



**Food and Agriculture
Organization of the
United Nations**

FISH4ACP

Unlocking the potential
of sustainable fisheries and aquaculture
in Africa, the Caribbean and the Pacific

**Report of the
Work Planning and Capacity Needs Assessment Workshop for the
Guyana National Fisherfolk Organisation (GNFO)
Under the project
Building the Professional Capacities of the Seabob Working Group
(SWG) and the GNFO**



Georgetown, Guyana

December 2– 3, 2025

Acknowledgements

The “Building the Professional Capacities of the Seabob Working Group (SWG) and the Guyana National Fisherfolk Organization (GNFO)” is a sub-project under the “Sustainable Development of Fisheries and Aquaculture Value Chains in African, Caribbean and Pacific Countries (FISH4ACP)” project. FISH4ACP is an initiative of the Organisation of African, Caribbean and Pacific States (OACPS), implemented by the Food and Agriculture Organization (FAO) with funding from the European Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ).

Disclaimer: This workshop report is an output of the *Building the Professional Capacities of the SWG and GNFO* sub-project, implemented by the Caribbean Natural Resources Institute (CANARI) under the FISH4ACP project. The views expressed in this report are those of CANARI and do not necessarily reflect the views of FAO, the EU, OACPS, or BMZ.

Contents

List of abbreviations..... iii

1. Introduction..... 1

2. Workshop objectives 1

3. Participants2

4. Methodology and approach2

5. Participant expectations2

6. Context setting: Where we came from and where are we now?2

7. Governance essentials refresher3

8. Rapid organisational capacity needs assessment.....5

9. Prioritising capacity needs6

10. Action planning7

11. Summary of discussions on standing orders8

12. Next steps9

13. Workshop evaluation summary9

Appendix 1: Participants list..... 10

Appendix 2: Workshop concept note and agenda 11

Appendix 3: Rapid capacity needs assessment tool 13

Appendix 4: Post workshop evaluation survey 16

List of abbreviations

Abbreviation	Full term
BMZ	German Federal Ministry for Economic Cooperation and Development
CANARI	Caribbean Natural Resources Institute
CNFO	Caribbean Network of Fisherfolk Organisations
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FAC	Fisherfolk Advisory Committee
FISH4ACP	Fisheries Value Chains Development Programme for African, Caribbean and Pacific States
GEF	Global Environment Facility
GNFO	Guyana National Fisherfolk Organisation
MOU	Memorandum of Understanding
OACPS	Organisation of African, Caribbean and Pacific States
SWG	Seabob Working Group

1. Introduction

The Guyana National Fisherfolk Organisation (GNFO) convened for a two-day Work Planning and Capacity Needs Assessment Workshop from December on 2-3, 2025 in Georgetown, Guyana. The workshop was organised and facilitated by the Caribbean Natural Resources Institute (CANARI) in partnership with the Food and Agriculture Organization of the United Nations (FAO), under the FISH4ACP initiative, as part of the project “*Building the Professional Capacities of the Seabob Working Group (SWG) and the Guyana National Fisherfolk Organisation (GNFO)*”.

The project supports artisanal fisherfolk organisations, government agencies, industry actors, and civil society stakeholders in Guyana to strengthen governance, management capacity, and inclusive participation in fisheries decision-making. In the case of GNFO, the initiative responds to the need to revitalise and strengthen the organisation’s institutional foundations so it can effectively represent fisherfolk interests, engage in policy processes, and deliver tangible benefits to its membership. Through targeted capacity-building support, the project promotes more democratic, transparent, and sustainable organisational structures within GNFO, enabling it to function as a credible national umbrella body for fisherfolk (see workshop concept note and agenda in **Appendix 2**).

The workshop brought together GNFO executive members and representatives of artisanal fisherfolk groups from various regions to assess its governance and organisational capacity, and identify priority capacity actions to strengthen its effectiveness, visibility, and sustainability. Participants examined both internal organisational dynamics and the external environment in which GNFO operates, including changing conditions in the fisheries sector and increasing demands on fisherfolk organisations to engage in national, regional, and international governance processes.

The workshop was held against a backdrop of long-standing challenges faced by GNFO, including periods of organisational dormancy, limited resources, inconsistent member participation, and reliance on government and external actors. At the same time, GNFO has played an increasingly visible role in regional and global fora, through their membership in the Caribbean Network of Fisherfolk organisations (CNFO) and has formalised collaboration with the Seabob Working Group, highlighting the urgency of strengthening governance, resource mobilisation, advocacy, and communication capacities.

