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**COMPASS CLOSE-OUT PLAN:  
FINAL VERSION**

**INTERNAL REPORT 20  
OCTOBER 2003**





Community  
Partnerships for  
Sustainable  
Resource  
Management in  
Malawi

## COMPASS CLOSE-OUT PLAN

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## ACRONYMS

AGS	Shipping and Removals Company
BVC	Beach Village Committee
CABUNGO	Capacity Building Unit for NGOs
CBNRM	Community-based Natural Resource Management
CBO	Community-based Organization
CD	Compact Disc
CDIE	Center for Development Information and Evaluation
CLIN	Contract Line Item Number
CO	Contracting Officer
COMPASS	Community Partnerships for Sustainable Resource Management
COP	Chief of Party
CURE	Coordination Unit for Rehabilitation of the Environment
CV	<i>Curriculum Vitae</i>
DAI/B	Development Alternatives, Incorporated/Bethesda
DMA	Development Management Associates
EAD	Environmental Affairs Department
EBD	Employee Bio-Data
GIS	Geographical Information Systems
HIV/AIDS	Human Immune Deficiency Virus/Acquired Immune Deficiency Syndrome
MEET	Malawi Environmental Endowment Trust
MMCT	Mulanje Mountain Conservation Trust
NGO	Non-Governmental Organization
NRBE	Natural Resource Based Enterprise
NRM	Natural Resource Management
PAMET	Paper-Making Educational Trust
SO	Strategic Objective
SR	Sub-Result
STTA	Short-term Technical Assistance
TAMIS	Technical and Administrative Management Information System
TR	Targeted Result
USAID	United States Agency for International Development

## COMPASS Close-Out Plan

### 1. Introduction

This close-out Plan covers the period November 1st 2003 to January 31st 2004. USAID/Malawi has exercised Option 2 of the COMPASS Contract covering the period September 16<sup>th</sup> 2003 to January 31<sup>st</sup> 2004 and funding has been approved.

COMPASS is funded through the United States Agency for International Development (USAID) and is being implemented by Development Alternatives, Inc. (DAI) based in Bethesda, Maryland, and Development Management Associates (DMA) based on Lilongwe, Malawi. The core team of professionals that will steer the COMPASS effort include the following long-term staff:

- ◆ Andrew Watson, the Chief of Party<sup>1</sup> and a natural resource management specialist;
- ◆ Nobel Moyo, an expert in community mobilization<sup>2</sup>;
- ◆ Wilfred Ndovi, the COMPASS small-grant manager<sup>3</sup>; and
- ◆ Luke Malembo, an information management specialist<sup>4</sup>.

COMPASS<sup>1</sup> support staff comprises the following team members: Lizzie Ndhlovu, administrative assistant and office manager; Elliama Banda<sup>5</sup>, bookkeeper and accountant; and two drivers – Tadala Ngondo<sup>6</sup> and Kings Mkamanga<sup>7</sup>.

The COMPASS offices are located in Blantyre. COMPASS works with local NGOs, donor programs, government agencies and the private sector to develop overall strategy and site-specific activities that will support and promote community-based natural resource management (CBNRM) in Malawi.

### 2. Background

In 1996, recognizing the importance of addressing environmental problems, the Government of Malawi approved a comprehensive national environmental policy that places emphasis on the management of natural resources by communities. Additionally, the President of Malawi signed into law the nation's first Environmental Management Act that, among other things, provides the requisite architecture for an on-going program of sectoral policy, institutional and legislative reform in favor of the environment.

In March 1997, USAID assisted the Environmental Affairs Department (EAD) of the Malawi Government by organizing a workshop to facilitate participation in developing a "Results Framework" for a national CBNRM strategy. Building on the National Environmental Action Plan, the framework outlines elements of a strategy for mobilizing communities into effective

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<sup>1</sup> Dr. Watson's assignment to the COMPASS Activity was programmed to be for four years. Having now received CO approval to demobilize Dr. Watson, he will be leaving Malawi on July 5<sup>th</sup> 2003. The Deputy Chief of Party, Mr. Moyo, will assume the position of Acting COP.

<sup>2</sup> Mr. Moyo was approved as Deputy Chief of Party on January 17<sup>th</sup> 2003 following the death of the former Deputy COP in November 2002.

