

Caribbean Fisheries Training
and Development Institute



STRATEGIC PLAN
2009–2013





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Executive Summary

INTRODUCTION

The Strategic Plan of the Caribbean Fisheries Training and Development Institute provides the organisation with a blueprint for the re-engineering of its operations so that it can re-position itself to assume an expanded role in “the creation of an enabling environment for the sustainable use of the fisheries resources of Trinidad and Tobago”.

The development of the Strategic Plan is based on initial work conducted by local consulting firm, Business Strategies Ltd and finalized by the Board and Management Team of the Institute.

Fish is a major source of protein for large sections of our local communities. The constantly increasing prices for this product coupled with the decreasing catch size from our local waters, highlights the pivotal role the Institute must play in the retraining and development of the human resources required to support and sustain the fishing industry.

Also, as a consequence of the introduction of new fishing technologies to make the industry more viable and productive, CFTDI as a specialist training Institute for the sector, has a critical role to play in Government’s thrust to increase food production as well as contain food prices and ensure food security for the nation.

**Vision 2020—Operational Plan for the Fisheries Sector*

BACKGROUND

The Caribbean Fisheries Training and Development Institute (CFTDI) was established by an Act of Parliament: Act 59 of 1975. According to the Act the purposes of the CFTDI are to:

1. Provide training in all sectors of the fishing industry
2. Assist participating states in implementing plans for fisheries development
3. Provide training for counterpart staff
4. Advise governments in the Caribbean region on the certification of captains of fishing vessels and on other ancillary matters
5. Generally to provide such assistance that would ensure a viable fisheries industry in the Caribbean region

The philosophy, core values, and mandate of CFTDI have led to the formation of a new vision for CFTDI

VISION STATEMENT

To be the recognized leader in developing and promoting sustainable careers in Fisheries and related disciplines in the region.

MISSION STATEMENT

In the context of the new vision, the mission of the CFTDI is:

To facilitate research & development, provide accredited technologically-driven training and related services for fisher folk, seafarers and other stakeholders in accordance with international standards, in harmony with the environment, in the context of sustaining a viable fisheries industry.

MASTER STRATEGY

Establish the CFTDI as the premier provider of training and development in fisheries in the Caribbean, Central and South America utilizing appropriate technologies, research and development, and advocacy.

STRATEGIC THEMES

Five development pillars emerged from the Stakeholders consultations which would guide CFTDI's success during the term of this plan:

1. Expansion of training programmes
2. New Methodologies in delivering training
3. Outreach programmes
4. Distance Learning
5. Advocacy
6. Introduction of a profit motive

CRITICAL SUCCESS FACTORS

The following factors are deemed to be critical for the achievement of CFTDI's objectives:

1. Institutional restructuring
2. Effective inter and intra departmental networking
3. ICT connectivity to all CFTDI's stake holders
4. Facilities and services for which people are willing to pay
5. Adequate funding for capital investments
6. Creating and embracing a Monitoring & Evaluation culture

History of the Institute

The Caribbean Fisheries Training and Development Institute (CFTDI) was established by Charter dated June 21st 1974 by the Governments of Trinidad & Tobago, Barbados and Guyana. The primary purpose for the establishment of this training institute was to upgrade and develop the skills of fisheries personnel regionally in aspects of fisheries technologies. It was incorporated as a regional body under the Laws of Trinidad and Tobago Chapter 39:53 Act 59 of 1975.

According to the Act the CFTDI was charged with the responsibility to:

1. *Provide training in all sectors of the fishing industry*
2. *Assist participating states in implementing plans for fisheries development*
3. *Provide training for counterpart staff*
4. *Advise governments in the Caribbean region on the certification of captains of fishing vessels and on other ancillary matters*
5. *Generally to provide such assistance that would ensure a viable fisheries industry in the Caribbean region*



The withdrawal of UNDP/FAO technical assistance in 1977 resulted in the cessation of financial contributions to the operations of CFTDI by the Governments of Barbados and Guyana. Cabinet by Minute 885 dated March 30th 1983 agreed to the operation of CFTDI as a national institute under the then Ministry of Food Production and Marine Exploration with oversight to be provided by a Management Committee. National legislation to repeal the regional status of CFTDI was never enacted. Nevertheless several reviews with recommendations for its reorganization as a national body have been undertaken.

Over the last three decades CFTDI continued to operate under the purview of the Ministry of Agriculture to deliver training and development programmes to the Fisheries and Maritime sectors, both nationally and regionally. During this period a total of some thirty thousand comprising both national and regional individuals were beneficiaries of CFTDI's training programmes and technical services. The full complement of training and development courses is listed at Appendix 1.

Technical Co-operation Project (TCP) between the Government of Trinidad and Tobago and the Government of Japan was initiated under the Japan International Cooperation Agency (JICA) and was executed by the CFTDI. The purpose of this project was to strengthen institutional capacity through counterpart training locally and in Japan and to provide state of the art fishing under JICA. This technical assistance was extended throughout the region with the CFTDI taking a lead role. This TCP concluded in 2006. However, it is envisioned that CFTDI will continue to service the training needs of regional fisheries personnel through other arrangements.

Government in its Vision 2020 has articulated five pillars for achieving developed nation status. The Agricultural Sector falls under the pillar "Enabling Competitive Business". The Operational Plan 2007–2010 makes specific reference to training programmes for certification of fishing vessel personnel, fish quality control to facilitate trade, optimal utilization of less preferred species through processing and fishing technologies. The CFTDI is expected to play a key role with respect to training and development in the execution of these aspects of the Operational Plan.

In the context of Vision 2020, CFTDI is cognisant of its need to realign its strategic direction to meet the challenges of the 21st Century. More importantly, given government's renewed focus on food security, CFTDI must also position itself to be responsive to the training and development demands specifically with reference to the fisheries sector. The Institute is now attempting to build strategic resilience through the development and execution of a Strategic Plan for the period 2009–2013. The preparation of the Strategic Plan involved extensive stakeholder consultation both nationally and with regional counterparts. The National Stakeholders included representatives from Fishing Organisations, Fisheries Administrations, Tobago House of Assembly, and the Private Sector; whereas, the Regional counterpart agencies included Fisheries Divisions of Barbados, St. Lucia, Suriname and the FAO.



Philosophy of CFTDI

Through consultation with internal stakeholders a philosophy emerged which gave expression to organizational ethics and beliefs as reflected hereunder:

- *Human resource is the most valuable asset of the organization*
- *Equity of each gender to excel in his or her chosen discipline*
- *Provision of superior quality products and service standards*
- *The pursuit of all tasks and completing them in superior fashion*
- *Provision of the best service for the customer*
- *Providing value for money for all stakeholders*
- *Respect for the individual*
- *Integrity and transparency in operations*
- *Creativity of individuals*
- *Responsibility for guardianship of the environment*

Core Values

The above philosophy has informed the core values which are the principles, fundamental tenets and ideals that shape organizational behavior. In this context the following are the core values:

- *Professional organizational behaviour*
- *Transparency, accountability and integrity in its operations*
- *Fairness, equity, and respect for its stakeholders*
- *Excellence and creativity in performance*
- *Mentorship in a caring environment*
- *Entrepreneurial skills development, quality service, and customer satisfaction*
- *Teamwork, employee participation and development of business*
- *Respect for the Institutes' property, equipment and their efficient maintenance*
- *Continuous learning and improvement*
- *Open communication*

Vision Statement

To be the recognized leader in developing and promoting sustainable careers in Fisheries and related disciplines in the region.

Mission Statement

To facilitate research & development, provide accredited technologically-driven training and related services for fisher folk, seafarers and other stakeholders in accordance with international standards, in harmony with the environment, in the context of sustaining a viable fisheries industry.

MAIN STRATEGIC INTENT

Establish the CFTDI as the premier provider of training and development in fisheries and the maritime area in the Caribbean and extra-regionally utilizing appropriate technologies, research & development, and advocacy.

External Analysis

Analysis of the Political, Economic, Social, Technological, Legislative and Environmental (PESTLE) fronts will provide CFTDI with a more holistic and futuristic perspective.

POLITICAL ANALYSIS

Trinidad and Tobago is a democratic republic within the Commonwealth with a stable political climate which would facilitate the implementation of the Institute's Strategic Plan 2009–2013. There has been a thrust by Government with respect to the enhancement of the Maritime Sector through the development and updating of legislation, the establishment of a Maritime Authority and relevant Tertiary Level Training Institutions. The CFTDI must therefore tailor its strategic objectives towards forming the relevant synergistic relationships within the ambit of maritime industrial development.

ECONOMIC ANALYSIS

Regionally, most CARICOM States are heavily dependent on a marine-based economy which includes fisheries and tourism. Fisheries are important from the point of view of generating economic opportunities, providing sustenance and alleviating poverty. In this regard, CFTDI is well poised to contribute to human resource capacity building and skills development in the CARICOM region.

Trinidad and Tobago's economy is energy based. However government has a stated intent to diversify away from the energy sector. Attention has been focused on the development of a number of non-energy based sectors including inter-alia maritime, tourism and fisheries. In the current scenario of escalating food prices and food shortages globally, agriculture has been targeted to play a pivotal role in addressing these issues. In support of these initiatives, fisheries and in particular fisheries training is an important area of focus.

