REVISED CASE STUDY FOR
CANARI/FLEGT

BUILDING CAPACITY FOR PARTICIPATORY FOREST
MANAGEMENT FOR GOOD GOVERNANCE IN THE CARIBBEAN
REGION

DOMINICA FACILITATION EXERCISE
PARTICIPATORY APPROACHES TO MANAGEMENT FOR
BEEKEEPERS

Facilitation Team: Agnes Esprit, Martha Joseph and Betty Perry-Fingal
August 25, 2011/October 5, 2011
BACKGROUND

The facilitation team met on May 9th 2011, to begin planning for the facilitation session and agreed to approach various government agencies for assistance and cooperation in organizing and presenting the facilitation session for Dominica’s beekeepers.

Needs Assessment

The facilitators began their needs assessment by considering their personal knowledge of the existing state of beekeeping in Dominica. The beekeeping sector, recognized for its good stewardship in forest use and management, was identified as likely to benefit from this project. It was anticipated that the adoption of participatory methods would empower the organizations in their mobilization and mentoring of young beekeepers as well.

Agnes, as the Coordinator of the Small Grants Project, was familiar with two beekeeping cooperatives, the Dominica Beekeepers’ Cooperative and the Pure Blossom Cooperative, as both are grantees of the Project. Martha assists from time to time the Dominica Beekeepers Cooperative and is wife of the President of one of that Cooperative. As such, she is very familiar with the issues faced by the groups. Betty is a regular consumer of honey and beeswax and is aware of packaging, marketing and distribution issues. The facilitators agreed that the beekeepers could do much to strengthen the capacity and performance of their organizations and, as a consequence, improve the livelihoods of their members.

On May 19th, a meeting was held at the Co-operative Division Office between the facilitators and the Executives of the Dominica Beekeepers Co-operative Society Ltd. (DBCS) and the Pure Blossom Co-operative Society, Ltd. (PBCS) to discuss the offer of the FLEGT Dominica Facilitators to provide the Co-operatives with a capacity building session.

The participants were advised that the Co-operative Division had agreed to provide financial support for the training session and wanted to hold it during National Co-operative Week in order to give it more publicity.

At the meeting, the following emerged as key issues:

1. Honey is the main product offered;
2. The sources of support to the Cooperatives are the Cooperative Division, the Ministry of Agriculture and Forestry and the GEF Small Grants Programme;
3. The work of several other sectors is of concern to the beekeepers, e.g., charcoal producers; and
4. The three main areas of concern are: expansion of production and marketing of honey and other bee products, promoting beekeeping as a viable livelihood option
and promoting the value of bees to the broader goals of food security and plant biodiversity.

On previewing the various tools at the meeting, livelihood analysis was of most interest to the beekeepers. The tools they selected for the intervention were stakeholder identification, stakeholder analysis and livelihood analysis.

The facilitation team conducted an analysis of the meeting and concluded that developing and strengthening links with relevant stakeholder organisations would assist the groups in the area of product development. The training from the Cooperative Division has been limited to cooperative matters. Assistance from the Ministry of Agriculture has been limited to sourcing bee materials, and assistance from GEF Small Grants Programme has been limited to funding. While these links have been important, they can be further strengthened and exploited to contribute to the Cooperatives’ goals of promoting beekeeping.

It was agreed that the session would be scheduled for Tuesday, July 5 2011, from 8:00 am to 1:00 pm in Roseau.

The objectives of the training workshop were identified as follows:

1. To provide 25 twenty-five beekeepers with an understanding of key concepts in participatory approaches to forest management; and

2. To encourage the application of tools in facilitating participatory management in respect of Stakeholder and Livelihood Analysis.

Coincidently, the team subsequently learned that an expert in beekeeping from the UK-based organization, Bees for Development, Mr. Clive de Bruyn, was scheduled to be in Dominica the week of the workshop. The programme for the day was revised to include an hour and half training session on the techniques of successful beekeeping.