<sup>3</sup> Mr. Ndovi joined COMPASS on January 27<sup>th</sup> 2003 as the replacement small-grant manager following the death of Anax Umphawi in November 2002.

<sup>4</sup> Mr. Malembo was approved as the new COMPASS Information Management Specialist on March 22<sup>nd</sup> 2002 and started his long-term assignment with COMPASS on April 15<sup>th</sup> 2002. The previous Information Management Specialist, Mr. Mesheck Kapila, passed away on October 8<sup>th</sup> 2001.

<sup>5</sup> Mr. Banda submitted his resignation on June 21<sup>st</sup> 2003.

<sup>6</sup> Mr. Ngondo replaced Mr. Adamson Nkhoma whose employment agreement was terminated in March 2002.

<sup>7</sup> Mr. Mkamanga joined COMPASS in February 2003 following the resignation of Hastings Magola.

NRM institutions. This planning was expected to continue under the guidance of a CBNRM National Steering Committee and Secretariat to be established in 1998. However, this was stalled for almost three years. The COMPASS Team is supporting and expanding this strategic planning process by building commitment to community based natural resource management and helping strengthen the institutional framework in which CBNRM programs are designed, implemented, monitored and evaluated in Malawi.

COMPASS addresses USAID/Malawi's Strategic Objective Number 6 (SO6)<sup>8</sup>: Sustainable increases in rural income. This and the other Strategic Objectives are designed to achieve USAID/Malawi's goal of broad-based sustainable economic growth. USAID/Malawi's Strategic Plan for the period 2001 to 2005 will have a goal of **increasing food security and reducing poverty through broad-based economic growth**. COMPASS complements one other USAID/Malawi-supported NRM initiative:

*Malawi Environmental Endowment Trust (MEET)* – is a Malawian organization that funds environmental initiatives on a sustainable basis through management of grants and, it is hoped in the future, an investment portfolio to be capitalized by donor organizations and others<sup>9</sup>.

### 3. The COMPASS Approach

The COMPASS team works toward accomplishing predetermined goals in five discrete thematic areas that are defined as Targeted Results (TR). Each TR has a set of Sub-Results (SR) and for each SR a set of tasks and/or actions that have been identified and will be implemented to achieve the SR and the overall TR. The TRs are as follows:

- TR1 Building Malawian Capacity among NGOs and Government to Administer CBNRM Initiatives and Provide the Necessary Technical Support to Practitioners;
- TR2 Establishing Efficient Liaison and Information Exchange among CBNRM Programs in Malawi and Neighboring Countries;
- TR3 Improving Community Mobilization Skills within the Public and NGO Sectors;
- TR4 Supporting Policy and Legislative Reform That Assists Improved Resource Management at the Village Level; and
- TR5 Providing Small Grants to CBNRM Practitioners and Promoters.

The COMPASS annual workplans for 1999, 2000, 2001, 2002 and 2003 include tables that describe the way in which we measure progress toward achieving our objectives in each of these areas. In addition, we have identified annual targets in terms of our performance and the impact we expect to achieve. Overall, we anticipate that if COMPASS' approach and basic assumptions are correct, and provided implementation progresses as expected, after five years the capacity to administer and implement CBNRM programs will have improved. Moreover, COMPASS and its partner organizations will have effected a marked improvement in the way natural resources are managed and in the quality and availability of resources. We have identified the following targets for gauging the overarching impact of COMPASS and related CBNRM activities in Malawi<sup>10</sup>:

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<sup>8</sup> Prior to approval of USAID/Malawi's Country Strategic Plan for the period 2001 to 2005, COMPASS fell under SO2: Increased sustainable use, conservation and management of renewable natural resources.

<sup>9</sup> USAID/Malawi's direct support to MEET and perhaps COMPASS will come to close in September 2003 with the completion of the NATURE Program.

<sup>10</sup> The original figures were revised to those presented here in early 2001 based on initial impact reported in November 2000. COMPASS expects to be instrumental in accomplishing significant improvements in the

- ◆ 400 communities adopting CBNRM practices as a result of COMPASS activities;
- ◆ 40% of customary land under improved natural resource management in COMPASS target Districts;
- ◆ 60% of beneficiaries of COMPASS small grants are female;
- ◆ 80% of grant projects are sustained one year after the end of the COMPASS grant period;
- ◆ \$250,000 in supplemental income generated by grants for Income Generating Activities; and
- ◆ 60% of grants demonstrating positive environmental and social impact.

