blue Enterprise Radar Data collection sheet to easily document and collate the key findings during the focus group session. The Worksheet can be printed, and notes taken by hand if it's not practical to type on a computer during the session.

Cheat sheets can be printed if needed, or turned into slides, posters or flash cards.

**Cheat Sheet 1: Definition of Indicators**

**Cheat Sheet 2: Reflective questions for facilitating the Local Green-Blue Enterprise Radar process**

**Cheat Sheet 3: 'Quick and dirty' Local Green-Blue Enterprise Radar self-assessment check lists**

**Cheat Sheet 4: Possible strategies for improvement**

**Worksheet 1: Local Green-Blue Enterprise Radar Data collection sheet**

## Cheat Sheet 1: Definition of Indicators

This cheat sheet provides definitions of each indicator in the economic, social, environmental and governance dimensions of the Local Green-Blue Enterprises Radar. Facilitators should use this cheat sheet to assist in clarifying what an indicator means as it is necessary to ensure that participants have a clear understanding of the indicator and why it is used in the Radar.

Dimension	Indicator	Definition
Economic	<b>Shares benefits</b>	The distribution of direct or indirect profits, payments or advantages from the organisation or other sources that contribute to the sustainability of the organisation.
	<b>Fosters equity in benefits</b>	Encourages or promotes the development of fairness in the distribution of economic benefits.
	<b>Uses collective ownership and shareholding</b>	Takes or allocates possession of resources or shares in the organisation with the members of the organisation as a means of accomplishing a purpose or achieving positive results.
	<b>Builds economic linkages</b>	Establishes a system of links considered in relation to trade, industry, and the creation of wealth over a period of time.
	<b>Builds financial sustainability</b>	Creates the ability to maintain the finances or financial situation of an organisation or individual at a certain rate over a period of time.
	<b>Creates jobs</b>	Generates or brings into existence a paid position of regular employment because of the actions of the organisation.
Governance	<b>Builds common vision</b>	Sets up future ideas, plans and cultural mindsets shared by a community through an organisation, system, or set of rules on a firm or permanent basis.
	<b>Uses participatory decision-making</b>	Allows all stakeholders in or affiliated to the organisation the opportunity to collectively assess, evaluate and execute the mobilisation of local resources and divergent interests.
	<b>Shares ownership of knowledge</b>	Allows joint rights of facts, ideas and information with members of the organisation and affiliated stakeholders to the organisation.
	<b>Captures and shares knowledge</b>	The collection and dispersal of facts and ideas pertinent to developing the organisation, the staff and the affiliated stakeholders of the organisation through individuals experiences and research.
	<b>Engages stakeholders</b>	Involves an independent party with the organisation to develop an interest or concern for specific issues, projects and ideas.
	<b>Shares decision-making</b>	Involves stakeholders in the organisation reaching a consensus on how to tackle priority issues.
Social	<b>Enhances voice</b>	Strengthens and supplements facts, opinions or attitudes expressed by stakeholders, allowing them to give input to priority issues.
	<b>Gives opportunities to the marginalised</b>	Provides chances for self-betterment e.g. training, employment to persons or groups who are not considered to be part of mainstream society but may be on the periphery.

Dimension	Indicator	Definition
Social	<b>Enhances capacity and empowers</b>	Strengthens and supplements the capability of a person to fulfil specified roles, fill positions and/or gives more authority or power to take action and participate effectively in the process in which one engages in the organisation.
	<b>Fosters partnerships and networks</b>	Encourages or promotes the development of professional contacts and formal cooperation of more parties to manage and operate the organisation and the affiliated stakeholders to the organisation.
	<b>Ensures decent work</b>	Makes certain that an accepted standard of respectable treatment and satisfactory environment to facilitate a task or tasks to be undertaken by employees in an organisation shall take place.
	<b>Promotes buying and supporting local</b>	Actively encourages and engages in the use and purchase of goods and services from nearby communities and regions and/or the country by the organisation.
Environment	<b>Practices sound water use</b>	Applies habitual and systematic practices that reduces excessive waste use or dependence on potable water supplied to the organisation.
	<b>Avoids water pollution</b>	Prevents the introduction of substances and materials that are harmful or poisonous to the freshwater and marine environment.
	<b>Avoids soil pollution</b>	Prevents the introduction of substances and materials that are harmful or poisonous to the terrestrial environment.
	<b>Avoids air pollution</b>	Prevents the introduction of gaseous substances that are harmful or poisonous to the atmosphere and climate.
	<b>Conserves biodiversity</b>	Prevents the degradation, destruction and overuse of any living species that thrive in the marine, freshwater, terrestrial and atmospheric environments.
	<b>Demonstrates energy efficiency and use</b>	Applies habitual and systematic consumption procedures that reduces excessive waste or dependence on electrical energy supplied to the organisation.

## Cheat Sheet 2: Reflective questions for facilitating the radar process

This cheat sheet provides a list of probing questions for each indicator which can be used to elicit more information from participants on how well they perceive their MSME is performing in each radar dimension.

You can use these probing questions to generate more discussion on how current practices, operations, policies etc. being undertaken by the enterprise are contributing to achieving triple bottom line co-benefits.

You should ask the participants to explain their response as needed and encourage input and views from all participants as much as possible. Note that you do not have to ask all probing questions for each indicator but choose the one(s) which are most suitable to the MSME.

Dimension	Indicator	Probing Questions
Economic	<b>Shares benefits</b>	<ul style="list-style-type: none"> <li>• Do all workers benefit financially from your organisation?</li> <li>• Do all workers share benefits from the products your organisation provides?</li> <li>• Do all workers share benefits from the services your organisation provides?</li> <li>• Is there anything else your organisation does to share benefits?</li> <li>• Is there anything more your organisation can do to share benefits?</li> </ul>
	<b>Fosters equity in benefits</b>	<p><i>For management:</i></p> <ul style="list-style-type: none"> <li>• Does your organisation accommodate volunteer work?</li> <li>• If yes, are there systems to reward volunteers' work?</li> <li>• Are people happy to work in your organisation?</li> <li>• Are there other opportunities to work in your community?</li> </ul> <p><i>For employees:</i></p> <ul style="list-style-type: none"> <li>• Are you satisfied with the benefits and services offered to you?</li> <li>• Is there anything else your organisation does to ensure that profits are not made at the expense of people and the environment?</li> <li>• Is there anything more your organisation can do to ensure that profits are not made at the expense of people and the environment?</li> </ul>
	<b>Uses collective ownership and shareholding</b>	<ul style="list-style-type: none"> <li>• Do all workers equally benefit from the products and services your organisation provides?</li> <li>• Does your organisation utilise collective ownership and shareholding structures?</li> <li>• Is there a profit-sharing plan in your organisation?</li> <li>• Do the employees and managers continue to invest resources in the organisation to achieve its purpose?</li> <li>• Is there anything else your organisation does to promote collective ownership/shareholding in your organisation?</li> <li>• Is it economically profitable to enable employees and managers to go green?</li> </ul>

