



# ANNUAL WORK PLAN— FY 2008/2009

COMMUNITY PARTNERSHIPS FOR SUSTAINABLE  
RESOURCE MANAGEMENT (COMPASS II)

**March 2008**

This publication was produced for review by the United States Agency for International Development. It was prepared by Community Partnerships for Sustainable Resource Management (COMPASS II) staff.

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## PREPARED BY:

**COMMUNITY PARTNERSHIPS  
FOR SUSTAINABLE RESOURCE  
MANAGEMENT IN MALAWI  
(COMPASS II)**

## CREDITS:

Prepared with inputs from all COMPASS II technical personnel

## COMPASS II IMPLEMENTING PARTNERS:

Development Alternatives, Inc  
7600 Wisconsin Ave., Suite 200  
Bethesda, MD 20814  
USA

Private Bag 20, 1<sup>st</sup> floor Able House  
#8 Hannover Ave at Chilembwe Road  
Blantyre  
Malawi

Tel: +1-301-771-7600  
Fax: +1-301-771-7777  
email: [dai@dai.com](mailto:dai@dai.com)

Telephone: +265 (0)1-822-800  
Fax: +265 (0)1 822 852  
email: [compass2@dai.com](mailto:compass2@dai.com)

*With:*

Wildlife & Environmental Society of Malawi (WESM)  
Private Bag 578, Limbe, Malawi

+265-1-643-502

*And:*

Spectrum Media  
271 Willow Ave., Somerville MA 02144 USA

+1-617-491-4300

# **COMPASS II ANNUAL WORK PLAN—FY2008/9**

COVERING THE PERIOD 1<sup>ST</sup> OCTOBER 2007  
THROUGH 31<sup>ST</sup> MARCH 2009

## **DISCLAIMER**

The views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.



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## ACRONYMS

Abbreviations and acronyms have been kept to a minimum in the text of this document. Where abbreviations or acronyms have been used, they are accompanied by their full expression the first time they appear, unless they are commonly used and generally understood abbreviations such as NGO, Kg, etc. However, in the many tables in this report, in the interests of brevity, many acronyms have been used, without explanation in the text. Their meaning will be found below.

BDS	Business Development Services
BVC	Beach Village Committee
CAMAL	Coffee Association of Malawi
CBNRM	Community-Based Natural Resources Management
COMPASS	Community Partnerships for Sustainable Resource Management
DAI	Development Alternatives, Inc.
DESC	District Environmental Sub-Committee
EU	European Union
FINCA	Foundation for International Community Assistance
FY	Fiscal Year
GDA	Global Development Alliance
GIS	Geographic Information System
Ha.	Hectares
HH	Household
LTIA	Long-term Technical Assistance
MAFE	Malawi Agroforestry Extension Project
MBS	Malawi Bureau of Standards
MCWPP	Mount Mulanje Community Watershed Partnership Programme
MGS	Malawi Gold Standard
MIRTDC	Malawi Industrial Research and Technology Development Centre
MK	Malawi Kwacha
MSB	Malawi Savings Bank
NATURE	Natural Resources Management and Environmental Support Program
NBS	NBS Bank
NGO(s)	Nongovernmental Organization(s)
NRBE(s)	Natural Resource Based Enterprise(s)
NRC	Natural Resources College
NRM	Natural Resource Management
ODC	Other Direct Cost
OIBM	Opportunity International Bank of Malawi
RVC	River Village Committee
SEDOM	Small Enterprise Development Organization of Malawi

SME	Small and Medium Enterprise
STTA	Short-term Technical Assistance
TA	Traditional Authority
UK	United Kingdom
USAID	United States Agency for International Development
USG	United States Government
VNRMC(s)	Village Natural Resources Management Committee(s)
WESM	Wildlife and Environmental Society of Malawi

## PREFACE

Development Alternatives Inc. (DAI) was contracted by the United States Agency for International Development (USAID)/Malawi to implement the second phase of the Community Partnerships for Sustainable Resource Management (COMPASS II) under Contract # 690-C-00-04-00090-00. USAID and DAI signed the contract on April 30, 2004 with effective dates of May 1, 2004 to March 31, 2009.

The contract engages DAI and its implementing partners<sup>1</sup> to assist USAID/Malawi in achieving progress toward the Strategic Objective of sustainable increases in rural income, and specifically the Intermediate Result of household revenue from community-based natural resources management activities increased.

The purpose of COMPASS II is to enhance household revenue from participation in community-based natural resource management (CBNRM) initiatives that generate income as well as contribute to safeguarding Malawi's natural resources. This is part of a strategy to mainstream community-based management of natural resources within a transformational development framework that progresses toward eventual graduation from developmental foreign aid, one of the USAID global operational goals for broad-based prosperity in stable, democratic countries such as Malawi. Building on solid foundations from previous investments by USAID and others of increased capacity among Malawian government and nongovernmental organizations to adopt strategies that ensure long-term economic and environmental sustainability, COMPASS II seek to accomplish three objectives:

1. To increase the decentralization of natural resource management,
2. To enhance rural communities' capacity to sustainably manage their natural resources, and
3. To increase sales of natural resource-based products by rural households.

Achievement of progress toward these objectives requires a multi-faceted approach toward devolving authority and responsibility to manage natural resources to field levels, facilitating the acquisition of skills and tools to dispatch that authority responsibly, and profiting from sustainable utilization of those natural resources as an incentive to manage the natural capital assets sustainably.

DAI is required by the contract to submit a Work Plan to USAID/Malawi, "updated every quarter" to guide fieldwork. The "work plan shall include...activities with indicators that relate to partial or complete fulfillment of each module expected results, training and implementation timelines, and an activity-based budget estimate for the period." This Annual Work Plan presents activities for the remaining 18 months under the Contract, covering the period beginning October 1, 2007 through March 31, 2009.

This Annual Work Plan for 2008/09 consists of three sections. The first is an overview of COMPASS II activities and progress achieved to date, including a very brief review of the achievement and challenges of CBNRM in Malawi. The 2<sup>nd</sup> section briefly describes the strategies COMPASS is employing to meet those challenges, with emphasis on how we intend to make progress toward the USAID/Malawi Strategic Objective and Intermediate Results cited above. The 3<sup>rd</sup> section details the specific activities to be undertaken by the field team in order to achieve progress. Detail on actions planned under each of the various contracted Tasks and Sub-Tasks is provided, as well as the expected resource requirements. The activities presented in this Work Plan are being implemented by a new management team, who will be applying a more focused, site-based approach to achieve the promised targets and deliver the impacts.

A set of Annexes provide the following: (1) a summary table of performance monitoring indicators; and (2) a list of COMPASS II publications.

Bagie Sherchand  
Chief of Party, Development Alternatives, Inc.

March 2008

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<sup>1</sup> Wildlife & Environmental Society of Malawi, and Spectrum Media



# COMPASS ACTIVITY OVERVIEW AND FY2007 RESULTS

This document is the Annual Work Plan—2008/9 of the Community Partnerships for Sustainable Resource Management activity of the United States Agency for International Development (USAID) Malawi country mission. The work plan covers the period from 01 October 2007 through 31 March 2009.

This section briefly presents an overview of the activity, as well as some of the main achievements and challenges experienced by COMPASS II during the past year. It is not intended to replace the annual report but rather to provide a brief background to the FY 2008/9 annual work plan.

## INTRODUCTION AND BACKGROUND

USAID/Malawi created the Natural Resources Management and Environmental Support Program (NATURE) in 1995 to increase the sustainable use, conservation, and management of natural resources in Malawi by supporting development of an environmental policy and legislative framework that encouraged community management of natural resources, specifically focusing on the fisheries, forestry, and wildlife sectors, as well as general environmental management. Progress under NATURE led to, among others, establishment in 1999 of the Community Partnerships for Sustainable Resource Management (COMPASS) program.

COMPASS began as a conservation-oriented effort aimed at sustainable use of natural resources, expanding awareness of community-based natural resource management (CBNRM) and supporting the Government of Malawi to implement a policy framework conducive to expansion of CBNRM. The new Country Strategic Plan for USAID/Malawi for the period 2001—2005 placed CBNRM support activities under a new Strategic Objective (SO) for “Sustainable increases in rural income.”

By conceptualizing COMPASS as a development initiative, USAID/Malawi encourages the Government of Malawi and partner organizations to embrace CBNRM not simply as an approach to conservation but also as a way to stimulate broader-based economic growth in rural areas. This goal reinforces Malawi’s Poverty Reduction Strategy and USAID/Malawi Strategic Objective: sustainable increases in rural incomes.

When COMPASS I concluded in January 2004, emphasis on household revenues from engaging in CBNRM had gained prominence within the USAID reporting requirements and the focus of fieldwork by project staff. The conceptual evolution of CBNRM from being conservation-oriented toward household income generation as the reason to conserve is incomplete, however, at village levels and within government departments. So, USAID/Malawi designed a follow-on activity to COMPASS I that is both more solidly focused on achieving sustainable increases in rural incomes and more openly advocating the use of natural resources utilization to first address community needs for livelihoods while still promoting CBNRM as a means to achieve long-term conservation by demonstrating tangible direct benefits.