#### **4. Approach to COMPASS Close-Out Planning**

The COMPASS Chief of Party has developed this Close-Out Plan in consultation with the Blantyre-based COMPASS Team and Administrative Support Staff at DAI's Home Office in Bethesda Maryland. All the individuals involved have reviewed the present document.

Once approved by USAID/Malawi, the COMPASS Close-Out Plan will be built into our TAMIS database allowing all parties to collaboratively share information on progress toward achieving our completion targets. The TAMIS-based Close-Out Plan will be monitored by the Acting Chief of Party in Blantyre, Nobel Moyo, and by Andrew Watson who will retain responsibility for overall management oversight from Bethesda following his departure from post on July 5<sup>th</sup> 2003.

The Close-Out Plan identifies all key actions that are required to bring the COMPASS Activity to closure on September 15<sup>th</sup> 2003 when the current phase of approved funding comes to an end. For both Administrative and Technical responsibilities we have identified several categories and for each of these we have listed specific activities, when each is due to be completed and who is responsible for ensuring that it is completed. In order to track progress, the plan also incorporates a provision for registering the completion date and for making any relevant comments. These same fields will be incorporated in the TAMIS-based Close-Out Plan to facilitate rigorous management of the process and timely reporting.

#### **5. COMPASS Inception and Implementation**

The COMPASS Activity was initiated over four years ago in mid-April 1999 when the Chief of Party arrived in Malawi and began the process of establishing offices in Blantyre, procuring equipment and materials and hiring and training staff. In the three years between then and now the COMPASS Offices were established in Blantyre and the full contingent of staff has been trained in all the functions required to operate an efficient CBNRM Support Unit.

During the second quarter of 2002, COMPASS submitted a recommendation and detailed budget for reprogramming of unused funds from CLIN0001 (February 25<sup>th</sup> 1999 to September 15<sup>th</sup> 2000). During the first quarter of 2003, DAI received confirmation that approved but unused CLIN0001 funds are available for use during CLIN0002 can be moved between contract budget lines (for

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natural resource base during its five-year implementation but achieving these goals and targets will rest on the shoulders of a broad group of partners ranging from government and donors to NGOs and community members themselves.

example, from Other Direct Costs to Grants). With this approval, COMPASS has expanded its small grants program significantly in terms of funding and management effort.

During the second quarter of 2003, USAID/Malawi informed the COMPASS Chief of Party that no residual CLIN0002 funds would be available for funding CLIN0003 even if USAID decided to exercise this option. DAI's intention had been to reserve some CLIN0002 funds to roll over into CLIN0003 because the contract budget for CLIN0003 was insufficient to fund the anticipated period of performance in full<sup>11</sup>. In effect, DAI has submitted a revised budget for funding of CLIN0003 to USAID/Malawi.

## **6. Proposed Tasks**

It is anticipated that the final few weeks of CLIN0003 will be dedicated to two important tasks in addition to the normal administrative and technical close-out functions. First, COMPASS would prepare a detailed summary report of the accomplishments of the five-year activity with particular attention to strengths and weakness as well as successes and lessons learned. We believe that this would be an especially valuable exercise in light of the fact that USAID/ Malawi has now designed a follow-on activity, COMPASS II. Second, we anticipated transferring important COMPASS databases to several key partners who have committed to take on the responsibility of maintaining and building these informational resources

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<sup>11</sup> Because of delays in issuing the COMPASS Contract, CLIN0001 was 3 months shorter than anticipated. Since the funding amounts provided in the contract budget were not adjusted accordingly, CLIN0001 was approximated 14% over-funded. Moreover, since the performance period for the contract remained at 60 months, funding for CLIN003 reflects a shortfall of 3 months relative to the cost-proposal budget that appears the COMPASS Contract.

