

**CARIBBEAN NATURAL RESOURCES INSTITUTE  
(CANARI)**

**Forests and Livelihoods Action Learning Group (ALG)**



**REPORT ON SECOND MEETING**

*13-15 February 2008  
Montego Bay, Jamaica*



Prepared through the European Commission-funded project  
“Practices and policies that improve forest management and the livelihoods of the rural  
poor in the insular Caribbean”  
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# **Forests and Livelihoods Action Learning Group (ALG) Second Meeting 13-15 February 2008**

Altamont West Hotel, Montego Bay, Jamaica

## **1. Executive summary**

### **1.1 Background**

The **Forests and Livelihoods Action Learning Group (ALG)** which was convened in June 2007 comprises individuals from key national and regional institutions with relevant skills, knowledge or experience to contribute to research and capacity building on forests and livelihoods. ALG members are also expected to disseminate and apply project findings within their countries, institutions and sectors. Representation on the group is multi-sectoral, with representation from key areas such as technical and financial support agencies, forest management agencies, forest users, and agencies involved in poverty reduction, social development and rural livelihoods.

This report documents the key discussions and conclusions of the second meeting of the ALG held in Jamaica from 13-15 February 2008.

### **1.2 Overview of Workshop Process and Activities**

Eighteen persons from seven Caribbean islands attended the workshop inclusive of three of CANARI's staff. The meeting spanned three days, one of which was devoted to a field trip to the Dolphin Head projects in Hanover, Jamaica.

The objectives of the meeting were:

- To analyse the lessons learned from activities to date;
- To validate the research questions and framework for CANARI's Forest and Livelihoods Programme;
- To review the status of participatory forest management in the project countries to inform the selection and design of the case studies;
- To review the other activities in the next phase of implementation;
- To apply the action learning approach to lessons learned from a field trip to Dolphin Head;
- To develop a framework for the Forests and Livelihoods communication strategy and identify the roles that ALG members can play in implementing it.

The workshop commenced with a short assessment of the first ALG held in Trinidad, key lessons or messages highlighted and reflection on how each member had sought to apply these to an analysis of policy or implementation of projects for forests and livelihoods in their own countries. Members were then reminded of the purpose of the ALG and the role and responsibilities of members (Appendix 1).

Next there was a review of the activities which were being undertaken by CANARI as part of the joint FAO/EU funded components of the Forest and Livelihoods Program. This precipitated a discussion on the status of Concept Notes produced under the FAO project and the proposed joint work plan. In this regard it was felt that participants should seek to catalyse national reflection on the Concept Notes and attempt to integrate these with government's policy and strategic development focus. It was also suggested that members try to identify other regional meetings or initiatives with which the Forest and Livelihoods approach can dovetail.

This was followed by a discussion of key concepts to ensure mutual understanding and help focus the Group with respect to the analysis of case studies and the upcoming field trip to Dolphin Head. The concepts and definitions reviewed were: **livelihood assets, sustainability of livelihoods, forests and institutional arrangements**. There was also some discussion on the Communications Strategy and how to convey messages about Forests and Livelihoods to different audiences such as donor and government representatives.

On the second day, participants visited the Dolphin Head projects – Dolphin Head Nature Trail and Bliss Bamboo. There, the Group along with the people involved in the projects held panel discussions highlighting issues relating to **Political/Financial situation, Natural and Physical Assets and Human/ Social relations**. These issues were further discussed in workshop sessions on the following day and key messages were noted as well as additional research questions suggested.

Finally, ALG members were divided into country groups to further analyse and add to the list of proposed case studies under the EU-funded project **Practices and policies that improve forest management and the livelihoods of the rural poor in the insular Caribbean**.

### 1.3 Key Messages

Based on workshop discussions, the field trip and analysis of research questions, the Group identified a number of key learning points or messages arising out of the three day workshop.

- Establishment of appropriate linkages between forestry-related community-based initiatives and the implementation of the National Action Programme for Sustainable Land Management is very important.
- Capacity that exists at local stakeholder level should not be overlooked by relevant government agencies.
- NGOs and CBOs need to be given more government support since their work supports the objectives of numerous sectors and, in many instances, relieves social pressures.
- It is more efficient to brand community attractions together and get one liability insurance.

- Developing sustainable community-based organisations/enterprises is not a quick process.
- In selecting sites, one must be mindful of the existing, or potential to acquire the necessary, physical infrastructure/ facilities/ amenities.
- Feasibility analyses need to be undertaken before projects are implemented. There seems to be a tendency to assume livelihood benefits without assessing or documenting what these are or what the baseline is).
- Support agencies have a very important role to play in forest-based livelihoods and strong linkages must be built to enable this.
- The “pulse of the people” doesn’t beat to the same timing as project time cycles and donor funding cycles.
- Regional policy is needed to protect each country and their stakeholders interest in the protection/sustainable use and exploitation of their natural resources for nature based tourism.
- Built trust may be more important than formal arrangements. Transparency is also critical to ensuring continued good relations.
- It is important to document process outcomes as well as the tangible project outputs.
- Building a sense of ownership for the project requires an appreciation for the cultural and spiritual norms of the community.

## **2. Agenda and objectives for the meeting**

The agenda for the meeting is attached at Appendix 2.

The main objectives of the workshop were:

- To analyse the lessons learned from activities to date;
- To validate the research questions and framework for CANARI’s Forest and Livelihoods Programme;
- To review the status of participatory forest management in the project countries to inform the selection and design of the case studies;
- To review the other activities in the next phase of implementation;
- To apply the action learning approach to lessons learned from a field trip to Dolphin Head ;
- To develop a framework for the Forests and Livelihoods communication strategy and identify the roles that ALG members can play in implementing it.

## **3. Review of highlights of last ALG and expectations of Jamaica meeting**

The workshop began with a short introduction of the participants (see Appendix 3). Each participant was also invited to say what his/her expectations were for this workshop and to give their impression of the highlights of the last meeting.

Participants felt that the first ALG held in Trinidad was a success. Amongst the key highlights of the meeting they noted were:

- the discussion around the various definitions of ‘What is a Forest?’ including the sentiment that “Forests are what people say they are;”
- the Fondes Amandes field trip and seeing how a successful community-driven project of this kind can operate in the Caribbean;
- trying to find a working definition for ‘rural poor’, which the participants hoped would be further refined at this ALG.

Participants also expressed their pleasure at returning to the ALG and new participants were also eager to be part of this initiative. Some of the expectations and objectives participants expressed for the second ALG meeting were to:

- come together with others in the Caribbean community to push forward the policy agenda for livelihoods, forests and sustainability;
- share experiences and learn more about forest management in other islands, including mangrove management;
- stimulate ideas and solutions to better deal with environmental issues;
- learn from case studies how forests can be used to improve livelihoods and other socio-economic benefits (one suggestion was to look at the effect of hurricanes on Jamaica);
- find solutions to institutionalising participation including setting the agenda for incorporation of all sustainable development issues under one Convention.

Some participants also highlighted related Forest and Livelihood projects that had taken place in their own countries since the last ALG meeting. In Jamaica, Noel Bennet noted that Eco-Tourism and Heritage projects focusing on alternative livelihoods and forest conservation were being implemented. Fitzgerald Providence also informed the group that the government of St. Vincent had mandated that their country look at sustainable livelihoods issues signalling a possible increase in the number of such activities that might soon take place on the island. Sarah McIntosh also reported that CANARI implemented a Climate Change workshop which was successfully completed in Saint Lucia as well as the facilitation of development of a new Forest Policy for Trinidad and Tobago. She stated that she would circulate information on both the policy and research and finding on climate change impacts on marine and coastal environments. She also suggested that more work be done on the climate change/biodiversity/livelihoods triangle.

#### **4. Update on Forests and Livelihoods activities since the last meeting**

Nicole Leotaud conducted a presentation of the joint EU/FAO funded components of the Forest and Livelihoods Program (Appendix 4).

## 4.1 FAO Participatory Forest Management Project

Under the FAO National Forest Programme Facility (NFPF) Participatory Forest Management Project, the following key activities were noted:

1. Review of the status of forest policy in each of the implementing countries
2. Development of Concept Notes on process for developing national forest policies in each of the implementing countries
3. Regional workshop on participatory forest management (PFM)
4. Training of trainers workshop in PFM
5. Four Action Learning Projects (ALPs)
6. National training workshops focused on building the capacity of civil society organisations for PFM
7. Small grants programme for NGOs and CBOs
8. Regional conference

### 4.1.1 Concept notes for developing national forest policy processes

The concept notes (Appendix 5) were completed in August 2007 and participants were asked to provide feedback on:

- the status of the concept notes;
- lessons that could be drawn from them;
- whether the messages clear;
- whether they reached the right people;
- whether the product was appropriate for dissemination

Participants felt that in presenting Concept Notes, one should be guided by the readiness of the audience to receive these messages and also seek to create a link between the government's policy and strategic development focus.

In the countries where there is currently no forest policy in existence or process underway (e.g. St. Vincent, Saint Lucia, Dominica and St. Kitts and Nevis), it was agreed that participants should seek to catalyse national reflection on the Concept Notes and to seek to move the planning phase forward.

### 4.1.2 Training of Trainers in PFM

A 4-day course was held in Trinidad 21<sup>st</sup> – 24<sup>th</sup> August 2007 (Appendix 6) with 19 participants from six of the seven FAO project countries (unfortunately the invited representative from Grenada had not been able to participate). Participants have since been actively involved in applying the skills acquired in the delivery of National Workshops in Dominica and Barbados and in the planning of the Trinidad and Nevis workshops.

#### 4.1.3 National workshops (see Appendix 7)

The objectives of the National Workshops are:

- to build understanding and appreciation of how forests can benefit livelihoods
- to assess relevant and feasible potential opportunities for strengthening or developing projects that can benefit livelihoods
- to build capacity to effectively design projects on forests and livelihoods
- to identify opportunities for funding and TA for projects

The United Nations Development Programme Global Environmental Facility (GEF) Small Grants Programme and the Forestry Department partnered with CANARI for the workshop in Dominica. The Ministry of Agriculture partnered with CANARI for the workshop in Barbados.

In the Barbados workshop a two-phased approach was taken, with the first workshop serving to mobilise interest and identify additional key stakeholders for participation in the second workshop. The workshop was attended by government agencies as well as civil society and there was very active participation from the private sector, which expressed its willingness to lead the development of specific projects as well as offering to sponsor the field trip for the second workshop. The event was a catalyst for renewed interest and energy around issues of forests and livelihoods. Another 3-day workshop is planned for Barbados in February 2008, one in Trinidad (Feb 08) and in Nevis (May 08).

Some areas of discussion at the workshops were:

- what is the policy context for PFM?
- what are the livelihood benefits from forests?
- what are groups doing?
- how can CBOs design and implement projects to use forests to benefit livelihoods?
- what resources are available to help? – funding, etc.