The workshop therefore provided a timely opportunity to consolidate learning, rebuild momentum, and chart a clear and practical pathway for strengthening GNFO as a resilient and representative organisation for Guyana’s fisherfolk.

2. Workshop objectives

The objectives of the workshop were to:

1. Identify and prioritise GNFO’s governance and organisational capacity needs using a participatory assessment tool.
2. Develop a capacity-building plan outlining at least three priority areas for further development under the project.
3. Co-develop a roadmap and implementation workplan that builds on previous planning processes and aligns with current organisational needs.
4. Demonstrate an enhanced understanding of good governance practices, including democratic decision-making, Standing Orders, and general meeting procedures.

3. Participants

The workshop was attended by nine participants (see **Appendix 1** for the list of participants) which included GNFO Executive Members and representatives of artisanal fisherfolk groups from regions 2, 4, 5, and 6, including fishers, boat owners, processors, and cooperative leaders.

Participants represented informal fisherfolk groups, registered cooperatives, and GNFO affiliates, with experience across seabob and non-seabob fisheries. An FAO representative also participated on the first day of the workshop.

Participants brought a wide range of perspectives, reflecting different regional realities, landing site conditions, and organisational challenges, but shared a common interest in strengthening GNFO as a credible, effective national voice for fisherfolk.

4. Methodology and approach

The workshop was interactive combining plenary discussions, group exercises, and structured assessment tools. Activities included

- A timeline mapping of GNFO's evolution
- Facilitated discussions on governance principles
- A capacity needs assessment completed by three breakout groups

These exercises were complemented by plenary discussions and collaborative action planning.

Facilitation roles, including Chair, Rapporteur, Timekeeper, and Mood Investigator, were assigned among participants to encourage shared responsibility and active engagement.

5. Participant expectations

Participants expressed expectations focused on:

- revitalising GNFO;
- improving internal management and governance;
- strengthening regional representation; and
- ensuring that GNFO delivers tangible benefits to fisherfolk.

Several participants highlighted concerns that GNFO was not functioning as effectively as it should and expressed a strong desire for clarity on its strengths, weaknesses, and future direction.

Marketing and development of artisanal commercial fisheries, improved infrastructure at landing sites (including drying floors), better support for artisanal fishers, and more equitable regional representation were recurring themes.

6. Context setting: Where we came from and where are we now?

Through a timeline exercise, participants reflected on the GNFO's evolution since its establishment in 2012. Key milestones included early engagement with the Fisherfolk Advisory Committee (FAC); GNFO's

first elections in 2015; and affiliation with the Caribbean Network of Fisherfolk Organisations (CNFO). Participants noted that the GNFO's functioning has been characterised by periods of dormancy, marked by limited activity and a reliance on a small number of individuals and funding from various regional fisheries-related projects.



Figure 1: Participants reflect on and discuss the GNFO's evolution

Participants noted that the GEF-funded FAO “Developing Organisational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish)”¹ project during 2020–2021 played a critical role in reviving the GNFO, including supporting the election of an Executive and development of a strategic plan. Subsequent years saw efforts to mobilise resources through membership fees, engagement with the Ministry of Agriculture, participation in regional and global meetings, and formal collaboration with the Seabob Working Group (SWG) through a Memorandum of Understanding (MOU).

Despite these gains, participants acknowledged that GNFO has struggled with continuity, limited resources, and uneven member engagement across regions.