Dimension	Indicator	Probing Questions
Economic	Builds economic linkages	<ul style="list-style-type: none"> <li>• Is there anything more your organisation can do to promote collective ownership/shareholding?</li> </ul>
	Builds financial sustainability	<ul style="list-style-type: none"> <li>• Are raw materials for processing products in your organisation supplied within the community or neighbouring areas?</li> <li>• Do you sell raw material or processed products from your organisation to neighbouring communities?</li> <li>• Does the presence of the products and services from your organisation facilitate business spin off for other communities?</li> <li>• Is there anything else your organisation does to help provide economic linkages?</li> <li>• Is there anything more your organisation can do to help provide economic linkages in your community?</li> </ul>
	Creates jobs	<ul style="list-style-type: none"> <li>• Is there a seasonal aspect to your business?</li> <li>• If yes, are there systems in place to ensure that the organisation's operations are not affected during the off-peak period?</li> <li>• Does your organisation offer product variations e.g. different sizes, flavours, packages etc.?</li> <li>• Does your organisation have a dedicated accountant or person in charge of managing the organisation's accounts?</li> <li>• If yes, do you have backup systems in place to manage accounts in the event the accountant is unable to make financial decisions?</li> <li>• Does your organisation have a financial sustainability plan?</li> <li>• Is there anything more your organisation can do to help build financial sustainability?</li> <li>• Does your organisation actively seek new opportunities to create employment for your community and organisation?</li> <li>• Do the products and services from your organisation provide opportunities for other businesses in the community to derive an income?</li> <li>• Is there anything else your organisation does which creates jobs in your community?</li> <li>• Are there systems in place to provide a steady source of income for workers?</li> <li>• Is there anything more your organisation can do to help improve income security for workers?</li> </ul>
Governance	Builds common vision	<ul style="list-style-type: none"> <li>• Do you have a clearly defined vision and/or mission statement?</li> <li>• If yes, do the vision and/or mission statements motivate and inspire stakeholder commitment?</li> <li>• Are core values clearly defined in your organisational policy?</li> <li>• Does your organisation have succession planning policies in place?</li> <li>• Is there anything else your organisation does to build a common vision and values-driven strategy in your organisation?</li> <li>• Is there anything more your organisation can do to build a common vision and values-driven strategy in your organisation?</li> </ul>

Dimension	Indicator	Probing Questions
Governance	<b>Uses participatory decision-making</b>	<ul style="list-style-type: none"> <li>• Are there systems in place to facilitate collaboration among stakeholders to identify problems, develop solutions and implement these solutions?</li> <li>• Does your organisation facilitate community involvement in decision-making processes within the organisation which may impact the community or surrounding environment?</li> <li>• Is there anything else your organisation does to help facilitate participatory decision-making?</li> <li>• Is there anything more your organisation can do to help facilitate participatory decision-making?</li> </ul>
	<b>Shares ownership of knowledge</b>	<ul style="list-style-type: none"> <li>• Are there mechanisms (e.g. rewards) in place to recognise staff contributions of important knowledge and information?</li> <li>• Is there anything else your organisation does to promote and/or provide shared ownership of knowledge and content?</li> <li>• Is there anything more your organisation can do to promote and/or provide shared ownership of knowledge and content?</li> </ul>
	<b>Captures and shares knowledge</b>	<ul style="list-style-type: none"> <li>• Do staff members have access to training courses, seminars and other events?</li> <li>• Does your organisation host sessions to share information or to train staff and/or stakeholders?</li> <li>• Does your organisation hold brainstorming sessions or workshops to capture information?</li> <li>• Does your organisation create blogs, articles or social media posts to disseminate information on the organisation?</li> <li>• Can staff members and/or stakeholders easily access information/knowledge shared by the organisation?</li> <li>• Is there anything else your organisation does to provide and promote capturing and sharing knowledge?</li> <li>• Is there anything more your organisation can do to provide and promote capturing and sharing knowledge?</li> </ul>
	<b>Engages stakeholders</b>	<ul style="list-style-type: none"> <li>• Does your organisation host workshops, seminars, talks, conferences etc. to disseminate information to internal and external stakeholders?</li> <li>• Is there anything else your organisation does to promote and/or facilitate engagement of internal and external stakeholders?</li> <li>• Is there anything more your organisation can do to help promote and/or facilitate engagement of internal and external stakeholders?</li> </ul>
	<b>Shares decision-making</b>	<ul style="list-style-type: none"> <li>• Are employees allowed to have a vote whenever major decisions need to be made that affect the organisation?</li> <li>• Are employees allowed to determine what needs to be done and how to do things in your organisation?</li> <li>• Are employees allowed to set task priorities in collaboration with management in your organisation?</li> <li>• Is there anything else your organisation does to help enable the sharing of decision-making?</li> <li>• Is there anything more your organisation can do to help enable the sharing of decision-making?</li> </ul>

Dimension	Indicator	Probing Questions
Social	Enhances voice	<ul style="list-style-type: none"> <li>• Does your organisation provide opportunities for staff to identify issues or possible solutions affecting the community, business sector or the environment?</li> <li>• Does your organisation use its communication channels to highlight issues affecting the community, business sector or the environment?</li> <li>• Is there anything else your organisation does to help enhance voice?</li> <li>• Is there anything more your organisation can do to help enhance voice?</li> </ul>
	Gives opportunities to the marginalised	<ul style="list-style-type: none"> <li>• Does your organisation provide financial assistance to the poor in your community?</li> <li>• Does your organisation provide training to staff to improve sensitivity to marginalised groups e.g. awareness of disability, gender, etc.?</li> <li>• Does your organisation provide facilities to improve access to your goods and services by socially, economically or geographically isolated communities?</li> <li>• Is there anything more your organisation does to help provide opportunities for the marginalised?</li> <li>• Is there anything more your organisation can do to help provide opportunities for the marginalised?</li> </ul>
	Enhances capacity and empowers	<ul style="list-style-type: none"> <li>• Are staff given opportunities to participate in training workshops to improve their skills and knowledge?</li> <li>• Are the knowledge and skills that staff members have gained, shared with other staff members and/or the community?</li> <li>• Is there anything else your organisation does to help build capacity and empower staff and/or the community?</li> <li>• Is there anything more your organisation can do to help build capacity staff and/or the community?</li> </ul>
	Fosters partnerships and networks	<ul style="list-style-type: none"> <li>• Do you partner with other organisations? If, yes which organisations?</li> <li>• Do you have close relationships with your partners?</li> <li>• Is there regular communication between you and your partners?</li> <li>• Do you and your partners share a common vision, values, mutual trust and respect?</li> <li>• Does your organisation have a partnership/collaboration strategy in place?</li> <li>• Is there anything else your organisation does to help build networks and partnerships?</li> <li>• Is there anything more your organisation can do to help build networks and partnerships?</li> </ul>
	Ensures decent work	<ul style="list-style-type: none"> <li>• Are healthy working conditions and a safe work environment provided for employees?</li> <li>• Does your organisation provide sick leave, casual leave and/or maternity/paternity leave?</li> <li>• Are women paid the same rates as men for similar positions in your organisation?</li> </ul>