Key outcomes and outputs to date include:

- partnerships with UNDP GEF SGF enhanced;
- selection of Warmmae Letang in Dominica as a case study;
- assessment and validation of needs for further capacity building and NFPF small grants;
- interest in community based tourism by CBOs in Dominica with an article produced for the Dominica Hotel and Tourism Association;
- networking among CBOs and with stakeholders in government and private sector;

- recognition of need for new forest policy.

#### 4.1.4 Action Learning Projects in PFM (see Appendix 8)

The specific objective of the Action Learning Projects (ALPs) is to learn about:

- how forests can benefit livelihoods and improve the quality of life of the rural poor in the Caribbean; and
- what role non-governmental organisations (NGOs) and community based organisations (CBOs) can play in forest management in the Caribbean.

12 groups were invited to apply but only 8 responded. The small number of applications received may be an indication of the capacity levels of CBOs. Awards of US\$4,000 each were awarded to four CBOs. Mentors are assigned to each group to assist the CBOs throughout the course of the project planning and completion of the ALP. Continuity of the Mentor's relationship with the CBOs will be critical.

#### 4.2 EU-funded project Practices and policies that improve forest management and the livelihoods of the rural poor in the insular Caribbean 449,980 Euro (3 year)

The objectives of the EU project were presented to the Group (see Appendix 4) It was recommended by a participant that another objective of the project should be alternative livelihoods development (ecotourism, heritage focused initiatives with some focus on forest conservation).

Under the EU Project, eight case studies will be conducted. Case studies selected (see Appendix 9A) must satisfy the following criteria:

- contributing to research questions;
- has buy-in from local/national partners that can be positioned in such a way that they are perceived as contributing to their own priorities and learning objectives;
- there is baseline data or the case is mature enough to draw lessons.

Participants worked in country teams to identify and analyse potential case studies (Appendix 9B). The table which follows outlines their suggestions.

**Table 1: Potential case studies suggested by ALG participants**

	<b>CASE</b>	<b>ORGANISATION</b>	<b>PARTICIPATION ARRANGEMENT</b>	<b>USE</b>	<b>COUNTRY</b>
1	Fondes Amandes	CBO	High/ informal	Non Timber Forest Products (NTFP) services	TT
2	National Reforestation	Government	Low/ formal	NTFPs, Timber	TT



	and Watershed Rehabilitation Programme				
3	Woodworkers association Matura	Private	Medium/formal	Timber	TT
4	Wammae Letang	CBO	High/formal	Services, Recreation, tourism	Dominica
5.	Giraudel Flower Growers Association	Non- Profit CBO	High/some formal	NTFP, tourism	Dominica
6.	Dominica Essential Oils	Co-op	High/informal	NTFPs	Dominica
7.	LFMCs process/progress 3 old, 3 new, 3 about to start		Medium to High		Jamaica
8.	Buff Bay (mature)		Medium to High	Services, ecotourism	Jamaica
9	North Cockpit (new)		Medium to High	NTFP/medicinal, Tourism, services on private land	Jamaica
10.	HUDO	CBO -LFMC	Medium to High	Tourism, services, NTFP (honey)	Jamaica
11.	Dolphin Head	NGO/CBO -LFMC	Medium to High	Services, tourism, NTFP	Jamaica
12.	FUGs - Keepers of Environment/ Friends of Environment	CBO	Medium to High/formal	Timber, service-recreation, NTFP (agro-forestry)	SVG
13.	Forest Policy Implementation	Policy brief	Low to Medium		Grenada
14.	Apres Tout	NGO/CBO	Low to Medium/informal	Service- tourism	Grenada
15.	Aupicon Charcoal growers	CBO	Low/formal	Timber, services-tourism	SLU
16.	Latayne Broom Producers	Co-op	Medium/formal	NTFP	SLU
17.	Fond Gens Libre	CBO	Medium/formal	Service-tourism	SLU

18.	Choiseul Craft Producers	CBO	Medium to High/formal	NTFP	SLU
19.	CBO & NCHT	NGO/CBO/Private sector		Fishpot stick, NTFP – Beekeeping, Litoral forest	Nevis
20.	Speightstown				Barbados

### 4.3 Other CANARI projects relating to Forests and Livelihoods

A presentation was made on the other relevant projects that CANARI is facilitating:

- Aripo Savannas Management Planning
- Centre Hills Economic Valuation
- T&T Forest Policy
- Climate Change and Biodiversity in the Caribbean

### 4.4 Review of the proposed workplan

The proposed workplan was presented to the Group.

Making reference to the proposed regional conference towards end of 2009, Sarah McIntosh noted that some additional funding needs to be sourced for this (to complement FAO and EU support). She suggested that the regional conference be linked with some of the Commonwealth Head of Government in 2009. The ALG was asked to highlight any other events with which the programme can dovetail. It was suggested that the World Forestry Conference in Argentina in 2009 would be another opportune event.

## **5. Funding support available to participating countries for Forest and Livelihoods projects**

Claus Ecklemann of the FAO informed the Group of the following funding opportunities available for Forest and Livelihoods projects.

### 5.1 FAO National Forest Policy Facility

The primary thrust of this Facility is to get the financial resources to people in communities. It includes the provision of small grants to NGOs.

## **5.2 FAO Technical Cooperation Programme Facility (TCPF)**

The TCPF allows countries to employ consultants for up to \$US200,000 every two years. It can be used for projects relating to agriculture/food security, including forests and fisheries. The consultant must have very specific Terms of Reference and the national FAO focal point (e.g. Ministry of Agriculture) must agree to the intervention.

## **5.3 FAO Telefood Special Fund (TSF)**

The TSF finances grassroots-level micro-projects in developing countries and countries in transition. Disbursements of up to US\$10,000 per annum are given to CBOs and NGOs to be used exclusively for the provision (including transport) of physical inputs such as seeds, starter livestock, feed, fertilizers, hand tools, field supplies, building materials, and small, non-motorised equipment. The fund may not be used for salaries.

## **6. Review of Key Concepts**

To ensure a common understanding and shared basis of analysis for the group's activities during the rest of the workshop, the group revisited some of the key concepts related to the study of Forest and Livelihoods, which had been discussed at the first ALG.

### ***Livelihood Assets***

The main forms of capital/assets which are being examined under the programme in relation to the assessment of socio-economic benefits are:

- Natural (e.g., access to forests based on qualitative and quantitative terms, integrity of ecosystem and ecosystem services, land, water)
- Human (related to individual capabilities, skills, health, education)
- Physical (infrastructure, amenities, equipment)
- Political (power, ability to influence decision making, presence of a democratic system, polarization in politics which may have financial impacts)
- Financial (savings, investment, inheritance, material)
- Social (relationships built through social networks)

### ***Sustainability of Livelihoods***

In the discussion of livelihoods and sustainability the following issues were noted:

- A balanced mix of the 6 livelihood assets contributes to sustainability by making groups more resilient to shocks and stress.

- Donor funding may sometimes encourage a dependency syndrome. While financing often determined a project's ability to get started, it is important not to build a dependence on financing for its continuation. Another viewpoint was that it was unrealistic for all CBOs to become self-sustaining and it was suggested that social networking could help decrease dependency on any one donor.

Countries must establish processes that would facilitate sustainability such as expanding the roles of different government ministries that are in the sustainable development field.

- Democratic process does not necessarily lead to positive outcomes for all involved. There needs to be more awareness of 'relative sustainability' – sustainability that does no harm to others. There are likely to be winners and losers in the use of and access to forest resources. Different rights and uses will be claimed and must be contested, and this must be resolved as best as possible to reach a negotiated position. Optimisation, and not maximisation of benefits for the rural poor, should be the objective.
- Negotiation is a key strategy in sustainable development.

### ***Forests***

One definition from the first ALG, which participants had found useful, was "*Forests are what people say they are.*" However, it was also agreed that the technical definitions of 'forests' are important but that non-specialists would need more explanation and clarification of them in order for them to be useful. For example, it is important for people to recognise that what they refer to as 'bush' (degraded forests) or mangroves are also forests. It was felt that a broader perception of **forests** must be promoted, whereby people define forests and forest resources in terms of their value. This would also encompass livelihood definitions, as people consider what they have at their disposal and how it is useful to them in their daily lives – the **livelihood assets**. It was noted that in the case of Dominica, the process of documenting the expanse of scrublands/scrub forests was being undertaken as this needed to be incorporated in the assessment of values of forest.

### ***Institutional arrangements***

Institutional arrangements refer to the accepted ways of doing things. They encompass policies, laws, organisational structures, relationships and agreed practices and processes. Institutions for sustainable development must reinforce the values of transparency, democracy and participation and equity. This implies decision making arrangements that encourage such participation, not just the traditional top-down approach.

## **7. Field Trip to Dolphin Head Trail and Bliss Bamboo, Hanover Parish, Jamaica**



### **Dolphin Head Hiking Trail and Live Botanical Museum – A Sustainable Livelihood and Biodiversity Conservation project of the Dolphin Head Trust**

This Project is being funded by the Environment Foundation of Jamaica  
and the GEF Small Grants Programme

### **6.1 Visit to the Project**

On the second day of the workshop the group visited two projects developed under the Dolphin Head Trust: The Dolphin Head Hiking Trail and Live Botanical Museum and the Bliss Bamboo Facility (see Appendix 10).

The Trust was formed by a group of concerned citizens in western Jamaica who were aware of the area's ecological value, and were concerned that deforestation from saw-milling and slash and burn activities were threatening the state of the forested uplands. Some 15 communities are situated in the Dolphin Head area on both the west and east sides separated by the difficult terrain of the mountains. Because of the significant negative impact members of these communities have had on the Dolphin Hills – particularly deforestation for marijuana farming and other unsustainable and illegal uses – the Trust adopted a livelihoods approach to ensure persons still derive some benefit from more sustainable use of the resource.

#### **Dolphin Head Hiking Trail and Live Botanical Museum**

The first project, the Dolphin Head Hiking Trail and Live Botanical Museum, was initiated about mid 2005. Today about 20 “Forest Protectors” have been trained as tour guides and are able to identify the wide variety of flora and fauna along the Hiking Trail. Although it took a couple years of coaxing villagers to get involved in the project, the crackdown by the police on illegal marijuana farms convinced certain ‘village leaders’ to try something new and less life-threatening.

Today, denuded forest is being rehabilitated for use as a herbarium and nursery for endemic plants and Protectors have also constructed a gazebo as part of the infrastructure for tourists who will be visiting the Trail. So far, marketing for the Hiking Trail has included the development of a website and the project has also been profiled in the media. Protectors believe that people in the community who work in the hotel industry in Montego Bay and Negril will be able to bring in tourists in large enough numbers to make the Hiking Trail profitable.

Although funded primarily by the Environmental Foundation of Jamaica (EFJ) and the United Nations Development Programme (UNDP) Global Environmental Facility (GEF) Small Grants Programme, the Project is also supported by the Jamaica Forestry Department which provides technical assistance, training and use of their equipment.