It is instructive to note that over the last five years the Institute's budgetary allocation has been inadequate to meet its Development Programme objectives. As a consequence the Institute has been unable to develop its physical resources to meet the ever increasing demand for its services; more importantly, the Institute has been unable to modernize its approaches to programme delivery in keeping with technological changes within the education system.

This is reflected in the Budgetary information for the years 2004–2007 as follows:-

YEAR	ALLOCATION
2004	NIL
2005	NIL
2006	.5 m
2007	1.5 m

SOCIAL ANALYSIS

Regionally, fisheries play a major role in maintaining the social and cultural cohesiveness as well as stability of coastal communities. The present demographics of coastal communities indicate an aging population and therefore there is a need to attract youth to this sector. Statistics show that almost 60% of the population of Trinidad and Tobago falls within the youth cohort. This is significant to the CFTDI in terms of the youth cohort being a target group for building a sustainable fisheries sector. The gender distribution is equal and therefore particular attention will be paid to the training and developmental needs of women. Additionally, CFTDI's new strategic approach supports government's initiatives for entrepreneurial skills development to promote self-employment and self-sufficiency.

TECHNICAL ANALYSIS

Globally, there is a decline in living marine resources and a greater focus on ecologically sustainable development with respect to fisheries and the marine environment. This encompasses fisheries research and management, fish health and quality assurance, sustainable fishing practices and use of appropriate technologies, monitoring, surveillance and enforcement, marine biodiversity protection, and stakeholder participation. Mindful of CFTDI's strategic focus on training and developmental activities, an advocacy role for management in matters related to the sustainability of fisheries and marine ecosystems would emerge.

Recognizing the global shift in the skills requirement for industry personnel, CFTDI has expanded its curricula to produce a multi skilled individual for the industry. Strategically, curricula development for the Institute will be research/evidence-based and technologically-driven. Appropriate state-of-the-art equipment will be required to support this training. Strategic linkages/arrangements will be established with other training and research institutions both nationally and extra-regionally.

Integral to CFTDI's Strategic Plan is the sharing and exchange of information through interconnectivity with the Government's communication backbone. Through this strategy, citizens and others worldwide can gain online access to the services of the CFTDI.

LEGAL AND REGULATORY FRAMEWORK

The present Caribbean Fisheries Training and Development Institute Act, Chapter 39:53, Act 59 of 1975 is outdated, no longer applicable to the operations of the Institute and needs to be repealed.

There have been previous attempts to enact legislation to reorganize the CFTDI as a National Institute but this was never realized. A new legislative framework should afford the Institute greater autonomy and facilitate the implementation of its Strategic Plan.

Other existing legislation that impact on the operations of the CFTDI include inter alia:-

- The Occupational Safety and Health Act, 2004
- Fish and Fisheries Products Regulations
- Food and Drugs Act, Chap. 30:01
- Fisheries Act of 1916, Chapter 67:51
- The Archipelagic Waters and Exclusive Economic Zone Act, Act 24 of 1986
- Draft Marine Fisheries Management Act 2006

The society generally has an acute awareness of the legal parameters in which public institutions are obligated to function, and as a result, the CFTDI is obligated to plan and implement within the above legislative framework.

Notwithstanding the existence of competing training entities, the legislative framework of the Institute must be upgraded to allow for greater autonomy in the execution of its strategic objectives.



ENVIRONMENT

Governments increased thrust towards industrial development of the offshore energy sector has created the need for new avenues of training. Accordingly such areas as resource conservation, marine protected areas, stock rebuilding programmes and alternative fish production systems will guide the strategic objectives.

Inherent in some of CFTDI's strategic developmental initiatives which may impact the environment would be the need to conform with the Water Pollution Rules 2001 under the Environmental Management Act 2000.

Internal Analysis

The internal and external aspects of a SWOT analysis follow. It is to be noted that the analysis is undertaken using five broad categories, viz:- Human Resource, Institutional, Technical/ICT, Financial and, Inter and Intra Organization.

STRENGTHS

Human Resource

- Experienced, enthusiastic and knowledgeable staff that operate generally in an atmosphere of good camaraderie
- Good mix of human resource technical and administrative competencies
- Knowledgeable and dedicated staff with ability to work under stressful conditions

Institutional

- Fully functional organization operating on a quick response basis when required
- Support from Fisheries Extension Officers
- Clear policy guidelines in the area of Fisheries Training and Development
- Outreach programmes providing impetus for implementation of same
- Regional and Extra Regional reach
- Few competitors for the products and services
- High value attached to preserving the Institute's image and outreach
- Good synergy among departments
- Highly recognized training facilities
- Highly recognized syllabus in Fisheries Training
- Compliance with National Regulatory Authorities relating to STCW training
- High quality training programmes
- Positive relationships with international agencies
- Location in close proximity to marine resources

Technical/ICT

- Excellent Technical equipment used in the fisheries training programme
- Use of ICT in the business of CFTDI and training initiatives in this area

Finance

- Consistent and timely budgetary allocations
- Economically viable
- Affordable fees

STRENGTHS

Inter and Intra Organization

- Strong intra departmental team spirit
- Positive intra departmental networking
- Positive networking/collaboration with other Ministries, state agencies and stakeholders
- Organizational awareness through publication of quarterly magazine

WEAKNESSES

Human Resources

- Lack of unity and respect among staff members
- Lack of commitment from some staff members
- Resistance to change
- Inadequate mechanisms for staff motivation
- Inadequate staff complement to support delivery of Institute's core functions

Institutional

- Inadequate organizational structure
- Inadequate internal communication technology
- Inadequate communication with Fisheries Extension Officers
- Institute not accredited with Accreditation Council of Trinidad and Tobago
- Outdated legal and regulatory framework
- Inadequate marketing and public relations
- No formalized link with tertiary and other institutions for Research and Development

Technical/ICT

- Inadequate computerization and communication resources

Finance

- Inadequate income generation from physical plant and equipment

Inter and Intra Organization

- Inadequate communication among departments and agencies
- Inadequate inter and intra communication of CFTDI activities

OPPORTUNITIES

Human Resources

- Continuous training and staff development, e.g. in the areas of Project Management, Monitoring and Evaluation, Change Management, ICT and other areas.
- Maximizing the use of technical skills mix through the provision of consultancy services



Institutional

- Expansion of the Institute's services nationally and regionally
- Marketing CFTDI programmes to schools and fishing communities
- Partnering with foreign training Institutions
- Improvement of Research and Development
- Expansion of current curriculum, e.g. teaching of ICT, life skills, entrepreneurship, etc.
- Improvement of physical infrastructure
- Encouragement of sustainable fishing to improve food security
- Encouragement of feedback for monitoring and evaluation
- Organizational restructuring to better deliver mandate
- Re-branding and Re-imagining the organization in line with current mandate
- Improved networking with industry stakeholders

Technical/ICT

- Maintaining currency with the latest fishing technology
- Improve Information and Communication Technology
- Connection to GORTT's Communication Network
- Launching of CFTDI's website and Intranet
- Creation of a CFTDI-wide information system to facilitate the collection, storage and analysis of important decision-making data and information
- Encourage positive CFTDI-wide cultural change towards ICT
- Establishment of an internal ICT training lab in the CFTDI
- Procurement of new specialized software applications for the CFTDI in the areas of registration, facility maintenance, etc.

Finance

- Generation of revenues through marketing of selected services
- Possibility of increased budgetary allocation in 2008–2009 is an opportunity for expanding training programmes, emerging projects and new initiatives
- Support to attract fisher folk to attend training programmes

Inter and Intra Organizational

- Opportunity to improve relationship with all stakeholders, particularly external stakeholders
- Inter departmental collaboration in designing programmes to address depleting marine resources
- Introduce Mobile Training and Distance Learning Programmes

THREATS

Human Resource

- Experienced employees leaving for more lucrative opportunities
- Loss of institutional memory through potential loss of experienced staff
- No incentive to attract or retain staff

Institutional

- Absorption by other institutions resulting in loss of identity
- General lack of interest in the fishing sector by young people in T&T
- Security and accessibility concerns
- Unprotected port and jetty area

THREATS

Technical/ICT

- Unforeseen internet security breaches with respect to viruses, etc.

Finance

- Possible reduction of funding by GORTT
- Competition from similar training institutions

ANALYSIS OF EXPENDITURE 2004–2006

Details of expenditure and income for the periods 2004–2006 are outlined in the table below.

YEAR	PERSONNEL	OPERATIONS	UTILITIES & RENT	TOTAL EXPENDITURE	SUBVENTION & EARNED INCOME	NET
2004	3,104,369.00	2,220,851.00	303,506.00	5,628,726.00	5,260,974.00	(367,752.00)
2005	3,017,227.00	2,374,940.00	340,378.00	5,732,545.00	5,265,220.00	(467,325.00)
2006	3,106,703.00	2,433,038.00	361,944.00	5,901,685.00	6,661,595.00	759,910.00

AN AGGREGATE CONCEPTUAL MODEL FOR THE CFTDI

The Aggregate Conceptual Model (Fig.1 on page 12) shows how CFTDI is expected to function in the environment.