In keeping with the Cooperative Division’s theme for Cooperative Week this year, Youth and Entrepreneurship Development, the Division invited members of a young cooperative, SOUL (Signs of Unlimited Love), to participate in the workshop. The evening before the workshop, the Division hosted an Opening Ceremony and cocktail for the workshop, featuring an address from the Minister of Social Services, Community Development and Gender Affairs, Mrs. Gloria Shillingford, as well as remarks from the Commissioner of Cooperatives, Ms. Mariet Canoville, the President of the Dominica Beekeepers Cooperative, Mr. Lennox Fagan, and Mr. de Bruyn.

The programme for the workshop is attached as Annex 1. The list of participants is attached as Annex 2.
Mobilisation

The Dominica Beekeepers Cooperative Society (DBCS), Pure Blossom Cooperative (PBC) and the Cooperative Division shared the mobilisation efforts. At a meeting with the Cooperative Division, the total number of persons to be accommodated as well as the targeted number from each organisation was agreed on.

Invitation letters were then sent to the various organisations for distribution to their representatives. By way of follow-up, the Cooperative Officer was responsible to provide feedback on participation from the SOUL Cooperative, while the Presidents of the other two cooperatives were responsible for and were contacted to give updates on participation on an ongoing basis. The DBCS sought participation from beekeepers from the Carib (Kalinago) Territory. In the process, the Kalinago Council was contacted and a representative from the Territory was identified and invited.

Introduction

The Workshop was opened by Mr. Rennick Toussaint on behalf of the Cooperative Division. This was followed by an informative presentation given by Mr. Francisco Maffei, Forest Engineer, from the Division of Forestry, Wildlife and National Parks, entitled “Forest Management and Beekeeping.” (Annex 4)

Workshop Methodology

First Tool: Betty Perry-Fingal

Stakeholder Identification: 15 minutes
Methodology: Skit and brainstorming

The session was introduced with a skit using the characters form the Winnie the Pooh story. Winnie was introduced as being distraught over the disappearance of honey. He and his friends asked the participants, beekeepers, to identify everyone who might be responsible for, interested in or related to the production and distribution of honey.

The responses were recorded on flipchart paper.

Stakeholder Identification: grouping by type: 10 minutes
Methodology: Full group asked to offer suggestions

Five sheets were prepared for the different categories of stakeholder: Government, NGOs/Coops/CBOS, Private Sector, Agencies (donors/TA), Individuals/Communities. Participants were asked to sort out who goes where, and this information was again recorded on flipchart paper.
Key Stakeholder Identification: 15 minutes
Methodology: Voting with dots
A brief introduction was given defining key stakeholders, and the participants were given six dots to use to vote for their key stakeholders. The votes were tallied and the “winners” were declared. The key stakeholders were identified as:

- Forestry
- Consumers
- Financial Institutions
- Farmers
- Policy-makers
- Beekeepers Co-operative

The participants were generally satisfied with the results. It was explained that in the next session, they would continue to look at the stakeholders and analyse their respective roles.

Second Tool: Agnes Esprit Stakeholder Analysis

The session began with a brief recap, with questioning, of who is a stakeholder and the various groups of stakeholders identified in the previous session. This ensured a smooth flow from one session to the other and also set the tone for building on what had been identified so far.

In the next step, participants were asked probing questions to determine (i) if all stakeholders had the same level of impact on the project (beekeeping) and (ii), if all stakeholders were impacted on or affected in the same way by the project (beekeeping). Both questions got a “no” response.

The facilitator then explained that it is important to know the level of impact or the level impacted on so as to get a better understanding of the stakeholders, and to guide decisions relating to the project and the various stakeholders. It was explained that this can be done through conducting a “stakeholder analysis”.