Forest Protectors receive a stipend from the Trust and, although the development process has been slower than anticipated, workers anticipate that tourists will soon be coming in sufficient numbers to enable them to make a reasonable living.

### Bliss Bamboo

The second project of the Dolphin Head Trust is the Bamboo Conversion and Utilization Facility - Bliss Bamboo. This initiative was designed to provide women and youth in the eastern side of the Dolphin Head area with alternatives to environmentally destructive activities, while laying the foundation for re-forestation efforts.



Bliss Bamboo is staffed by a manager and 6 core staff: three men who work in treatment and assembly and three women who are responsible for the preparation/shaving and finishing of the bamboo. While Bliss Bamboo is chiefly involved in crafting light furniture and accessories, they can only guarantee their product's durability for 7 months. This is because the type of bamboo

which grows in Jamaica is thin, splits in drought and is not suited for heavy usage. Attempts to market items such as vases and jewellery proved not to be economically viable and were abandoned.



One of the major problems encountered by the project was in determining more uses for the bamboo but it has been difficult to find studies that can help in this regard. The Chinese, who have a successful bamboo conversion industry, have found that the Jamaican bamboo is vastly different and not suited to heavy usage. However, ALG member Gordon Patterson of Grenada pointed out that some of the problems encountered with the durability and splitting of the bamboo could be due to incorrect storage and that its quality and durability could be enhanced with the use of certain chemical treatments, coatings and adhesives.

One suggestion made by the ALG was that all the project's activities and experiments be recorded. This was seen as important since there was little information available on the use of this type of bamboo and there needed to be some documentation about what has been done, what has worked or not worked. It was revealed that the project had lost a lot its documentation of processes during a clean up of the workshop. Additionally, turnover in staff and changing project managers led to some loss of institutional memory.

While women workers expressed concerns about the intermittent work with the project they, like the Forest Protectors, felt that there was potential for growth of the business. Having already developed such a specialised skill in bamboo preparation, they were relying on the Project becoming more successful, which would enable them to work on a more regular basis.



**Bamboo preparation, storage and chemical treatment**



FAO Activities and Seminars			
	October Week 18-21	October Week 23-27	October Week 30-Nov 3
Monday Field			Identification of Trees Preparation
Monday Seminar	Learning workshop: Phase 1 & 2		
Tuesday Field		Preparation of Plans, Sampling Core & Survey Management	
Tuesday Seminar	Deforestation Impact on Timber and Non-Timber Products for Wildlife		
Wednesday Field		How can we protect our forests? I, II, III, IV	Planting techniques
Wednesday Seminar			Fire Safety & First Aid
Thursday Field			Post-harvest Storage Techniques
Thursday Seminar	Deforestation Impact on Wildlife (part 1 & 2)		
Friday Field			
Friday Seminar			





## 6.2 Key results of analysis of projects at Dolphin Head/Bliss Bamboo



***Panel Discussion at Bliss Bamboo***

At the end of the field trip, ALG participants, together with members of both Dolphin Head projects, sat together to discuss the current status of the projects and some of the issues arising from the field trip and possible solutions. Three study groups were set up looking at ***Political/Financial, Natural and Physical*** and ***Human and Social*** actual and potential benefits arising from the projects.

### *6.2.1 Political/ Financial*

During the discussion of the political and financial issues of the project, the following key points of discussion and questions were raised.

#### Governance Issues

- Governance of the Project was initially constituted by a Board which comprised hoteliers from Negril and Montego Bay as well as other businessmen. After Paula Hurlock became involved in the project there was a shift in Board membership to more community members and Parish Council Leaders from Hanover as well as businessmen from Montego Bay and Negril. How much influence can these Board members exert?
- How do you transition a grant-funded group to a self-managed arrangement?
- Can the vision of the organisation be sustained without Paula? What happens when Paula Hurlock, the current Executive Officer of the Dolphin Head Trust, the key driver and repository of all technical, financial, planning and motivation skills is no longer around (she plans to transition to somebody else later in the year)?
- There are plans to move to a membership arrangement where all community members have the right to be elected to the Board. Will the donor restrictions on paying Board members salaries for work done in the project be a hindrance to electing persons who are also actively involved in the implementation of the projects?
- Regarding the legal tenure of Trail, how are the worker's rights to the Trail protected from potential take-over by tourism agencies?

### Building Commitment

- There seems to be a lack of ownership of the project amongst the Protectors. Constant references to Paula as 'the Boss' seem to indicate a perception that whoever disburses the money is the person accountable. It was suggested that there is a need for greater communication to the Protectors of their role as the owners of the project. There should be incremental capacity building within the organisation especially as it relates to nurturing and developing leadership skills within the group.
- The building of trust within the community was cited as one of the key factors in getting the community to feel vested in such projects. It was noted that construction of the Bliss Bamboo facility was looked upon with suspicion by the community because there was no consultation with them before the construction began. Construction was contracted to persons outside of the community and it took 18 months after the facility was completed before the commitment and trust of the community was won and they became involved in the project.
- Commitment to the project also differs depending on the demographic of the communities in the west and the east. In the east where the community is less educated due to the poor quality of schooling available, there is more commitment to the project and a willingness to volunteer and see the project grow because they have fewer opportunities elsewhere.

### Financial Issues

- There is a need for a Business Development Manager who can look at ways of reinvesting proceeds back into the NGO. It is critical that the leadership of the group focus on issues of costing, financial planning, marketing and visioning now. There should be attempts to forge links with the marketing arm of the Tourism Industry (Tourism Product Development Corporation).
- Having community members be vested with the responsibility for the financial affairs of the Dolphin Head projects may prove problematic given the distrust created amongst community members favouring their families for work on special projects.



**ALG members and Forest Protectors under Gazebo at Dolphin Head Nature Trail**

### *6.2.2 Natural and Physical*

In the discussion of the Natural and Physical assets, group members identified the following achievements and needs with regard to both projects.

#### At Dolphin Head Trail:

Achievements have been:

- recuperation of natural vegetation;
- reduction of forest fires (less crop vegetation);
- reduced illegal activity including illegal timber extraction. (However people who previously had access to other forest product are no longer allowed to extract anything);
- inventories of forest assets are now done by Protectors, which has increased their knowledge of plant and animal life;
- maps of the area are available;
- access to use of vehicles from the Forestry Department.

Needs are for:

- an adequate management plan required to establish the Botanical Museum;
- completion of the gazebo and the greenhouse for propagation of endemic species closer to the trail;
- more signage in the community to advertise the Trail;
- an irrigation system to get water flowing from the tanks;
- improvement in the car park;
- boots, raincoats, and other gear for Protectors;
- more telephones for better communication;
- toilet facilities on the trail;
- brochures and maps of the Trail.

Obstacles have been:

- lack of electricity close to the project;
- poor access road, which the local council needs to be involved in paving.

At Bliss Bamboo:

Needs are for:

- better protective gear for working with chemicals;
- improved bamboo storage and packing;
- quality water for use by staff;
- better tanks and drums for treatment of the bamboo.

Other suggestions for improvement of the facility are:

- research the possibility of using solar and steam energy;
- more emphasis should be placed on fauna of the area (birds). Possibly put some bird baths and water for birds along trail.
- Should look into the use of communication tools such as demonstrations using a 3 dimensional model of the forest or videos on environmental issues for better interaction with the community.

### **6.2.3 Human and Social**

A discussion of human and social actual and potential benefits revealed the following:

Benefits have been:

- tangible benefits including income earned from activities, linkages which could result in the enhancement of existing projects and the development of new individual entrepreneurial activities;
- intangible benefits including the development and/ or improvement of relationships amongst persons directly involved in the project and between direct project beneficiaries and the wider community;
- opportunities for improved education and self-development provided by the training programmes and project activities;
- development of a vision of independence and self-reliance amongst the Protectors with the gradual move away from grant funding and transforming their activities into a successful enterprise;
- opportunities provided by the projects for workers to practice conflict resolution techniques as disagreements arose in the group;
- development of a skills database of the community which creates an opportunity for identifying persons who can perform various activities that the group may want to undertake. This can thus increase the numbers of the persons in the community who can become directly involved in the projects.

## **7. Communications Strategy**

### **7.1 Key Messages**

Following the field trip and plenary sessions, the Group reassembled to discuss what they felt were the key messages arising out an analysis of the Dolphin Head Project. They noted the following:

- The establishment of appropriate linkages between forestry-related community-based initiatives and the implementation of the National Action Programme for Sustainable Land Management is very important.
- Capacity that exists at local stakeholder level should not be overlooked by relevant government agencies.
- NGOs and CBOs need to be given more government support since their work supports the objectives of numerous sectors and, in many instances, relieves social pressures.
- It is more efficient to brand community attractions together and get one liability insurance.
- Developing sustainable community-based organisations/enterprises is not a quick process.
- In selecting sites, one must be mindful of the existing, or potential to acquire the necessary, physical infrastructure/ facilities/ amenities.
- Feasibility analyses need to be undertaken before projects are implemented. There seems to be a tendency to assume livelihood benefits without assessing or documenting what these are or what the baseline is).
- Support agencies have a very important role to play in forest-based livelihoods and strong linkages must be built to enable this.
- The “pulse of the people” doesn’t beat to the same timing as project time cycles and donor funding cycles.
- Regional policy is needed to protect each country and their stakeholders interest in the protection/sustainable use and exploitation of their natural resources for nature based tourism
- Built trust may be more important than formal arrangements. Transparency is also critical to ensuring continued good relations.
- It is important to document process outcomes as well as the tangible project outputs.
- Building a sense of ownership for the project requires an appreciation for the cultural and spiritual norms of the community.

### **7.2 Strategies to Convey Messages**

Regarding the discussion on the Communications Strategy, it was emphasised that a key role of the ALG is to build an understanding of sustainable development issues amongst the populace at large leading to the development of a common world-view and

commitment to such issues. The ALG also has a role to play in getting government departments to understand **ecosystem values**. In considering our communications strategies one must be able to see every side of the issue and relate ecosystem services in economic terms. There must be negotiation of the issues amongst different interest groups by using stakeholder analysis/power analysis and to create a common language based on logical arguments, being mindful not to be too intrusive and taking a particular position. Communication strategies also need to be carefully designed, with appropriate messages pitched towards reaching different audiences.

The group then discussed some of the strategies that could be used by NGOs to convey their messages and interests to different groups of stakeholders. The various target audiences identified were:

- CBOs involved in community-based tourism and their partners
- Political directorate
- NGOs
- Community members, both engaged and non-engaged
- Research institutions
- Donors
- Policy makers
- Technical support agencies
- Media

Discussions focused on two major stakeholders: **Government** and **Donors**.

### *7.2.1 Government*

“Budgets are the most powerful instruments in moving policy forward”. It is important for NGOs to understand what funding is available from government agencies as well as to be able to distinguish recurrent, capital and external funding to be able to leverage this information to their advantage. It is also key that they win over the technocrats (civil servants) who are responsible for developing budgets as well as to develop relationships with and get buy-in from certain ‘personalities’ or ‘power brokers’ e.g. Minister, Permanent Secretary.