COMPASS II is supporting widespread awareness of the conceptual evolution described above; put differently, **COMPASS II seeks to mainstream CBNRM as a viable rural development strategy for Malawi.** The expected result is that communities which are making significant income from natural resources stewardship have personal and collective incentives to ensure the long-term health of the resource base, which in turn secures the rural economic health.

## USAID/MALAWI CONTEXT: OPERATIONAL PLAN FRAMEWORK

Within the USAID draft Operational Plan framework for 2007 and beyond, the Economic Growth Objective is “Generating Rapid, Sustained, Broad-Based Economic Growth.” This objective is to be achieved through eight program areas, each composed of one or more program elements. These are:

1. Macroeconomic Foundation for Growth – composed of fiscal policy and monetary policy;
2. Trade and Investment – comprising trade & investment enabling environment and capacity;

3. Financial Sector – including financial sector enabling environment and financial services;
4. Infrastructure – composed of modern services in energy, communications, and transport sectors;
5. Agriculture – comprising the enabling environment and agriculture sector productivity;
6. Private Sector Competitiveness – including business enabling environment and productivity;
7. Economic Opportunity – composed of inclusive financial markets, policy environment for micro and small enterprises, micro-enterprise productivity, and economic law and property rights; and
8. Environment – comprising natural resources and biodiversity and clean human environment.

### **Program Element 8.1: Natural Resources and Biodiversity**

The portion of the USAID/Malawi Operational Plan Framework that applies to COMPASS II is the Natural Resources & Biodiversity program element, which is composed of sub-elements covering natural resource policy and governance; sustainable natural resource management and production; biodiversity policy and governance; biodiversity conservation; international cooperation; and science, technology and information. Progress in achieving the objectives of these sub-elements is measured by seven indicators, as follows:

1. **Number of hectares under improved natural resource management**—defined by having a management plan completed and/or a management agreement signed between the local natural resource management organization and the relevant government department;
2. **Number of hectares in areas of biological significance under improved management**—defined by having a management plan completed and/or a co-management agreement signed between a local community and relevant management authority for an area included within a protected area, or area of recognized conservation value (e.g. Ramsar Convention);
3. **Number of hectares of natural resources showing improved biophysical condition as a result of US Government assistance**—with a definition of “improved condition” pending;
4. **Number of hectares in areas of biological significance showing improved biophysical condition**—disaggregated by terrestrial and “marine” (water-based) areas;
5. **Number of policies, laws, regulations promoting sustainable natural resource management and conservation that are implemented;**
6. **Number of people with increased economic benefits from sustainable natural resource management and conservation;**
7. **Number of people trained in natural resources management and/or biodiversity conservation.**

Data gathering against these indicators is ongoing, and preliminary results for FY2007 are reported in this and subsequent quarterly progress reports.

#### **Summary Results toward OP indicators as of 30 September 2007**

The following table summarizes the preliminary performance data for these seven indicators in FY2007 and presents the targets for FY 2008/09.

Note that the hectare targets and results for areas under improved natural resources management and showing biophysical improvement have been corrected since previous reports. It has not been previously understood that land showing improved biophysical condition should be considered a subset of land under improved natural resources management, rather than a separate category. Hence the targets and results for areas of land under improved management have now been corrected to now *include* those areas where biophysical condition is considered to be improving. This means, for example, that the end of project target

for terrestrial areas of biological importance under improved management is 190,000 Ha. *of which* 115,000 Ha. will be showing improved biophysical condition.

**Table 1: Progress on Operating Plan Indicators as of 30 September 2007**

INDICATOR		END FY06 BASELINE <sup>2</sup>	FY07 RESULTS	FY08/09 TARGETS <sup>3</sup>
# OF HECTARES UNDER IMPROVED NATURAL RESOURCE MANAGEMENT		0	34,608	61,500
# OF HECTARES IN AREAS OF BIOLOGICAL SIGNIFICANCE UNDER IMPROVED MANAGEMENT	MARINE <sup>4</sup>	0	0	106,148
	TERRESTRIAL <sup>5</sup>	0	42,982	190,000
# OF HECTARES OF NATURAL RESOURCES SHOWING IMPROVED BIOPHYSICAL CONDITION <sup>6</sup>		0	9,970	35,000
# OF HECTARES IN AREAS OF BIOLOGICAL SIGNIFICANCE SHOWING IMPROVED BIOPHYSICAL CONDITION	MARINE	0	105,648	106,148
	TERRESTRIAL	0	60,263	115,000
# OF POLICIES, LAWS, REGULATIONS PROMOTING SUSTAINABLE NRM / CONSERVATION IMPLEMENTED <sup>7</sup>		16	249	400
# OF PEOPLE WITH INCREASED ECONOMIC BENEFITS FROM SUSTAINABLE NRM / CONSERVATION <sup>8</sup>	MALE	678	15,000	35,000
	FEMALE	120	10,200	25,000
# OF PEOPLE TRAINED IN NRM &/OR BIODIVERSITY CONSERVATION AS A RESULT OF USG ASSISTANCE	MALE	120	792	650
	FEMALE	80	454	350

### INTERMEDIATE RESULT 6.3: COMPASS ACTIVITY INDICATORS

The portions of the USAID/Malawi Results Framework that apply to the COMPASS II activity are those under Intermediate Result 6.3: Household revenue from community-based natural resources management (CBNRM) activities increased. This is measured by four indicators, as follows:

8. **Total revenue households receive from participation in community-based NRM activities**—defined as: “Cumulative yearly income at household level realized from CBNRM activities. The sum of revenue received by all associations from sales of natural products. The natural products must be produced/harvested in a sustainable manner in the context of CBNRM activities”
9. **Number of communities adopting CBNRM practices**—defined as: “A cumulative figure representing number of communities that “adopt” CBNRM practices. ‘Adoption’ is judged to have occurred when a set of criteria is met. Number of communities that have organized themselves with the purpose of managing renewable communal natural resources in a sustainable way. CBNRM practices may include adoption and/or implementation of a CBNRM action plan, best practice in forest management, or sustainable harvesting.”
10. **Number of households participating in CBNRM activities**—defined as: “Number of households that are involved in CBNRM activities. ‘Involvement’ is defined as any action by an individual that advances community NRM.”

<sup>2</sup> Baseline is the end-of-year quantity for the previous year for cumulative indicators; reset to 0 at start of FY for non-cumulative indicators

<sup>3</sup> The figures in this column are necessarily estimates, since final numbers will depend on the resources available to COMPASS and the timing of their receipt, which will influence how much expansion can be sustained

<sup>4</sup> Includes any freshwater surface hectares, although not “marine”

<sup>5</sup> Includes hectares within protected forest or grassland ecosystems

<sup>6</sup> In the absence of USAID/Washington guidance, defined to include reduced incidence of bushfires, poaching, or other practices leading to degradation of ecosystem health; increased forest or wildlife populations, including natural regeneration; or other verifying evidence of improvement to biophysical condition as a result of management.

<sup>7</sup> Cumulative number under active implementation since a law or policy is not “implemented” in any one reporting period or fiscal year

<sup>8</sup> Cumulative number benefiting from ongoing enterprises rather than only new entrants within any one reporting period or fiscal year

11. **Number of community members trained in CBNRM (M/F)**—defined as: “Number of individuals trained in CBNRM.” This indicator is disaggregated by gender.”

### SUMMARY RESULTS FOR 2007

The following table summarizes the performance data for these four indicators since the USAID/Malawi Country Strategic Plan was approved in 2001. The preliminary results for FY2007 are shown, with the caveat that the data analysis is ongoing. FY2006 results are considered final; USAID/Malawi officials conducted a data quality assessment in May 2005 and in November 2007. FY2007 assessment is scheduled for early in 2008.

**Table 2: Progress on Intermediate Result Indicators as of 30 September 2007**

INDICATOR	BASE LINE		2002	2003	2004	2005	2006	2007
TOTAL REVENUE HOUSEHOLDS RECEIVE FROM PARTICIPATION IN COMMUNITY-BASED NRM ACTIVITIES (MEASURED IN US\$)	6,000 (2001)	TARGET	-	20,000	50,000	180,000	400,000	750,000
		ACTUAL	9,000	15,774	55,431	200,587	532,162	809,573
NUMBER OF COMMUNITIES ADOPTING CBNRM PRACTICES	315 (2001)	TARGET	300	350	500	650	900	1,000
		ACTUAL	457	599	642	714	1,293	1,659
NUMBER OF HOUSEHOLDS PARTICIPATING IN CBNRM ACTIVITIES	23,408 (2002)	TARGET		28,088	30,000	45,000	65,000	80,000
		ACTUAL		30,681	33,498	46,255	75,847	82,346
NUMBER OF COMMUNITY MEMBERS TRAINED IN CBNRM (M/F)	846 (2001)	TARGET	420	570	1,500	2,250	3,250	4,000
		ACTUAL	1,206	1,867 <i>M: 1,363</i> <i>F: 504</i>	1,867 <i>M: 1,363</i> <i>F: 504</i>	5,755 <i>M: 2,736</i> <i>F: 3,019</i>	6,144 <i>M: 3,066</i> <i>F: 3,083</i>	7,130 <i>M: 3,741</i> <i>F: 3,389</i>

# HIGHLIGHTS OF COMPASS II STRATEGY

Three principal themes underlie the strategy for continuing the progressively more sophisticated concepts behind efforts to see community-based management of natural resources become a genuinely mainstream development strategy.