The stakeholder analysis was done looking at roles, responsibilities, relationship, interests, power, impacts, capacity, and conflict. The participants were asked to consider:

Who are the key stakeholders?
What interests, rights, responsibilities do they have?
What level of power, authority, influence?
What size of stake?
What level of involvement?
What is the capacity?

These questions were discussed in-depth with the analysis as detailed below:
• Interest - current, future interests consider the needs and wants, the benefits - current and potential
• Power - past and present, rights and responsibilities, both formal and informal - relationships - formal and informal, networks - formal and informal, , what mechanisms are utilised or available or required to build relationships
• Impacts - positive and negative impacts (brought on by whom)
• Conflict - existing and potential, areas of consensus - shared interests, ability to resolve
• Capacity - willingness to participate in planning, management, monitoring - what capacity is contributed, current capacity, what capacity is required and what is available

In the small groups, five different techniques were used to further the stakeholder analysis:

1. Primary and Secondary: inner and outer circle
2. Internal and External: inner and outer circle
3. Influence - Interest Matrix: 4 x 4 matrix indicating high and low
4. Relationship Network: network diagram
5. Power relations: pyramid /triangle - with lowest at base and highest at apex

Participants were assigned to 5 groups. Each group was asked to use one of the tools presented and present the information based on their discussions and conclusion. Each group received material including flip chart paper, colored paper, markers, tape and glue to compile their presentations. There was intense discussion and some arguments in the groups with all participating and showing keen interest. All three facilitators moved around providing guidance and monitoring the group activity.

Each group presented was given 3 minutes to present their work to the entire group.

**Third Tool: Martha Joseph**

**Livelihood Analysis**

**Methodology:** Group work and Interactive Discussions

Using a power point presentation (Annex 5), the facilitator introduced the session’s objectives as:
1. To provide an understanding of what is a livelihood.
2. To assist participants in understanding what makes a livelihood sustainable

In achieving the above objectives the facilitator set out to cover the following areas:
1. What is a livelihood?
2. What factors determine choice of livelihood strategies
3. Analyzing Livelihood for Sustainability
4. Review
When the Livelihoods Framework was introduced, participants requested examples in relation to beekeeping. This provided the perfect opportunity for asking participants what they thought were the various livelihood activities that are and could be engaged in relating to beekeeping. The following responses were captured on newsprint (flip chart):

- Bee Supplies
- Honey Production and Sales
- Agro Tourism
- Providing Starter Hives

The facilitator presented a previously prepared list, which included some of the activities cited by the beekeepers.

The Livelihoods Framework was used to analyze two activities. Previously prepared examples were presented and the differences in the type of assets needed based on the activity were discussed and where necessary examples of the various forms of assets were added by participants. This discussion pointed to the factors, which contribute to the choice of livelihood activities.

The sustainability test for livelihood activities was presented and discussed. This was followed by a group activity where each of the five (5) groups was given one project/livelihood activity to analyze for its sustainability. The report from each group was critiqued and there was general agreement.

**EVALUATION**

At the end of the morning most of the participants felt that the experience was worthwhile although one beekeeper left early as he felt the session was too elementary. From the perspective of the facilitators, there were two main concerns. The preparation time was too limited, and the time management for the day was problematic.

The preparation time was limited largely because one of the facilitators was out-of-state for several weeks in advance of the session. That meant that there was not enough time for the three facilitators to get together for a run-through of the session. Time management was a problem in part because the sessions started late, which threw off the planned agenda, and in part because we weren’t able to go through each part of the agenda in advance.

The facilitators, when planning their presentations, did not know that the young cooperative members would be participating in the session. This created an issue as the two groups, aspiring beekeepers and well-experienced beekeepers, were at such different levels.

Participation in the group activities was very good as group members were assigned various roles in the discussion/preparation session and also in the presentation. At the
end of each presentation all charts/tools were posted on the wall for viewing. Since the framework for all the tools were prepared prior to the session, it allowed for the time to be used explaining the tools.