In the network there are "partner" organizations whose work impact on the performance of the CFTDI:-

- e.g. Maritime Services Division of the Ministry of Works and Transport
- Government Departments and Ministries that operate in the Social sector
- The Trinidad and Tobago Coast Guard
- Adult Literacy Tutors Association (ALTA)
- Other tertiary level partners locally and regionally

At the Operations Level CFTDI comprises a number of units:

- Administration Department
- Accounts Unit
- Training Unit
- Technical Units
- Other ancillary and support Units



AN AGGREGATE CONCEPTUAL MODEL FOR THE CFTDI

CFTDI proposes to move to a more evidence-based-driven curriculum, expanded research development capabilities to inform future directions. Therefore a Monitoring and Evaluation Unit, will be established for the following:

- Data Collection
- Data Analysis
- Report Preparation
- Evaluations of Performance at both Unit and Organizational levels

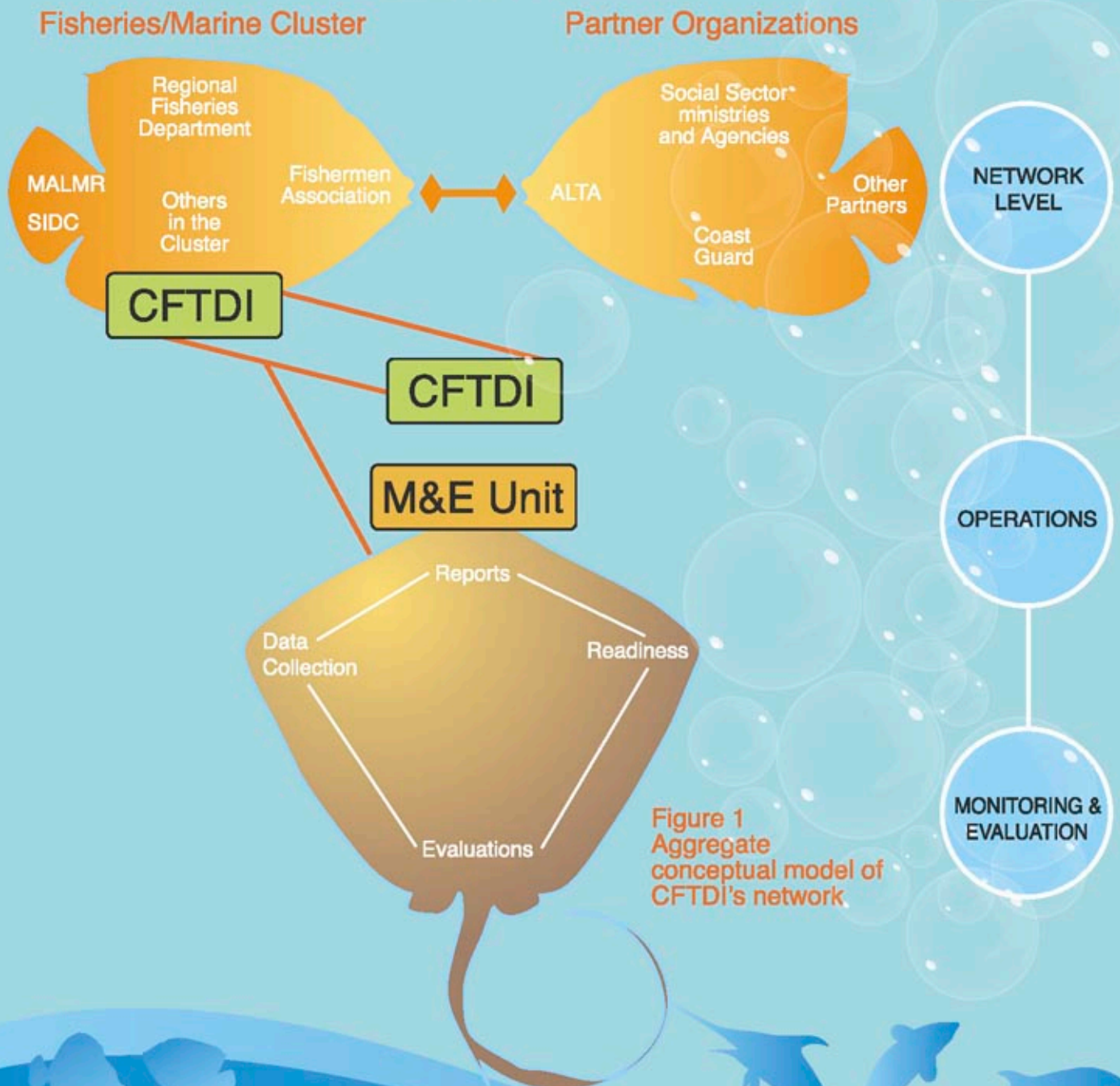


Figure 1
Aggregate
conceptual model of
CFTDI's network.

Fisher Folk Training Needs Analysis and Sector Concerns

In the preparation of the Strategic Plan the following methodologies were utilized (1) the administration of a survey of fisher folk training needs and (2) the conduct of focus group meetings. These methodologies essentially constituted the consultative process of collecting stakeholders views and recommendations both locally and regionally. A team comprising the Principal, Vice Principal and the Consultants, facilitated the data collection from the focus group meetings. Fishing Communities in Trinidad and Tobago and local Fishing and Marine Industry's strategic partners as well as Fisheries Divisions in Barbados, St. Lucia and Suriname contributed to the consultative process.

The administering of a training needs questionnaire and one on one interviews ensured high participation at the focus group meetings during the strategic planning process. The following fishing communities participated in the process:

1. North/North East Coast: Matelot, Toco, Balandra;
2. East/South East Coast: Guayaguayare, Morne Diablo, Moruga;
3. South/South East Coast: Otaheite, Erin, Cedros;
4. Central Coast: Orange Valle,;
5. North Coast: Blanchiceusse, Maracas Bay;
6. West Coast: Alcan Bay;
7. Tobago: Tobago West, Tobago East;

Highlights of the data collected are graphically illustrated in Appendix 2.

STAKEHOLDER ANALYSIS

The consultative and participatory process of collecting stakeholder views and recommendations commenced on the 11th & 12th October, 2007 with the Institute's internal stakeholders and ended on the 18th January 2008. The methodology is stakeholder centred and designed iteratively to reflect and refine the perspectives at the strategic, tactical and functional levels of the industries network of stakeholders. The table at appendix 3 consolidates the responses of the stakeholders who participated in the focus group consultations.



Strategic Themes

Five developmental pillars emerged from the consultative process.

1. Sectoral Human Capacity Building
2. Re-engineering of Business Operations
3. Advocacy
4. Development of an Entrepreneurial Culture
5. Monitoring and Evaluation

These development pillars (Fig 2) become the Strategic Themes for the five year period 2009–2013.

No.	DEVELOPMENT PILLARS	DESIRED RESULT
1	Sectoral Human Capacity Development	Responding with new curricula to develop new industry skills mix in order to meet the changing demands in the industry
2	Re-Engineering of Business Operations	Adopting more cost effective and efficient modes of operations for greater productivity and efficiency
3	Advocacy	Through partnering with other agencies to champion pertinent issues affecting fisher folk
4	Development of an Entrepreneurial Culture	Maximizing use of the Institute's resources to derive profits so as to achieve self sufficiency
5	Monitoring and Evaluation	Real time information and feed back on all critical aspects of CFTDI's operations

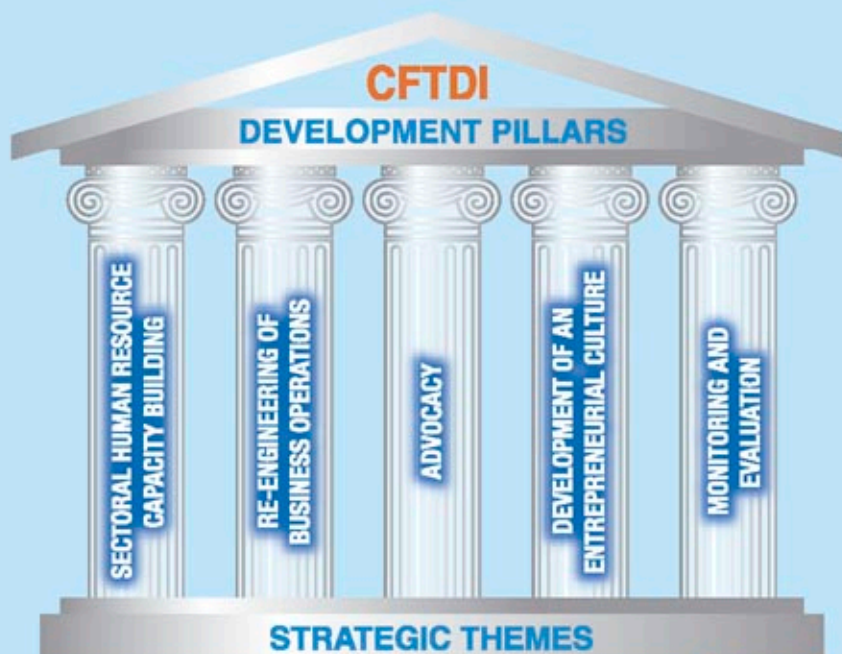


Figure 2

Objectives and Strategies

1. STRATEGIC THEME #1: SECTORAL HUMAN RESOURCE CAPACITY BUILDING

Objective: To provide training for 5,000 persons over the period 2009–2013 in relevant sectors of the fishing industry.