Task	Completion Due Date	Responsibility	Current Status	Comments
<b>Close Down: Administrative</b>				
<b>1. Electronic Data</b>				
Verify computer inventory	1/1/2004	Lizzie Ndhlovu	In Preparation	
Update and check all STTA data in TAMIS	1/1/2004	Courtney Fede	In Preparation	
Update and check all grant data in TAMIS	1/1/2004	Wilfred Ndovi	In Preparation	
Update and check all meeting data in TAMIS	1/1/2004	Lizzie Ndhlovu	In Preparation	
Update and check all workshop data in TAMIS	1/1/2004	Lizzie Ndhlovu	In Preparation	
Update and check all publications data in TAMIS	1/1/2004	Andrew Watson	In Progress	Rescheduled for December 2003
After copying files erase all files from Hard Disks	1/10/2004	Luke Malembo & Courtney Fede	In Preparation	
Pack and label all computer files of accounting reports and all technical data	1/12/2004	Sue Moore & Ces Hipos	In Preparation	
Back up all electronic files	1/5/2004	Lizzie Ndhlovu & Ces Hipos	In Preparation	
<b>2. Financial</b>				
Arrange for payment of final MalawiNet bills	11/1/2003	Lizzie Ndhlovu	In Preparation	
Inform subscriptions and local support services of termination (newspapers, Royal Oak, Securicor, DHL, etc.)	12/1/2003	Lizzie Ndhlovu	In Preparation	

Arrange for payment of final Securicor bills	1/1/2004	Lizzie Ndhlovu	In Preparation	
Review and closeout consumable account with Xerox	1/1/2004	Lizzie Ndhlovu	In Preparation	
Arrange for payment of final cleaning service bills	1/1/2004	Lizzie Ndhlovu	In Preparation	
Clear outstanding accounts for personal phone use etc.	1/11/2004	Lizzie Ndhlovu	In Preparation	
Clear all outstanding advances/travel vouchers.	1/11/2004	Nobel Moyo & Lizzie Ndhlovu	In Preparation	
Prepare final invoice	2/15/2004	Stella Hsu	In Preparation	
Cancel vehicle insurance agreements: Clements (US)	1/16/2004	Daphne McCloskey	In Preparation	
Cancel office and equipment insurance agreement	1/16/2004	Daphne McCloskey & Karen Bassich	In Preparation	
Prepare invoice with close-down costs to date	1/20/2004	Stella Hsu	In Preparation	
Finalize any necessary contract and/or budget modifications	1/20/2004	Faye Dance	In Preparation	
Review subcontractors final invoices (DMA, CABUNGO and Target)	1/20/2004	Stella Hsu & Courtney Fede	In Preparation	
Pay subcontractors	1/30/2004	Finance	In Preparation	
Close Private Bag	1/30/2004	Lizzie Ndhlovu	In Preparation	
Prepare Closing Field Accounts	1/30/2004	Courtney Fede	In Preparation	
Arrange for payment of final phone bills	1/30/2004	Lizzie Ndhlovu	In Preparation	

Arrange for payment of final electricity bills	1/30/2004	Lizzie Ndhlovu	In Preparation	
Cancel vehicle insurance agreements: local third party	1/30/2004	Lizzie Ndhlovu	In Preparation	
Arrange for payment of final City Rates for Office Premises	1/30/2004	Lizzie Ndhlovu	In Preparation	
Arrange for payment of final water bills for Office Premises	1/30/2004	Lizzie Ndhlovu	In Preparation	
Calculate total Surtax payments and inform USAID	1/30/2004	Lizzie Ndhlovu & Courtney Fede	In Preparation	
Close out local bank accounts (kwacha account and US\$ account)	1/30/2004	Nobel Moyo & Lizzie Ndhlovu	In Preparation	
Make arrangements for any continuing administrative activities	1/30/2004	Andrew Watson & Courtney Fede	In Preparation	
Verify that all financial records are complete	2/10/04	Andrew Watson & Finance	In Preparation	
<b>3. Inventory Control and Transfer</b>				
Compile list of vehicles and accessories	11/1/2003	Lizzie Ndhlovu	In Preparation	
Review and update inventory of all project items	11/1/2003	Lizzie Ndhlovu	In Preparation	
Prepare report on non-expendable inventory and expendable property inventory	12/1/2003	Andrew Watson	In Progress	Rescheduled for November 2003
Prepare contact list for all key organizations	12/15/2003	Lizzie Ndhlovu	In Preparation	
Transfer reference materials to WESM	1/10/2004	Courtney Fede	In Preparation	