Despite what the facilitators felt were concerns, nearly all of the participants provided positive feedback on the experience.

The Workshop’s Findings are set forth in Annex 3.

**LESSONS LEARNED**

Careful advance planning, including rehearsal of presentations, when possible, is important in deciding how much time to allot for each activity.

Facilitators must remain focussed and manage their sessions so as to keep within the time frame and remain in line with the objectives. They need to be flexible and adjust their presentations when unforeseen circumstances limit the available time.

Providing information in advance of a session to potential participants assists them in deciding whether the session is likely to meet their needs.

Tailoring each session to meet the needs of the identified participants helps to ensure that the activities are geared to the appropriate level. This will ensure that participants can comprehend the material and be comfortable with it.

Sessions will be well-received when they incorporate new learning and ensure that the material can be used after the session by the participants.

**RESULTS**

The session held with the beekeepers represented one small step in their efforts to develop the beekeeping sector in Dominica, to take it from being viewed as a fringe activity to being at the heart of Dominica’s agricultural sector. The primary result of the intervention was to highlight to the beekeepers the potential partners available to them and the need to continue to strengthen their links to these key stakeholders to assist in their development efforts.

**NEXT STEPS**

The finalized case study will be provided to the three Cooperatives with the recommendation that a second intervention be held in order to further explore the key stakeholder relationships, including a mapping exercise and the development of action steps for the Cooperatives to undertake to strengthen links with key stakeholders.
Annex 1

Cooperative Week 2011
Youth and Entrepreneurship Development

PARTICIPATORY APPROACHES TO MANAGEMENT FOR BEEKEEPERS

July 5, 2011
Public Service Training Centre
Roseau, Dominica

8:00 – 8:15  Registration
8:15 – 8:30  Welcome & Overview
            Ms. Mariet Canoville, Commissioner of Cooperatives
8:30 – 9:00  Presentation on Beekeeping and Forest Management:
            Mr. Francisco Maffei, Forest Engineer:
9:00 – 10:00 Stakeholder Identification
          Mrs. Betty Perry – Fingal
10:00 – 10:20 BREAK
10:20 – 11:30 Stakeholder Analysis
          Ms. Agnes Esprit
11:30 – 12:30 Livelihoods Analysis
            Mrs. Martha Joseph
12:30 – 1:00  Evaluation
1:00 -  2:00  Lunch
2:00 -  3:30  Presentation on Beekeeping – Tips and Techniques
            Mr. Clive de Bruyn, Bees for Development
Annex 2

WORKSHOP PARTICIPANTS

Pure Blossom Hive Cooperative
Cederic Joseph

Dominica Beekeepers Cooperative Society
Alan Derrick
Gabriel Bruno
Franklyn Prescott
Lennox Fagan
Grantley James
Nelson Simon
Christopher Popo

Signs of Unlimited Love (SOUL) - Cooperative
Magalie Telemaque
Valarie Honorie
Delbert Telemaque
Lucienne Pierre
Bert Telemaque
Angela Colaire
Ivor Henry

Other Beekeepers
Theodore Bellot
Jessie Jones Armour
Domnique Jones Armour
Benoit Andrew

Consulting Team
Betty Perry Fingal
Agnes Esprit
Martha Joseph

Local Government Department
Mr. Rennick Toussaint
ANNEX 3

WORKSHOP FINDINGS

Stakeholder Identification

In the session on stakeholder identification, the participants were readily able to name those individuals and organizations that have a significant role in beekeeping and related activities. The key stakeholders were identified as Forestry Division, Consumers, Financial Institutions, Agricultural Division, Farmers, Policy-makers and the Beekeepers Cooperative. The representative from the Cooperative Division noted that the participants had missed the role that the Division plays in the sector. It seems likely that the effective presentation given by the Forest Engineer weighted the vote in favour of Forestry’s role.