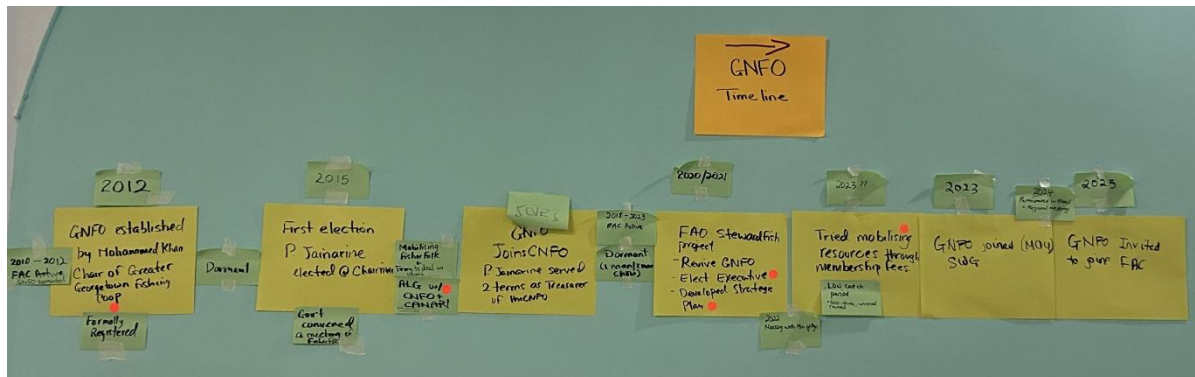


Figure 2: GNFO timeline constructed based on participants' feedback

7. Governance essentials refresher

During this session participants were reminded of the concept of good governance and the core principles that underpin it. Through guided discussion, participants explored what governance means in

¹ https://canari.org/wp-content/uploads/2021/10/GNFO-Org-Stren-Final-Report_25.8.2021.pdf

practice and identified several key words that stood out to them when reflecting on the concept, including:

1. Services
2. Results
3. Performance
4. Improvements
5. Direction
6. Discipline
7. Policies
8. Structure
9. Corrective action
10. Authority
11. Decision making



Figure 3: CANARI facilitator discusses the concept of good governance with participants

Participants went on to identify and discuss key principles of good governance such as accountability, ethical leadership, transparency, participation, financial responsibility, and strategic direction. They then shared their own interpretations of each principle, as outlined below:

- **Rule of law and compliance:** Everyone should respect the rules and regulations of the organisation in order to function and properly ensure the survival of the organisation
- **Ethical leadership:** To be an honest and trustworthy leader/organisation
- **Effective communication:** Clear speaking and writing; body language, eye contact
- **Financial responsibility:** Shared contribution, risk and benefit. Expenditure evaluation and budget planning
- **Strategic direction and planning:** Vision; goal; direction; how to achieve it; planning
- **Transparency and accountability:** Honesty
- **Clear roles and responsibilities:** Members clearly understand what position they would be holding and what they will have to do
- **Participation and inclusion:** We have to be there when it is necessary
- **Sustainability and resilience:** Prepare for climate and disasters

Participants were then asked to reflect on and rate their perceptions of these good governance principles, as well as the extent to which they believed the GNFO was currently performing against each one. The exercise revealed that most participants perceived the GNFO to be performing “moderately okay” across all principles, except for ‘financial responsibility’ where half of the participants perceived the GNFO was not doing as well. The following information was noted:

The rating system used was as follows:

1= Trying; not doing well at all

2=Doing moderately okay

3= Doing excellent

Table 1: Participants’ governance assessment rating of the GNFO

Good governance principles	Trying; not doing well at all	Moderately okay	Excellent	Average rating
	Number of votes			
Rule of law and compliance	0	8	0	2.00
Ethical leadership	0	8	0	2.00
Effective communication	0	6	2	2.25
Financial responsibility	4	2	2	1.75
Strategic direction and planning	1	6	1	2.00
Transparency and accountability	0	7	1	2.13
Clear roles and responsibilities	0	8	0	2.00
Participation and inclusion	0	7	1	2.13
Sustainability and resilience	0	7	1	2.13

8. Rapid organisational capacity needs assessment

As part of a rapid participatory governance and organisational needs assessment exercise, participants were asked to evaluate seven organisational capacity areas using the capacity assessment tool provided in **Appendix 3**. These areas were: Governance and Leadership; Member Participation and Engagement; Strategic Direction; Planning and Workplan Execution; Communication Capacity; Resource and Administrative Capacity; and Partnerships and Networking. Participants completed the exercise in three small groups.

The assessment identified several strengths, including committed executive leadership, democratic decision-making processes, strong internal communication through WhatsApp and email, and active participation in national and regional forums. However, significant gaps were identified in areas such as consistent member participation, access to basic equipment such as computers, formal tracking of progress, and financial and administrative autonomy.

Across all groups, limited mechanisms for monitoring progress and heavy dependence on voluntary effort were highlighted as major constraints to GNFO’s effectiveness. Participants also pointed to a number of persistent challenges, including the absence of a GNFO bank account, reliance on individual executive members to manage funds informally, limited incentives for fisherfolk to attend meetings or training activities, and difficulty engaging members whose immediate livelihood needs take precedence over organisational participation.