Transfer non-expendable inventory to EAD or other	1/12/2004	Courtney Fede & Ces Hipos	In Preparation	
Transfer expendable inventory to designated recipients	1/12/2004	Courtney Fede	In Preparation	
Turn over non-expendable property and project vehicles	1/12/2004	Courtney Fede	In Preparation	
Participate in preparing a transition plan to COMPASS II if required	tbd	Andrew Watson & Nobel Moyo	In Preparation	
<b>4. Leases</b>				
Terminate garage lease	12/15/2003	Nobel Moyo	In Preparation	
Terminate office lease	12/15/2003	Nobel Moyo	In Preparation	
Paint office premises	1/10/2004	tbd	In Preparation	
Walk through with office landlord	1/12/2004	Nobel Moyo	In Preparation	
Negotiate compensation for upgrades (carpets, burglar bars etc.)	1/12/2004	Nobel Moyo	In Preparation	
Recover security deposit	1/30/2004	Nobel Moyo	In Preparation	
<b>5. Personnel</b>				
Compile list of contact details for all local staff	12/15/2003	Lizzie Ndhlovu	In Preparation	
Prepare and submit legal notifications of termination to local staff.	12/15/2003	Nobel Moyo & DMA	In Preparation	
Prepare letters of notification of termination of employment to Technical Staff	12/15/2003	Nobel Moyo & Andrew Watson & DMA	In Preparation	
Compile file of CVs and	1/1/2004	Lizzie Ndhlovu	In Preparation	

EBDs for local staff				
Prepare letters of recommendation for local staff	1/1/2004	Nobel Moyo	In Preparation	
Pay final salaries and social charges to local staff	1/11/2004	Lizzie Ndhlovu & Nobel Moyo & DMA	In Preparation	
Pay any outstanding benefits and allowances	1/30/2004	Nobel Moyo	In Preparation	
<b>6. Shipment</b>				
Mark and sort essential documents for shipment to Home Office.	1/10/2004	Courtney Fede	In Preparation	
Contact Matrix and AGS for shipping arrangements	1/10/2004	Karen Bassich & Courtney Fede	In Preparation	
Pack hard copies of all technical reports, including 3 copies of each for CDIE	1/10/2004	Courtney Fede	In Preparation	
Dispose of all files not to be shipped to DAI/B (PAMET?)	1/30/2004	Lizzie Ndhlovu & Courtney Fede	In Preparation	
<b>Close Down: Technical</b>				
<b>1. General</b>				
Prepare and submit COMPASS Activity Summary Report	10/31/2003	Andrew Watson	Completed	Draft completed and awaiting submittal to USAID.
Prepare economic valuation report of grantee assets etc.	10/30/2003	Lorene Flaming	Completed	
Prepare report on Lower Shire Trust training	10/30/2003	Nobel Moyo & Andrew Watson	Completed	
Prepare report on training for transformation to COMPASS	10/30/2003	Gilbert Mwakanema	Completed	

grantees				
Prepare and submit close-out plan to USAID	10/31/2003	Andrew Watson	In Progress	Draft plan was approved by USAID in July. With the approval and funding of CLIN0003 (September 16th 2003 to January 31st 2004), a revised close-out plan will be prepared and submitted to USAID before October 31st 2003.
Translate Mwabvi Trust negotiations report into Chichewa	11/30/2003	Chancellor College	Completed	
Prepare report on institutional assessment for Working Group and others	11/30/2003	Justin Nyondo	In Preparation	Awaiting CO salary approval for Mr. Nyondo
Prepare and submit third Quarterly Report for 2003	10/31/2003	Nobel Moyo & COMPASS Team	Completed	
Prepare report on eco-tourism training with MMCT	12/31/2003	Sylvia Kacal	In Preparation	Sylvia Kacal died on October 24 <sup>th</sup> : status of the report is unknown at this time
Prepare report on development of constitutions for Lake Chilwa BVCs	12/31/2003	John Wilson	In Preparation	
Prepare report on business development services to COMPASS grantees	12/31/2003	Moses Mwalyambwile	In Preparation	Draft report has been submitted
Prepare and submit FY 2003 performance report	1/1/2004	Nobel Moyo & COMPASS Team	Completed	Draft submitted to USAID in September 2003. Final report due before 12/31/03
Translate community-based	1/5/2004	Chancellor College	Completed	