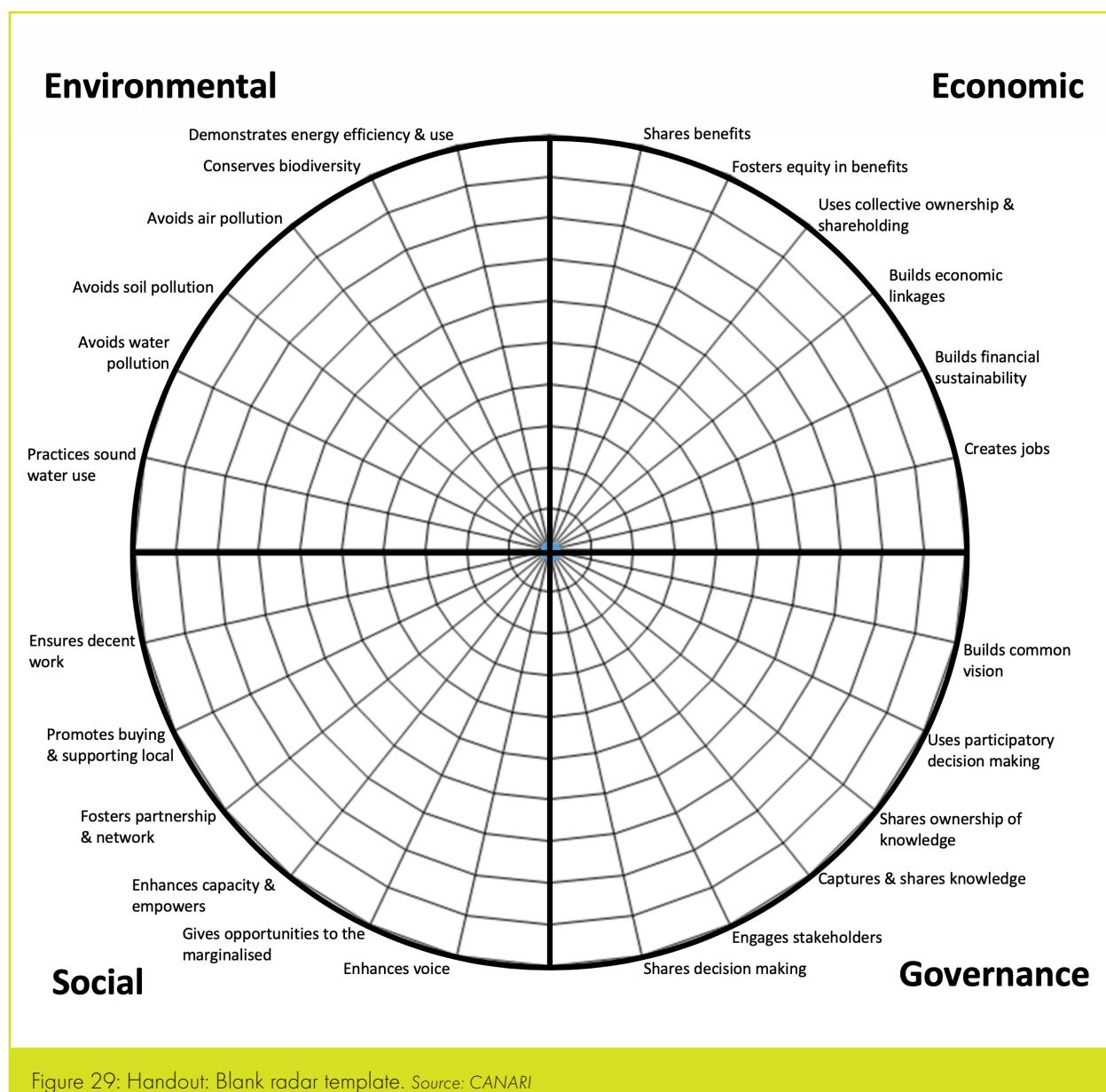
Dimension	Indicator	Probing Questions
Social		<ul style="list-style-type: none"> <li>• Are there systems to determine how happy staff are in your organisation?</li> <li>• Is there anything else your organisation does to provide and promote decent work?</li> <li>• Is there anything more your organisation can do to provide and promote decent work?</li> </ul>
	Promotes buying and supporting local	<ul style="list-style-type: none"> <li>• Does your organisation buy or support local products and services?</li> <li>• Does your organisation produce local products and/or provide local services?</li> <li>• Does your organisation advertise and/or sell local products or services (from other enterprises)?</li> <li>• Is there anything else your organisation does to help promote buying and supporting local?</li> <li>• Is there anything more your organisation can do to help promote buying and supporting local?</li> </ul>
	Practices sound water use	<ul style="list-style-type: none"> <li>• Do you use only pipe-borne water for your operations?</li> <li>• Do you have a rainwater catchment system?</li> <li>• Do you have a greywater system for your organisation?</li> <li>• Are faucets switched off when not in use?</li> <li>• Are machines used by your organisation water efficient?</li> <li>• Does your organisation use low flow faucet heads, shower heads and/or toilets?</li> <li>• Are leaks checked for and repaired promptly?</li> <li>• Any other examples of water efficiency practiced in your organisation?</li> <li>• Is there anything more your organisation can do to reduce your water consumption?</li> </ul>
	Avoids water pollution	<ul style="list-style-type: none"> <li>• Does your organisation use eco-friendly detergents?</li> <li>• Does your organisation use eco-friendly fertilisers, pesticides etc.?</li> <li>• Does your organisation have a proper sewage disposal system?</li> <li>• Are sewage systems maintained regularly?</li> <li>• Are there other sources of water contaminants which result from your organisation? Explain what they are and how are they disposed of.</li> <li>• Is there anything more that can be done to minimise water pollution by your organisation?</li> </ul>
	Avoids soil pollution	<ul style="list-style-type: none"> <li>• Do you cut down trees or remove vegetation?</li> <li>• Do you have policies/plans in place to encourage recycling in your organisation?</li> <li>• Do you have policies/plans in place to reuse or upcycle waste materials in your organisation?</li> <li>• Do you have policies/plans in place to reduce your waste?</li> <li>• Does your organisation use biodegradable products?</li> <li>• Do you compost food scraps or other biodegradable material?</li> </ul>

Dimension	Indicator	Probing Questions
Environment		<ul style="list-style-type: none"> <li>• Are there other sources of soil pollutants which result from your organisation? Explain what they are and how are they disposed of.</li> <li>• Is there anything more that can be done to minimise soil pollution by your organisation?</li> </ul>
	<b>Avoids air pollution</b>	<ul style="list-style-type: none"> <li>• Do you use vehicles in your operations? If yes, what fuel is used?</li> <li>• Do you have refrigeration and/or air conditioning in your facility? Do you use chlorofluorocarbons (CFCs) in your refrigeration?</li> <li>• What type of lighting do you use in your organisation?</li> <li>• Do you use cooking gas or electric stoves in your food preparation activities?</li> <li>• Do you burn grass/tree cuttings and garbage?</li> <li>• Are there other sources of air pollutants which result from your organisation? Explain what they are and how are they disposed of.</li> <li>• Is there anything more that can be done to minimise air pollution by your organisation?</li> </ul>
	<b>Conserves biodiversity</b>	<ul style="list-style-type: none"> <li>• Do you cut down trees or remove vegetation?</li> <li>• Do you plant trees or vegetation?</li> <li>• Do you hunt game as part of your operations?</li> <li>• Do you use sustainable fishing techniques?</li> <li>• Do you use eco-friendly pesticides and fertilisers?</li> <li>• Are there any other activities that you do to protect biodiversity?</li> <li>• Is there anything more you do to protect biodiversity in your environment?</li> </ul>
	<b>Demonstrates energy efficiency and use</b>	<ul style="list-style-type: none"> <li>• Do you use electricity derived from the grid?</li> <li>• If not, what other sources of electricity do you use?</li> <li>• Are lights switched off when not in use?</li> <li>• Are machines and appliances used energy efficient?</li> <li>• Do you use LED or CFL light bulbs?</li> <li>• Any other examples of energy efficiency practiced in your organisation?</li> <li>• Is there anything more your organisation can do to reduce your energy consumption?</li> </ul>

### Cheat Sheet 3: 'Quick and dirty' Radar self-assessment check lists

This cheat sheet provides a 'quick and dirty' Radar check list and may be most useful for facilitators who are doing the Local Green-Blue Enterprises radar with higher capacity MSMEs. The check lists for each indicator provide concise and directed questions which can enable discussion and elicit relevant information from participants on how well they perceive their MSME is performing in each radar dimension.

Remember that you should ask the participants to explain their response as needed and encourage input and views from all participants as much as possible. Note that you do not have to ask all check list questions for each indicator but choose the one(s) which are most suitable to the MSME.