## SUSTAINABILITY

The first of these themes is to build the institutional strength across a wide range of institutions within Malawi for community-based management to continue after COMPASS II concludes. This oft-invoked theme is rarely seen in practice, however. In order to avoid the familiar refrain of saying things will be sustainable, while not taking actions to make them so, the COMPASS team has adopted a “**2010 Test**” to use in assessing sustainability (see box). Simply put, this means that if we cannot find a way for an action or activity to continue beyond USAID support, we keep searching for a different way to proceed.

Sustainability consists of three parts:

1. **ecological sustainability**—that the health of ecosystems – including their ability to provide a long-term supply of goods and services – at a landscape scale is resilient to disturbances, much as a human being is considered healthy if they are able to get well quickly when exposed to illness;
2. **economic sustainability**—that household financial and aggregate economic benefits from CBNRM are sufficient to encourage additional investments by private sector individuals and business, rather than rely on grants or other subsidized support; another aspect of economic sustainability is that the increased economic activity results in an expansion of the tax base, thereby providing the public sector with resources to maintain their support;
3. **social sustainability**—that tangible benefits from CBNRM accrue to a critical mass of households, to reduce or prevent conflicts over natural resource use and management while also encouraging those households to manage resources well; that the communities engaging in CBNRM are empowered to more fully participate in their other development efforts; and that genuinely decentralized governance is progressing closer to management units.

### “2010 Test”

The COMPASS II field team devised a way to quickly filter out unsustainable methods of accomplishing a given task.

The activity is scheduled to end in March of 2009. Observed field experience shows that a project unable to continue beyond donor support usually fails within one year of donor sponsorship ending.

Therefore the team surmised that if activities begun under COMPASS II are still going strong throughout 2010, then they are likely to be sustainable.

These elements of sustainability may be summed up into the phrase that USAID/Washington devised: *transformational development*<sup>9</sup>, meaning economic development efforts seek to support the transformation of a country toward “**graduation**” from donor support. COMPASS is working toward the graduation of natural resources management from its current dependency, toward the day when conservation can pay its own way. No one can yet predict when graduation will be; preparations must continue nevertheless.

<sup>9</sup> White Paper “U.S. Foreign Aid: Meeting the Challenges of the Twenty-First Century.” Bureau for Policy and Program Coordination, U.S. Agency for International Development. January 2004.

## DIVERSITY

The second major theme of the COMPASS II strategy is to spread the natural resource conservation and economic development efforts to better insure against extraordinary risks that could lead to collapse. The need to diversify is often cited by other CBNRM programs in southern Africa, due to their over-reliance on wildlife hunting and photographic safaris, as a key impediment to their efforts to mainstream CBNRM into rural economies. For the COMPASS team, this is overlain by the wide range of contexts in different parts of the country. Therefore, we are focusing on two types of diversity:

1. **diversity of natural resources**—including within the range of community-based management options, the fisheries, forests, and other biodiverse ecosystems, as well as the range of natural resource-based products and services that those ecosystems can produce; also includes the range of ownership or custodial regimes for these ecosystems, whether public sector protected areas, customary lands under traditional leadership, or privately held or titled;
2. **diversity of approaches**—recognizing the differences in both the resource base and the skills sets found among organizations in each of the target districts, apply a wider range of nuanced approaches to development rather than a standardized approach applied universally (see sidebar);

### Strength in Diversity

Malawi is blessed with plateaus and peaks as well as lakes and rivers. This range of geologic diversity provides a wide range of unique ecosystems that leads to high rates of endemism, which contribute to the fragile nature of these ecosystems. COMPASS II recognizes that this fragility demands that a range of approaches be taken to ecosystem management.

For example, different organizations should lead in different situations. Community forest management in Ntcheu is led by a local NGO, while similar efforts in Nkhata Bay are conducted by district forestry office staff. Likewise, fisheries managers around Lake Chilwa are fishermen themselves; while managing wildlife in the Lower Shire involves public and private sector collaboration.

## INTEGRATION

The third theme for COMPASS II efforts to mainstream CBNRM as a viable rural development strategy recognizes that successful economic development, no less than successful ecosystem function, requires that each of the components be interlinked with other parts of the economic system.

This does not necessarily mean that skills building of beekeepers must be part of a company processing honey, or that the company must be vertically integrated from beehive to retail shop; rather, that authority to manage a piece of forest land, and the skills needed by a beekeeper to meet the processor's quality standards, and support to growth of the honey industry are thematically and geographically integrated.

For example, if a honey processor in Machinga buys locally from beekeeping clubs, she doesn't necessarily need to "embed" beekeeper training into her own company—an expensive burden that potentially could bankrupt her company while others benefit from her investment—if an adequately coordinated public or private extension service operated in the Machinga area rather than (or in addition to) Mwanza or Mulanje.

This integration is best achieved in consultation and collaboration with the relevant government departments and private sector members of the industry, so that institutionalizing all aspects of service provision is more complete. CBNRM service provision also must be integrated into the Malawian economy rather than the donor economy, meaning that fees for services are tied to the ability to pay of those procuring services. This last point is a crucial part of achieving genuinely mainstream community-based management of natural resources that can outlive donor support.

## ACTIVITY DESCRIPTION

**T**he purpose of COMPASS II is to enhance household revenue from participation in CBNRM initiatives that generate income as well as provide incentives for sustainable resource use in Malawi. Building on the solid foundation established under NATURE, MAFE, and COMPASS towards

building capacity of the Malawian government and nongovernmental organizations to adopt strategies that ensure long-term economic and environmental sustainability, COMPASS II seeks to accomplish three objectives:

1. Increase the decentralization of natural resource management,
2. Enhance rural communities' capacity to sustainably manage their natural resources, and
3. Increase sales of natural resources-based products.

Achievement of progress toward these objectives requires a multi-faceted approach toward devolving *authority* to manage natural resources to field levels, along with the responsibility to manage well; ensuring the *ability* to manage by facilitating the acquisition of skills and tools to dispatch management authority responsibly, and brokering the *incentive* to manage sustainably through profiting from sustainable utilization of those natural resources.

The contract Statement of Work (section C) defines the specifications for the team in implementing the COMPASS II activity. In order to have implementation contribute toward the USAID/Malawi SO-6: **Sustainable Increases in Rural Incomes**, and specifically, Intermediate Result 6.3: “**Increased household revenue from community-based natural resources management (CBNRM) activities**”, the following three Results Modules and 10 Tasks provide the contractual framework. Actual fieldwork is conducted in a more integrated manner, as discussed above.

**Table 2: Results Modules and Tasks specified in the COMPASS II contract statement of work**

RESULTS MODULE	TASKS
<b>More decentralized management of natural resources in Malawi</b>	
	1) Promote greater decentralization of key natural resource decision-making
	2) Increase district-level capacity to support CBNRM
	3) Improved CBNRM stakeholder coordination
<b>Enhanced community capacity for managing natural resources in a sustainable manner</b>	
	1) Increase capacity for natural resources management at the community level
	2) Strengthen the capacity of CBNRM service providers
	3) Increase public awareness and understanding of CBNRM roles and opportunities
	4) Strengthen knowledge and accountability of Traditional Authorities and related officials in CBNRM
<b>Increased sales of natural resource-based products by households</b>	
	1) Enhance market access by entrepreneurs, households, and community groups that produce natural products
	2) Identify production and harvesting opportunities for new natural resource-based products to be actively exploited on a sustainable basis
	3) Develop and strengthen partnerships between communities and the private sector

As noted above, the COMPASS II activity supports the USAID/Malawi goal of reducing poverty and increasing food security through broad-based, market-led economic growth by addressing the constraints to CBNRM and working to increase household revenues earned from CBNRM. The specific constraints to be addressed include those related to policy implementation, community tenure and rights of access, local institutional capacity, and natural resource-based enterprise development.

During 2007, due to reduced funding levels COMPASS II has needed to reduce its focus to those districts that, through a combination of factors, were considered most likely to provide a substantial return on the investment, measured in terms of increased, legal access for rural communities to natural resources, improved co-management of those resources and enhanced income for participating households. During the final 18

months of the activity, COMPASS II will prioritize the seven districts that have demonstrated most commitment to improved natural resources management:

- **Rumphi District**, specifically along the southern border of Nyika National Park, supporting the establishment of collaborative management and the concurrent development of small-scale commercial honey production.
- **Nkhotakota District**, where a range of activities related both to participatory fisheries management and collaborative management of Nkhotakota Wildlife Reserve, including fish cage culture, honey production, mushroom cultivation and dried fruit production are taking place;
- **Phalombe, Zomba and Machinga Districts**, specifically the establishment of participatory fisheries management on Lakes Chilwa and Chiuta; and in the Chingale area, where pond aquaculture is being supported;
- **Nkhata Bay District**, around both Mukwazi Forest Reserve and Kandoli Mountain, where community management of forest resources is being linked to honey production; and
- **Mulanje District**, where the Global Development Alliance (GDA)-supported Mulanje Community Watershed Partnership Program will combine watershed and biodiversity conservation with improved water supply;
- COMPASS will also support existing beekeeping groups at Kabunduli in Nkhata Bay and Chulu in Kasungu District, with technical advice and assistance with registration and establishing management agreements

Other targets of opportunity may be selected, where there is scope for further development of natural resources-related enterprise. These areas will be selected from the following: Mangochi District customary land forest, with honey production as the key output supported by community-based forest management; Lake Malombe for cage culture, supporting participatory fisheries management; expansion of participatory fisheries management to the southern part of Nkhotakota District; expanding collaborative management and honey production into the Karonga and Chitipa District parts of Nyika National Park.