enterprise development report into Chichewa				
Prepare report on guidelines for participatory fisheries management	1/5/2004	John Balarin	In Preparation	
Prepare final Best Practices report	1/10/2004	Nobel Moyo	In Preparation	
Prepare HIV/AIDS and CBNRM integration report	10/31/2003	Bronwyn Irwin	Completed	
<b>2. Data Transfer</b>				
Review and update COMPASS website	12/15/2003	Luke Malembo & Dan Rothberg	In Preparation	
Burn all COMPASS documents onto CDs and transmit to all Partners	12/15/2003	Luke Malembo	In Preparation	
Archive the COMPASS website and the linked TAMIS databases	12/15/2003	Danny McCloskey	In Preparation	
Ensure that all digital images on the website have high and low resolution versions	12/15/2003	Luke Malembo	In Preparation	
Transmit COMPASS databases to all Partners	1/20/2003	Andrew Watson	In Progress	Rescheduled for January 2004
Prepare simplified COMPASS summary materials for transmission with electronic data (CDs)	12/31/2003	Dan Rothberg	In Preparation	
Transfer database software packages to key Partner Organizations	1/15/2004	Luke Malembo & Andrew Watson	In Preparation	

<b>3. Grants</b>				
Collect all paperwork from grantees and finalize close-out audits	11/15/2003	Wilfred Ndovi	In Preparation	
Make final monitoring visits to all grantees and prepare summary report	11/30/2003	Wilfred Ndovi	In Preparation	
Prepare financial summary report for grant program	12/31/03	Wilfred Ndovi	In Preparation	

## **8. Summary**

With CLIN0003 now at least partially funded, DAI/COMPASS has developed a Close-Out Plan that will bring the Activity to closure on January 31<sup>st</sup> 2004 in a smooth and efficient manner. All the activities programmed in the COMPASS Workplan for 2003 for the final quarter will be accomplished. We anticipate that COMPASS will be able to meet all its performance goals and impact targets for 2003 and for the full 60-month duration of the Activity.

### COMPASS Publications

Document Number	Title	Author(s)	Date
Document 1	COMPASS Year 1 Work Plan	COMPASS	Jul-99
Document 2	COMPASS Small Grants Management Manual	Umphawi, A., Clausen, R., Watson, A.	Sep-99
Document 3	Year 2 Annual Work Plan	COMPASS	Dec-99
Document 4	July 1 - September 30, 1999: Quarterly Report	COMPASS	Oct-99
Document 5	Training Needs Assessment: Responsive Modules & Training Approach	Mwakanema, G.	Nov-99
Document 6	Guidelines and Tools for Community-Based Monitoring	Svensden, D.	Nov-99
Document 7	Policy Framework for CBNRM in Malawi: A Review of Laws, Policies and Practices	Trick, P.	Dec-99
Document 8	Performance Monitoring for COMPASS and for CBNRM in Malawi	Zador, M.	Feb-00
Document 9	October 1 - December 31, 1999: Quarterly Report	COMPASS	Jan-00
Document 10	Workshop on Principles and Approaches for CBNRM in Malawi: An assessment of needs for effective implementation of CBNRM	Watson, A.	Mar-00
Document 11	January 1 - March 31, 2000: Quarterly Report	COMPASS	Apr-00
Document 12	Thandizo la Ndalama za Kasamalidwe ka Zachilengedwe (Small Grants Manual in Chichewa)	Mphaka, P.	Apr-00
Document 13	Njira Zomwe Gulu Lingatsate Powunikira Limodzi Momwe Ntchito Ikuyendera (Guidelines and Tools for Community-based Monitoring in Chichewa)	Svensden, D. - Translated by Mphaka, P. and Umphawi, A.	May-00
Document 14	Grass-roots Advocacy for Policy Reform: The Institutional Mechanisms, Sectoral Issues and Key Agenda Items	Lowore, J. and Wilson, J.	Jun-00
Document 15	A Strategic Framework for CBNRM Media Campaigns in Malawi	Sneed, T.	Jul-00
Document 16	Training Activities for Community-based Monitoring	Svensden, D.	Jul-00
Document 17	April 1 - June 30, 2000: Quarterly Report	COMPASS	Jul-00
Document 18	Crocodile and Hippopotamus Management in the Lower Shire	Kalowe kamo, F.	Sep-00
Document 19	Cost-Sharing Principles and Guidelines for CBNRM Activities	Moyo, N.	Sep-00
Document 20	Workplan: 2001	COMPASS	Nov-00
Document 21	July 1 - September 30, 2000: Quarterly Report	COMPASS	Oct-00
Document 22	Opportunities for Sustainable Financing of CBNRM in Malawi: A	Watson, A.	Nov-00