<b>Economic</b>			
<b>Indicator</b>	To what extent does the enterprise in its <b>practice</b> (or operation)...	To what extent does the enterprise <b>promote positive societal and business practices</b> that...	To what extent does the enterprise <b>provide products and services</b> for public and private users that...
Shares benefits	<input type="checkbox"/> Share benefits with employees	<input type="checkbox"/> Promote sharing of benefits with its employees and its community	<input type="checkbox"/> Enable sharing of benefits
Fosters equity in benefits	<input type="checkbox"/> Ensure that profits are not made at the expense of people and the environment	<input type="checkbox"/> Promote business models that ensure that profits are not made at the expense of people and the environment	<input type="checkbox"/> Provide support for building business models that ensure that profits are not made at the expense of people and the environment
Uses collective ownership and shareholding	<input type="checkbox"/> Provide for collective ownership/ shareholding	<input type="checkbox"/> Promote collective ownership/ shareholding	<input type="checkbox"/> Provide mechanisms to support collective ownership/ shareholding
Builds economic linkages	<input type="checkbox"/> Create economic linkages	<input type="checkbox"/> Promote economic linkages	<input type="checkbox"/> Enable economic linkages
Builds financial sustainability	<input type="checkbox"/> Build financial sustainability	<input type="checkbox"/> Promote financial sustainability	<input type="checkbox"/> Enable financial sustainability
Creates jobs	<input type="checkbox"/> Create jobs	<input type="checkbox"/> Promote job creation	<input type="checkbox"/> Enable job creation
<b>Comments</b>			

Governance			
Indicator	To what extent does the enterprise in its <b>practice</b> (or operation)...	To what extent does the enterprise <b>promote positive societal and business practices</b> that...	To what extent does the enterprise <b>provide products and services</b> for public and private users that...
Builds common vision	<input type="checkbox"/> Have clarity of a common vision and values-driven strategy	<input type="checkbox"/> Promote development of common vision and values-driven strategy in businesses and sectors	<input type="checkbox"/> Promote development of a shared vision among staff and values-driven strategy in businesses and sectors
Uses participatory decision-making	<input type="checkbox"/> Use participatory decision-making in management of the business	<input type="checkbox"/> Promote participatory decision-making in management of businesses and sectors	<input type="checkbox"/> Enables participatory decision-making in management of businesses and sectors
Shares ownership of knowledge	<input type="checkbox"/> Support ownership of knowledge and content <input type="checkbox"/> Capture and share knowledge	<input type="checkbox"/> Promote shared ownership of knowledge and content within businesses and across the sector	<input type="checkbox"/> Promote shared ownership of knowledge and content within businesses and across the sector
Captures and shares knowledge	<input type="checkbox"/> Map and engage external stakeholders and build partnerships	<input type="checkbox"/> Promote capturing and sharing knowledge within businesses and across the sector	<input type="checkbox"/>
Engages stakeholders	<input type="checkbox"/> Share decision-making in management of the business	<input type="checkbox"/> Promote engagement of external stakeholders and building of partnerships within businesses and across the sector	<input type="checkbox"/>
Shares decision-making		<input type="checkbox"/> Promote sharing of decision-making in management of businesses and sectors	<input type="checkbox"/> Enables sharing of decision-making in management of businesses and sectors
Comments			

<b>Social</b>			
<b>Indicator</b>	To what extent does the enterprise in its <b>practice</b> (or operation)...	To what extent does the enterprise <b>promote positive societal and business practices</b> that...	To what extent does the enterprise <b>provide products and services</b> for public and private users that...
Enhances voice	<input type="checkbox"/> Enhance voice	<input type="checkbox"/> Encourage enhancing voice	<input type="checkbox"/>
Gives opportunities to the marginalised	<input type="checkbox"/> Provide opportunities for the marginalised	<input type="checkbox"/> Provide opportunities for the marginalised	<input type="checkbox"/> Enable provision of opportunities for the marginalised
Enhances capacity and empowers	<input type="checkbox"/> Build capacity (e.g. enhance technical skills and knowledge)	<input type="checkbox"/> Promote capacity (e.g. enhance technical skills and knowledge)	<input type="checkbox"/> Provide capacity (e.g. enhance technical skills and knowledge)
Fosters partnerships and networks	<input type="checkbox"/> Facilitate networking and partnership building	<input type="checkbox"/> Encourage networking and partnership building	<input type="checkbox"/> Enable networking and partnership building
Ensures decent work	<input type="checkbox"/> Practice decent work	<input type="checkbox"/> Promote decent work	<input type="checkbox"/> Enable decent work
Promote buying and supporting local	<input type="checkbox"/> Buy or support buying local	<input type="checkbox"/> Promote buying or supporting local	<input type="checkbox"/> Enable buying or supporting local
<b>Comments</b>			

## Environment

Indicator	To what extent does the enterprise in its <b>practice</b> (or operation)...	To what extent does the enterprise <b>promote positive societal and business practices</b> that...	To what extent does the enterprise <b>provide products and services</b> for public and private users that...
Practices sound water use	<input type="checkbox"/> Practice water efficiency in its operations	<input type="checkbox"/> Encourage efficient use of water	<input type="checkbox"/> Enable efficient use of water
Avoids water pollution	<input type="checkbox"/> Ensure that its operations do not pollute water	<input type="checkbox"/> Discourage water pollution	<input type="checkbox"/> Decrease water pollution
Avoids soil pollution	<input type="checkbox"/> Ensure that its operations do not pollute soil	<input type="checkbox"/> Discourage soil pollution	<input type="checkbox"/> Decrease soil pollution
Avoids air pollution	<input type="checkbox"/> Ensure that its operations do not pollute the air, including via greenhouse gas production	<input type="checkbox"/> Discourage air pollution, including via production of greenhouse gases	<input type="checkbox"/> Decrease air pollution including greenhouse gas emissions
Conserves biodiversity	<input type="checkbox"/> Ensure that its operations do not degrade or destroy biodiversity	<input type="checkbox"/> Discourage biodiversity loss	<input type="checkbox"/> Decrease biodiversity loss or restore biodiversity
Demonstrates energy efficiency and use	<input type="checkbox"/> Practice energy efficiency in its operations	<input type="checkbox"/> Encourage energy efficiency	<input type="checkbox"/> Enable energy efficiency

## Comments

## Cheat Sheet 4: Possible strategies for improvement

This cheat sheet provides a general list of actions for improvement on Radar indicators which facilitators can refer to during the Radar session, which can serve as the inspiration for discussion on strategies/opportunities for improvement with MSME members and is not prescriptive. This list was compiled from previous Radar sessions facilitated by CANARI and is by no means exhaustive.

You can use these possible strategies for improvement to nudge the discussion on how to improve existing practices, operations or policies being undertaken by the enterprise and/or for MSME members to consider implementing new and innovative strategies to help increase achieving triple bottom line co-benefits.

You should ask the participants to provide their suggestions for improvement based on the results of the Radar and encourage input and views from all participants as much as possible.

Dimension	Indicator	Possible Strategies for Improvement
Economic	Shares benefits	<ul style="list-style-type: none"> <li>Consider sharing of profits to employees</li> <li>Consider sharing of benefits from products or services that the organisation provides e.g. discounts</li> </ul>
	Fosters equity in benefits	<ul style="list-style-type: none"> <li>Consider a rewards and recognition scheme for employees</li> </ul>
	Uses collective ownership & shareholding	<ul style="list-style-type: none"> <li>Consider developing a profit-sharing plan for the business</li> <li>Consider incorporating collective ownership and shareholding structures</li> </ul>
	Builds economic linkages	<ul style="list-style-type: none"> <li>Consider researching and procuring raw materials needed for the business from the community or neighbouring areas</li> <li>Consider selling raw materials or processed products from the business to neighbouring areas</li> <li>Encourage business spin-offs from the products and services of the business by other community members e.g. catering, tour guiding etc.</li> </ul>
	Builds financial sustainability	<ul style="list-style-type: none"> <li>Consider developing products or services that are not seasonal so that operations are not affected by the off-peak period</li> <li>Consider having a dedicated accountant or person in charge of accounting for the business</li> <li>Develop a financial sustainability plan for the business</li> </ul>
	Creates jobs	<ul style="list-style-type: none"> <li>Consider new opportunities for job creation by the organisation</li> </ul>
	Builds common vision	<ul style="list-style-type: none"> <li>Develop and implement succession planning policies for the organisation</li> <li>Share the vision and/or mission statement with staff/members and stakeholders</li> </ul>
Governance	Uses participatory decision-making	<ul style="list-style-type: none"> <li>Actively encourage members and staff to identify problems, develop solutions and implement these solutions with management</li> <li>Encourage involvement of community members in decision-making processes for the organisation which may impact the community or surrounding environment</li> </ul>