In addition, the lack of reliable data on GNFO's membership and the fisherfolk it represents was also identified as a critical gap, constraining the organisation's ability to plan strategically and advocate effectively.



Figure 4: Participants in groups use the capacity needs assessment tool to determine priority capacity needs

9. Prioritising capacity needs

Following the capacity needs assessment exercise participants, working in their groups, were asked to identify their top three priority needs for the GNFO. Priority needs were defined as those actions that were achievable within a 12-month timeframe that would enable the organisation to make tangible progress. Across all three groups, funding was identified as a critical priority. Participants noted that the GNFO lacks basic equipment such as computers and office infrastructure, as well as the financial resources needed to support travel, meetings, and outreach activities.

Capacity building for executive members was also identified as a high priority, particularly in proposal writing, financial management, and organisational leadership.

Additionally, participants emphasised the importance of increasing the visibility of the GNFO and raising public awareness of its role and functions, as this was seen as essential for rebuilding trust and engagement among fisherfolk and strengthening the organisation's legitimacy as a national representative body.

Participants agreed that **resource mobilisation**, **governance**, and **advocacy and communication** should be the primary focus areas moving forward. Funding was reframed more broadly as resource mobilisation, reflecting the need for the GNFO to generate income, manage funds transparently, and reduce dependence on government and political actors.

Priority Area	why is it important	level	Actions
Funding	- To mobilise members to participate in activities - To purchase equipment - To rent/own its own office	S	From Donors, NGOs, Government write proposals, letters - Plan how they - Subscriptions fees
Building Capacities of Executives	- With executives to do projects proposals - Better manage their respective organisations/offices.	S	Seek assistance from competent organisations to deliver training
More Visible	To generate public interest in the Organisation on what it does, who it represents and how it is managed.	S	Interviews in the media - mainstream & social. Publishing of articles Do outreaches at the landing sites

Priority Area	why is it important	level	suggested.
funding	purchase equipments and own office and travels, meals.	high.	NGO's Donors membership fee. fundraiser.
building Capacity	enable executive to do proposals	high.	Deliver training from high compliance
exposing GNFO	making public more aware about the function and awareness of the group	high.	outreach program media.

Figure 5: Priority capacity needs determined by the participants

10. Action planning

Participants developed a set of actions across the three priority areas.

Key resource mobilisation actions included opening a GNFO bank account in the first quarter of 2026, establishing clear signatory arrangements, recording the decision formally in meeting minutes, and making an initial executive contribution. Participants also agreed to start developing a comprehensive database of fisherfolk across regions, building on existing contact lists, with compilation targeted for the second quarter of 2026.

In relation to advocacy and communication, participants identified the need for targeted training, establishment or recovery of GNFO social media and email accounts, and improved outreach to landing sites.

Governance actions included establishing sub-committees by region, clarifying reporting arrangements, filling executive vacancies, conducting governance training for the executive, and holding an Annual General Meeting to renew member commitment.

Participants also identified the importance of standing orders to guide GNFO meetings, improve clarity of roles, and strengthen accountability (*refer to Section 11 below*). There was consensus that standing orders should cover meeting types, quorum, decision-making, voting procedures, agenda setting, and minute-taking, and that these should align with the existing constitution.

These actions, and others, were documented by participants and will be compiled and further refined by CANARI to inform the development of the GNFO's Roadmap and 2026 Work Plan, which will be developed with CANARI's support under the "Building the Professional Capacities of the Seabob Working Group (SWG) and the Guyana National Fisherfolk Organisation (GNFO)" project. CANARI also noted that, through the project, at least two capacity-building topics will be delivered via facilitated workshops. It was agreed that these workshops would focus on communication and advocacy, and on resource mobilisation.