Key performance indicators and targets specified in the COMPASS II contract Statement of Work for each of these Results Modules are the following:

- 7 districts in which NRM devolution plans are adopted and fully implemented;
- 1,000 communities adopting CBNRM practices;
- 80,000 households participating in CBNRM activities; and
- US\$ 1,000,000 in total revenue households receive from participating in CBNRM activities.

COMPASS II will expand sales of natural products by identifying commodities that have the greatest potential to generate employment, increase household income, and support sound natural resource management. This approach promotes cooperation and coordination among the various members of the value chain to reduce transaction costs, enhance product quality, and reduce risks and uncertainty for buyers and sellers. COMPASS identified honey, tree seed oils, processed fruit, wild mushrooms, fisheries, and medicinal plants as high-potential commodities. COMPASS II is verifying the viability of markets for these products, and expanding the menu of options to include other natural resource-based products.

COMPASS II also promotes sound stewardship of the wildlife reserves, national parks, and forests that make up more than one-fifth of Malawi. Lakes Malawi and Chilwa and many large rivers form vital watersheds that are an important part of the food production base for the national economy.

## **SUMMARY OF ACHIEVEMENTS—GENERAL AND BY SECTOR**

### **ACHIEVEMENTS AND CHALLENGES**

This section provides a brief summary of the highlights and major constraints to progress during FY 2007. For more detailed information see the COMPASS II Annual Progress Report, FY 2007.

The following tables summarize the revised targets for COMPASS II, according to the contract modification, approved in March 2008. It lists, for each sub-task, targets achieved during FY 2007, achievement during project life to end of FY 2007 and planned activities and targets for the final 18 months of the COMPASS activity.

The crucial factor that has required a reduction in some targets and modification of the contract has been the failure of government to hold local government elections since district assemblies were dissolved in 2005. The lack of an elected assembly at local government level means that local natural resources management regulations cannot be gazetted as district by-laws to give them the legal authority that they need to be fully implemented. This has also led to a reluctance on the part of senior government officials to sign management agreements that contain regulations that are not based on legislation. District forestry offices are still largely under the control of the regional forestry officers and Forestry Department Headquarters. While the move of the Fisheries Department to the decentralized Ministry of Agriculture and Food Security has led to some decentralization of activities, in practice financial and technical authority still rests with the Department's headquarters.

Reduced funding levels for the COMPASS II activity have also led to a reduction in geographic scope as mentioned above. Crucially, levels of field work have been increasingly constrained. This is of particular importance when district technical personnel are so severely under-resourced and practically unable to operate without project financial resources.

However, as the tables on the next pages show, COMPASS has reached or almost reached the targets set under the original contract for many sub-tasks

The FY 2007 saw a significant acceleration in the development of small-scale commercial enterprise based on harvesting, processing and selling natural resources-related products. This has been crucial to provide incentives for the establishment of institutions by small-scale producers to enable them to manage their resources and to gain legal access to those resources. Of note is the progress made in Nkhonkhotakota District close to the eastern boundary of Nkhonkhotakota Wildlife Reserve, in Rumphi District around the southern margin of Nyika National Park and in the Lake Chilwa basin.

Integration of enterprise development and institutional development efforts have been further strengthened, to notable effect in particularly Nkhonkhotakota, Nkhata Bay and Rumphi Districts. Over 100,000 Ha. of Nkhonkhotakota Wildlife Reserve and Nyika National Park are close to coming under collaborative management by local communities based on resource utilization, especially for honey production.

In helping to establish natural resources-based enterprise COMPASS has focused in four areas:

- Establishing market linkages and contractual arrangements between buyers and producers;
- Developing and demonstrating technologies to add value to natural resources-related products;
- Providing technical skills for improving production and managing business; and
- Facilitating access to financing for small-scale producers.

Over MK 26,000,000 has been loaned by commercial banks with facilitation from the Enterprise Fund for natural resources-related business start-ups.

COMPASS II geographic focus has been tightened further due partly to funding constraints and partly to poor performance by partners (Local NGOs and district technical personnel) in some districts. In the fisheries sector, Phalombe, Zomba, Machinga and Nkhonkhotakota Districts have been targeted; in the forestry sector, Chikwawa, Mulanje, Nkhonkhotakota and Nkhata Bay (with some work in Lilongwe, Mzimba and Mangochi); and in the wildlife sector, Nkhonkhotakota and Rumphi Districts.

**Table 3: Targets Achieved and Projected**

Sub-task	Project Target	FY 07 Target achieved	Inception to FY 07 Targets Achieved	2008-09 Target
<b>Component 1: More Decentralised Management of Natural Resources in Malawi</b>				
<b>Activity 1.1: Promote Greater Decentralization of Key Natural Resource Decision Making</b>				
1.1.1: Develop guidelines for community management of natural resources	Develop 3 Guidelines: Forestry, Fisheries and Wildlife	Policy Briefs on collaborative management and com-based forestry finalized	Guidelines and standards for forestry Completed & Distributed; Policy Briefs on collaborative Management Completed	Activity Completed. No actions planned for rest of the project.
1.1.2: Promote devolution of authority to be signatories to NRM plans/agreements	7 District Assemblies are signatories on the Plans	11 districts have capability to facilitate development of NRM plans & agreements	11 districts have capability to facilitate development of NRM plans & agreements	Activity Completed. No actions planned for rest of the project.
1.1.3: Facilitate NRM agreements between communities and district authorities	Facilitate 400 NRM Agreements signed and Implemented	1 Management agreement signed, 40 agreements under review	1 Management agreement signed, 40 agreements under review	359 management agreements will be finalized and signed by 376 management units (village, club, BVC, RVC)
1.1.4: Support efforts to Review sector legislation and make adjustments to decentralization policies and legislation as appropriate	Review 3 and Adjust Legislations as Appropriate	Review of all 3 sector legislation reviewed and adjusted	Review of all 3 sector legislation reviewed and adjusted	Activity Completed. No actions planned for rest of the project.
<b>Activity 1.2: Increase District Capacity to Support for NRM</b>				
1.2.1: Build awareness of opportunities for CBNRM	In 7 Districts have access to key policy briefs in local languages	Guide to Registration of Local Forest organizations distributed in all 15 districts; Drama for awareness of CBNRM opportunities promoted	Guide to Registration of Local Forest organizations distributed in all 15 districts; Drama for awareness of CBNRM opportunities promoted	Use of Drama to increase awareness of CBNRM opportunities will continue in 7 target districts
1.2.2: Build district level capacity to support and deliver natural resources management services	In 7 Districts with 2,000 coms	13 districts have the capacity	13 districts have the capacity	Activity Completed. No actions planned for rest of the project.
1.2.3: Build database of CBNRM best practice sites	List 70 Best Practice Sites	Activity development in progress	Activity Development in Progress	Complete listing 70 best practice sites
<b>Activity 1.3: Improved CBNRM Stakeholder Coordination</b>				
1.3.1: Strengthen National Coordination bodies: Support Establishment of National CBNRM Forum and endeavor to provide requested technical services as warranted	Provide Technical Support Regularly to the National body	COMPASS Involvement with National CBNRM Forum established with direct links to Regional	COMPASS Involvement with National CBNRM Forum established with direct links to Regional	Activity Completed. No actions planned for rest of the project.
1.3.2: Strengthen district coordinating bodies: Provide Technical Support	Provide Tech. Support In 7 Districts		Frequent coordination meetings held in 12 districts	Activity Completed. No actions planned for rest of the project.
1.3.3: Strengthen local coordination bodies: Promote exchanges to best practice sites using a spectrum of media.	Expose 500 People to Best Practices Sites	47 participants supported on exchange visits	63 participants supported on study tours/exchange visits	400 participants will be supported on exchange visits/study tours.