Dimension	Indicator	Possible Strategies for Improvement
Governance	<b>Shares ownership of knowledge</b>	<ul style="list-style-type: none"> <li>Develop reward/recognition mechanisms to acknowledge staff contributions in developing knowledge and research</li> </ul>
	<b>Captures and shares knowledge</b>	<ul style="list-style-type: none"> <li>Host meetings or talks to share information or to train staff and/or stakeholders</li> <li>Develop and create blogs, articles or social media posts to disseminate information on the organisation</li> </ul>
	<b>Engages stakeholders</b>	<ul style="list-style-type: none"> <li>Hold workshops, seminars, talks, conferences etc. to disseminate information to internal and external stakeholders</li> </ul>
	<b>Shares decision-making</b>	<ul style="list-style-type: none"> <li>Encourage more democratic processes for making major decisions in the organisation</li> <li>Actively encourage staff and members to share concerns and recommendations to improve the organisation with management at staff meetings etc.</li> </ul>
	<b>Enhances voice</b>	<ul style="list-style-type: none"> <li>Use the organisation's influence, networks and communication channels e.g. social media to highlight and advocate for issues affecting the community, business sector or the environment</li> </ul>
	<b>Gives opportunities to the marginalised</b>	<ul style="list-style-type: none"> <li>Provide training for staff to improve their sensitivity to marginalised groups e.g. disability awareness, gender sensitisation etc.</li> <li>Provide training and income opportunities to marginalised community members e.g. youth, single mothers, unemployed</li> </ul>
	<b>Enhances capacity and empowers</b>	<ul style="list-style-type: none"> <li>Share training opportunities with staff to improve skills and knowledge</li> <li>Encourage brown bag sessions where staff members who have attended training sessions share the skills and knowledge gained with rest of the organisation</li> </ul>
	<b>Fosters partnerships and networks</b>	<ul style="list-style-type: none"> <li>Actively seek partnerships with other organisations who have similar values and principles as your own</li> <li>Share updates and news about the organisations with partners frequently</li> <li>Develop a partnership/collaboration strategy for the organisation</li> </ul>
	<b>Ensures decent work</b>	<ul style="list-style-type: none"> <li>Implement safe working practices and a healthy workplace for employees</li> <li>Review salaries and ensure that women and men are paid the same rates for similar positions in your organisation</li> </ul>
	<b>Promotes buying and supporting local</b>	<ul style="list-style-type: none"> <li>Actively buy or support local products and services from the community and surrounding areas</li> <li>Consider advertising local products or services (from other enterprises)</li> </ul>
Environment	<b>Practices sound water use</b>	<ul style="list-style-type: none"> <li>Reduce water use in business operations and processes</li> <li>Install low flow faucet heads, shower heads and/or toilets</li> <li>Check and repair leaks promptly</li> </ul>
	<b>Avoids water pollution</b>	<ul style="list-style-type: none"> <li>Use eco-friendly detergents or cleaning supplies</li> <li>Use eco-friendly fertilisers or pesticides</li> <li>Do not dispose of oil/grease waste down the drain but use proper disposal methods</li> </ul>

Dimension	Indicator	Possible Strategies for Improvement
Environment	Avoids soil pollution	<ul style="list-style-type: none"> <li>• Plant/replant trees</li> <li>• Encourage recycling of paper, plastic, glass, aluminium</li> <li>• Develop a waste reduction and recycling strategy</li> <li>• Start composting food scraps and other biodegradable materials</li> </ul>
	Avoids air pollution	<ul style="list-style-type: none"> <li>• Use less carbon-intensive fuels for vehicles e.g. electric or hybrid vehicles</li> <li>• Minimise burning of grass/tree cuttings or garbage</li> </ul>
	Conserves biodiversity	<ul style="list-style-type: none"> <li>• Plant or re-plant trees or vegetation</li> <li>• Utilise sustainable fishing techniques</li> <li>• Utilise sustainable farming techniques</li> <li>• Utilise eco-friendly pesticides and fertilisers</li> </ul>
	Demonstrates energy efficiency and use	<ul style="list-style-type: none"> <li>• Use LED or CFL light bulbs for lighting in buildings</li> <li>• Install renewable energy systems e.g. solar PV panels</li> <li>• Encourage staff to conserve electricity in business operations e.g. turn off lights, turn off printer etc.</li> </ul>

## Worksheet 1: Local Green-Blue Enterprise Radar data collection sheet

Name of Enterprise: \_\_\_\_\_

Date Completed: \_\_\_\_\_

(Input score from 1 to 10 (1 = low and 10 = high) for each indicator in the radar. Please provide evidence for why the enterprise gave this score for each indicator which would have been discussed at the radar focus group.)

Economic	SCORE	Basis for Score
Shares benefits		
Fosters equity in benefits		
Uses collective ownership and shareholding		
Builds economic linkages		
Builds financial sustainability		
Creates jobs		
Governance	SCORE	Basis for Score
Builds common vision		
Uses participatory decision-making		
Shares ownership of knowledge		
Captures and shares knowledge		
Engages stakeholders		
Shares decision-making		

*(Input score from 1 to 10 (1 = low and 10 = high) for each indicator in the radar. Please provide evidence for why the enterprise gave this score for each indicator which would have been discussed at the radar focus group.)*

<b>Social</b>	<b>SCORE</b>	<b>Basis for Score</b>
Enhances voice		
Gives opportunities to the marginalised		
Enhances capacity and empowers		
Fosters partnerships and networks		
Ensures decent work		
Promotes buying and supporting local		
<b>Environmental</b>	<b>SCORE</b>	<b>Basis for Score</b>
Practices sound water use		
Avoids water pollution		
Avoids soil pollution		
Avoids air pollution		
Conserves biodiversity		
Demonstrates energy efficiency and use		

# Section 3

## Case Studies

**Grande Riviere Nature Tours Guides Association**

**Twigs Naturals**

**Brasso Seco Tourism Action Committee**

**Mt. Plaisir Estate Hotel**

**Fondes Amandes Community Reforestation Project**

**Green Market Santa Cruz**

**d'Market Movers**

**NEW FIRE Festival**



# Grande Riviere Nature Tour Guides Association

A local green-blue enterprise in Trinidad and Tobago



GRTGNA contributes to sea turtle conservation.



GRTGNA employs residents from the community.



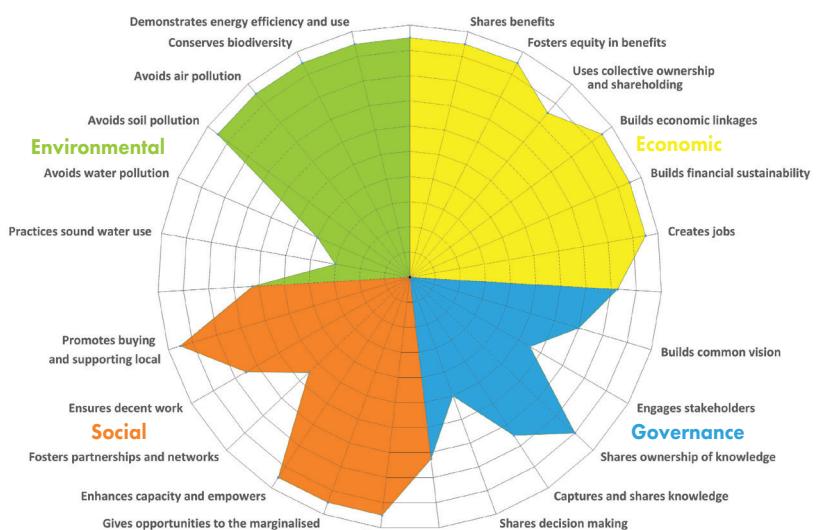
Grande Riviere Chocolate Company uses local goods and services like locally grown cocoa.