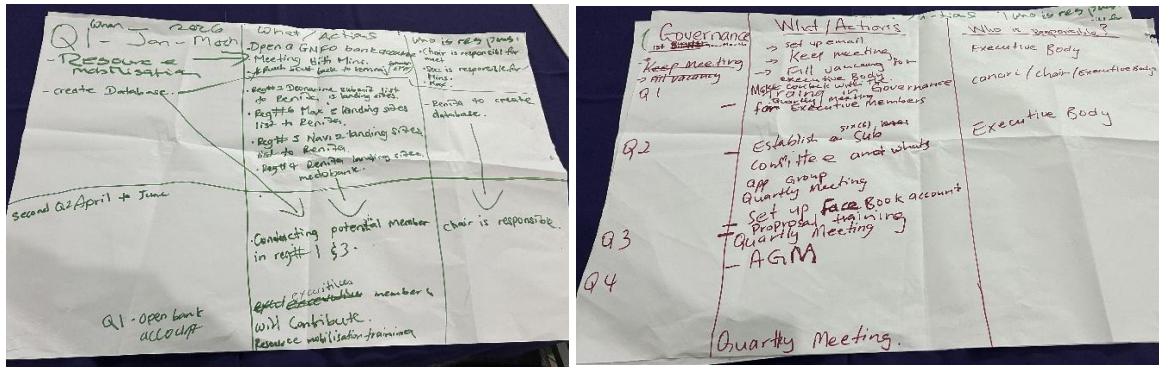


Figure 6: Actions proposed by participants to support capacity building in the three priority capacity areas

11. Summary of discussions on standing orders

Participants reviewed GNFO's current approach to conducting general meetings and noted that while the organisation has a constitution in place, it does not currently have formal Standing Orders. Meetings were generally described as orderly and functional; however, participants recalled at least one instance where meeting minutes were inaccurate, highlighting the need for clearer procedural guidance.

There was broad consensus that the development of Standing Orders would strengthen GNFO's governance and support more consistent, transparent, and effective meeting management. Participants identified several benefits of Standing Orders, including providing clear guidance on meeting procedures, preventing confusion or disorder during discussions, and helping members better understand their roles and responsibilities within the organisation.

Discussions also examined existing practices. Voting is typically facilitated by a neutral party to ensure fairness, and while informal rules are commonly followed, similar to those used by cooperatives, these are not formally documented. GNFO currently holds one Special General Meeting annually, Ordinary General Meetings every six months, and more frequent Executive Committee meetings. Agendas and minutes are generally circulated only for formal meetings, and participants acknowledged that varying literacy levels among the membership can limit effective review of written records.

Participants agreed that formal Standing Orders are necessary to support GNFO's organisational development and long-term progress. Key elements identified by participants for inclusion in Standing Orders include:

- clear provisions on the purpose and scope of different meeting types;
- rules for managing discussions and speaking;
- decision-making and voting procedures;
- clarification of membership rights,
- responsibilities, and roles;
- quorum requirements aligned with the constitution;
- procedures for recording, circulating, and approving minutes;
- guidance on agenda preparation and order of business and

- provisions related to elections and appointments of officers and committees.

CANARI noted that support would be provided to the GNFO under the project to draft a set of Standing Orders. These would be developed by CANARI based on feedback provided during the workshop and subsequently reviewed and refined with input from the Executive Committee, at a date to be confirmed.

12. Next steps

Based on the workshop discussions, the following next steps were noted and agreed:

- CANARI to prepare a draft Roadmap and 2026 Work Plan and validate it with the GNFO Executive Committee by January 2026.
- CANARI to confirm dates for two capacity-building workshops on communication and advocacy, and on resource mobilisation, to be convened with the GNFO Executive between February and April 2026.
- CANARI to schedule a meeting with the GNFO Executive to review the draft set of Standing Orders.
- CANARI to prepare the workshop report and share it with participants.

13. Workshop evaluation summary

A post-workshop evaluation survey was conducted to assess participants' perceptions of the workshop's relevance, effectiveness, facilitation, and overall organisation (see survey instrument at **Appendix 4**). The evaluation was made available in both digital and hard-copy formats, with the digital version accessible via a QR code linked to a Google Form, depending on participants' preferences. CANARI facilitators were also available to assist participants in completing the survey, as needed.

Participants reported that the workshop was helpful, with no negative feedback regarding its usefulness. Comments highlighted the practical value of the sessions and their relevance to GNFO's organisational development.

Key takeaways from participants focused strongly on strengthening the GNFO as an organisation. Participants reported improved understanding of how to better manage GNFO, increased knowledge in areas previously unfamiliar to them, and clearer ideas on how to make the GNFO more visible. Other specific takeaways included learning more about governance, recognising the potential for growth and progress, and the need to be more active in supporting members and fisherfolk.

In terms of workshop facilitation, feedback was positive. Most participants rated facilitation as *Very good*, with one *Excellent* rating, reflecting satisfaction with the delivery and engagement of the sessions.