Strategies to this end might include responding to any invitation sent by government agencies or extending an invitation to key persons to visit the project site. Groups might also set up face to face meetings with policy makers and attempt to build links by selling themselves as an information resource and expert in their particular field. It is also important to be where the policy decisions are being made (i.e. the capital city) and to be visible. In some instances, community members have established effective relationships with power brokers that can be leveraged to an organisation’s advantage.

The medium used for conveying information to different persons/target audiences is also important. Technical briefs are appropriate for technocrats rather than Ministers, who may require information which is more directly related to policy concerns.

### *7.2.2 Donor Agencies*

The group felt that to facilitate better communication of progress and capacity building needs with donor agencies, it was essential to document all processes involved in the development and operations of the project, detailing both the achievements and failures. This would foster an action learning approach that could be used to better design future projects.

## **8. Research Framework**

A presentation was made to the Group of previously identified research questions for the Forest and Livelihoods Program (Appendix 11). The ALG was then asked to come up with any additional research questions that they believed important especially in regard to any emerging issues arising out of discussion on the Dolphin Head Project. It was suggested that in thinking of possible research questions, the ALG should come up with at least one question which focuses on the 'economic' impacts and also that impacts, in general, can be further analysed to assess longer vs. shorter vs. intended vs. unintended impacts/changes/effects.

Research Questions suggested are as follows:

1. Is there evidence that women, men and youth benefit from activities of the project?
2. How do international and regional institutional arrangements influence if/how rural poor benefit from forests?
3. What is the role of an intermediary? How/ when to pull out? How to build sustainability and ownership?
4. How is conflict handled?
  - Within groups
  - Between groups
  - Between groups and the wider community
5. Human assets – what enables attitudinal, cultural, behavioural change?
6. What is the most effective organisational structure for a community organisation:
  - Non-profit?
  - Shareholding?

- Membership?
7. What is the origin of the initiative?
- Community
  - External
  - Transitions in organisations

### **9. Date and location of next meeting**

ALG members suggested that the next meeting be held in Saint Lucia in August, 2008.

Participants were informed that they would receive a report of the Jamaica meeting.




*Forest and Livelihoods Action Learning Group*



**Second meeting  
Montego Bay, Jamaica  
13-15 February 2008**




**Objectives of the meeting**



- To analyse the lessons learned from activities to date;
- To validate the research questions and framework for CANARI's Forest and Livelihoods Programme;
- To review the status of participatory forest management in the project countries to inform the selection and design of the case studies

**Objectives of the meeting**



- To review the other activities in the next phase of implementation
- To apply the action learning approach to lessons learned from a field trip to Dolphin Head
- To develop a framework for the Forests and Livelihoods communication strategy and identify the roles that ALG members can play in implementing it

*Forest and Livelihoods Action Learning Group*



**Role of the Action Learning Group (recap)**



**Forests and Livelihoods Action Learning Group**



**Composition:**

- Multi-sectoral
- Representation from the 8 project countries and regional organisations
- Individuals selected for their capacity to act as opinion shapers change agents

**Role and responsibilities of ALG members**




- Attend twice-yearly ALG meetings
- Review and contribute to the analysis of the findings of projects under CANARI's Forests and Livelihood Programme
- Assist with the identification of other research or capacity building needs in relation to forests and livelihoods
- Disseminate, shape opinion and apply project learning within and across sectors, nationally and regionally

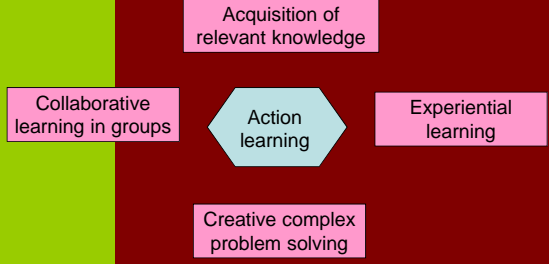


### Why action learning

- To address problems and issues that are complex and cannot easily be resolved
- To find solutions to underlying root causes of problems
- To determine new policy and strategic directions or to maximise new opportunities
- To generate creative ideas



### Characteristics of action learning



Acquisition of relevant knowledge

Collaborative learning in groups

Action learning

Experiential learning

Creative complex problem solving

Adapted from Revans



**FORESTS AND LIVELIHOODS ACTION LEARNING GROUP MEETING**

**Altamont West Hotel**

**Montego Bay, Jamaica**

**13-15 February 2008**

**DRAFT AGENDA**

***Wednesday 13 February***

**Morning starting at 9.00 am**

- Welcome and opening remarks
- Objectives and overview of meeting
- Recap of role of ALG
- Objectives of two main implementing projects

***BREAK***

- Validation of the research questions and framework for Forests and Livelihoods programme
- Presentation of joint workplan for EU and FAO-funded components

***LUNCH***

**Afternoon**

- Update on Forests and Livelihoods activities since the last meeting:
  - National forest policy concept notes
  - Training of trainers in participatory forest management
  - National workshops
  - Action learning projects
  
- Update on and discussion of future Forests and Livelihoods activities:
  - Case study table and selection of possible case studies
  - Future small grants
  - Study visits

### ***Thursday 14 Feb***

- Debrief of Day 1
- Field trip to Dolphin Head including
  - Bliss Bamboo: Visit to Bamboo Conversion and Utilization Facility
  - Dolphin Head hiking trail
  - Lunch
  - Multi-stakeholder panel discussion

### Evening (optional)

Art Exhibition and Cocktails at Round Hill Hotel, Hanover where The Dolphin Head Bliss Bamboo Line of products will be one of 4 exhibitors

*Dress elegantly casual*

### ***Friday 15 February***

#### Morning

- Review of Day 2
- Reviewing progress on the research questions:
  - What have we learned so far?
  - Identification of gaps
  - Identification of linkages

#### Afternoon

- Building and refining the communications strategy:
  - Reviewing key messages and target audiences
  - Identifying appropriate products (e.g. print, audiovisual, training modules etc.) and pathways (i.e. dissemination channels)
- Next steps
- Date and venue for next meeting

**Caribbean Natural Resources Institute**  
**Forests and Livelihoods Action Learning Group**  
**Altamont West Hotel, Montego Bay**  
**13 – 15 February 2008**

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*Forests and Livelihoods Programme: EU and FAO projects*




Report for 2<sup>nd</sup> ALG on Forests and Livelihoods

### Forests and Livelihoods programme

Purpose=

- to enhance the contribution of forest goods and ecological services to sustainable livelihoods of the rural poor in the islands of the Caribbean



### Components

- Research
- Communication
- Capacity building



### Main projects

1. FAO "Participatory Forest Management: Improving policy and institutional capacity for development" [2006-2008].
2. EU "Practices and policies that improve forest management and the livelihoods of the rural poor in the insular Caribbean" [2007-2009].



### Other projects

1. Aripo Savannas management planning
2. Centre Hills economic valuation
3. T&T Forest Policy



### "Participatory Forest Management: Improving policy and institutional capacity for development"

FAO National Forest Programme Facility (NFPF)



## Overall goal

- to support the **improvement of the socioeconomic and environmental benefits** that can be derived from forest management by analysing, promoting and building capacity for participatory planning and management of forest resources at the regional, national and local levels




Charcoal production in St. Vincent  
Credit: Fitzgerald Providence



## Project countries

1. Dominica
2. Grenada
3. St. Kitts and Nevis
4. Saint Lucia
5. St. Vincent & the Grenadines
6. Trinidad & Tobago
7. (Jamaica)



Mountains of St. Vincent  
Credit: Fitz Providence



## Budget

- 3 or 4 years X \$100,000 US




## FAO project activities

- Country reviews of PFM
- Regional workshop on PFM
- Regional forest policy review
- Concept notes for national forest policies
- Training of Trainers
- 4 Action Learning Projects
- Country training workshops
- Small grants programme for NGOs and CBOs
- Regional conference



Sundew Tourguiding Services  
Aripo Savannas Scientific Reserve  
Trinidad  
ALP recipient



## LOA3

- ALPs continued
- 4 national workshops – T&T, Saint Lucia, Grenada, St. Vincent
- Small grants programme
- Final regional conference



## Practices and policies that improve forest management and the livelihoods of the rural poor in the insular Caribbean

European Commission: Programme on Tropical Forests and other Forests in Developing Countries




## Geographic focus

Core	Dissemination of findings
Barbados	Antigua & Barbuda
Dominica	Bahamas
Grenada	Barbados
Jamaica	Dominican Republic
St. Kitts & Nevis	Haiti
Saint Lucia	Cuba
St. Vincent & the Grenadines	
Trinidad & Tobago	



## Budget

- EC = 449,980 EUR
- Co-financing = 154,000 EUR (NFPF)




## Objectives

Overall:

- To maximise the contribution of forests to the rural poor in the ACP countries of the insular Caribbean

Specific:

- To identify, promote, and build capacity for institutional arrangements which optimise the socio-economic contribution of forest resources to the rural poor of the insular Caribbean.



## Sub-objectives

- **quantification and analysis of the direct benefits** derived by the rural poor from non-timber forest products (NTFPs), timber and tourism in selected case study sites
- **quantification and analysis of the indirect benefits** derived by the rural poor from landscape beauty, biodiversity, soil conservation, water production, and carbon sequestration values in selected case study sites
- **identification and promotion of institutional arrangements** that optimise the socio-economic benefits to the rural poor



## Sub-objectives

- **publication and dissemination** to the main target audiences of methods, approaches and tools for forest management that optimise the socio-economic benefits to the rural poor
- a series of **capacity building** interventions to build skills and knowledge in forest management methods, tools and approaches to optimise the socio-economic benefits to the rural poor



## Activities

1. Facilitating sustainable stakeholder ownership and building a community of change agents:
  - ALG
  - 8 core countries & regional organisations
  - Forestry, poverty alleviation and other sectors




### Activities

- Identifying institutional arrangements which optimise socio-economic contribution of forests:
  - small grants facility for civil society (NFPF )
  - survey to identify case studies for in-depth analysis of socioeconomic benefits to rural poor from different types of forest management arrangements
  - analyse socioeconomic impacts of different types of institutional arrangements for forest management from case studies – direct and indirect benefits
  - develop recommendations for institutional arrangements for forest management




### Activities

- Produce promotional/capacity building materials
  - Print & audiovisual, key target groups, Spanish translation
- Facilitate regional workshop on policy and policy processes
- Conduct national capacity needs assessments
- Facilitate national capacity building workshops
- Facilitate exchange visits (teams of 5)




### Results

- Regional community of change agents committed to collaborating to promote increased socio-economic benefits from forests to the rural poor
- Institutional arrangements that optimise socio-economic benefits to rural poor from forests identified
- Decision-makers more aware of institutional arrangements...
- Capacity for applying forest management methods, tools and approaches that optimise direct and indirect benefits to the rural poor built