Sub-task	Project Target	FY 07 Target achieved	Inception to FY 07 Targets Achieved	2008-09 Target
<b>Component 2: Enhanced Community Capacity For Managing Natural Resources in A Sustainable Manner</b>				
<b>Activity 2.1: Increase Capacity of Natural Resources Management at community Level</b>				
2.1.1: Train community representatives participating in VNRMCs and BVCs	Train 350 VNRMCs and 150 BVCs in 7 Districts	165 VNRMCs & 32 BVCs Trained	256 VNRMCs & 58 BVCs Trained	Train 94 VNRMCs & 92 BVCs
<b>Activity 2.2: Strengthen the Capacity of CBNRM Service Providers</b>				
2.2.1: Promote participation of qualified local firms and organizations	Establish Database of CBNRM Service Providers for Linkage	Database updated; lists 152 beekeeping extension providers	Database updated; lists 152 beekeeping extension providers	Continue Updating Database
2.2.2: Strengthen and support local NGOs	Support 8 NGOs working on at least 5 Contracts	NGO service contracts completed & implemented by 3 organizations	NGO service contracts completed & implemented by 13 organizations	None Planned this year; activity will be demand-driven
<b>Activity 2.3: Increase Public Awareness and Understanding of CBNRM Roles and Opportunities</b>				
2.3.1: Expand the environmental education programme through school clubs	Through 2,500 School Clubs		Assessment of effectiveness of school clubs concluded	Implementation of recommendations from Assessment
2.3.2: Develop and public relations outreach programme in TV and radio for Malawi	Outreach: 4 hrs/month - Radio	Chuma Chobisika program on air weekly MBC radio II (71 rs) and 321 hours of rebroadcast on other Radio Stations	Chuma Chobisika program on air weekly MBC radio II (71 rs) and 321 hours of rebroadcast on other Radio Stations	Need-based programs aired occasionally
	Outreach: 1 hr/month - TV	66 hrs of Chuma Chobisika broadcast on TV Malawi.	66 hrs of Chuma Chobisika broadcast on TV Malawi.	Need-based programs aired occasionally; broadcast re-runs
	Outreach: 10,000 copies of Nantchengwa Distributed	12,000 copies of the WESM produced Nantchengwa were distributed	12,000 copies of the WESM produced Nantchengwa were distributed	Plan to support special issues focusing on NRB Business Development and Management
2.3.3: Establish a web site for Malawi environmental and CBNRM activities	Establish: 1 Website	Content Development Progressing	Content Development Progressing	Website to be completed and hosted on the FRAME Website
<b>Activity 2.4: Strengthen Knowledge and Accountability of Traditional Leaders and Related Officials in CBNRM</b>				
2.4.1: Train traditional leaders in CBNRM	Train 500 Traditional Authorities	Continued engagement with additional 165 traditional leaders	Trained 169 traditional leaders and continued engagement with 165 TAs	Train 166 additional Traditional leaders in CBNRM
2.4.2: Host a Traditional Authority conference, forum or similar event	Host 1 Conference/Forum	None Organized	1 Conference held in Oct 2005 with 65 participants	None planned this year.

Progress Summary Table -- End of Quarter 2007					
Sub-task	Project Target	FY 07 achieved	Target	Inception to FY 07 Targets Achieved	2008-09 Target
<b>Component 3: Increased Sales of Natural Resource-Based Products by Households</b>					
<b>Activity 3.1: Enhance market access by entrepreneurs, households and community groups that produce natural products-1,000 enterprises + PGEs</b>					
3.1.1 Identify clusters and complete sub-sector analyses for key natural products	Conduct 8 Subsector Analyses	3 Subsector Analyses Conducted		8 Subsector Analyses Conducted	Activity completed. Plan to conduct 1 more Subsector Analysis on Green Credits
3.1.2 Organize national and regional natural products conferences	Organize 1 Natural Prod. Conf.	None Organized		None Organized	Organize at least 1 Conference on natural products
3.1.3 Promote Sustainable Business Development Services so that NRBEs market products in regional centers.	Enable 500 NRBEs to market products through use of BDS	Activities in support of task progressed		Activities initiated to support the promotion of a BDS mechanism	Establish & introduce mechanism to link BDS providers with NRBEs so both benefit.
3.1.4. Implement Small Grants Program (This subtask was combined with 3.3.2)	Facilitate Completion of 100 Grants and \$1M in HH income generated.	66 grants facilitated; \$277,411 in HH income generated ( See 3.3.2 below)		68 grants facilitated; \$809,573 in HH income generated ( See 3.3.2 below)	Facilitate 32 grants and Contribute to generating \$1 M in HH revenue
3.1.5 Build Capacity of community based enterprises for monitoring and sustainable harvesting of natural products.	Revised ESHUR Guidelines Available to producers in 15 districts	76 producer associations/ clubs informed and trained on sustainable harvesting		76 producer associations/ clubs informed and trained on sustainable harvesting; a strategic monitoring plan elaborated.	Continue supporting these organizations to further strengthen capacity and as demanded
<b>Activity 3.2: Identify Production and Harvesting Opportunities for New Natural Resource-based Products and actively exploit on a sustainable basis.</b>					
3.2.1 Provide technical assistance in performing natural products inventories and train local service providers on inventory techniques	Perform 7 Natural Products Inventories	8 natural products inventories performed		10 natural products inventories performed	Activity Completed. No actions planned under this activity.
3.2.2 Provide Market Analyses and other product information to entrepreneurs, associations and other potential investors.	Conduct 7 Sub-sector Market Analyses to identify partners	12 market assessments and suveys performed for natural products.		17 market assessments and suveys performed for natural products.	Activity Completed. Any additional actions will be demand driven.
3.2.3 Create and support producer associations (of at least three viable natural products association supported or created)	Create and Support at least 3 viable natural products association	16 producer/processor associations created and 249 PGEs/clubs supported		16 producer/processor associations created and 249 PGEs/clubs supported	Continue supporting these organizations as they mature
3.2.4 Establish standards and quality control procedures	Establish Standards/Grades for 2 products	Established standards and grades for 1 product		Established standards and grades for 1 product	Establish at least one quality control procdures
<b>Activity 3.3 Develop and Strengthen Partnerships Between Communities and the Private Sector.</b>					
3.3.1 Broker Partnerships	Sign 500 Producer-Buyer Agreements	154 sales agreements signed between producers & buyers		11 sales agreements signed between producers & buyers	Facilitate brokering 335 sales agreements
3.3.2 Explore and promote sustainable financing strategies	Increase Private Investment in NRBEs encouraged by NRBE Fund	66 grants facilitated \$254,555 Amount of grants awarded		68 grants facilitated \$377,934 Amount of grants awarded	Facilitate 32 grants Facilitate award of at least \$300,000 in grants
3.3.3 Increase understanding of the marketing chain among rural households	Increase understanding of marketing chain among rural households	289 participants from 93 producers groups/clubs trained in markets, market linkages and marketing		289 participants from 93 producers groups/clubs trained in markets, market linkages and marketing	Continue working on increasing and improving understanding of marketing chain among rural HHs.
3.3.4 Encourage innovative partnerships among stakeholders	See 3.3.1 above	See 3.3.1 Above		See 3.3.1 Above	See 3.3.1. Above

COMPASS has broadcast a total of 71 hours of the radio programme *Chuma Chobisika* during the year (and 321 of rebroadcast on local and community radio stations) and 66 hours of television. A survey of a sample of the population showed that the programme is widely listened to, with perhaps 75% of the population listening regularly and a significant proportion claiming they had benefited from what they learned.

There are now 151 Malawi Gold Standard Technical Service Providers throughout the country. Based on assessments made during a series of regional business development meetings held with them during the year, it is estimated that just 23 service providers who are totally private (ie not employed by government, NGO or project) have earned over MK 900,000 from fee based services. Furthermore incremental income from honey sales as a result of their services is close to MK 900,000. Over 6,000 beekeepers have been provided with services.

Suitability assessment methodologies using PC-based GIS software were successfully developed for honey production and for pond aquaculture. Wide consultation with experts in the fields was used to define the suitability parameters.

The Activity Indicator targets for 2007 have all been either very nearly met or exceeded.

#### **CONSTRAINTS AND CHALLENGES**

Many of the constraints mentioned in the FY 2007 Work Plan remain in place. Progress towards decentralization of government functions is slow and erratic and may even be said to be in reverse. Local government elections have not taken place. Forestry department has yet to make any significant move towards implementing fiscal devolution to district level. The move of Fisheries Department into the Ministry of Agriculture and Food Security late in the year has had the effect of decentralizing some of the department's functions, agriculture being one of the ministries that decentralized early. However, as with the forestry sector, the funding situation for district fisheries offices remains inadequate.

COMPASS suffered a significant funding cut at the beginning of Fiscal Year 2007, which has also constrained many of the planned activities and reduced impact.

#### **FORESTRY SECTOR**

During the year, COMPASS has continued to work with the Forestry Department in seven districts. Rather slow progress has been recorded in all districts for reasons that will be explained below. A major success however, was the publication by the Department of Forestry through COMPASS support of the Guide for Registration of Local Forest organizations, which effectively sets out the mechanism for districts to implement community-based forest management. This document was given further authority from a Technical Order from the Director to all district forestry officers. A draft Forest Rules 2007 has been prepared pending gazette.

One management agreement covering 73 Ha. of Sendwe Village Forest Area in Lilongwe District, involving 20 villages, has been signed. Four other local forest organizations have been registered by the Chikwawa District Forestry Office.

A study of the economics of charcoal production in Malawi, conducted in conjunction with the Forest Governance Learning Group and the EU-funded Improved Forest Management for Sustainable Livelihoods program, confirmed the dominance of the charcoal industry in Malawi.