GRTGNA builds partnerships with other organisations.



The Grande Riviere Nature Tour Guides Association (GRNTGA) is a non-profit, community-based organisation located in Grande Riviere, Trinidad and Tobago. GRNTGA focuses on turtle conservation, ecotourism and artisan chocolates. In 2018 they did a self-assessment using the Local Green-Blue Enterprise Radar developed by the Caribbean Natural Resources Institute (CANARI) and produced a visual representation of how they are delivering **economic** wellbeing and viability, **social** inclusion and equity, **environmental** sustainability and good **governance** within their enterprise.



## Strengthening impact

The Grande Riviere Nature Tour Guides Association is a good example of what it means to be part of an inclusive, green and resilient economy. Key areas which it has identified for continued improvement are:

1. becoming more energy efficient and starting to use renewable energy;
2. identifying more suppliers of local raw materials;
3. increasing active membership for improved participatory decision-making; and
4. creating a succession plan for leadership roles and formalising its operational policies.



Twigs Naturals uses recycled paper for the packaging of their products.



Twigs Naturals regularly purchases herbs such as lemongrass from farmers which provides them with a stable source of income.



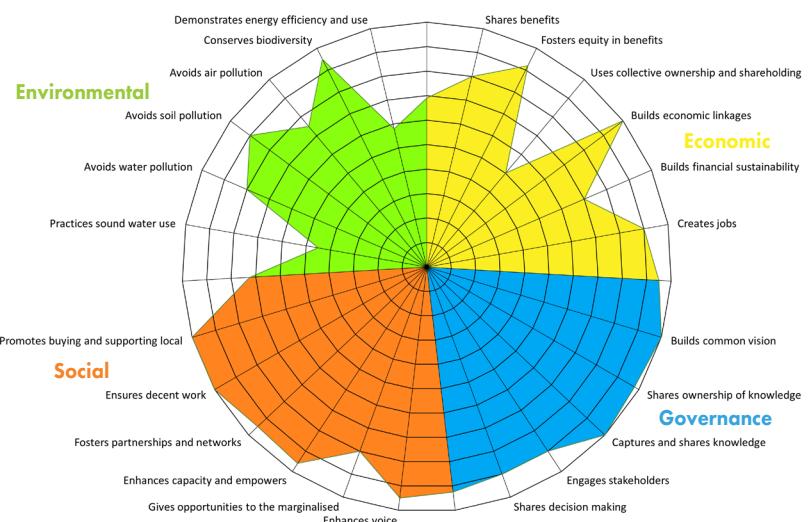
Twigs Naturals employs single mothers in the community.



Twigs Naturals shares knowledge with all staff to ensure proper processing and maintenance of standards.



Twigs Naturals is a local green-blue enterprise founded by Nigel Jordan and Cheryl-Ann Baptiste in 2016 that makes 100% natural herbal teas in Arima, Trinidad. In 2017 they did a self-assessment using the Local Green-Blue Enterprise Radar developed by the Caribbean Natural Resources Institute (CANARI) and produced a visual representation of how they are delivering **economic** well-being and viability, **social** inclusion and equity, **environmental** sustainability and good **governance** within their enterprise.



## Strengthening impact

Twigs Naturals is achieving success as a local green-blue enterprise and is a sound example of what it means to be part of an inclusive, green and resilient economy. Key areas which it has identified for continued improvement are:

1. A waste management plan that includes recycling and composting;
2. Installing solar panels to reduce use of fossil fuel-based electricity;
3. Reducing their water use during tea-making processes; and
4. Using CNG-fuelled vehicles to reduce their carbon footprint.





# Brasso Seco Paria TAC

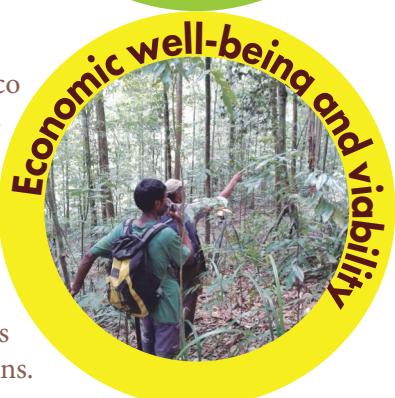
A local green-blue enterprise in Trinidad and Tobago



Brasso Seco Paria TAC protects watersheds and teaches visitors to do the same.



Brasso Seco TAC supports collective ownership and shareholding through training staff to fully engage in its operations.



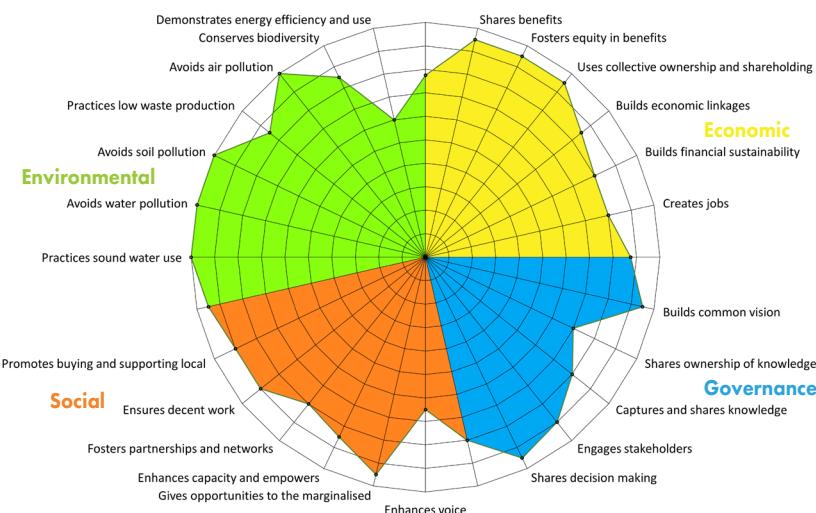
Brasso Seco Paria TAC supports promotion and buying of local goods, such as cocoa beans.



Brasso Seco Paria TAC utilises participatory decision-making to manage its programmes.



Brasso Seco Paria Tourism Action Committee (Brasso Seco Paria TAC), founded in 1997, is a local green-blue enterprise that provides eco-tourism and agro-tourism services in and around the remote villages of Brasso Seco and Paria, in Trinidad's Northern Range. In 2017, they did a self-assessment using the Local Green-Blue Enterprise Radar developed by the Caribbean Natural Resources Institute (CANARI) and produced a visual representation of how they are delivering **economic** well-being and viability, **social** inclusion and equity, **environmental** sustainability and good **governance** within their enterprise.



## Strengthening impact

Brasso Seco Paria TAC is achieving success as a local green-blue enterprise and is a sound example of what it means to be part of an inclusive, green and resilient economy. Key areas which it has identified for continued improvement are:

1. Build financial sustainability through new initiatives like agro-tourism tours and bread-making;
2. Improve energy efficiency by installing solar panels;
3. Foster more partnerships within the community; and
4. Complete documentation of traditional techniques to better capture and share knowledge.



CANARI is implementing the #GE4U project as part of the global project *Creating enabling policy conditions for the transformation towards an inclusive green economy* supported by funding and assistance from the European Union (DCI-ENV/2016/372-847) and led by the Green Economy Coalition ([greeneconomycoalition.org](http://greeneconomycoalition.org)). This publication has been produced with the assistance of the European Union. The contents of this document are the sole responsibility of CANARI and can under no circumstances be regarded as reflecting the position of the European Union.



See Brasso Seco Paria TAC full case study here:



Mt. Plaisir uses energy-efficient air-conditioning units, appliances and light bulbs throughout the eco-resort.



Mt. Plaisir builds economic linkages through its guests who hire local guides for turtle-watching and hiking.