Feedback on workshop logistics was also favourable. Participants described the logistics and facilities as good, excellent, and well organised, with several respondents indicating that everything was satisfactory and no issues were encountered.

Feedback from participants indicated a very positive overall assessment of the workshop. All respondents confirmed that the workshop met its objectives, and no substantive concerns were raised in the follow-up explanations. Where comments were provided, participants noted that the workshop went well.

Appendix 1: Participants list

Building the Professional Capacities of the Seabob Working Group (SWG) and the Guyana National Fisherfolk Organisation

GNFO Work Planning and Capacity Needs Assessment Workshop

December 2-3, 2025 | Regency Suites Hotel (98 Hadfield St, Georgetown, Guyana)

No.	Representative Name	Occupation	Telephone (Withheld for privacy)	Email (Withheld for privacy)	Day 1 (2nd Dec)	Day 2 (3rd Dec)
1	Deonarine Permaul				✓	✓
2	Deonarine Singh	Fisher/Boat Owner			✓	✓
3	Latchmanie Singh	Boat Owner/Vendor			✓	✓
4	Noresh Jairam	Chairman			✓	✓
5	Parmeshwar Jainarine	Chairman/President			✓	✓
6	Renita Joseph	Processor			✓	✓
7	Veeram Ramsarran	Fisher/Boat Owner			✓	✓
8	Vishnu Persaud	Boat owner/fisherman			✓	-
9	Addevi Persaud	FISH4ACP Technical Specialist, FAO			✓	-

Appendix 2: Workshop concept note and agenda

Building the Professional Capacities of the Seabob Working Group (SWG) and the Guyana National Fisherfolk Organisation (GNFO)

Work Planning and Capacity Needs Assessment Workshop for the GNFO

December 2-3, 2025

Venue: Regency Suites Hotel (98 Hadfield St, Georgetown, Guyana)

CONCEPT & DRAFT AGENDA

The Caribbean Natural Resources Institute (CANARI) has been engaged by the Food and Agriculture Organization of the United Nations (FAO), under the FISH4ACP initiative, to implement the project [Building the Professional Capacities of the Seabob Working Group \(SWG\) and the Guyana National Fisherfolk Organisation \(GNFO\)](#).

This initiative supports industrial fishers, artisanal fisherfolk organisations, government, and civil-society stakeholders in Guyana to strengthen governance, management capacity, and inclusive participation in fisheries decision-making. It addresses the need for more effective, representative, and sustainable management of the seabob value chain, especially as artisanal fishers assume a greater role in shaping the sector's future.

The project provides targeted capacity-building for the SWG and GNFO and promotes collaborative, democratic structures within both bodies so they can jointly lead efforts to advance sustainable fisheries management and resilience in Guyana.

Background and rationale for the workshop

Guyana's seabob (*Xiphopenaeus kroyer*) fishery is a vital contributor to livelihoods and the national economy, supporting both artisanal and industrial operators. In 2012, the Seabob Working Group (SWG) was established to bring together government, industry, and civil society stakeholders, and in 2018 it achieved Marine Stewardship Council certification, marking a milestone in sustainable fisheries management. In 2023, the Guyana National Fisherfolk Organisation (GNFO), which represents artisanal fishers, formally joined the SWG, strengthening its role as a national multi-stakeholder platform.

Building on these achievements, there is now an important opportunity to enhance the governance, resource-mobilisation, and participation capacities of both the SWG and the GNFO, so they can continue to respond effectively to changing conditions in the fishery and maintain inclusive decision-making. Investing in these capacities will help ensure that artisanal and industrial fishers alike can advance sustainable practices and safeguard the long-term resilience of Guyana's seabob sector.

Workshop Objectives

By the end of the one-and-a-half-day workshop, participants would have:

5. Identified and prioritised GNFO's governance and organisational capacity needs using a participatory assessment tool.
6. Developed a capacity-building plan outlining at least three priority areas for further development under the project.

7. Co-developed a roadmap and implementation workplan that builds on previous planning processes and aligns with current organisational needs.
8. Improved their understanding of good governance practices, including democratic decision-making, Standing Orders, and general meeting procedures.