STRATEGIES:

1. Develop a marketing strategy, fisheries training organization of the Caribbean
2. Redesign organizational structure to provide logistical support for training of 5,000 persons over the period 2009–2013
3. Design special fisheries development training programmes for regional staff in participating states
4. Establish distance learning and outreach programmes
5. Introduce new areas of training, research and developmental activities e.g. aquaculture, mariculture, aquaponics

2. STRATEGIC THEME #2: RE-ENGINEERING OF BUSINESS OPERATIONS

Objective: To improve business initiatives and add value.

STRATEGIES:

1. Conduct feasibility studies on proposed business initiatives
2. Revised legislative and regulatory framework so as to facilitate more efficient decision-making
3. Establish Health and Safety Regulations in accordance with national standards.(OSHA)
4. Obtain accreditation for Institute and its training programmes
5. Improved technology in all areas of operations
6. Formulate research & development projects to enhance technologies in collaboration with other fisheries related institutions

3. STRATEGIC THEME #3: ADVOCACY

Objective: To foster stronger relationships with stakeholders and form new alliances with other key players in the industry.

STRATEGIES:

1. Establish wider communication links among CFTDI stakeholders
2. Advocate the free flow of information within the industry
3. Collaborate with industry partners to champion the concerns of fisher folk

4. STRATEGIC THEME #4: DEVELOPMENT OF AN ENTREPRENEURIAL CULTURE

Objective: To improve CFTDI's revenue earning capacity.

STRATEGIES:

1. Re-organize CFTDI services and facilities with a view to making them income generating
2. Explore new avenues for training in entrepreneurial development in the fisheries sector



5. STRATEGIC THEME #5: MONITORING AND EVALUATION OF OPERATIONS

Objective: To develop a Monitoring and Evaluation System.

STRATEGIES:

1. Include Monitoring and Evaluation Department in new organizational structure

STRATEGIC THEME #1: SECTORAL HUMAN RESOURCE CAPACITY BUILDING

OBJECTIVE	STRATEGY	PRESENT STATUS	OUTCOME
To train at least 5,000 persons in the Caribbean fishing industry every year for the period of the plan 2009–2013	1) Develop a Marketing Strategy to establish CFTDI as the premier Fisheries Training organization in the Caribbean	1) Does not exist	1) Aviable Marketing Plan and services of a Marketing Coordinator
	2) Design special fisheries development training programmes for regional clients	2) Partially exists	2) Programmes designed and executed to address the needs of regional clients
	3) Provide easier access to training	3) Training is centralized in Chaguaramas	3) Training is decentralized 3.1) All fishing communities, youth 15–29 years and others are made aware of the Institutes programmes
	4) Establish Distance Learning & Outreach Programmes	4) Does not exist	4) Improved access to CFTDI's programmes
	5) Introduce new areas of training, e.g. aquaculture, mariculture, aquaponics, etc.	5) Does not exist	5) Expanded curricula offerings

STRATEGIC THEME #2: RE-ENGINEERING BUSINESS OPERATIONS

OBJECTIVE	STRATEGY	PRESENT STATUS	OUTCOME
To improve business initiatives and adding value to organizational outputs	1) Conduct feasibility studies in proposed new areas of business	1) Does not exist	1) Strategic lines of new business identified
	2) Revise legislative and regulatory framework for the CFTDI	2) Outdated legislation	1.2) Organization re-designed to meet requirements of new plan 2) New legislative and regulatory framework
	3) Establish Health & Safety Procedures in accordance with OSH Act	3) Does not exist	3) Functioning Health and Safety Committee
	4) Improved technology in all areas of operations	4) Limited Technology in use	4) CFTDI becomes a technology-driven organization

STRATEGIC THEME #3: ADVOCACY

OBJECTIVE	STRATEGY	PRESENT STATUS	OUTCOME
To foster stronger relationships with stakeholders and form new alliances with other key players in the industry	1) Establish wider communication links among CFTDI's stakeholders	1) Ad hoc links exist but inadequate	1) Wider communication links established
	1.2) Advocate the free flow of information within the industry	1.2) Information flow within industry inadequate	1.2) Information flow made easier
	1.3) Collaborate with industry partners to champion the concerns of fisher folk	1.3) Fisher folk lack cohesive representation	1.3) Unified fisher folk representation—key issues brought to the fore

STRATEGIC THEME #4: DEVELOPMENT OF AN ENTREPRENEURIAL CULTURE

OBJECTIVE	STRATEGY	PRESENT STATUS	OUTCOME
Improve CFTDI's Revenue Earning Capacity	1) Re-organize CFTDI services and facilities with a view to making them income generating	1) Limited Income-earning areas in CFTDI	1) Income-earning capacity expanded
	2) Explore new avenues for entrepreneurial development	2) Policies to support new business vague	2) New business avenues identified
	3) Develop physical infrastructure to support new business ventures	3) Can no longer meet Institute's growing demands	3) Infrastructure that supports Institutes productive capacity

STRATEGIC THEME #5: MONITORING AND EVALUATION

OBJECTIVE	STRATEGY	PRESENT STATUS	OUTCOME
Develop a Monitoring and Evaluation (M&E) System	1) Design Monitoring and Evaluation System	1) Does not exist	1) CFTDI can now monitor performance and feedback
	1.2) Include M&E Department in new Organizational Structure	1.2) Does not exist	1.2) M&E Department established

Implementation Plan

To effect these objectives, an Implementation Plan covering the period 2009 – 2013 (see Appendix VI) has been prepared. The total estimated cost over the five year period is \$23.8 m which includes the cost of a new training vessel.

Should a new vessel be acquired under the Development Programme for the Institute, then the cost for the phased transition of the Institute will be approximately \$11 m.

Critical Success Factors

The following factors are deemed to be critical for the achievement of CFTDI's objectives.

1. Institutional restructuring
2. Effective inter and intra departmental networking
3. ICT connectivity to all CFTDI's stake holders
4. Facilities and services for which people are willing to pay
5. Adequate funding for capital investments
6. Creating and embracing a Monitoring & Evaluation culture
7. Re-branding and re-imaging of CFTDI
8. Accreditation of the Institute and its programmes

ORGANISATIONAL STRUCTURE

The present Organizational Structure reflects eight (8) departments as is represented in Appendix 4.

The analysis indicates new divisions in the areas of Monitoring and Evaluation, General Administration, Human Resources, Research and Development, Residential Services, Quality Assurance and Marketing, as is expressed in the proposed Organizational Chart in Appendix 5.

New Strategic Directions

SUMMARY OF NEW STRATEGIC DIRECTIONS

1. Efficient networking with collaborating partners locally and regionally
2. An effective ICT Plan in accordance with the guidelines of Government's e-policy
3. Data collection and analysis for benchmarking, planning and making better informed decision-making
4. Inland fish farming curriculum to attract new entrants to the Industry and to re-integrate fisher folk who may be displaced due to new policies in fishing and other sectors
5. ALTA certified trainers to deal with the high levels of illiteracy among course participants
6. Community outreach programmes
7. Change Management Committee for re-branding of the Institute
8. Creation of a Monitoring and Evaluation Unit
9. New Human Resource Plan

Strategic Initiatives for Tobago Training

This Strategic Plan addresses the strategic initiatives for Tobago in the areas of Fishing Technologies and Training in the context of the importance of fishing as a critical means of livelihood and its linkages to tourism:

1. Increased outreach training programmes
2. Greater exposure of CFTDI's training courses to schools in Tobago
3. Maximise use of the Buccoo Training Centre
4. Expanded Curricula should include:
 - Spanish
 - Social Etiquette
 - Time Management
 - Financial Management

The Way Forward

1. A resource audit of the Institute should be conducted to determine the current resources.
2. The Strategic Plan should be articulated to key decision makers, managers etc.
3. Departmental Strategic plans should be developed in accordance with the new strategic objectives of the Institute.
4. Implementation Plans for all departments should be created.
5. The Human Resource Department should be supplied with the anticipated amount of staff to effectively achieve the activities outlined in each implementation plan.
6. The Change Management Team should support the transition.
7. The progress of change should be monitored and evaluated to effect the upgrade of the Institute.
8. The Institute's effort to mold a new culture as it embarks on its new strategic direction, must emphatically establish new systems, procedures, work flows, decision making and communication networks.
9. Computer Training for all staff should be aggressively pursued to facilitate the acceptance of the introduction of new technology to improve communication, efficiency and productivity.