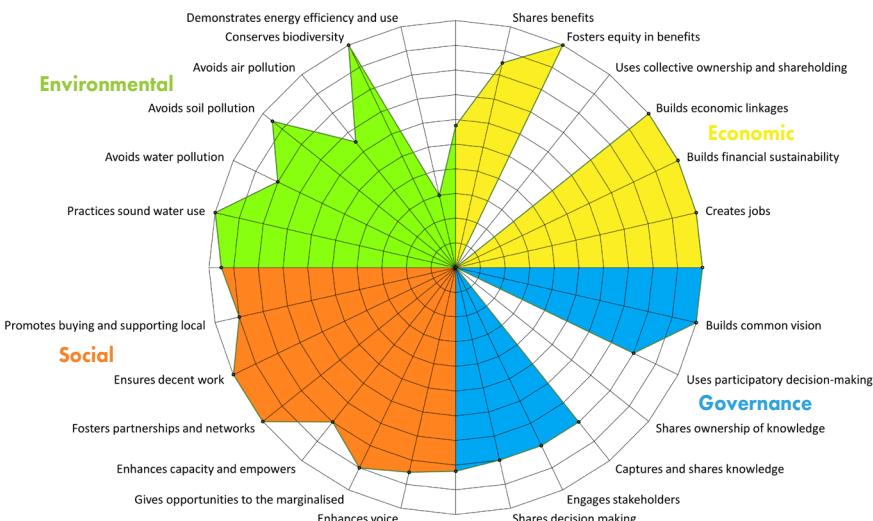
Mt. Plaisir strongly supports buying local artisan products made by villagers using locally sourced materials.



Mt. Plaisir utilises participatory decision-making in management of the business; staff have input and guest feedback is welcomed.



Mt. Plaisir Estate Hotel (Mt. Plaisir) is a local green-blue enterprise in Grande Riviere, Trinidad that was established in 1993 by Italian photojournalist, Piero Guerrini, who had a passion for sustainable environmental practises. In 2018 this eco-resort did a self-assessment using the Local Green-Blue Enterprise Radar developed by the Caribbean Natural Resources Institute (CANARI) and produced a visual representation of how they are delivering **economic** well-being and viability, **social** inclusion and equity, **environmental** sustainability and good **governance** within their enterprise.



## Strengthening impact

Mt. Plaisir is achieving success as a local green-blue enterprise and is a sound example of what it means to be part of an inclusive, green and resilient economy. Key areas which it has identified for continued improvement are:

1. installing a solar-powered water heating system to reduce electricity use;
2. increasing shared ownership of knowledge by staff;
3. creating a succession plan to ensure the hotel's continued existence; and
4. conserving water by asking guests to reuse their towels.



# Fondes Amandes Community Reforestation Project

A local green-blue enterprise in Trinidad and Tobago

FACRP teaches others how to prevent forest fires and protect biodiversity.



FACRP encourages and promotes members' business ventures.



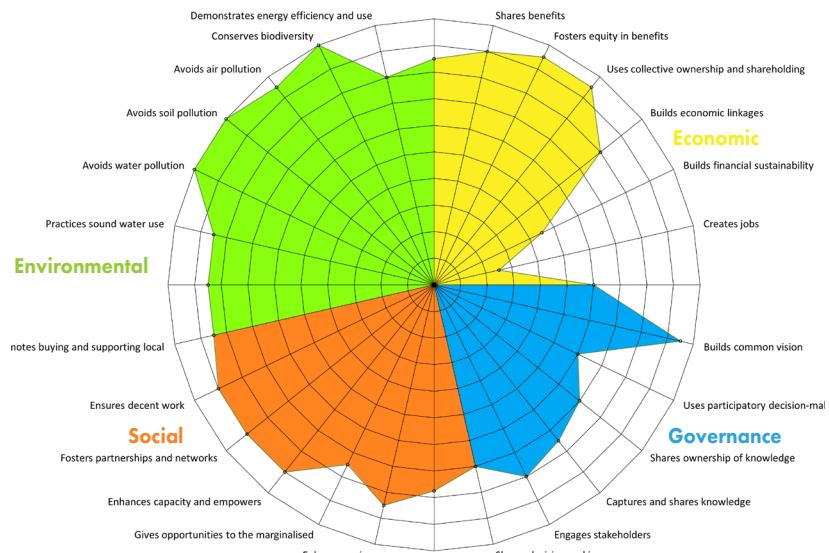
FACRP provides jobs and on-the-job training to residents.



FACRP builds common vision internally and externally through their annual Gayap and other activities.



The Fondes Amandes Community Reforestation Project (FACRP) is a community-based environmental conservation, non-profit organisation located in St. Ann's, Trinidad. FACRP's main goals are preventing forest fires, reforesting degraded hillsides and protecting the area's biodiversity through sustainable community forestry. In 2017, they did a self-assessment using the Caribbean Natural Resources Institute's (CANARI) Local Green-Blue Radar and produced a visual representation of how they are delivering **economic** well-being and viability, **social** inclusion and equity, **environmental** sustainability and good **governance** within their enterprise.



## Strengthening impact

The Fondes Amandes Community Reforestation Project is achieving success as a local green-blue enterprise and is a sound example of what it means to be part of an inclusive, green and resilient economy. Key areas which it has identified for continued improvement are:

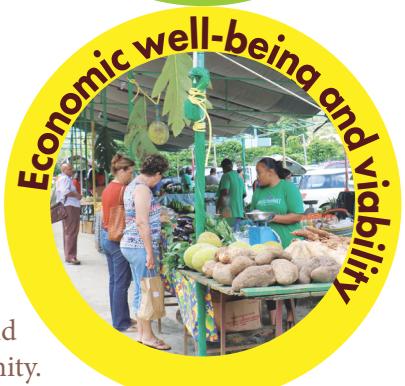
1. improve their social media and online visibility
2. enhancing income-generating activities to better sustain operations year-round
3. improving income security for staff; and
4. reducing its reliance on fossil fuel-generated electricity through installation and use of solar panels.



Green Market selects farmers who engage in chemical-free farming practices.



Green Market builds strong economic linkages among farmers, consumers and the community.



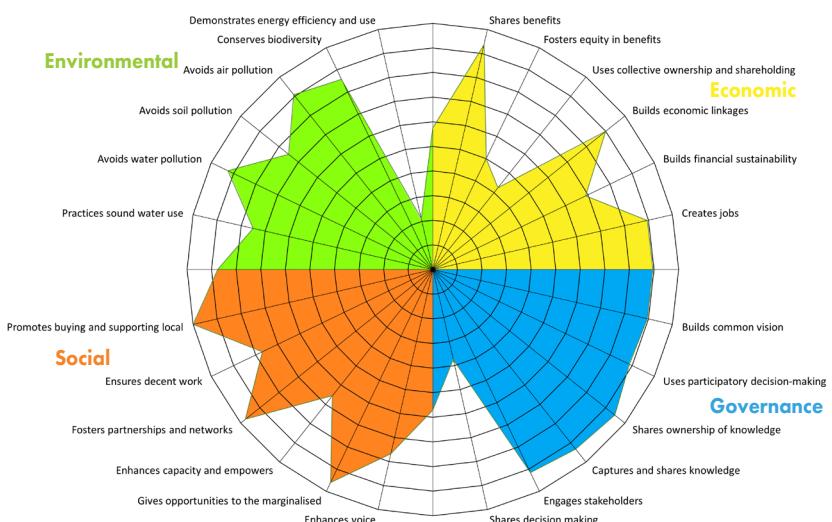
Green Market supports local small farmers and entrepreneurs.



Green Market shares knowledge to promote sustainable farming and healthy foods.