Stakeholder Analysis

Participation and level of interest in the group activity was very high. There was opportunity for discussion and analysing each other’s views relating to the significance of various stakeholders. Generally the tools introduced were understood by the participants and they were able to utilise them effectively. There is need however to develop further the matrix which was used to rank the stakeholders on a high-low rating. Although the participants were able to use it and present their results, another matrix could be tested such as a 2 x 3 matrix.

What was interesting about the session is the various ways in which stakeholders could be analysed. The findings presented by the groups provided a lot of information on the stakeholders, which was drawn out from their discussions as they made decisions based on the task assigned utilising the tools.

Livelihood Analysis

Participants’ responses to what a livelihood is were consistent with the definition presented in the training manual except that no mention was made of the various assets. The session gave the group, composed of both experienced and aspiring beekeepers, the opportunity for meaningful exchanges about beekeeping as a livelihood.
ANNEX 4

Beekeeping & Forest Management

BY

Francisco Vaca Maffet

Introduction

- Efforts are being made throughout the Caribbean to identify, introduce, and expand new crops/products which can generate economic returns for rural people.
- Beekeeping has proven to be a good source of income for small farmers, women, and youth groups.

Introduction...Cont’d

- It has the added advantage that it is environmentally friendly and can be easily integrated into agro-forestry projects.
- Productivity in the Caribbean is low, primarily due to inefficient tree management and the gradual destruction of bee pasture.
- Bees and trees are interdependent and have been perfecting their relationship over the last 90 million years or so, bringing about pollination and the production of viable seed.

Beekeeping Industry in Dominica: Present Status...Cont’d

- No current statistical data is available on honey flow in Dominica. However, from December to late June and periodically July is the greatest harvest of honey.
- In July, the forest tree “harrisonella” flowers in great profusion and produces a thin clear honey. However, production has been irregular - there has been no harvest worth extracting.
- December nectar flow is generally small, and stimulates the hive to build up the bee worker population for the coming seasons.
- In Dominica, the vegetation varies from dense tropical forest to scrub along the west coast. Bee pasture is best along the wild coast and fringe in areas along the east, while seasonal forage for citrus is available in the interior.
Beekeeping Industry in Dominica: Present Status... Cont'd
- Coconut trees flower year-round while several other trees flower over rather short periods.
- Honey and beewax are marketed in Dominica, and are sold either on the island or in neighboring French islands.

Beekeeping and Forest Management: Sustainability... Cont'd
- Hives may be located within or near a tree plantation, and utilize both the tree and other surrounding flowering plants for forage.
- Controlling termites and beehives provides annual honey products (i.e., honey and beewax) to supplement income from a land owner’s long term forest management plan.
- Plants benefit from insect pollination through increased seed production and better quality fruits.

Problems Encountered by Beekeepers in Dominica... Cont'd
- There is an absence of a functioning beekeepers organization.
- Fall out is not made of the early part of the honey time, because the hives are not fed and strengthened before the flowering season.
- Bees are often permitted to swarm, leading to loss of production. Swarms are used to increase numbers and hence genetically breed towards poor quality bees.

Problems Encountered by Beekeepers in Dominica... Cont’d
- Quite often queens are produced from small and comparatively weak hives.
- Extraction is often done when a brood and honey from several bee species are melded into one.
- Wax is often of poor quality due to remnants of honey, being burnt or dark in colour, due to contamination of bee glue (propolis).

Beekeeping as an Integrated Activity
- Forest
- Vegetal Woodland
- Beekeeping
- Food Crops
- Forage Crops
Nectar and Pollen Source

A substantial part of the bee pasture in Dominica is made up of trees, both forest and cultivated crops, which flower between mid-December and June. Bees fly every day of the year but nectar flow is controlled by the effects of rain which can wash out the nectar from the flowers.

- The dry period of the year is most important for the production of honey which is between December to June.
- There is a small nectar flow during August, September and October if the rains are not too continuous or heavy.