### Key concepts

- Livelihoods
- Forests
- Institutional arrangements
- Participation
- Equity
- Environment and external forces
- Capacity

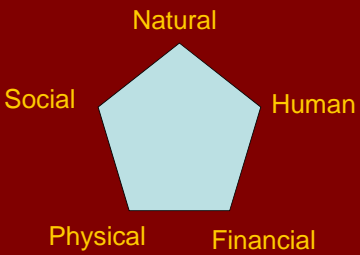


### Livelihoods

- A person's "survival strategy"
- Capacities, assets and activities required for a means of living



### Benefits to livelihoods will build assets...





### Livelihoods are sustainable when they...

- are resilient to stresses and shocks
- do not depend on external support
- do not compromise the productivity of the resource base
- do not undermine the livelihoods of others



Banana farm, Saint Lucia




### Forests

- “forests are what people say they are”




### Institutional arrangements

- Policies
- Laws
- Organisational structures
- Relationships
- Agreed practices and processes



### What is “Participation”?




Top-down decision making with some stakeholders informed of some decisions

All stakeholders fully involved in decision-making



### Types of participation

1. Manipulative
2. Passive
3. Participation by consultation
4. Participation for material incentives
5. Functional
6. Interactive
7. Self-mobilisation




### Equity

- Not equality
- Proportional



### Environment and external forces

- **Environment:** immediate – national or local e.g. political climate, social priorities
- **External forces** – wider – regional or international e.g. donor policies, trade agreements, market state and forces



### Capacity

- World view & culture
- Structure
- Adaptive strategies
- Skills
- Material & financial resources
- Linkages / relationships

Ref: CANARI Guidelines 3



## **Forests & Livelihoods Action Learning Group Concept Note**

*Caribbean Natural Resources Institute (CANARI)*

### **1. Context**

The focus of the development community in Caribbean Small Island Developing States (SIDS) currently revolves primarily around the Millennium Development Goals (MDGs) and the need for adaptation to climate change, yet paradoxically little attention is being paid to the critical role of forests in contributing to these objectives. National Poverty Reduction Strategy Papers (PRSPs) rarely reflect the contribution of forests to human well-being, either in terms of environmental services or the goods on which many people depend for food, medicine and revenue generation. Similarly, while practice on the ground is changing, formal forest policy in most countries has not been reviewed or revised to reflect the actual or potential role of forests in ensuring environmental sustainability (MDG7) or contributing to livelihoods.

However, the need to explore and optimise the linkages between forests and livelihoods is evident. Rural poverty has increased in many Caribbean SIDS as a result of the decline of the banana and sugar industries. While tourism is being advanced as the main economic alternative, it also contributes to an increased demand for the services provided by forests, notably water. Predicted climate change trends in the region, such as sea level rise and, in the Greater Antilles, drier rainy seasons, make it all the more pressing to develop interlinked sustainable forest management and rural livelihood strategies.

Implementation of strategies to manage forest goods and services for development of sustainable rural livelihoods must take place in an institutional context that facilitates integrated and cross-sectoral policy making, planning and management. However, forest management institutions in Caribbean SIDS remain for the most part both highly centralised and isolated. Links to policy and decision-makers in cross-cutting areas such as rural development, entrepreneurial development and poverty alleviation remain weak and there are few examples of integrated planning to address the increasing and competing demands on the forest resources, for example for tourism and residential development.

There is also a need for more systematic evaluation and documentation of the socio-economic impacts of various forest management strategies. For example, most participatory forest management schemes are premised on the assumption that this will provide benefits for the communities and community members involved, yet few quantify their socio-economic objectives so there is little other than anecdotal evidence to support this.



## 2. Forests and Livelihoods Programme

CANARI's **Forests and Livelihoods** programme focuses on research and capacity building activities designed to maximise the contribution of forests to improving the quality of life of poor people in rural communities in Caribbean islands. The programme looks at the contribution of forests in terms of both 'forest goods' (e.g. timber, craft materials, medicinal plants) and 'ecological services' (e.g. preventing soil erosion, contributing to improved water quantity and quality, providing landscape beauty). The programme's definition of livelihoods also goes beyond just the ability for people to earn money from forest resources (although this is important) to include other aspects of quality of life including individual's and community's access to a range of other important assets – natural, social, human and physical (for example a clean environment, basic social services and infrastructure, opportunities for recreation and relaxation).

There are currently two main projects under this programme to which others may be added as research gaps or opportunities are identified:

- A regional project on ***“Practices and policies that improve forest management and the livelihoods of the rural poor in the insular Caribbean”*** funded by the European Commission's Programme on Tropical Forests and other Forests in Developing Countries [2007-2009]. The project is being conducted in the following countries: Barbados, Commonwealth of Dominica, Grenada, Jamaica, Saint Christopher (St. Kitts) & Nevis, Saint Lucia, Saint Vincent & the Grenadines, and Trinidad & Tobago.
- A regional project entitled ***“Participatory Forest Management: Improving policy and institutional capacity for development”*** [2006-2008]. This project is being implemented in partnership with the forestry departments of the project countries, with funding support from the Food and Agriculture Organization of the United Nations (FAO) through its National Forest Programme Facility (NFPF). The project is being conducted in the following countries: Barbados, Commonwealth of Dominica, Grenada, Saint Christopher (St. Kitts) & Nevis, Saint Lucia, Saint Vincent & the Grenadines, and Trinidad & Tobago. Jamaica, which has its own NFPF project, is participating in and contributing to regional activities.

## 3. Role of the Action Learning Group

The Regional Action Learning Group on Forests and Livelihoods is a mechanism established under the EC-funded project on ***“Practices and policies that improve forest management and the livelihoods of the rural poor in the insular Caribbean”*** for analysing and disseminating learning over the three-year project period. It will also consider the findings of the FAO project and any other relevant projects in the region, whether implemented by CANARI or other members of the ALG.

The multi-sectoral Action Learning Group, which will meet twice per year over the life of the project, will comprise individuals from key national and regional institutions who can contribute skills, knowledge or experience to research and capacity building on forests and livelihoods and who are in a position to serve as “change agents” by sharing learning on project findings within their countries, institutions and sectors. It is intended that the group should contain representation from technical and financial support agencies, forest management agencies, forest users, and agencies involved in poverty reduction and rural livelihoods.

The terms of reference for the Action Learning Group and the way in which it should operate will be validated and finalised at the first Action Learning Group meeting in June 2007. However, it is anticipated that the strength of the group will lie in its independence, range of experience, non-bureaucratic and participatory approach, and the participation of motivated people who can disseminate learning and shape opinion. Action Learning Group members are therefore invited primarily in their individual capacity and are expected to make themselves available for all meetings.

Action Learning Group meetings will take place twice a year until the end of the December 2009. Meeting arrangements and communication between meetings will be co-ordinated by CANARI, with the format (e.g. emails, dedicated web page, discussion forums) to be determined by members at the first ALG meeting.

*Forest and Livelihoods Action Learning Group*



**Training of trainers in participatory forest management**  
21-24 August 2007  
Trinidad




### Workshop Goal

- Build the capacity of facilitators who have the potential to provide training and facilitation in various aspects of participatory forest management in the insular Caribbean.




### Target audience

- Experienced facilitators, trainers and forest managers working in the insular Caribbean and who are interested in building their skills in facilitating multi-stakeholder participatory processes.
- Government agencies, NGOs or CBOs, academic or other educational institutions, or private consultants





### Workshop objectives

- Identify and discuss the principles, values and benefits of participatory forest management;
- Introduce key tools and methods for facilitating participatory forest management
- Build skills in facilitation and training techniques.





### Participatory tools and methods

- Overview of participatory tools and methods
- Stakeholder identification and analysis
- Values and challenges of participatory processes





### Designing and evaluating training

- Training needs assessment
- Designing learning objectives
- Designing and delivering a session
- Evaluating training

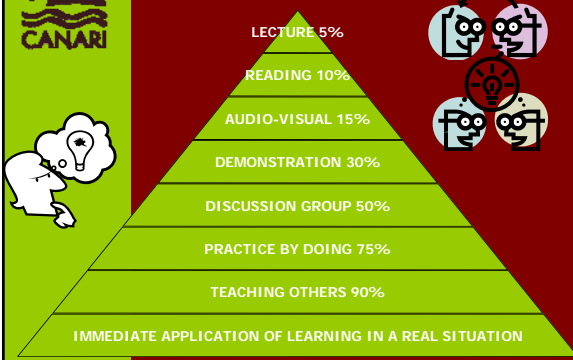



## Facilitation techniques

- Wide variety of techniques and ideas modelled by facilitators and applied by participants






## Why use varied techniques?


## Lessons learned

- Mix of participants worked well, built team spirit and confidence
- New or renewed national partnerships built
- Regional networking
- For several participants the shift from lecturing/teaching to facilitating was a challenge, but all embraced the challenge and made progress

## Lessons learned

- Facilitators modelling techniques was successful but participants would like more case study/personal anecdotes
- Participants brought their own strengths and experiences and there was considerable cross-learning and exchange
- Participants learned about their own styles, strengths and weaknesses and recognised the value of partner or team work
- "Retreat" location facilitated sharing and building personal relationships




## Outcomes

- 19 participants from six of the seven\* NFPF project countries trained to assist with the facilitation of national workshops
- Skills applied to delivery of Dominica and Barbados national workshops and planning Trinidad & Nevis workshops
- All participants expressed interest and committed to assisting with facilitation of Forest & Livelihoods activities



\* no rep from Grenada

**National workshops in Participatory Forest Management**



Report for 2<sup>nd</sup> ALG on Forests and Livelihoods




**Goal**

- Goal: To build capacity for participatory forest management that enhances the contribution of forests to livelihoods.
- Target: CBOs



Field visit to Warmmae Letang, Dominica



**Workshop objectives**

- To build understanding and appreciation of how forests can benefit livelihoods
- To assess relevant and feasible potential opportunities for strengthening or developing projects that can benefit livelihoods
- To build capacity to effectively design projects on forests and livelihoods
- To identify opportunities for funding and technical assistance for projects



**Workshops**

 The GEF Small Grants Programme	Nov 2007	Nicole Leotaud Betty Perry-Fingal Albert "Panman" Bellot Ronald Charles Arlington James
	Nov 2007 Feb 2008	(Nicole Leotaud) Leslie Walling Kemraj Parsram Michelle Wilson



**Workshops**

Trinidad	Feb 2008	Sarah McIntosh (Nicole Leotaud) Neemedass Chandool Risha Alleyne Nadia Mohammed
Nevis	May 2008	Sarah McIntosh Paul Diamond
NHCS		John Guilbert (Gerard Gray)



**Dominica**

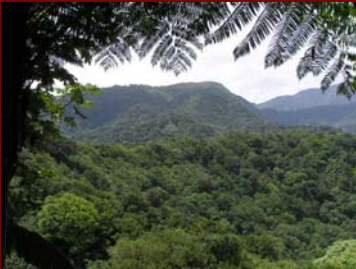
- 3 day workshop
- 14 participants from CBOs