	Discussion		
Document 23	Framework for Strategic Planning for CBNRM in Malawi	Simons, G.	Nov-00
Document 24	Kabuku Kakwandula Ndongomeko ya Thumba Lapadera la Wupu wa COMPASS (Chitumbuka version of the COMPASS Small-grant Manual)	Umphawi, A., Clausen, R. & Watson, A. Translated by Chirwa, T.H. & Kapila, M.	Dec-00
Document 25	COMPASS Performance and Impact: 1999/2000	COMPASS	Nov-00
Document 26	October 1 - December 31, 2000: Quarterly Report	COMPASS	Jan-01
Document 27	COMPASS Grantee Performance Report	Umphawi, A.	Mar-01
Document 28	January 1 - March 31, 2001: Quarterly Report	COMPASS	Apr-01
Document 29	Natural Resource Based Enterprises in Malawi: Study on the contribution of NRBEs to economic development and community-based natural resource management in Machinga District	Lowore, J.	Apr-01
Document 30	Proceedings of the First National Conference on CBNRM in Malawi	Kapila, M., Shaba, T., Chadza, W., Yassin, B. and Mikuwa, M.	Jun-01
Document 31	Natural Resource Based Enterprises in Malawi: Action Plans	Watson, A.	Jun-01
Document 32	Examples of CBNRM Best Practices in Malawi	Moyo, N. & Epulani, F.	Jun-01
Document 33	Media Training for CBNRM Public Awareness	Kapila, M.	Jun-01
Document 34	April 1 - June 30, 2001: Quarterly Report	COMPASS	Jul-01
Document 35	Strategic Plan for CBNRM in Malawi	CBNRM Working Group	Sep-01
Document 36	Workplan: 2002	COMPASS	Oct-01
Document 37	July 1 - September 30, 2001: Quarterly Report	COMPASS	Oct-01
Document 38	COMPASS Performance and Impact: 2000/2001	COMPASS	Dec-01
Document 39	Coordination of CBNRM in Malawi: Financing Options	Watson, A.	Jan-02
Document 40	Performance Monitoring for CBNRM in Malawi	CBNRM Working Group	Oct-02
Document 41	October 1 – December 31, 2001: Quarterly Report	COMPASS	Jan-02
Document 42	COMPASS Field Level Training Impact Evaluation	Moyo, N.	Feb-02
Document 43	COMPASS Grantee Performance Report: 2001	Umphawi, U.	Apr-02
Document 44	COMPASS Assessment: 2001	Sambo, E., Carr, S., Omambia, D. & Moore, T.	Apr-02
Document 45	January 1 - March 31, 2002: Quarterly Report	COMPASS	Apr-02
Document 46	Community Tourism and Enterprise Training Manual	Kacal, S.	Jun-02
Document 47	Charcoal, Chiefs and Chambo: Status of CBNRM Policies in Malawi	Trick, P. & Manning, L.	Jun-02