Conclusion

Research in the field of fisheries technological training has indicated that CFTDI is still relevant to the region. However, re-tooling and restructuring are essential for achieving the objectives of the new Strategic Plan. Change Management and Monitoring and Evaluation Methodologies are crucial to the organization's ability to easily respond to the Fisheries and Marine training requirements of the region.

The new direction of the Institute documented within this Strategic Plan must therefore be combined with good Corporate Governance and motivated staff to create the required positive outcomes. CFTDI would aggressively pursue its training and development programme in order to realize a greater market share and higher levels of revenue generation.

To address the depleting Human Resources in the Sector, a job integration programme should be introduced to attract new entrants to the sector and contribute to its development.



Additionally, physical infrastructure should be upgraded to an International Standard to realize the new Mission and Vision of the Institute and reflect the image of the Institute as a regional educational organization.

The CFTDI is now at a unique juncture in its existence and is now poised to elevate itself to the position of premier Fisheries Training and Development organization of the region.

APPENDIX I

MARITIME COURSES

Basic Safety Training
 Seaman Class II (Efficient Deck Hand)
 Certificate of Proficiency in Survival Craft
 Basic and Advanced Fire Fighting
 Oil/Gas/Chemical Tanker Safety
 Coastal Navigation
 Engineering Rating Category II (Motorman)
 Personal Survival Techniques—Basic
 Personal Survival Techniques—Intermediate
 Elementary First Aid
 Medical First Aid
 Outboard Motor Maintenance & Repairs
 Fibre Glass Reinforced Plastic Technology
 Boat Master III

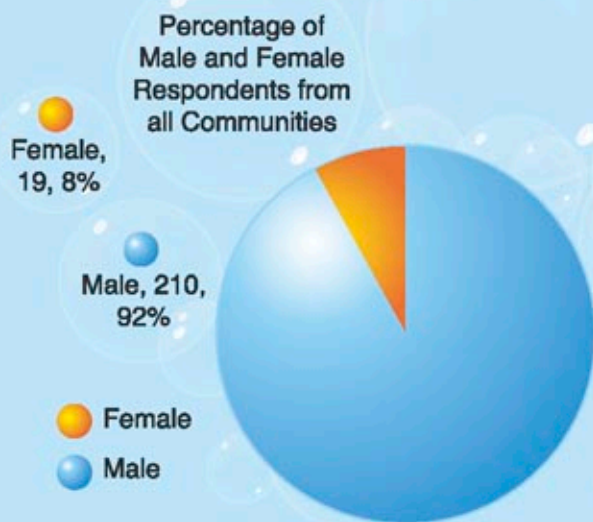
SEAFOOD TECHNOLOGY COURSES

Fin Fish Handling & Processing
 Salt Curing & Drying of Fish
 Smoking of Fish
 Shellfish Handling, Processing & Preservation
 Fish & Shellfish Marinades
 Comminuted Fish & Shellfish Products
 Quality Control Procedures for Fresh, Frozen & Cured Fish Products
 Utilization of Fish in Salads
 Fish Handling for Vessel Operators
 Merchandising of Fish
 Fish Processing & Fish Cookery for Teachers of Home Economics
 Fish Inspection
 Quality Assurance in Fish & Fishery Products

APPENDIX 2

RESPONSES TO THE ANALYSES OF TRAINING NEEDS FROM STAKEHOLDERS

TRINIDAD RESPONSES



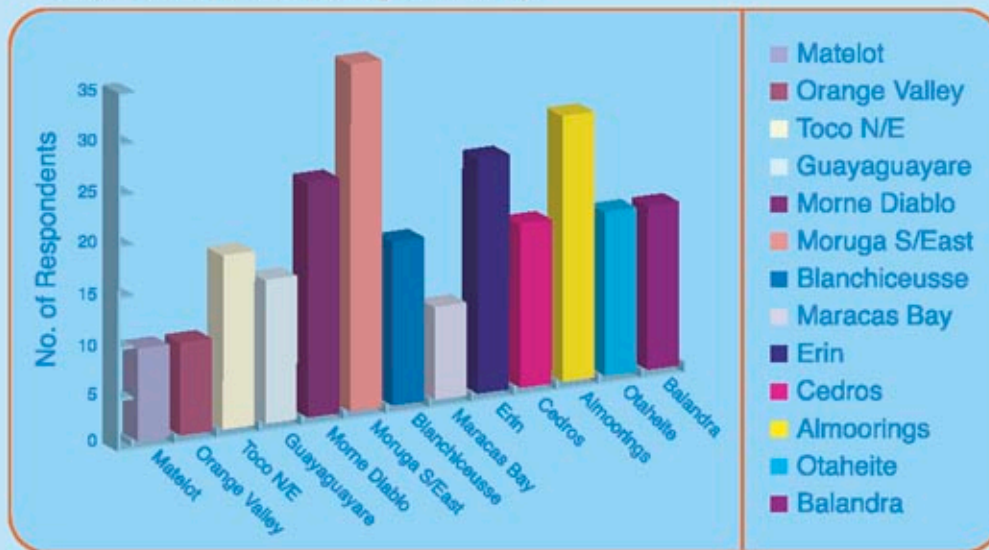
Details with respect to gender and location are as follows:

Areas	Total no. of people	Female	Male
Matelot	9	1	8
Orange Valley	9	0	9
Toco N/E	17	1	16
Guayaguayare	15	2	13
Morne Diablo	23	4	19
Moruga	34	2	32
Blanchiceusse	17	0	17
Maracas Bay	8	0	8
Erin	23	1	22
Cedros	16	0	16
Almoorings	26	5	21
Otaheite	16	3	13
Balandra	16	0	16
Total	229	19	210

RESPONSES TO THE ANALYSES OF TRAINING NEEDS FROM STAKEHOLDERS

TRINIDAD RESPONSES

Respondents in each Fishing Community

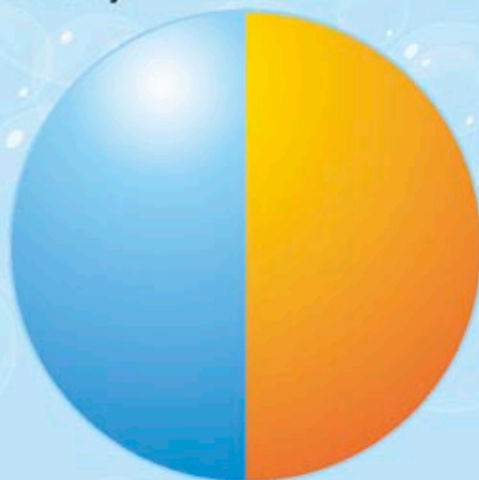


Have you heard of the Caribbean Fisheries Training and Development Institute (CFTDI) before today?

Yes, 115, 50%

No, 114, 50%

Yes
No



RESPONSES TO THE ANALYSES OF TRAINING NEEDS FROM STAKEHOLDERS

TRINIDAD RESPONSES

Will you be willing to attend CFTDI's training and development programmes if given the opportunity?

● Yes
● No

Yes, 224
98%

No, 5,
2%



Will you be willing to attend CFTDI training courses?
Ages 18–44

Areas	willing to attend CFTDI		below 18	19–23	24–28	29–34	35–39	40–44
	Yes	No						
Matelot	9	0	0	0	0	2	1	2
Orange Valley	8	1	0	0	1	0	2	3
Toco N/E	17	0	0	2	3	3	2	1
Guayaguayare	14	1	1	1	2	2	0	2
Morne Diablo	23	0	0	1	1	5	3	7
Moruga	33	1	1	2	3	2	5	5
Blanchiceusse	17	0	0	1	5	3	1	3
Maracas Bay	8	0	0	1	0	0	4	0
Erin	22	1	1	3	1	2	4	5
Cedros	16	0	0	2	0	1	1	5
Almoorings	24	1	0	3	4	0	0	5
Otaheite	16	0	1	1	1	3	2	0
Balandra	16	0	3	0	0	0	1	3
Total	223	5	7	17	21	23	26	41



RESPONSES TO THE ANALYSES OF TRAINING NEEDS FROM STAKEHOLDERS

TRINIDAD RESPONSES

Will you be willing to attend CFTDI training courses?
Ages 45-60 & over

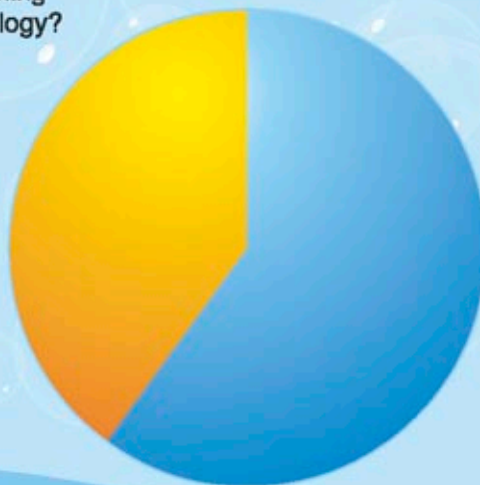
Areas	45-49	50-54	55-59	60 & over
Matelot	1	1	0	2
Orange Valley	0	1	1	1
Toco	2	3	1	0
Guayaguayare	5	1	0	1
Morne Diablo	2	1	1	2
Moruga	4	7	2	3
Blanchiceusse	1	1	1	1
Maracas Bay	0	3	0	0
Erin	0	3	1	3
Cedros	3	1	1	2
Almoorings	6	3	2	3
Otaheite	4	2	1	1
Balandra	3	2	2	2
Total	31	29	13	21

Have you been formally trained in Fishing Technology?