Forage Crops utilized by Bees

- *Heliotropium curassavicum* (Cape Flower)
- *Cleome serrulata* (Sawtoothed Cleome)
- *Mimulus ringens* (Blue Monkeyflower)
- *Leucospermum cordifolium* (Sawtoothed Leucospermum)
- *Passionflower* (Passionflower)
- *Punica granatum* (Red Fig)
- *Althea officinalis* (Althea Officinalis)
- *Acanthus officinalis* (Acanthus)
- *Eryngium spp.*
- *Guazuma ulmifolia* (True Fornax)
- *Iva leucantha* (Yellow False Sunflower)

*These crops are found in Dominica.

Crops which Benefit from Bee Pollination

**Found in Dominica**
- Peppers
- Coconuts
- Coffee
- Citrus
- Clove
- Mango
- Cherimoya
- Soursop
- Avocado
- Coconut
- Old palm
- Hug plum

**Not Found in Dominica**
- Apples
- Soybeans

Other Forage Crops utilized by Bees

- *Guazuma ulmifolia* (True Fornax)
- *Cleome serrulata* (Sawtoothed Cleome)
- *Passionflower* (Passionflower)
- *Protea* (Protea)
- *Rhododendron* (Rhododendron)

*Not found in Dominica

Beekeeping as an Educational Activity

- Schools, agricultural training centers and rural teachers training institutes can make good sites to mount beekeeping projects. This training can introduce beekeeping at the village level.

- Beekeeping can be a good school or youth group project because the students and members of the youth group are the farmers of the future.

Beekeeping as a Cooperative act

- Many cooperatives have beekeeping projects as part of their activities. These cooperatives supply needed inputs, access to technical aid, and markets for honey and honey products. In some cases, beekeeping cooperatives have been very successful.
Conclusion

1. Coniferous forests are of great ecological value; they prevent soil erosion, control flooding, affect rainfall, snow and soil nutrients, and provide habitats for vast numbers of plant and animal species.
2. Sustaining them is not to exploit the forest without destroying it. Sustaining them therefore entails a continual inventorying and control.
3. Trees protect the climate from extremes of temperature, while the forest diversity within the trees provides a sound basis for a sustainable harvesting regime.

It is important to comprehend the multi-purpose value of trees and forests if we are to realize any hope of converting arid, deforested areas into productive forest areas.

Questions

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ANNEX 5

LIVELIHOODS ANALYSIS

OBJECTIVES
1. To provide an understanding of what is a livelihood.
2. To assist participants in understanding what makes a livelihood sustainable.

OUTLINE
1. What is a livelihood?
2. What factors determine choice of livelihood strategies
3. Analyzing Livelihood for Sustainability
4. Review

What is a LIVELIHOOD

LIVELIHOODS DEFINITION
LIVELIHOODS COMPRIZE THE CAPABILITIES, ASSETS AND ACTIVITIES REQUIRED FOR HAVING A MEANS OF LIVING. THIS INCLUDES THE CONCEPT OF WELL-BEING AND QUALITY OF LIFE.

Livelihoods Framework
(DFID 1999)
Livelihoods Framework cont...

Activities for Earning a Living

- Honey Production
- Wax Production
- Honey Supplies Trade
- Honey marketing/selling
- Pollen and Propolis production
- Queen Production

Sustainable Livelihoods
SUSTAINABLE LIVELIHOODS
1. Can cope with and recover from stresses and shocks
2. Do not depend on external support
3. Maintain or enhance capabilities and assets both now and in the future
4. Do not compromise the productivity of the natural resource base
5. Do not undermine the livelihoods of others

Which is Sustainable
- A project funded by GEF small Grants Programme for importing cheaper honey from Bolivia
- A small plot of marijuana in the heights of Wesley
- Honey production in Dominica
- Trading in Bee supplies

Review
What is a livelihood?
What determines the choice of livelihood activities?
What makes a livelihood sustainable?