Opening ceremony – GEF SGP, Environmental Coordinating Unit, Forestry Department

**CANARI**

## Forests in Dominica




Mountains of Dominica: credit Arlington James

**CANARI**

Over 60% of Dominica under forest cover

Major tracts of forested lands:  
 3 National Parks  
 2 Forest Reserves  
 unallocated state lands  
 large private estates



**CANARI**

## Timber and non-timber products in Dominica





Photo credit Arlington James

**CANARI**

## Non-Timber Forest Products

Photo credit Arlington James

**Barks:** Cinnamon, Bwa Bandé, Mauby  
**Roots:** Wasin-Pak, Palmist, Mibi, Miscellaneous  
**Leaves:** Latannyé, Bay, Roseau, Kokoyé, Screwpine, Palmist, Cachibou, Cinnamon, Heliconia, Tan

**Vines:** Pomme-di-lianne  
**Reeds:** Larouman, Roseau  
**Ferns:** "Noyo" Fern, "Diwi"





**CANARI**

## Non-Timber Forest Products

**Seeds/Seed Pods:** "Donkey Eye", Jumbie Bead (2), Kakonnyé, Kach-kach, Sand Box, Flamboyant, Cashew, Beach Bean, Gwenn Job, Locust (Kas), Zing-zing

**Fruits:** Pomme-di-lianne, Fat Pork, Nonni, Balata, Balat, Gwigwi Palm, Pomwoz, Gougrou Palm, Kokoyé Palm, Calabash, Fwèz, Bwi

**Mushrooms:** "Joan-Jo" (Edible)  
**Gum:** Gommier & Gom-Lansan Tree  
**Stems:** Tree Fern (Carvings)



Photo credit Arlington

**CANARI**








Photo credit Arlington James





### Warmmae Letang

Photo credit: Ronald Charles & Albert Bellot











### Some key learnings

- What is the policy context for PFM?
- What are the livelihood benefits from forests? – timber, non-timber, services
- What are groups doing?
- How can CBOs design and implement projects to use forests to benefit livelihoods?
- What resources are available to help? - funding and technical assistance (panel)



### Key outcomes



Albert "Panman" Bellot


- Partnership with UNDP GEF SGF
- Analysis of Warmmae Letang – selection for case study
- Assessment of needs for NFPF small grants
- Networking among CBOs and with partners
- Recognition of need for new forest policy
- Interest in community-based tourism – article for HTA




Moist tropical forest & gullies. Photo credit: Michelle Wilson




Drought tolerant forest. Photo credit: Michelle Wilson



### Barbados

- 2 phased approach
- Initial 1-day workshop to stimulate interest, refine focus, identify stakeholders
- 15 participants – government agencies, NGOs, private sector
  - What are forests
  - Forests in Barbados
  - Forests and livelihood benefits
  - Stakeholder identification
- Next step: 3-day workshop



### Key results

- Built belief in forests: What is forest in Barbados? ...we have forest
- Understood importance of forests for livelihoods – directly tourism related as well as indirect soil conservation services
- Identified stakeholders and building partnerships
- Catalysed energy to do!

## Action Learning Projects in Participatory Forest Management

Report for 2<sup>nd</sup> ALG on Forests and Livelihoods



## Learning objectives

1. How can forests benefit livelihoods and improve the quality of life of the rural poor in the Caribbean?
2. What role can NGOs and CBOs play in forest management in the Caribbean?



Fondes Amandes reforestation project in Trinidad

## Approach

- 4 small grants of US\$4,000 over 12 months
- Action learning
- Mentors assigned for each



Sundew Tourguiding Services works with other stakeholders involved in management planning for the Aripo Savannas in Trinidad

## Selection process

- Jointly identified potential NGOs & CBOs in project countries
- Invited 12 applications
- Call and short application form
- Only 7 applications received
- Independent selection committee
- Criteria
- Scored
- 4 selected



Central mountains of St. Vincent – credit Fitzgerald Providence

## Process



- 4 small grants of US\$4,000 over 12 months
- Action learning
- Mentoring by consultant – guidelines and reporting forms developed
- Invited 12 applications – independent selection committee – 4 selected



Marilyn Headley with a member of a Forest User group in St. Vincent

## Projects selected

NGO / CBO	Project area	ALP
Nature Seekers (Tdad) Pat Elie	<ul style="list-style-type: none"> <li>• developing and sustaining forest-based businesses</li> <li>• community management of tourism resources</li> </ul>	developing an agroforestry enterprise and eco-tourism project
Sundew Tourguiding Services (Tdad) Pat Elie	<ul style="list-style-type: none"> <li>• designing participatory institutional arrangements, selecting suitable management regimes, and developing and implementing management agreements</li> </ul>	review the actual and potential institutional framework that would facilitate co-management with Forestry Division

Sundew tour in Aripo Savannas, Trinidad






## Projects selected


NGO / CBO	Project area	ALP
 ART (Grenada)  Martin Barriteau	<ul style="list-style-type: none"> <li>community management of tourism resources</li> </ul>	design arrangements for the management of a community trail passing through private and public land
 Friends of the Environment (St. Vincent)  Andrew Simmons	<ul style="list-style-type: none"> <li>strengthening civil society organisations</li> </ul>	Riverbank cleanup and community education

Community group in St. Vincent  
Credit: Fitz



## Implementation

- 50% or US \$2,000.00 at the start of the project
- 40% or US \$1,600.00 upon submission of the mid-term monitoring reports
- 10% or US \$400.00 upon submission of the final evaluation reports



## Role of mentor

1. Project planning / design
2. Project monitoring
3. Project evaluation and analysis of lessons

- Additional technical assistance can be sourced



## NGO/CBO benefits

- Small grant for project
- Built capacity in project management
- Built capacity in participatory research
- Greater understanding of how to use forests for livelihood benefits
- Will be part of action learning community



Field discussion with Forest User group in St. Vincent

**SELECTION AND DESIGN OF THE CASE STUDIES****Draft for discussion Feb 2008****A. CRITERIA FOR SELECTION OF CASE STUDIES**

1. Contributing to the research questions
2. Covering institutional arrangements at a range of macro, meso and micro levels.
  - a. The macro “above the ground” level includes the formal, official, policy-based institutional arrangements, i.e., national laws, agencies, policy directions and ways of operating.
  - b. The meso “ground” level includes the institutions that govern how the resources are actually being managed on a day-to-day basis, in accordance with a formal or semi-formal arrangement.
  - c. The micro level is often “beneath the surface” and includes the transient, unacknowledged or covert arrangements that may also affect both the resources and livelihoods.

These exist alongside and interact with one another and are somewhat artificial in that virtually all examples of forest management, no matter what the scale, involve some input from each level. Each case study will therefore use one level as the main lens of analysis but will also look at the interactions between the different levels.

3. Covering a range of countries (at least 4)
4. Covering a range of types of forest livelihoods (e.g., timber extraction, harvesting of non-timber forest products, ecotourism).
5. The degree to which they can build on existing interventions (e.g., through NFPPF action learning projects and small grants)
6. The degree to which they can contribute to learning objectives of national project partners
7. Whether a baseline already exists or data are being collected
8. Whether potential exists to leverage additional support (synergy)
9. If the organizational actors in the case are interested in participating and can use the results.

**B. PROPOSED CASE STUDY OUTLINE**

1. Brief description of the initiative at this point in time
  - Location / some background context on wider community (e.g. poor fishing village)
  - Type and status of forest
  - Key stakeholders
  - Broad goals of the initiatives, including intended beneficiaries

- Activities
  - History – how mature, genesis and how it has evolved
2. Description of institutional arrangement, including
- Stakeholder analysis
    - i. Access and ownership rights
    - ii. Who manages
    - iii. Who uses
  - Policies and laws
  - Relationships between organisations (formal/informal)
  - Organisational structures
  - Agreed practices and processes
3. What were the shaping and enabling factors, e.g.
- external forces that have influenced the initiative (e.g. markets/trade regimes, external donors funding priorities)
  - national/local/internal environment that enabled and shaped the initiative, e.g. policies or laws, roles played by key individuals, skills, technical help, funding, political support, equitable participation)
  - What were/are barriers/challenges?

How resilient are the institutional arrangements to changes in the external environment?

4. Degree and type of participation
- Perception(s) of key stakeholders of current type and degree of participation (Bass/arrow) and what changes have occurred since inception (speed/direction of change)
5. Livelihood benefits and costs
- Types of livelihood assets:
    - i. Human (e.g. education, skills, knowledge, health)
    - ii. Social (e.g. family, community and wider social networks and relationships)
    - iii. Physical (e.g. standard of and access to infrastructure, transport)
    - iv. Natural (ownership of or access to healthy natural resources, including land and ecosystem services)
    - v. Political (access to and influence over decision-making processes)
    - vi. Financial
  - Benefits to whom? Are the poorest benefitting?
  - Was the allocation of the benefits equitable, e.g. proportionate to the rights, responsibilities and interests?
  - Was the allocation of benefits transparent?
  - Are there identifiable elites? Are some people marginalised?
  - Costs to whom?
  - Are the benefits intended (i.e. meeting stated objectives) or unintended?
  - Are there potential benefits that have not yet accrued?
  - Have there been trade-offs between the different assets? Between different beneficiaries?

- Have these trade-offs been negotiated. If so, how and by whom? If not, how was it decided?
- Are the livelihoods sustainable (e.g. resilient to stresses and shocks, not dependent on external support, do not compromise the productivity of the resource base, do not undermine the livelihoods of others)?
- Assessment of the “intangibles” that can also determine the level of vulnerability and resilience of the poor, e.g. amount of respect they are given; the level of trust they can expect in their dealings with others, including government; and the qualities of attitude and personality that also determine their adaptability, initiative, and ability to deal with disasters and shocks.

6. Lessons learned

7. Recommendations, including

- How benefits could be measured on a consistent basis

### **C. APPROACHES TO CONDUCTING CASE STUDIES**

To the extent possible given available project resources, the case studies will use a diversity of methods, potentially including:

- participatory action research (testing something with target stakeholders);
- participatory self-assessment by stakeholders in a forest and livelihoods situation or initiative;
- multidisciplinary teams, with each member examining a case from a different disciplinary perspective;

The analysis may be conducted in various ways, potentially including:

- application of a research framework such as network analysis to a case study;
- mapping (e.g. of changes in relationships/institutional structures, forest cover)
- time series or historical perspectives to track and analyse change in a case study;
- comparative case studies, across countries, resources, or institutional arrangements;
- analysis of a project intervention’s design assumptions against actual results.