The Green Market Santa Cruz (Green Market) is a social enterprise which comprises a farmers' market and farm located in Santa Cruz, Trinidad. The Green Market aims to foster healthier and more sustainable local production and consumption by directly linking small farmers to consumers who want healthier foods that are low in synthetic chemicals. In 2018, they did a self-assessment using the Caribbean Natural Resources Institute's (CANARI) Local Green-Blue Radar and produced a visual representation of how they are delivering **economic** well-being and viability, **social** inclusion and equity, **environmental** sustainability and good **governance** within their enterprise.



## Strengthening impact

The Green Market is achieving success as a local green-blue enterprise and is a sound example of what it means to be part of an inclusive, green and resilient economy. Key areas which it has identified for continued improvement are:

1. becoming more energy efficient, especially on the onsite farm;
2. improving collective ownership and shareholding amongst vendors;
3. developing impact measurement tools to measure shifts in behaviours and decision-making amongst stakeholders; and
4. increasing the sharing of decision-making amongst staff to improve work efficiency.



d'Market Movers buys produce from farmers who use low/no synthetic chemicals, which helps support reduced soil and water pollution.



d'Market Movers' online platform and delivery service provides financial sustainability to small and/or rural farmers.



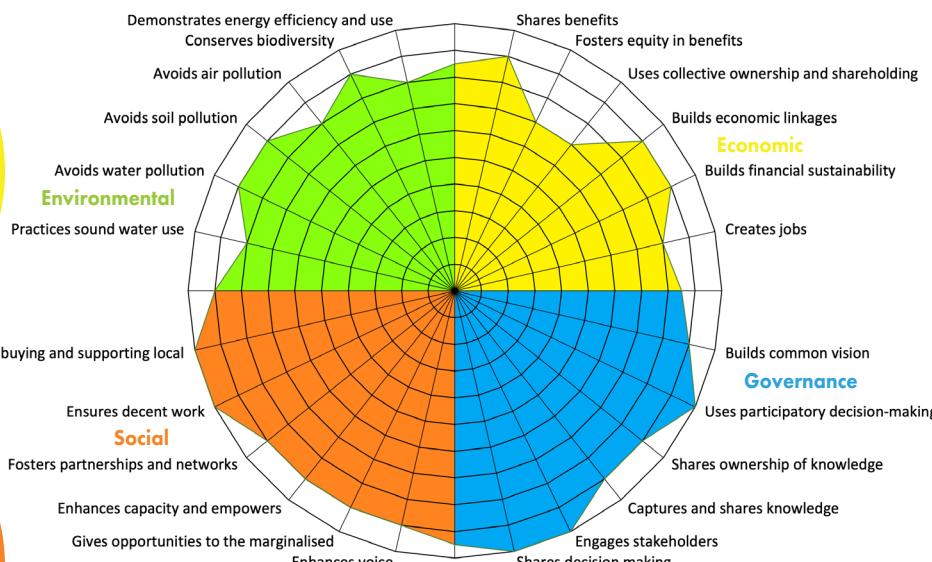
d'Market Movers supports rural farmers who would otherwise find it difficult to reach consumers.



d'Market Movers practices participatory decision-making in its management and operations.



d'Market Movers is a local green-blue enterprise founded in 2011 by David Thomas and Rachel Renie that was the first online distribution company of fresh produce, meats, dairy and seafood to homes, offices and restaurants throughout Trinidad and Tobago. In 2017 and again in 2019, they did a self-assessment using the Local Green-Blue Enterprise Radar developed by the Caribbean Natural Resources Institute (CANARI) and produced a visual representation of how they are delivering **economic** well-being and viability, **social** inclusion and equity, **environmental** sustainability and good **governance** within their enterprise.



## Strengthening impact

d'Market Movers is achieving success as a local green-blue enterprise and is a sound example of what it means to be part of an inclusive, green and resilient economy. Key areas which it has identified for continued improvement are:

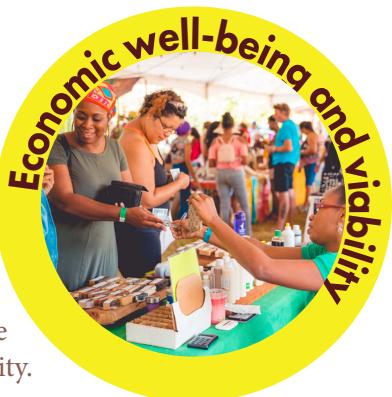
- Increase energy efficiency via construction of a new blast chiller for produce storage
- Optimise water use during processing and packaging
- Encourage more farmers to do composting, to reduce their waste output
- Increase their advocacy for support of small farmers who do pesticide-free farmers



NEW FIRE Festival has a zero-waste policy; including a single-use plastics ban, that guides partners, vendors and patrons on waste management practices during the annual event.



NEW FIRE Festival helps build strong economic linkages between its vendors, artisans, service providers, patrons and the community.



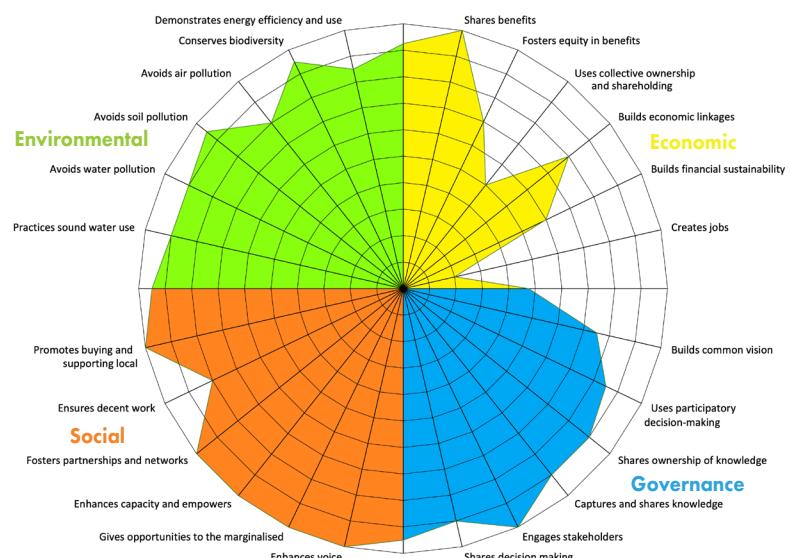
NEW FIRE Festival strongly supports and encourages buying local and provides financial training to artisans in its Artisan Market.



NEW FIRE Festival practices participatory decision-making and stakeholder engagement in its management and operations.



NEW FIRE Festival is the flagship initiative of the non-profit organisation, Trinidad and Tobago Bridge Initiative. First held in 2016, NEW FIRE Festival utilises the creative eco music and arts festival format to connect people and communities. In 2019, Trinidad and Tobago Bridge Initiative did a self-assessment using the Local Green-Blue Enterprise Radar developed by the Caribbean Natural Resources Institute (CANARI) and produced a visual representation of how they are delivering **economic** well-being and viability, **social** inclusion and equity, **environmental** sustainability and good **governance** within their enterprise.



## Strengthening impact

NEW FIRE Festival is achieving success as a local green-blue enterprise and is a sound example of what it means to be part of an inclusive, green and resilient economy. Key areas which it has identified for continued improvement are:

- Volunteers to begin valuating their time/services so the NEW FIRE Festival team can quantify these benefits
- Accruing financial sustainability to create employment opportunities
- Becoming more energy efficient using solar power and/or biodiesel
- Developing valuation measurement practices to valuate time/skills of volunteers and benefits to partners and vendors



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### Caribbean Natural Resources Institute

The Caribbean Natural Resources Institute (CANARI) is a regional technical non-profit organisation which has been working across the Caribbean for over 30 years. We are registered in Trinidad and Tobago, Saint Lucia and the United States Virgin Islands, with charitable status in Trinidad and Tobago and 501(c)(3) status in the United States.

Our mission is to promote and facilitate stakeholder participation in the stewardship of natural resources in the Caribbean. Our work currently focuses on four themes: Biodiversity and Ecosystems, Equity, Resilience and Participatory Governance.

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