Yes, 91, 40%

No, 138, 60%

Yes
No



Formally trained

Areas	Yes	No
Matelot	1	8
Orange Valley	1	8
Toco N/E	8	9
Guayaguayare	8	7
Morne Diablo	23	0
Moruga	4	30
Blanchiceusse	4	13
Maracas Bay	0	8
Erin	4	19
Cedros	0	16
Almoorings	22	4
Otaheite	1	15
Balandra	15	1
Total	91	138

RESPONSES TO THE ANALYSES OF TRAINING NEEDS FROM STAKEHOLDERS

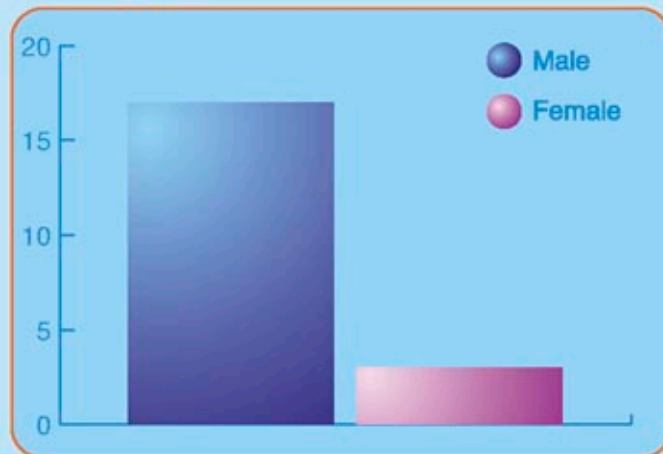
TOBAGO RESPONSE ANALYSIS

ATTENDEES BY GENDER

Tobago West

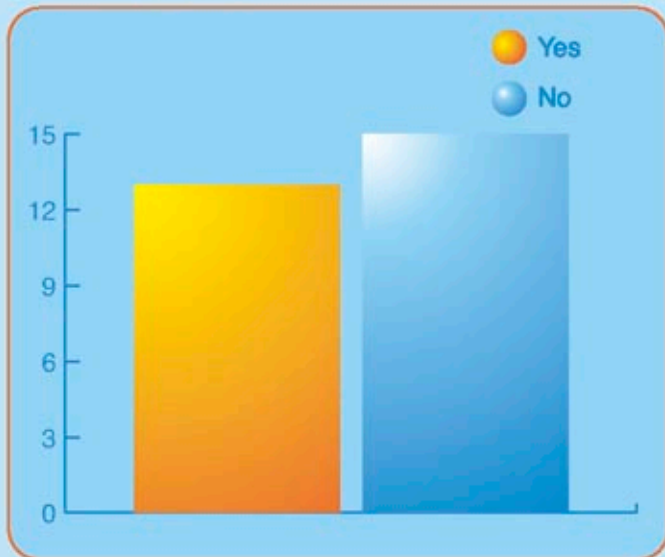


Tobago East

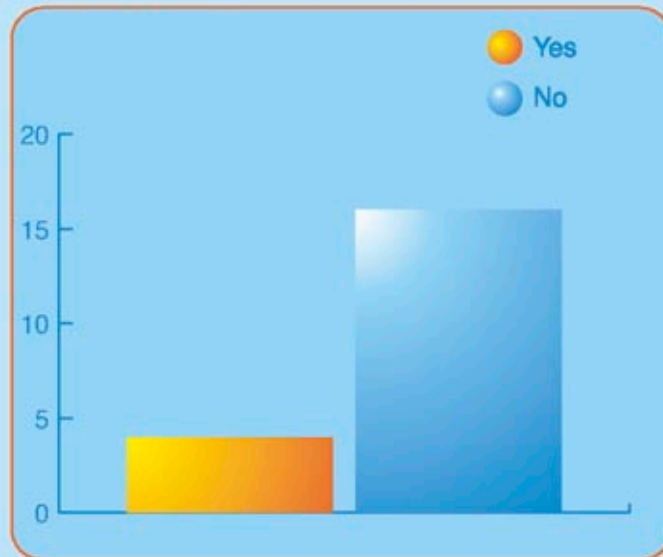


HAVE YOU HEARD OF CFTDI?

Tobago West



Tobago East

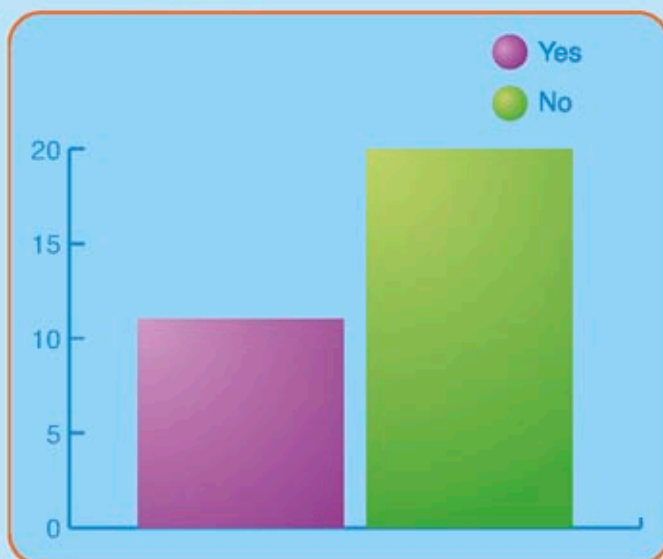


RESPONSES TO THE ANALYSES OF TRAINING NEEDS FROM STAKEHOLDERS

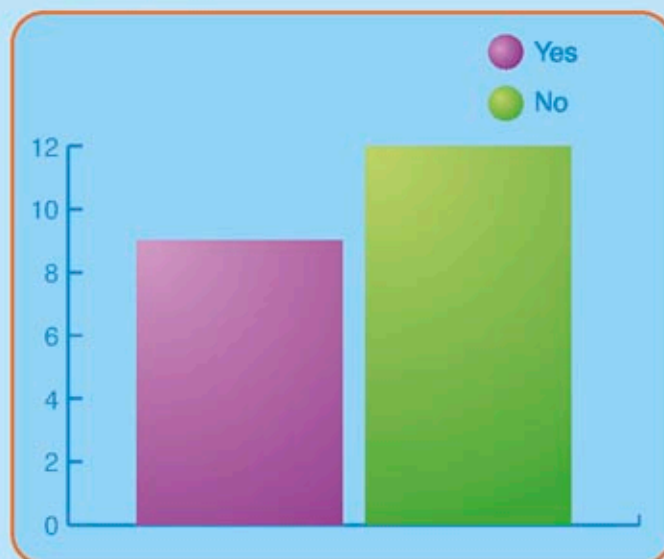
TOBAGO RESPONSE ANALYSIS

HAVE YOU BEEN FORMALLY TRAINED IN FISH TECHNOLOGY?

Tobago West

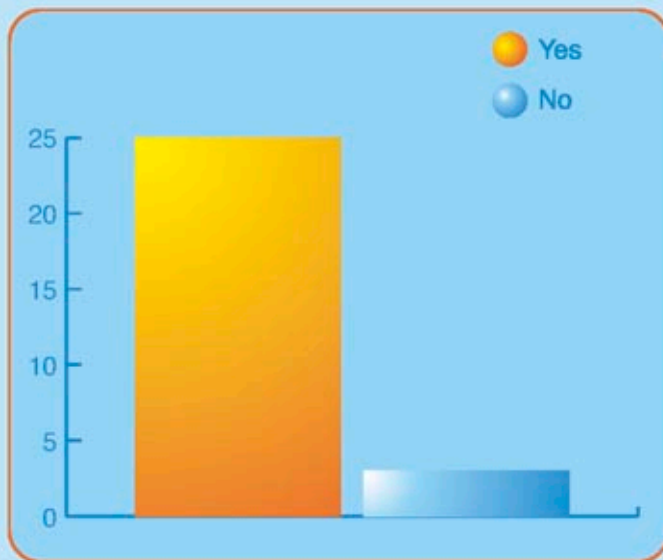


Tobago East

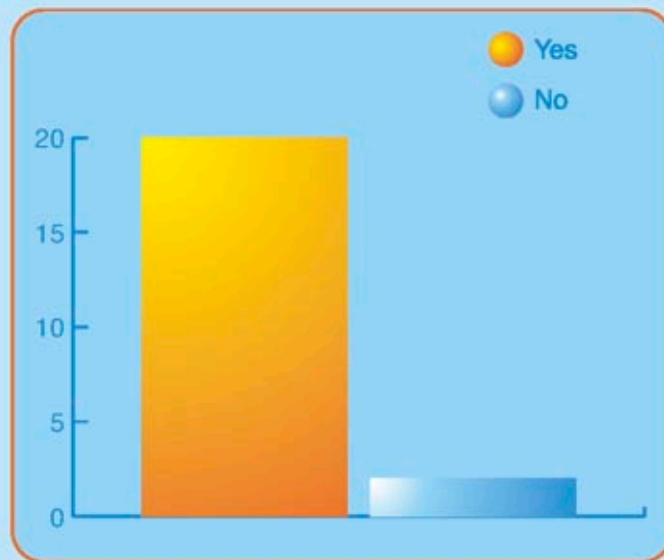


ARE YOU WILLING TO ATTEND CFTDI?