Benefits may be measured in various ways, for example:

- Most significant change stories
- Indicators (quantitative, qualitative, mix)
- Ranking/weighting e.g. of influence, power

Methodology to include:

- Desk review for fundamentals
- Data provided by stakeholders, including any baseline
- Interviews/focus group for more analytical elements

FORESTS AND LIVELIHOODS POTENTIAL OR ACTUAL CASE STUDIES<sup>1</sup>

Country and project or initiative	Status	Purpose	Stakeholders (with initiators in italics)	Arrangements	Issues/Comments
<b>DOMINICA</b>					
Waitukubuli National Trail	MOU between Forestry Division, French Regional Council of Martinique and EU – proposal accepted, in second year of project, PM unit – at inception	To develop a trail link in the various communities stretching from one end of island to the other to be used for ecotourism and thus provide livelihood benefits to various communities	<ul style="list-style-type: none"> <li>• Communities</li> <li>• Forestry Department</li> <li>• <i>Waitukubuli Ecological Foundation</i></li> <li>• Private landowners</li> <li>• Illegal farmers in forest</li> </ul>	PMU set up August 1 <sup>st</sup> to manage project	Not recommended as at inception Issue of land tenure
<b><i>Wammae Letang</i></b>	Stated in xxxxxx and evolved so now formal arrangement made	To co-manage an area of the Morne Trois Pitons National Park World Heritage Site and provide economic opportunities for the local community through tourism activities.	<ul style="list-style-type: none"> <li>• Forestry Department</li> <li>• <i>Wammae Letang</i></li> <li>• Laudat village and other Roseau Valley communities</li> <li>• Visitors</li> <li>• DOWASCO</li> <li>• Ministry of Tourism</li> <li>• Discover Dominica, Invest Dominica</li> <li>• Whitchurch and other tour operators</li> <li>• UNDP GEF SGP</li> </ul>	Formal collaborative arrangements signed in xxx with Forestry Department and Ministry of Tourism to give CBO responsibility for managing and using Visitors Centre, trails and lake for recreation	Received funding support from COMPACT and GEF SGP
Jungle Bay Resort and Spa	Opened in 2006?	To run an environmentally	<ul style="list-style-type: none"> <li>• <i>Owners of the hotel</i></li> </ul>	Private business, employs	???????????

<sup>1</sup> Building on the table included in Geoghegan, T. 2002. [Participatory forest management in the insular Caribbean: current status and progress to date](#). CANARI Technical Report No. 310. Projects or initiatives listed in ***bold italics*** have already been provisionally selected for development of a case study under the EU Forests and Livelihoods Project.

Country and project or initiative	Status	Purpose	Stakeholders (with initiators in italics)	Arrangements	Issues/Comments
		sensitive hotel and stimulate community involvement in environmental management and visitor support for social projects	<ul style="list-style-type: none"> <li>• Community members</li> <li>• Visitors</li> <li>• Ministry of Tourism</li> </ul>	locals, uses local businesses	
Giraudel Flower Growers Association	Active and expanding to diversify into various aspects of tourism (tours and homestays) and farming (e.g. animal rearing to produce manure)	To provide income for members from sale and arranging of flowers, Flower Show, tours, homestays	<ul style="list-style-type: none"> <li>• <i>Girraudel Flower Growers Association</i></li> <li>• Giraudel Village</li> <li>• Forestry Division</li> </ul>	On private land of members and land purchased by Association. Registered as non-profit organisation	Developed when downturn in banana industry men were involved in and women sought to strengthen income from flowers, now expanded to include men Developing a permanent site for Flower Show and tours Got funding from COMPACT, CIDA, GEF SGP Located next to World Heritage Site
Cottage Forest Industry and individual woodworkers	Failed	Use of timber resources on state land - designed for improved utilisation of timber resources	<ul style="list-style-type: none"> <li>• Sawmillers</li> <li>• Woodworkers</li> <li>• Forestry Division</li> <li>• National users of timber</li> </ul>	Association of sawmillers had legal agreement with Forestry Division. Had facility for sale of surplus timber to locals	
Dominica Essential Oils Corporative Society Ltd	Highly successful	Market bayleaf oil on international market; processing to produce bay rum and aftershave – for income for members	<ul style="list-style-type: none"> <li>• Corporative</li> <li>• <i>Members of Corporative – farmers, distillers</i></li> <li>• Private landowners and farmers (harvest from their land)</li> <li>• Distillers</li> <li>• Division of Agriculture</li> <li>• Forestry Division</li> </ul>	Corporative	Some harvesting may be from Forest Reserve Dominica one of biggest producers in world Foreign exchange earner Very lucrative

Country and project or initiative	Status	Purpose	Stakeholders (with initiators in italics)	Arrangements	Issues/Comments
Forest Reserves	Active	To allow national community to utilise products from Forest Reserves for livelihood benefits	<ul style="list-style-type: none"> <li>• <i>Private individuals</i></li> <li>• Forestry Division</li> </ul>	Permit (fee) system for extraction of mainly timber and also some NTFPs by private persons. Monitored. Forestry replants.	

GRENADA					
Water for Life community environmental health project	????	To improve management of local river resource through community involvement	<i>ART (national NGO)</i> Community residents Forestry Dept Ministries responsible for health and community development	Management measures being developed. FD providing technical assistance (Ferguson pers. comm..)	
Forest Policy development process	Completed xx Being implemented	To improve management of forests and provide greater opportunities for users to become involved in management	<i>DFID</i> <i>Forestry Department</i>		Implementation slowed by failure to enact legislation and provide adequate resources for FD.
Apres Tout			•		
Forest-based community tourism			•		
JAMAICA					
Enfield/Port Stewart plant nursery and community forestry project	Formal collaborative agreement signed ???	To create local economic (or is it broader livelihood?) opportunities, increase local involvement in watershed	<ul style="list-style-type: none"> <li>• <i>Pencar Local Forest Management Committee (LFMC)</i></li> <li>• <i>Forestry Dept (FD)</i></li> </ul>	Formal collaborative arrangement between FD and Pencar LFMC. Sub-committee of LFMC has developed and	Focus is particularly on local women currently engaged in backyard horticulture. (Bennet pers. Comm..)

		management, combat hillside degradation	<ul style="list-style-type: none"> <li>• Local citizens' and farmers' associations</li> <li>• Watershed residents</li> <li>• Rural Agricultural Development Agency (RADA)</li> <li>• Other government agencies</li> </ul>	now manages a nursery within the Forest Reserve to provide seedlings for reforestation of a leased area (pilot 12 acre plot) and sale to local residents and FD	
Blue and John Crow National Park	Formal collaborative agreement signed in 2001	<p>To develop a co-management arrangement for a national park and forest reserve</p> <p>Presumably there are broader livelihood or environmental objectives?</p>	<ul style="list-style-type: none"> <li>• <i>Forestry Dept</i></li> <li>• <i>Jamaica Conservation and Development Trust (JCDT)</i></li> <li>• <i>National Environment and Planning Agency (NEPA)</i></li> <li>• Local residents and farmers</li> <li>• General public</li> <li>• Visitors</li> </ul>	Formal collaborative arrangement between FD, NEPA and JCDT for the management of the park and overlapping Forest Reserve. Provision for input of local stakeholders through Local Advisory Committees, but these are not signatories to the agreement.	Original arrangement delegating management from NEPA to JCDT was inadequate because it did not address issues of management of the Forest Reserve, which was the responsibility of the FD. While the new arrangement better addresses management needs, local stakeholders still not represented (Headley 2001, Scott, Dunkley and Barrett 2000)
Local Forest Management Committees	Active since 2000	<p>To facilitate the participation of communities in the management of forest reserves.</p> <p>To provide economic opportunities for community members?</p>	<ul style="list-style-type: none"> <li>• <i>Forestry Dept (FD)</i></li> <li>• Local farmers and land owners</li> <li>• Forest resource users</li> <li>• Civil society organisations</li> <li>• Other government agencies (NEPA, RADA, National Water Commission)</li> </ul>	Committees based on watershed boundaries, with membership open to all stakeholders, providing guidance to FD on local forest management and input to Local Forest Management Plan and collaborate with FD on specific management arrangements.	<p>Buff Bay/Pencar were pilot LFMCs, now expanded to ?????</p> <p>LFMCs have evolved from an informal advisory role to one recognised under the new Forest Act. There has also been an increasing emphasis on developing economic activities such as nursery, tourism.</p>



Dolphin Head					
Jamaica Tree Growers Association					
Negril Environmental Protection Trust					
<b>SAINT KITTS AND NEVIS</b>					
Sunrise Tours					
Coastline reforestation by Nevis Beekeepers Cooperative Society					Accessed GEF funding and were looking for additional funds. Contact Althea Altherton or Linell Liburd (Sunrise)
<b>SAINT LUCIA</b>					
Mankòtè mangrove management	Dormant (John 2005)	To minimise negative ecological impacts of charcoal production while increasing economic returns to producers.	<ul style="list-style-type: none"> <li>• <i>Saint Lucia National Trust (SLNT)</i></li> <li>• <i>CANARI</i></li> <li>• Aupicon Charcoal and Agricultural Producers Group (ACAPG)</li> <li>• Forestry and Fisheries Depts</li> <li>• Charcoal users</li> </ul>	Initially de facto co-management arrangement based on draft management plan involving association of charcoal producers, government, SLNT. CANARI provided technical assistance, mainly to producers. Fisheries formalised the arrangement in 1996, giving ACAPG sole use of the mangrove for purposes of managed cutting for fuelwood (Hudson 1997, Geoghegan and Smith 1998 quoted in John 2005). ACAPG declared a Local Fisheries Management Authority and became the first community group to be granted a management role over	ACAPG now largely defunct as individual members have opted to pursue independent alternative livelihood strategies

				state property in Saint Lucia (John 2005).	
Local Water Catchment Groups					
<b>SAINT VINCENT AND THE GRENADINES</b>					
Integrated Forest Management and Development Programme (IFMDP) and Local Forest User Groups					
<b>TRINIDAD AND TOBAGO</b>					
<i>Fondes Amandes</i>	Active since 1980s, established by group of Rastafarian informal settlers	<ul style="list-style-type: none"> <li>• Fire control</li> <li>• Reforestation</li> <li>• Economic activities (organic nursery, jewellery etc)</li> <li>• Public education</li> </ul>	<i>FACRP</i> WASA Forestry Tropical Releaf Foundation Fondes Amandes community	Informal arrangement between FACRP, WASA and FD, now formalised with latter via NRWRP	Land tenure still insecure
<i>Grande Riviere Tourism Action Committee</i>	Active since 1990 with formal NRWRP agreement since 2003	To reforest an area of 50 annually acres within the Matura National Park and provide livelihood activities both directly through the Programme and indirectly via tourism-related activities	<i>NRWRP</i> <i>Forestry Division</i> <i>GRTAC</i> Community members Hoteliers	Formal arrangement under NRWRP. Formerly informal arrangement permitting tour guiding within Forest Reserve (now Matura National Park)	GRTAC is a coalition of groups with complementary environmental and tourism interests, based initially around turtle protection and turtle watching.
Asa Wright Nature Centre	Established in 1967. It was one of the first nature centres to be established in the Caribbean.	Purpose is to protect part of the Arima Valley in a natural state and to create a conservation and study area for the protection of wildlife and for the enjoyment of all.	Asa Wright Nature Centre Board and staff Surrounding communities Visitors (local and foreign)	Not-for-Profit Trust managed by a Board. No members. Land privately owned. Funded primarily by income generating activities related to Nature Centre and Lodge.	Asa Wright is not a membership organisation and benefits to the community yet to be quantified