#### **CONSTRAINTS AND CHALLENGES**

The constraints facing the establishment of widespread community-based forest management remain as have been detailed in previous reports. The hesitation of the department to, in practice, decentralize its functions; a lack of resources at district level for district forestry offices to support the process; and other issues, beyond the influence of COMPASS all act against the effective uptake of implementation of participatory forest management. As a result, increasingly, COMPASS is working directly with local communities through their traditional leadership.

## **FISHERIES SECTOR**

Management plans for twelve fisheries associations around Lakes Chilwa and Chiuta and on the Nkhotakota Lake shore, Lake Chikukutu and the Bua River have been completed and registration documents submitted to the registrar general. Fishermen on Lake Chilwa enforced their closed season during 2007 despite the lack of a signed management agreements. BVCs have purchased permit books through whose issuance to fishermen, they can control fishing effort on the lake.

The Malawi Gold Standard Aquaculture Production System series of training materials has been printed and awaits clearance from Department of Fisheries for final dissemination.

Cage culture for small-scale fishermen has been introduced to Malawi in three locations in Nkhotakota – Lake Chikukutu, Lake Malawi at Kaliba Beach in Nkhotakota *boma* and in Unaka Lagoon near Dwangwa. In support of the cages, fish feed pelletizers have been developed in conjunction with the MIRDTC and a cooler box for improving the cold chain has been constructed by a private entrepreneur who is now scaling up production.

### **CONSTRAINTS AND CHALLENGES**

Although support to participatory fisheries management by the Department of Fisheries is relatively strong, nevertheless there has been some hesitation on the part of the Department to sign management agreements with fisheries associations. This has been caused by some queries about the legality of local fisheries regulations in relation to national regulations.

There has also been a delay in launching the Malawi Gold Standard Aquaculture series, due to some doubts on the part of the Department's research arm regarding the applicability and accuracy of the recommendations in Malawi.

## **NATIONAL PARKS AND WILDLIFE SECTOR**

The most successful collaboration during 2007 has been with the Department of National Parks and Wildlife. Collaborative management agreements have been prepared or are almost complete covering over 100,000 Ha. of land in both Nyika National Park and Nkhotakota Wildlife Reserve. A standard format for an agreement has been agreed with the department, as has a resource use agreement to be implemented between the department and beekeeping groups around the southern boundary of Nyika. Many of these beekeepers are also coffee farmers and COMPASS has initiated assistance to the coffee industry to help improve their income from this resource as well. In Nkhotakota, the same communities that will sign the agreements with the Department are also engaging in cage fish farming, mushroom cultivation, mango processing and ecotourism, all supported by COMPASS. In this way a cluster of small-scale industries will be established in the area, increasing incomes and so reducing the need to engage in illegal activities within the reserve.

### **CONSTRAINTS AND CHALLENGES**

COMPASS, together with Wildlife and Environmental Society of Malawi (WESM), planned to support a census of wildlife within Nkhotakota Wildlife Reserve during the 2007 dry season. COMPASS support had to be withdrawn due to funding issues, which meant the census itself was postponed.

# DETAIL OF WORK PLAN FOR 2008/2009

## RESULTS MODULE #1: MORE DECENTRALISED MANAGEMENT OF NATURAL RESOURCES IN MALAWI

### TASK 1.1: PROMOTE GREATER DECENTRALISATION OF KEY NATURAL RESOURCE DECISION MAKING

Many of the sub-tasks within this task are now substantially complete in terms of contract targets. For several other subtasks COMPASS has achieved as much as may be achieved under the current political climate and financial constraints, such that further expenditure of resources would result in ever diminishing returns on investment. Only in sub-task 1.1.3, “**Facilitate NRM agreements between communities and district authorities**”, which is the core sub-task of Result Module 1 and of crucial importance in providing the legal access to natural resources needed for small-scale commercial businesses based on natural resources to flourish. During this year, COMPASS will focus most of the efforts of the decentralization team to ensure that management agreements are signed between the government and natural resources management units whether they be villages, group villages, clubs, associations or other entities.

#### Sub-task 1.1.1: Develop guidelines for community management of natural resources

This sub-task is substantially complete. Through written guidelines in all three sectors, radio and television broadcasts, newspaper articles and, more recently, through village-based drama, awareness of the opportunities presented by community-based natural resources management has spread widely through Malawi. There remains only a need to update and distribute the briefs for participatory fisheries management and collaborative management of protected areas, both of which need some revision in light of field experience in implementing the respective policies.

##### Sub-Task 1.1.1: actions for period October 2007— March 2009

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
Review, revise and distribute briefs on participatory fisheries management and collaborative management	J. Dickinson, P. Munthali R. Bita	April to June	LTTA time, WESM time, printing costs

Performance indicator: Overall the modified contract goal is that “The contractor must provide technical support to National CBNRM coordination efforts such as the National Council for CBNRM”. The target for the final 18 months is that revised briefs distributed to six districts and collaborative management briefs distributed to at least three protected areas.

#### Sub-task 1.1.2: Promote devolution of authority to approve NRM agreements

The publication of the Guidelines for Registration of Local Forest Organizations by the Department of Forestry, together with the Technical Order from the Director of Forestry, effectively devolves authority for signing forest management agreements for customary land forest to the District Assemblies, represented by the District Forestry Officer. The Department has stated its intention to not devolve management of forest reserve, including signatory powers over co-management agreements to local government for the present.

The Fisheries Department, while retaining the final signatory powers for fisheries management agreements (which is logical since fish are not constrained by administrative boundaries and in several areas international issues are of concern), nevertheless requires the District Commissioner, the District Fisheries Officer and local traditional leaders to sign off on fisheries management plans prior to signature by the Director. However, there is an impasse with regard to local fisheries regulations. Since they cannot be gazetted as local government by-laws in the absence of ward councilors, they must be incorporated into the national regulations in order to carry legal weight. However, the Director of Fisheries is understandably reluctant to do this piecemeal, preferring that one set of revised regulations for all fisheries nationally are presented for gazetting.

In the wildlife sector, the Department of National Parks and Wildlife is not intended for decentralization in the sense that district assemblies will take charge of protected area management. However, a considerable degree of autonomy has been given to the management teams for each protected area and the signature of the protected area manager is required on collaborative management agreements and resource use agreements.

It is unlikely that local government elections will be held before the next general election in 2009 nor is it likely that the Department of Forestry will decentralize its operations further in the coming months. Without accountable district assemblies and without further fiscal devolution, COMPASS considers that much of what can be achieved under this sub-task has been completed and that, given current budgetary constraints, further expenditure of resources at this time cannot be justified. No action is planned for this sub-task during this financial year. However, should the decentralization process be reinvigorated by central government, COMPASS will consider further actions in FY 2009 to support the transfer of authority to district assemblies.

**Sub-Task 1.1.2: actions for period October 2007—March 2009**

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
None planned			

Performance indicator: The modified contract goal is that “By the end of 2008, the local authorities in priority districts are signatories to community natural resources management plans.” This goal is now achieved.

**Sub-task 1.1.3: Facilitate NRM agreements between communities and district authorities**

The key sub-task under Results Module 1, most of the team’s efforts will be dedicated to these activities during FY 2008. In order for rural households to gain legal access to natural resources to establish small-scale commercial business ventures, they need legally binding agreements between themselves (through an umbrella organization) and the government department responsible for those resources.

COMPASS will focus on five broad areas in seven districts during the first and second quarters of this financial year, in order to gain maximum impact from the reduced financial resources available: Lakes Chilwa and Chiuta (fisheries); Nkhotakota lakeshore, Lake Chikukutu and the Bua River (fisheries); Nkhotakota Wildlife Reserve and border area (wildlife and forestry); Nyika National Park (wildlife) and Chisongoli Watershed on Mulanje Mountain (forestry and water). When further funds are made available during this financial year, other areas, including Mukwazi Forest Reserve (forest reserve) and Kandoli Mountain (customary land forest), both in Nkhata Bay and the Eswazeni area of Mzimba District and TAs Mphonde and Jalasi in Mangochi will be included.

Primarily activities will focus on assisting groups of resource users to develop the institutions needed for efficient management of their resources – constitutions, management plans and regulations, management agreements and resource assessments. Drama will play an important part in helping households to understand what needs to be done to establish and manage effective institutions.

The eventual signing of management agreements, while a fundamentally important step for the transfer of management authority for natural resources management, is not an end in itself. The agreement needs to be implemented by the partners to the signing. Continued support will be provided to district technical offices, protected area offices and community-based groups to help them *implement* management agreements, once signed. This will largely require regular support visits from technical personnel from COMPASS, during which opportunities and challenges will be identified.