Tobago West



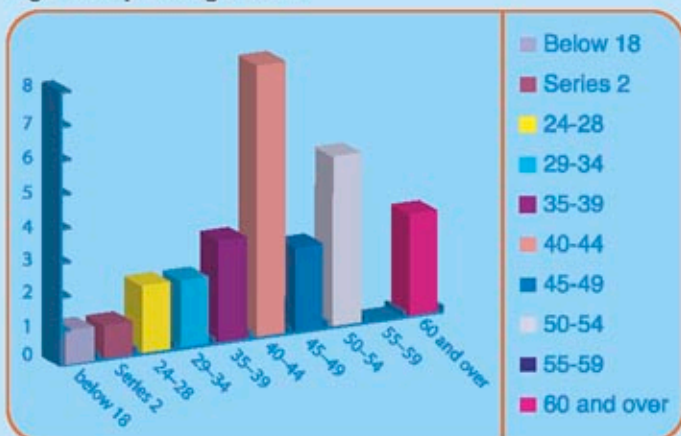
Tobago East



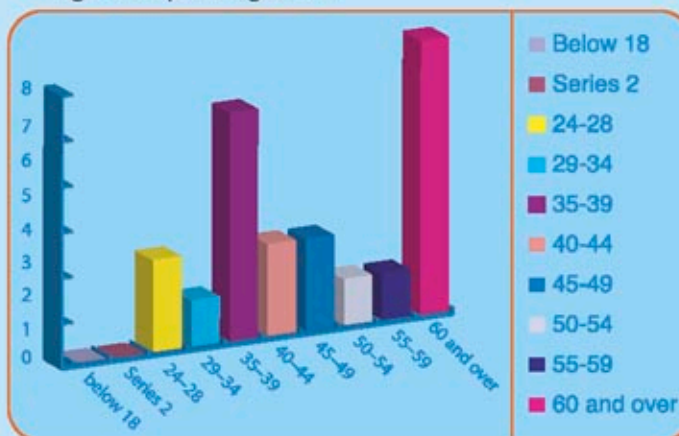
RESPONSES TO THE ANALYSES OF TRAINING NEEDS FROM STAKEHOLDERS

TOBAGO RESPONSE ANALYSIS

Age Group Tobago West



Age Group Tobago East



APPENDIX 3

CONSOLIDATED STAKEHOLDER RESPONSES

- 1 CFTDI is relevant to the development of the fishing industry in the region.
- 2 The demand for CFTDI's training and development programmes is high.
- 3 CFTDI must consider introducing and maintaining a strong outreach programme that includes mobile training.
- 4 Trawler owners do not see the Fisheries Division as an ally, but as an adversary.
- 5 CFTDI should consider introducing Distance Learning programmes for regional participants.
- 6 CFTDI must advocate on behalf of local fisher folk for better facilities with a view to using said facilities for training programmes, and for offering better fishing facilities.
- 7 CFTDI must pay a stipend to course participants to compensate for loss of earnings while attending courses.
- 8 CFTDI should commence programmes on conservation of fish stocks together with policy formulators.
- 9 CFTDI should consider new training programmes in the area of aquaponics and lobster farming
- 10 CFTDI should consider training courses for teachers of secondary schools.
- 11 CFTDI should train all fish vendors in hygiene together with Ministry of Health.
- 12 CFTDI must improve accommodation for students.
- 13 Introduce literacy programmes in fishing communities together with Ministry of Education, and Community Development; link with ALTA.
- 14 Introduce specialized training programmes for persons involved in the sea/water leisure industry, e.g. health and safety, seaman/seafarer (Class IV), etc.
- 15 Introduce courses on financial management and computer training.
- 16 Re-design training programmes and materials: design a training network, Literacy first. etc.
- 17 Create linkages with fish processors so as to attach trainees to clinics.



CONSOLIDATED STAKEHOLDER RESPONSES

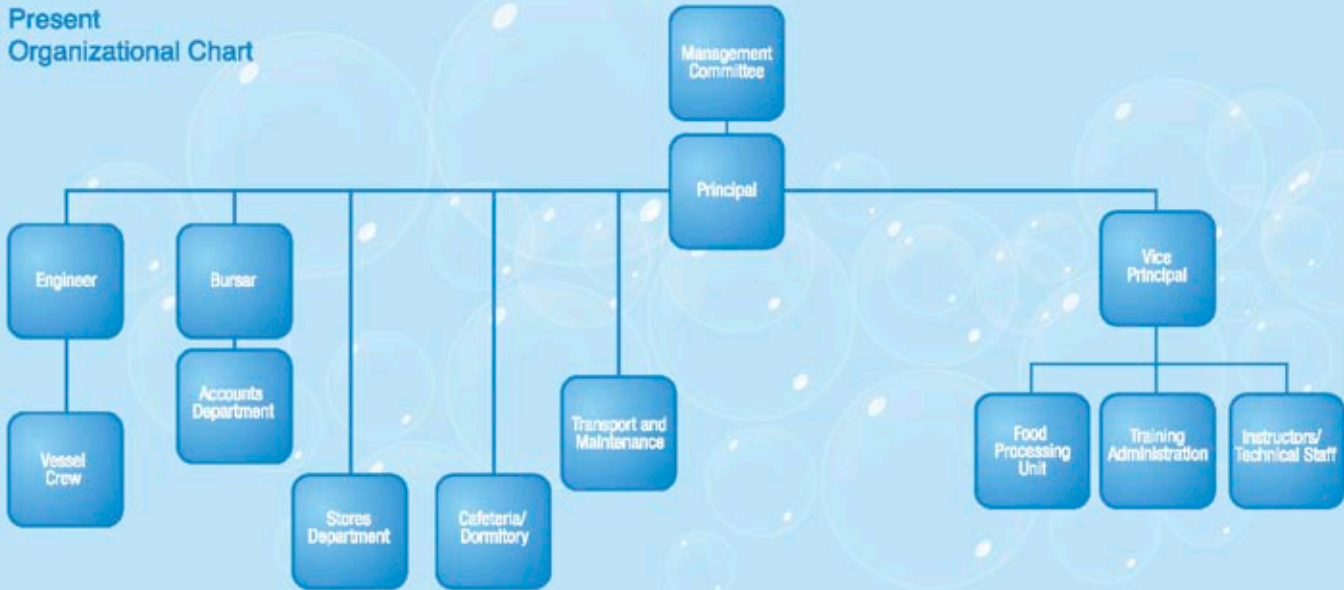
- | | |
|----|---|
| 18 | Target students/younger persons. |
| 19 | Build image of fisher folk self esteem. |
| 20 | Advance training so as to increase the quantity and quality of resident net and engine repairers in the communities. |
| 21 | Introduce part time programmes and evening programmes. |
| 22 | Target wider community. |
| 23 | Laws should be amended to make it mandatory for Fishermen to have lights turned on while at sea. |
| 24 | The wide expanse of area currently used for fishing activity is too much for the Fisheries Division to cover. |
| 25 | Fisher folk need to have more interaction with the Fisheries Division. |
| 26 | There should be a Management Committee in fishing communities to deal with advocacy for fisher folk. |
| 27 | Fisheries Officers should set up appointments to see fishermen. |
| 28 | Fisher folk are usually very enthusiastic to receive training at the time of asking but very few are present during the training session. |
| 29 | Coast Guard does not have a Department to do training but occasionally offer courses in basic navigation and safety at the coastal villages. |
| 30 | Fisher folk prefer to sail without safety equipment because it takes up too much space onboard the vessels. |
| 31 | Some fisher folk indicated the high cost of safety equipment is also prohibitive. |
| 32 | Trinidad and Tobago Coast Guard frequently have problems with TSTT's GSM equipment causing them to lose the ability to receive distress calls from fisher folk. |
| 33 | A database of fisher folk should be created to enable better analysis of the industry. |
| 34 | Re-training and refresher courses in modern techniques should be offered. |
| 35 | A National Fisheries Association will be formed in the near future. |
| 36 | The majority of fisher folk are not concerned about depleting fish stocks. |
| 37 | New fishing policies may displace fisher folk. CFTDI may need to partner with other Government agencies to re-integrate the displaced into new careers. |
| 38 | Incentive based initiatives should be used to influence fisher folk to comply with rules and regulations. |
| 39 | Duplication of efforts by other Fish related Agencies should be avoided. |
| 40 | Programmes should be marketed in a way palatable to fisher folk. |
| 41 | CFTDI's staff should be ALTA trained to cope with illiteracy problems in the classroom. |