Document 48	April 1 - June 30, 2002: Quarterly Report	COMPASS	Jul-02
Document 49	Business Development Services for Natural Resource Based Enterprises	Magai, G. & Nthambi, T.	Sep-02
Document 50	July 1 – September 30, 2002: Quarterly Report	COMPASS	Oct-02
Document 51	Workplan: 2003	COMPASS	Dec-02
Document 52	COMPASS Performance and Impact: 2001/2002	COMPASS	Oct-02
Document 53	GIS for Natural Resources Managers	Craven, D.	Nov-02
Document 54	Proceedings of the Second National Conference on CBNRM in Malawi	Malembo, L., Chadza, W., Kamuloni, S. & Kanjedza, R.	Dec-02
Document 55	Impact of HIV/AIDS on Natural Resource Management in Malawi	Page, S.	Dec-02
Document 56	October 1 – December 31, 2002: Quarterly Report	COMPASS	Jan-03
Document 57	The Role of the Private Sector in CBNRM in Malawi	Watson, A.	Jan-03
Document 58	COMPASS Grantee Performance: 2002	Ndovi, W. & Godfrey, G	Apr-03
Document 59	COMPASS Gender Policy Development Workshop	Omambia, D	Mar-03
Document 60	January 1 – March 31, 2003: Quarterly Report	COMPASS	Apr-03
Document 61	Advanced GIS for Natural Resource Managers	Craven, D.	Apr-03
Document 62	Introduction to Appreciative Inquiry	Msukwa, C.A.P.S., Svendsen, D.S. & Moyo, N.	Apr-03
Document 63	COMPASS Gender Training Manual	Omambia, D.	May-03
Document 64	Monitoring CBRNM Performance and Impact: 2002	Watson, A.	May-03
Document 65	Introduction to Appreciative Inquiry: Training Manual	Msukwa, C.A.P.S., Svendsen, D.S. & Moyo, N.	May-03
Document 66	Assessing the Economic and Financial Benefits of COMPASS Supported Community Enterprises	Flaming, L.	Sep-03
Document 67	April 1 - June 30, 2003: Quarterly Report	COMPASS	Jul-03
Document 69	Training for Transformation for Six COMPASS Grantees	Mwakanema, G.	Sep-03
Document 74	July 1 - September 30, 2003: Quarterly Report	COMPASS	Oct-03
Draft 68	COMPASS Performance and Impact: 2002/2003	COMPASS	Sep-03
Draft 70	COMPASS Summary Report: 1999-2004	Watson, A.	Oct-03
Draft 73	Chambo Restoration Strategic Plan: 2003-2015	Balarin, J.	Oct-03
Internal Report 1	Building GIS Capabilities for the COMPASS Information System	Craven, D.	Nov-99
Internal Report 2	Reference Catalogue (2nd Edition)	COMPASS	Feb-01

Internal Report 3	Workshop on Strategic Planning for the Wildlife Society of Malawi	Quinlan, K.	Apr-00
Internal Report 4	Directory of CBNRM Organizations (2nd Edition)	COMPASS	Jan-01
Internal Report 5	Proceedings of Water Hyacinth Workshop for Mthunzi wa Malawi	Kapila, M. (editor)	Jun-00
Internal Report 6	COMPASS Grantee Performance Report	Umphawi, A.	Jun-00
Internal Report 7	Examples of CBNRM Best-Practices in Malawi	Moyo, N. and Epulani, F.	Jul-00
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Internal Report 9	Directory of COMPASS ListServ Members	Watson, A.	Jan-01
Internal Report 10	Introductory Training in Applications of Geographic Information Systems and Remote Sensing	Kapila, M.	Feb-01
Internal Report 11	COMPASS TAMIS Grants Manual	Exo, S.	Mar-01
Internal Report 12	Review of Recommendations of the Lake Chilwa and Mpoto Lagoon Fisheries By-Laws Review Meeting	Nyirenda, K.	May-01
Internal Report 13	End-of-Term Evaluation of the Co-Ordination Unit for the Rehabilitation of the Environment (CURE)	Sambo, E.Y.	Sep-01
Internal Report 14	Mwabvi Wildlife Reserve Co-Management Agreement Negotiations	Betha, M.R.B.	Feb-03
Internal Report 15	Reducing Vulnerability to HIV/AIDS among COMPASS Grantees	Page, S.	Mar-03
Internal Report 16	COMPASS Gender Policy	Omambia, D.	Mar-03
Internal Report 17	Assessment of Experiences with Participatory Approaches in CBNRM	Msukwa, C.A.P.S. & Svendsen, D.S.	Apr-03
Internal Report 18	HIV/AIDS Adaptation & Mitigation Activities in Rural Malawi	Irwin, B.	Jun-03
Internal Report 19	Board Management Training for the Lower Shire Protected Area CBOs and Extension Staff	Bitu, R.	Jun-03
Internal Report 20	COMPASS Close-Out Plan	COMPASS	Jun-03
Internal Report 21	Review of HIV/AIDS Adaptation/Mitigation Pilot Project	Irwin, B.	Sep-03