**Sub-Task 1.1.3: actions for period October 2007—March 2009**

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
Finalize development of collaborative management plans for communities on border of Nkhotakota Wildlife Reserve	R. Bita, P. Munthali, J. Dickinson	Jan to June	LTTA time, WESM time

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
Develop management plans for customary land forest and woodland in communities bordering Nkhotakota Wildlife Reserve	P. Munthali, R. Bita	Jan to June	LTTA time, WESM time
Finalize development of resource use agreements for beekeeping associations on southern border of Nyika National park	R. Bita, P. Munthali	Jan to March	LTTA time, WESM time, meetings
Finalize development of resource use agreements/co-management agreements with beekeeping clubs around Mukwazi FR	P. Munthali, R. Bita	April to Sept	LTTA time, WESM time
Finalize community forest management agreements for Kandoli Mountain	P. Munthali, R. Bita,	April to Sept.	LTTA time, WESM time, meetings
Ensure signing and implementation of participatory fisheries management in north Nkhotakota District and the Lake Chilwa/Chiuta basin	J. Dickinson, P. Munthali	Jan to June	LTTA time, meetings
Expand impact areas to include other resources where management agreements can be achieved relatively quickly, based on COMPASS experience to date	J. Dickinson, P. Munthali, R. Bita	July to March	LTTA time, some STTA time
Provide continued support for implementation of management plans and agreements	P. Munthali, R. Bita, J. Dickinson	Ongoing	LTTA time, WESM time

Performance indicator: The modified contract goal is that “...by the end of COMPASS II, the goal shall be to have at least 400 agreements under implementation in the target districts”.

#### **Sub-task 1.1.4: Support efforts to harmonize sector legislation with decentralization policy.**

COMPASS considers this task substantially complete. The issue of whether sector legislation needs harmonization with decentralization policy has been dealt with in the past. Of more concern has been the issue of whether current sector legislation and policy actually supports devolution of management authority to districts and further to local community and business groups. Experience showed that in some cases it did not.

The publication by the Department of Forestry with COMPASS II support of the Standards and Guidelines for Participatory Forestry in Malawi, the Guidelines for Registration of Local Forest Organizations, together with the supporting Technical Order from the Director of Forestry and the Draft Forest Rules, 2007, as well as the Department of Forestry policy document, Decentralization in Forestry, Moving Forward Together, have combined to remove, at least in principle, most constraints to the implementation of the decentralized forestry policy.

The 2004 amendment to the Wildlife Act has provided the legal basis for community involvement in the management of protected areas. COMPASS' work to implement the legislation has provided a sound basis for the Department of National Parks and Wildlife to continue implementing collaborative management in the future.

Fisheries legislation was already sound in the theory of participatory fisheries management. COMPASS II support to the implementation of the policy has clarified a number of issues and led, amongst other things to the introduction of a permit system for BVCs and RVCs as stipulated in the legislation and almost to agreement on the status of local fisheries regulations, so essential for the participation of local fishermen in

sound fisheries management. If the Department of Fisheries intends to make a review of the Fisheries Conservation and Management Regulations, in order to accommodate local fisheries regulations, COMPASS will provide technical support.

**Sub-Task 1.1.4: actions for period October 2007—March 2009**

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
Support revision of Fisheries Conservation and Management Regulations	J. Dickinson	As required	LTTA time, some STTA time, meetings

Performance indicator: The modified contract goal is “The contractor must provide technical assistance to relevant GOM departments to review legislation and make adjustments to natural resources policies and legislation as appropriate”.

**TASK 1.2 INCREASE DISTRICT CAPACITY TO SUPPORT FOR NRM**

**Sub-task 1.2.1: Build awareness of opportunities for CBNRM**

COMPASS considers this sub-task to be substantially complete.

COMPASS has made substantial progress in creating awareness throughout Malawi of the opportunities for earning increased income from natural resources management and utilization. The *Chuma Chobisika* radio and, to a lesser extent, television broadcasts have played a significant role in creating this awareness if the results of a survey carried out during FY 2007 are accurate. In all the areas where COMPASS is active, understanding amongst both rural households and district technical personnel of the potential of natural resources management and business has increased significantly.

It is our belief that radio and TV have played a significant part in raising awareness nationally. However, there is still a need to bring specific topics right down to the village level. Drama is an effective means to do just that. During the remainder of the project life, we shall concentrate on providing specific messages to fishermen, people living near protected areas and forests, through the use of local drama groups.

**Sub-Task 1.2.1: actions for period October 2007—March 2009**

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
Develop drama for aiding understanding by rural households of roles, responsibilities and opportunities.	P. Munthali R. Bitu, J. Dickinson	Jan to Dec	LTTA time, drama groups, WESM

Performance indicator: n/a

**Sub-task 1.2.2: Build district level capacity to support and deliver natural resources management services**

Largely complete, this sub-task can be continued at an informal level through regular contact with district technical personnel and local organizations at little extra cost to COMPASS. Traditional leadership has been involved at all stages of the participatory resource management process in all three sectors. The district environmental sub-committees (DESC), which were to be the focus of COMPASS II’s efforts, are still largely moribund.

Provision of quality services for local communities is ongoing through the activities of the 152 Malawi Gold Standard Honey Production Service Providers, who are increasingly operating as commercial service providers and beginning to earn an income from their services. COMPASS believes that when an industry begins to pay for products marketed by smallholders, these smallholders are willing to pay for services related to their revenue potential.

Current funding levels do not allow any further COMPASS-supported expansion of private sector service provision. If funds sufficient to extend COMPASS II into FY 2009 do become available, then establishment

of a cadre of service providers for pond aquaculture can be considered. However, no further actions are envisaged for FY 2008.

**Sub-Task 1.2.2: actions for period October 2007—March 2009**

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
Maintain contact with district technical personnel and local organizations to provide informal capacity building services	P. Munthali, R. Bitu, N. Moyo, B. Sosola,	Ongoing	LTTA and ODC time, WESM time

Performance indicator: The end of contract target is that in all target districts regular technical services are being provided to rural communities. At least 2,000 communities should be receiving top-quality services.

**Sub-task 1.2.3: Build database of CBNRM best practice sites**

The best practice sites identified under COMPASS I will be reassessed to establish whether, after some four or more years of independent operation they are still viable, functioning units. For new sites, the element of small-scale commercial business based on natural resources will play a significant role in assessing whether they can be classed as best practice, as will the extent to which local governance institutions are now managing their natural resources and enforcing management regulations effectively with little of no external support.

**Sub-Task 1.2.3: actions for period October 2007—March 2009**

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
Assess performance of previous best practice sites	N. Moyo	Jan to June	LTTA time
Prepare database of best practice sites	N. Moyo, J. Dickinson	April to Dec	LTTA time

Performance indicator: At least 50 best practice sites documented

**TASK 1.3 IMPROVED CBNRM STAKEHOLDER COORDINATION**

**Sub-task 1.3.1: Strengthen national coordinating bodies**

This task is completed. As has been noted in previous work plans, the CBNRM Working Group ceased to function immediately funding from COMPASS I became unavailable. COMPASS II has been jointly supporting the establishment of a National CBNRM Forum, through the participation of the Capacity Building Specialist, which has now established its constitution and elected a committee to maintain its functions.

**Sub-Task 1.3.1: actions for period October 2007—March 2009**

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
Provide technical support when requested	N. Moyo	Ongoing	LTTA time

Performance indicator: n/a

**Sub-task 1.3.2: Strengthen district coordinating bodies**

This sub-task is essentially complete.

The original intent of this sub-task was to facilitate the strengthening of the DESCs. These committees, set up largely under donor-funded interventions, are not functioning in almost all the districts in which COMPASS is working. Lack of district assemblies, the anomalous position of the sector offices (in between the district executive and the headquarters offices) and the very low levels of funding all contribute to this situation.

COMPASS has provided formal and informal skills transfer to district technical staff including encouraging cross-sectoral linkages to improve effectiveness of district support to households and communities engaged in

management of natural resources. In all districts where COMPASS works there is good understanding of the need for coordination between sectors and, as far as funds allow, it takes place.

Further support from COMPASS could improve coordination *provided that financial support from government is forthcoming* but diminishing returns on investment into this sub-task cannot justify further action under present funding levels to COMPASS.

**Sub-Task 1.3.2: actions for period October 2007—March 2009**

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
No action planned			

Performance indicator: The revised contract goal is “to channel resources to the best performing districts and thereby achieve the long-term goal of having 400 natural resources management agreements under implementation by 2008”

**Sub-task 1.3.3: Strengthen local coordination bodies**

There are now sufficient functioning natural resources management institutions and natural resources-related businesses operating to make study tours and exchange visits useful for a for small-scale businesses and communities wishing to begin commercialization of their natural resource harvesting and processing activities. Ideas can be exchanged and households can learn from others who have successfully graduated into a business-oriented approach to natural resources utilization.

**Sub-Task 1.3.3: actions for period October 2007—March 2009**

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
Working with the enterprise team, facilitate exchange visits and study tours to best practice sites as defined in this work programme.	P. Munthali, S. Munthali, R. Bitu, N. Moyo, B. Sosola	Ongoing	LTTA time, ODC time, WESM, transport

Performance indicator: The modified contract target is “to expose at least 500 people to best practices in CBNRM and enterprise development”..

## RESULTS MODULE #2: ENHANCED COMMUNITY CAPACITY FOR MANAGING NATURAL RESOURCES IN A SUSTAINABLE MANNER

**D**uring the first three years, COMPASS has been providing generic training to government personnel, NGO staff and directly or indirectly to communities on issues related to the *principles* of community-based natural resources management.

In line with the emphasis that COMPASS places on the *products* from natural resources management, during the next two years, the training component will be focused on facilitating the acquisition of skills necessary for small-scale commercialization of natural resource-based products.