Draft Agenda

Day 1 -Tuesday December 2nd, 2025	
Time	Topic
9:30- 10:00 a.m.	Registration
10:00 -10:30 a.m.	Welcome, Introductions, Workshop overview
10:30 -10:45 a.m.	Overview of the “Building the Professional Capacities of the Seabob Working Group (SWG) and the Guyana National Fisherfolk Organisation (GNFO)” project
10:45 –11:15 a.m.	Context setting: Where we came from and where are we now?
11:15- 11:35 a.m.	Context setting: Where are we going? - Exploring GNFO’s future direction within the evolving seabob fishery landscape.
11:35-11:45 a.m.	Connecting the dots
11:45 – 12:00 p.m.	Break
12:00 –12:30 p.m.	Governance essentials refresher
12:30 –1:20 p.m.	Lunch (and group photo)
1:20 – 1:30 p.m.	Post-lunch check-in and energizer
1:30 - 2:30 p.m.	Rapid participatory governance/organisational needs assessment - capacity gap analysis
2:30 – 3:00 p.m.	Prioritising capacity needs
3:00 - 3:15 p.m.	Break
3:15 – 4:15 p.m.	Review of GNFO Standing Orders
4:15 - 4:30 p.m.	Wrap up and review of Day 2

Day 2 -Wednesday December 3rd, 2025	
Time	Topic
8:30 – 8:50 a.m.	Recap of Day 1 and Participant Reflections
8:50 – 10:00 a.m.	Co-developing a capacity building plan
10:00 – 11:20 a.m.	Roadmap and workplan development
11:20- 11:45 a.m.	Planning for upcoming capacity building workshops
11:45 – 12:00 p.m.	Evaluation, next steps and close
12:00-1:00 p.m.	Lunch

Appendix 3: Rapid capacity needs assessment tool

CAPACITY NEEDS ASSESSMENT TOOL

(designed to identify strengths, gaps, and priorities in governance, participation, planning, communication and organisational capacity)

Section A: Background Information

Group: B

Date:

Location:

Participants:

Section B: Organisational Capacity Rating Matrix

Rate each capacity area from 1–5; 1: non-existent, 2: very weak, 3: average, 4: strong and 5: very strong. Add comments for evidence.

1. Governance and Leadership

Indicator	Rating (1–5)	Evidence/Comments
Clear leadership structure		
Standing orders/constitution in place		
Regular general meetings held		
Transparent and democratic decision-making		

2. Member participation and engagement

Indicator	Rating (1–5)	Evidence/Comments
Members actively attend and participate		
Representation of diverse member views		
Communication between leaders and members		

3. Strategic direction

Indicator	Rating (1–5)	Evidence/Comments
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Vision, mission, goals are clear		
Awareness and use of strategic plan(s)		
Ability to track progress		

4. Planning and Workplan execution

Indicator	Rating (1–5)	Evidence/Comments
Workplans exist (past or current)		
Ability to develop realistic plans		
Capacity to implement planned actions		

5. Communication capacity

Indicator	Rating (1–5)	Evidence/Comments
Internal communication systems		
External communication (community, partners)		
Existence of communication plan		

6. Resource and Administrative capacity

Indicator	Rating (1–5)	Evidence/Comments
Access to basic equipment/tools		
Record-keeping and simple financial management		
Ability to mobilise funding/support		

7. Partnerships and Networking

Indicator	Rating (1–5)	Evidence/Comments
Collaboration with government and agencies		

Participation in national or regional forums		
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Section C: Qualitative reflection questions

1. What is working well for the group?
2. What challenges does the group face in governance and organisation?
3. What support or resources would help the group function better?
4. What training do members need to participate more effectively?
5. What would success look like for your organisation in the next 12 months?

Section D — Priority Capacity Needs (Top 3–5)

Priority area	Why is it important?	Priority level (high/medium/low)	Suggested action/s
<u>Capacity building and governance</u>			
<u>Strategic planning</u>			
<u>Financial responsibility</u>			

Appendix 4: Post workshop evaluation survey

Building the Professional Capacities of the Seabob Working Group (SWG) and the Guyana National Fisherfolk Organisation (GNFO)

Work Planning and Capacity Needs Assessment Post Workshop Evaluation

1. Did the workshop meet its objectives?

YES

No

2. If no, please explain.

3. Overall, was the workshop helpful to you?

Yes

No

4. If No, please explain.

3. What is one key takeaway from this workshop that you plan to apply?

5. How would you describe the workshop facilitation overall?

Poor

Good

Very good

Excellent

5. Do you have any feedback on the workshop logistics (e.g., meals, venue, scheduling, accommodation etc.)? Please provide details below.