Protectors of the Environment, Lopinot	Active with formal agreement with NRWRP since 2003	Protection of forests from fires and public awareness and sensitisation activities.	Local community members	Not for Profit community based organisation	
Sundew Tour Guiding	Active since xxxx	Education and community tourism.	National Parks Section, Forestry Division Other members of Aripo Savannas Stakeholder Management Committee (ASSMC)	Informal arrangement with National Parks Section, Forestry Division to conduct tours in the Aripo Savannas. Member on ASSMC.	Desire formal arrangements with exclusive rights.
National Reforestation and Watershed Rehabilitation Project (NRWRP) (and poss. separate case studies of individual Projects such as Matura	Active since 2003	Facilitation of Community based involvement in the reforestation of 33,030 acres of forests including 11,00 acres in watersheds, and provide 2,500 direct jobs and many more indirect ones.	Forestry Division NRWRP Local communities WASA Tour Operators Tourists General Public	Formal arrangements are made with community contractors to engage in community based activities aimed at revitalising and reforesting degraded watersheds	Ongoing and achievements delayed by human resource issues.
Charcoal burners in the Matura Forest	In the process of establishing	A group of approx. 10 charcoal burners operating in the Matura forest are interested to formalise their trade. Currently there is no formal arrangement with the forestry department, hence they are considered illegal.	Individual charcoal burners Forestry Department	The charcoal burners are interested to come to a legal arrangement with Forestry Department to facilitate the use of timber resources for the production of charcoal	The group seems to be keen to get organised but will require coaching to facilitate their negotiation with the Forestry Department and possible assistance in joint marketing strategies. The contact person in Forestry is Barry Mahabir (ACF)

Tropical Releaf Foundation	Active	Catalysing and supporting community based reforestation initiatives	Eden Shand/ Mary Schose Community/ Private Sector partners	Non Membership organisation	
Environmentally Sensitive Areas Management Committees	Established for ESAs: Aripo Savannas (2005), Matura National Park (2004/5), Buccoo Reef / Bon Accord Complex (2004/5) In process of establishing for ESAs: Main Ridge Tobago (2007)	Objectives include: <ul style="list-style-type: none"> <li>• strategic planning for the implementation of programmes, plans, policies and legislation</li> <li>• coordinating various stakeholders of the ESA</li> <li>• approving plans and studies commissioned for the management of the ESA</li> <li>• advising the EMA on matters pertaining to the ESA</li> </ul>	<i>Environmental Management Authority (EMA)</i> Forestry Division Department of Natural Resources and the Environment THA Other government agencies Various NGOs and CBOs	Multi-stakeholder committees appointed by the EMA's Board under Environmental Management Act. A committee appointed for each ESA.	Chairing undertaken initially jointly by EMA and the legally designated management authority (Forestry Division or THA).
Caroni Swamp resource use (oyster harvesting, nature-based tourism) <a href="#">Wildlife Section for more information</a>		To sustainably manage resources of the Caroni Swamp National Park Preservation Education	Wildlife Section/Forestry division Tour Operators tourists General Public		
Nariva Environmental Trust <a href="#">Wildlife Section for more information</a>				Community members appointed as Honorary Game Wardens to assist with patrols, research and fire fighting. Volunteer and are given stipends.	
Manatee Conservation Trust <a href="#">Wildlife Section for more information</a>	Established late 1990s?	Conservation, education and preservation of Nariva Swamp and its environs through the provision of resources, technical services and capacity building in collaboration with local	<i>San Juan Rotary Club</i> Wildlife Section, Forestry Division	NGO collaborating informally with government agencies and other stakeholders. Member of National Wetlands Committee Purchased private land.	Purchased area of coastal land and wetland



**dolphin head trust**

**A Strategy for Simultaneously Conserving the Dolphin Head Biodiversity and stimulating Local Economy through the Creation of Alternative Livelihoods**



dolphinhead.org

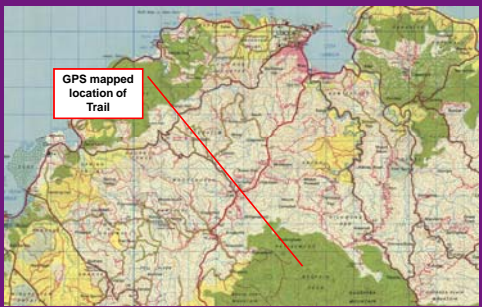
**LOCATION**



The Dolphin Head Mountains (a proposed National Park) are strategically located 35 minutes away from Negril in the west and Montego Bay to the east. It is 15 miles due south of Lucea, in the Parish of Hanover.

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**Where is Dolphin Head?**



GPS mapped location of Trail

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**Proposed National Park (Forest Reserve)**



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**Dolphin Head Facts**

Highest Density per unit area of Endemic Plants.

This wet limestone ecosystem is home to over 163 plant types, belonging to 53 families. Of this number, 91 are endemic to Jamaica, while twenty (20) are found in Dolphin Head alone. (Proctor 2002)

dolphinhead.org

**Dolphin Head Mountain**



dolphinhead.org

**Dolphin Head Mountain**



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**Some of the many endangered species**

**Euphorbia punicea**



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**Some of the many endangered species**

**Lobelia Fawcettii**



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**Some of the many endangered species**

**Lisanthus umbellatus**



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**Some of the many endangered species**

**Phyllanthus arbuscula**



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**Problem statement**

**Rich as the Dolphin Head Region is endemically, the population in its immediate surroundings remains among the poorest in the country.**

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## Problem statement

- These activities include forest clearance associated with progressive, shifting cultivation, burning of forest margins, and structural degradation of forests resulting from unregulated logging and burning to remove in order to extract white limestone for construction activities.

## Clear cutting up on Dolphin Head Mountain



**RATIONALE:**  
Rich biodiversity cannot coexist  
Adjacent to poor communities

**VISION:**  
To create prosperous communities adjacent to areas of high biodiversity through environmentally compatible utilization of abundant natural resources.

## Innovative Approach

- Linking economic development with sustainable resource management
- Reducing stressors to the natural environment by drawing consumers from the interior
- Matching market opportunities with appropriate technology, training and technical support
- Leveraging support from multiple donor programs to ensure holistic and sustainable development of project activities

By creating a nucleus of economic activity outside the boundaries of the forest interior, which requires the existing skills of resource users, there will be clear market incentives to shift from destructive practices

## Expected Outcomes

- Strengthening of indigenous Forest/ woodland management systems
- Establishment of a community sustainable development project
- Provision of alternative livelihoods for local and indigenous communities residing in buffer zones of globally significant biodiversity areas
- Promotion of sustainable production and use of non-timber forest products
- Creation of participatory schemes for natural resource management by local and indigenous communities.



### Conservation Approaches

- Community Development
- Environmental Awareness (Communication for Behavior Change)
- Bamboo Conversion
- Nature Tourism Development



### MOST RECENT EXAMPLE

- On February 19, 2005 a week after launching the "Lets Love Lucea" Campaign, the Trust spearheaded a clean-up of the Coastal Zone adjacent to the Market and Fisherman's Beach.
- MISSION ACCOMPLISHED
- Over 85 local stakeholders participated
- 4 Agencies collaborated ( NSWMU, NWA, HAnover Chamber and Hanover 4H)

A total of 5 tons of garbage and debris was moved.



A TOTAL OF \$5,700 was spent by the Trust to achieve this !

Locals showing the way on the proposed nature trail.



### Along the Trail

Spring Water Purification plant near Trail

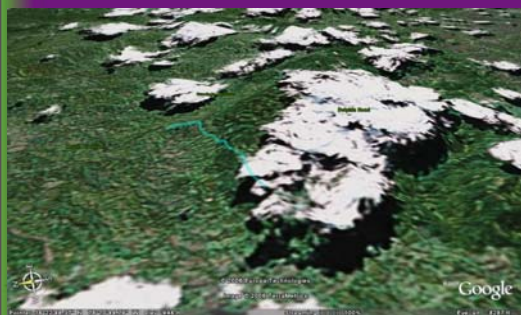


### Along the Trail

Going through small farm on the way to Dolphin Head Peak



### Satellite Pictures of Trail




### Along the Trail

Views from Dolphin Head Peak



**Along the Trail**

"Teacherman" – Local expert on Dolphin Head



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**APPROPRIATE RESOURCE UTILIZATION**  
Locals Being Trained in Bamboo Conversion and Utilization



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**Bamboo Items made by Locals at the Japanese funded Dolphin Head Bamboo Facility**



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**Bamboo Items made by Locals at the Japanese funded Dolphin Head Bamboo Facility**



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*Forests & Livelihoods Research Framework*

Presentation for discussion at 2<sup>nd</sup> ALG





## 1. Environment and external forces


*(enabling and disabling)*

- What factors determine a particular institutional arrangement?
- How do these factors influence whether socio-economic are an aim of the arrangements?
- How do these factors influence the type and degree of socio-economic benefits coming out of the arrangement?
- How do these factors influence the way that they are allocated among beneficiaries?



## 2. Capacities

- What skills, knowledge, world view, culture, structure, adaptive strategies, relationships/linkages, material/financial resources do the partners have that:
  - enable the arrangement?
  - enable negotiation of their role in the arrangement?
  - enable their securing benefits from the arrangement?
- Are the existing capacities being effectively leveraged?



## 3. Institutional arrangements

- What are the objectives of the arrangement? Are socio-economic benefits an explicit or implicit aim?
- How effective are the arrangements in achieving the stated objectives?
  - Socio-economic benefits
  - Other
- What other benefits are accruing to livelihoods?
- What are the structures and processes for involving the target group of poor stakeholders in participatory forest management?
- How equitable are these in allocating benefits:
  - to the intended beneficiaries (target group)?
  - to the wider community?
- Is there a relationship between different levels/types of participation and the level of benefits?



## 4. Socio-economic (livelihood) impacts

- What are the socio-economic (livelihood) impacts (positive/benefits and negative/costs) of a given institutional arrangement on the rural poor?
  - Human assets: e.g. education, skills, talents, health
  - Financial assets: e.g. income, savings and access to credit
  - Social assets: e.g. family, community and wider social networks
  - Natural assets: e.g. ownership or access to "healthy" natural resources, including land and ecosystem services
  - Physical assets: e.g. standard of housing, infrastructure, access to transportation
  - Political assets: access to and influence over decision-makers
- What is the overall benefit-cost impact?
- How are the trade-offs between different types of livelihood benefits negotiated?