TOBAGO FISHER FOLK RESPONSES

- | | |
|----|---|
| 42 | There is urgent need for safe harbors to secure boats. |
| 43 | Cold storage facilities are inadequate. |
| 44 | Destruction of swamps are negatively impacting on aquatic breeding grounds. |
| 45 | Indiscriminate dumping in seas and swamps is negatively impacting on marine life. |
| 46 | Larceny of boats and engines are disincentives for fisher folk of Tobago. |
| 47 | Fisher folk are unable to secure loans for boats and engines. |
| 48 | Fisher folk suffer from an inability to secure insurance for boats, engines and related gear. |
| 49 | There are no toilet facilities and drinking water in fishing depots. |
| 50 | The cost of gas is too high and there is difficulty in sourcing this item. |
| 51 | There are no agents to purchase excess flying fish. |
| 52 | Fisher folk must be paid a stipend when they attend training programmes to offset loss of earnings. |
| 53 | Poor representation by MALMR and THA. |
| 54 | Difficulty in securing adequate bait. |
| 55 | CFTDI's courses must be delivered in Tobago also. |

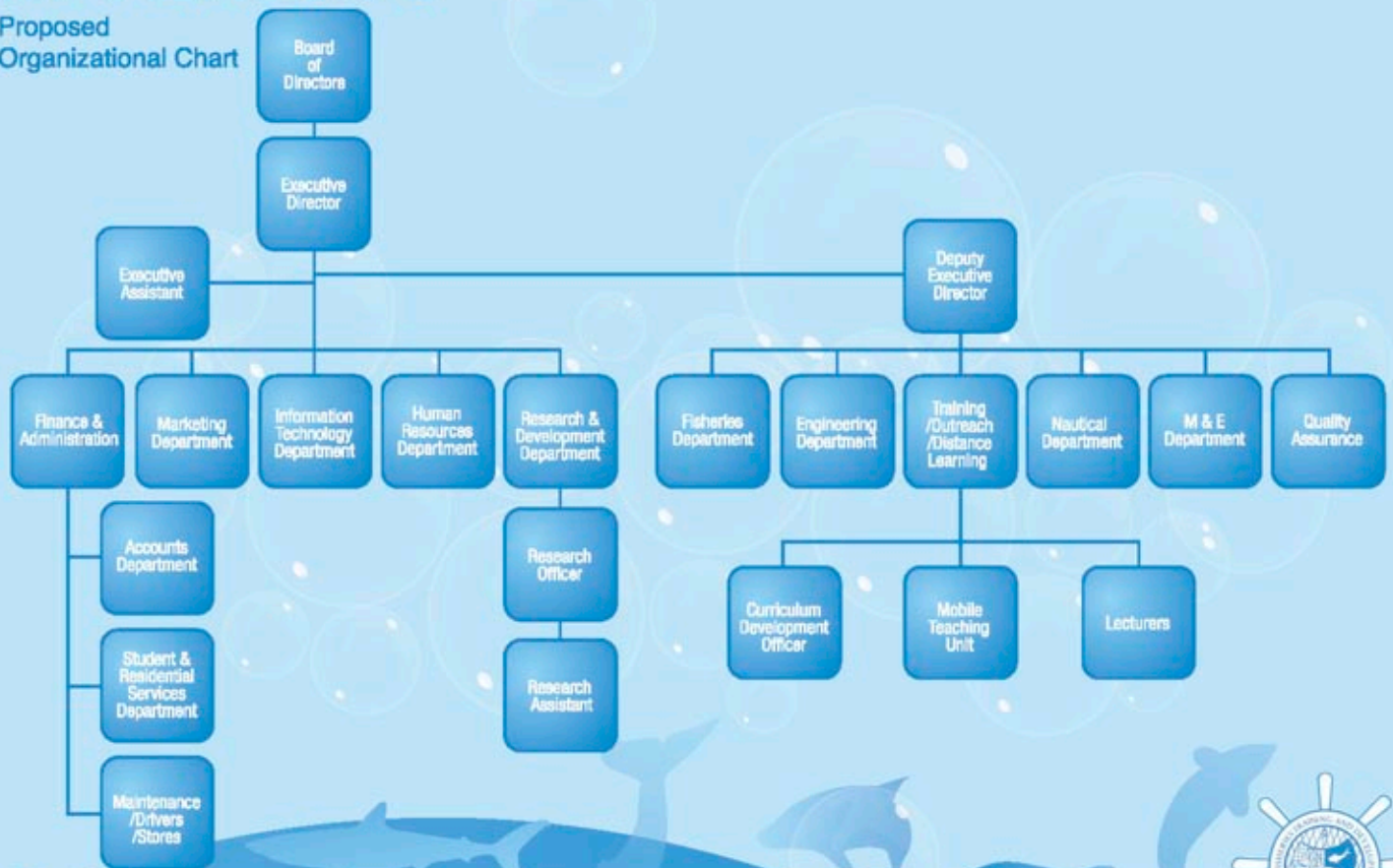
APPENDIX 4

Present
Organizational Chart



APPENDIX 5

Proposed
Organizational Chart



APPENDIX 6

CARIBBEAN FISHERIES TRAINING AND DEVELOPMENT INSTITUTE IMPLEMENTATION PLAN 2009 – 2013

	OBJECTIVE	STRATEGY	ACTIVITIES	START	END	RESPONSIBILITY	COST
1	To train at least 5,000 persons in the Caribbean Fishing Industry every year for the period of the plan 2009–2013	1. Redesign Organizational Structure to include new posts that support the new strategic direction	1. Develop skills mix for each new post.	2009.07.01	2009.10.31	Principal and Vice Principal	\$5,000
		2. Develop a Marketing Strategy. (Target youth between the ages of 15-29 years)	2. Employ a Marketing Coordinator. Develop a marketing plan which is aligned to and part of the overall Communications Plan	2009.07.01	2009.10.30	Marketing Coordinator	\$3,000
		3. Build CFTDI website and advertise training programmes	3. Outsource the creation of a website and align to the marketing plan to advertise training programmes	2009.04.01	2009.05.31	Communications Manager, Marketing Coordinator, IT Manager	\$50,000
		4. Source funding for 5 year Development Strategy	4. Outline projects and impact on national development to MALMR making the case for appropriate funding	2009.05.01	2009.09.30	Principal and Vice Principal	\$5,000,000

	OBJECTIVE	STRATEGY	ACTIVITIES	START	END	RESPONSIBILITY	COST
2	Foster stronger relationships with stakeholders	1. Develop database of Fisheries development plans of participating states	1. Obtain fisheries development plans of participating states	2009.07.01	2009.09.30	Principal and Vice Principal	
		2. Assist participating states in implementing plans for fisheries development	2. Expand current database to include regional and other data	2009.07.01	2009.09.30	Marketing Coordinator, IT Manager	\$20,000
			3. Design special training programmes for Fisheries Staff in participating states, in fisheries development	2009.08.01	On-going	Technical Staff	\$50,000
			4. Provide training for counterpart Staff				

	OBJECTIVE	STRATEGY	ACTIVITIES	START	END	RESPONSIBILITY	COST
3	Re-position CFTDI as the premier training Institution in the sector	Build the organization's capacity to adequately respond to the changing demands of the marketplace	1. Develop curricula to include new areas of focus 2. Introduce new modalities for delivery of training 3. Re-engineer in-house expertise to support new areas 4. Develop physical infrastructure to meet new demands and support expanding organizational needs and new business initiatives 5. Re-organize Institute's services and facilities to generate increased revenue flows for sustainability 6. Employ a Health and Safety Officer. Establish a Health and Safety Department.	2010.01.02	On – going	Principal and Vice Principal Director of Training Director of Training Principal, Head Finance & Administration, Business Development Manager Head Finance and Administration & Business Development Manager Principal	\$50,000 \$500,000 \$200,000 \$5,000,000 \$400,000 \$100,000

	OBJECTIVE	STRATEGY	ACTIVITIES	START	END	RESPONSIBILITY	COST
4	Provide on-board capacity to include fish processing training, instructional and research capabilities, and commercial fishing.	1. Acquire purpose-built vessel	1. Prepare tender documents; approach tenders boards to fulfill legislative requirements; evaluate tender and award contract	2009.01.02	2011.06.30	Principal, Director of Training, Head Engineer and Captain	\$12,500,000





OBJECTIVE	STRATEGY	ACTIVITIES	START	END	RESPONSIBILITY	COST
5 Establish new legal structure to facilitate greater efficiency in the operations of the organization	1. Revise rules and regulations so as to facilitate more efficient decision-making	1. Liaise with the relevant Personnel in MALMR and the Fisheries Division 2. Seek assistance of Legal Officer, MALMR on revising the legal framework for the Institute	2009.11.01	2011.01.31	Principal, Head, Finance & Administration, Director of Training	





**Caribbean Fisheries Training
and Development Institute**

P.O Box 1150, Port of Spain,
Western Main Road, Chaguaramas,
Trinidad, W.I.

Tel: (868) 634-4276/1635

Fax: (868) 634-4405

Email: cftdi@flowtrinidad.com