Four activities are required to accomplish the enhancement of community capacity for managing natural resources in a sustainable manner and these are: 1.) increase capacity for natural resource management at the community level; 2.) strengthen capacity of CBNRM service providers; 3) increase public awareness and understanding of CBNRM roles and responsibilities; and 4) strengthen knowledge and accountability of traditional leaders and related officials in CBNRM.

### **TASK 2.1 INCREASE CAPACITY OF NATURAL RESOURCES MANAGEMENT AT COMMUNITY LEVEL.**

#### **Sub-task 2.1.1: Train community representatives participating in VNRMCs and BVCs**

This task will focus on business management, marketing and enterprise-related training, to transfer relevant skills and information necessary for households and producer group enterprises to be successful. Capacity building and skills development will also focus on topics that upgrade the quality of Malawian natural products, increase productivity, diversify the natural products base, and adapt new technologies in production and processing so that these activities contribute to expanding producer group enterprise sales and revenue.

Because COMPASS does not have the human or financial resources to train all of the many hundreds or thousands of community organizations involved in managing natural resources, COMPASS will facilitate locally-based private service providers with demonstrated competence in providing natural resource-based enterprise support services are engaged.

This year, we will continue following a business orientation and therefore focus heavily on strengthening and developing producer group enterprises such as clubs, associations, cooperatives and/or beach village committees as rural or peri-urban small businesses. Producer group enterprises will be better able to operate and manage their enterprise along commercial lines working with a clear vision and shared commitment to making successful the linkages of which they are a part.

Initial focus toward this business orientation is on these selected areas: BVCs and associations in Nkhotakota; beekeeping clubs around Nyika National Park boundary; the mushroom groups around Lilongwe and Chikangawa area in Mzimba; fish farmers in Mzimba and Nkhatabay districts; fish farmers in Chingale/Domasi area of Zomba district. Products being supported through these efforts will be honey and beeswax, wild and cultivated mushrooms, and farmed or captured fish.

The underlying goal of the task is to enhance and develop capacity and skills so that small-scale producers and their enterprises understand market demands and the need to meet market standards, while learning to operate their businesses efficiently and effectively. In addition to the business modules, COMPASS is also supporting training on organizational development and strengthening to help enterprise leaders, managers, and their boards better understand their own roles and responsibilities and manage businesses with a commercial orientation.

There will also be need to continue enhancing skills in institutional development and financial management, particularly in fishing communities. Specifically, the development of small-scale businesses based on natural resources requires that the institutions that govern their use and the functions of village-level organizations that act as regulators are very well understood. The delivery of the trainings will follow a community based approach to ensure that the requisite skills are provided with minimum costs for a high output.

Specific targeted technical assistance is being provided to water user groups in T/A Laston Njema, under the Mt. Mulanje Community Watershed Partnership Program (MCWPP), as well as technical extension support on irrigation technologies.

**Sub-Task 2.1.1: actions for period October 2007—March 2009**

<b>ACTION</b>	<b>PERSON RESPONSIBLE</b>	<b>EXPECTED TIMELINE</b>	<b>RESOURCES REQUIRED</b>
Follow-up and provide back-up support on financial management to Fisheries Associations and BVCs around Lakes Chilwa and Chiuta	N. Moyo, J. Dickinson	April to Sep	LTTA time
Facilitate training for producer groups and associations on business, financial and organizational management skills	N. Moyo, S. Munthali, B. Sosola	Jan to Dec	LTTA time; ODC time; training courses
Develop and implement the Malawi Gold Standard Aquaculture Production systems roll out plan	N. Moyo, B. Sosola, B. Sherchand	April to June	LTTA time
Provide skills development support to water user committees in Mulanje	N. Moyo, N.J. Mulenga	April to June	LTTA time; STTA time
Facilitate and conduct training needs assessment for natural products producers	B. Sherchand, N. Moyo, B. Sosola	July to Dec	LTTA time; workshops

Performance indicator for this sub-task is “to serve at least 500 communities in both sectors – at least 350 VNRMCs and 150 BVCs.”

For 2008/09, the target is that at least 350 natural resource management enterprise groups have skills in small-scale commercialization of natural resource-based products. The MCWPP target is 27 water user groups in TA Njema supported through the project.

**TASK 2.2 STRENGTHEN THE CAPACITY OF CBNRM SERVICE PROVIDERS**

The second task under CBNRM Capacity Building is to build the ability of Malawian service providers to continue supporting CBNRM beyond COMPASS II or other donor programs. The objective of this task is to build a critical mass of local organizations, individuals and institutions at district level that can provide ongoing organizational strengthening, technical expertise, or business support services at market-based (i.e., not donor-priced) rates. The goal of this sub-task is to improve access for community-based organizations and natural resource-based enterprises to local services of good or better quality at prices they can afford and are willing to pay.

Two sub-tasks contribute to strengthening CBNRM service providers: (1) promote participation of qualified local firms and organizations; and (2) strengthen and support local NGOs.

**Sub-task 2.2.1: Promote participation of qualified local firms and organizations**

COMPASS has initiated the development of private service providers to train and provide extension back-up to small-scale commercial beekeepers. While not without challenges, this model promises to be more sustainable and more effective than current government and NGO efforts to provide business-oriented training to rural households and producer groups for natural resource-based (or any) product development.

During 2008, COMPASS is consolidating the private service provider model. Regular forums will be organized to allow these service providers to meet to exchange ideas and learn from one another on how to be successful private extension agents. The service providers will also be oriented on the honey standards that have just been developed by the Malawi Bureau of Standards (MBS).

COMPASS will also work with the private service providers to develop business and financial management skills so that they are able to provide simple financial services at key geographical centers.

Under the MCWPP, at least two sub-awards are expected to be made to qualified local firms or organizations to conduct attitudinal studies, and a resource access and use study.

**Sub-Task 2.2.1: actions for period October 2007—March 2009**

<b>ACTION</b>	<b>PERSON RESPONSIBLE</b>	<b>EXPECTED TIMELINE</b>	<b>RESOURCES REQUIRED</b>
Provide back-up support & mentoring to private extension service providers and update reports on services provided	N. Moyo, B. Sosola, S. Munthali	Ongoing	LTTA time
Organize and conduct training of service providers & producer groups in business and financial management & organizational development	N. Moyo, S. Munthali, B. Sosola	April to Dec	LTTA ime; STTA time; ODC time; Training courses
Link potential clients to technical and business services providers at district level	N. Moyo, B. Sosola, S. Munthali	Ongoing	LTTA time
Provide back-up services to MGS Private Extensionists	N. Moyo, B. Sosola, S. Munthali	Ongoing	LTTA time

Performance indicator in the overall COMPASS II Performance Monitoring Plan for this sub-task is that a database of local (district or regional level) Malawian CBNRM service providers is established and operating as a mechanism for brokering transactions between service providers and clients (CBOs). The database is continuously updated with emphasis on district and regional level service providers.

The target for 2008/09 is that high quality technical extension and business services are available in at least seven districts.

**Sub-task 2.2.2: Strengthen and support local NGOs**

Most local NGOs are still rooted in the donor-funded mentality with little or no regard to focus on small-scale commercialization of natural resources management. This sub-task will be accorded a low priority but nevertheless, COMPASS personnel will continue to engage with NGOs to encourage a more business-minded approach.

In the case of those NGOs which have been engaged in delivering CBNRM services with support from COMPASS, a more rigorous and systematic mechanism of accountability will be applied.

**Sub-Task 2.2.2: actions for period October 2007—March 2009**

<b>ACTION</b>	<b>PERSON RESPONSIBLE</b>	<b>EXPECTED TIMELINE</b>	<b>RESOURCES REQUIRED</b>
Continue to engage with local NGOs to promote small-scale commercialization of natural products for improved CBNRM	N. Moyo, B. Sosola, S. Munthali	Ongoing	LTTA time
Continue engaging with NGOs involved in fisheries and forestry programmes to verify quality of service.	N. Moyo, B. Sosola, P. Munthali	Ongoing	LTTA time, ODC time
Continue engaging with MMCT, WESM, and others to implement Mulanje CWPP	N.J. Mulenga, J. Dickinson	April to June	STTA time; LTTA time

Performance indicator: In the overall COMPASS Performance Monitoring Plan, the target of the sub-task is to “make preferential use of local organizations for training and targeted technical assistance at the community and district levels.

For 2008/09, the specific annual target is that high quality business development training is being provided to producer group enterprises by qualified training service providers.

### **TASK 2.3 INCREASE PUBLIC AWARENESS AND UNDERSTANDING OF CBNRM ROLES AND OPPORTUNITIES**

The third task under CBNRM Capacity Building is to support an effective, broad-based public awareness program using a wide variety of communication tools, targeted at all levels of Malawian government and population, with special emphasis on rural audiences. The objective is to promote a transformational shift in the way people at all levels understand community-based natural resource management as a strategy for rural development through small-scale commercialization of natural resource-based products.

The fundamental pieces of the design are to: (1) identify information deficits; (2) craft messages that will support the target audience(s) in overcoming deficits; (3) design communications products to deliver the messages using appropriate tools; and (4) identify and develop synergies with partner organizations to leverage effectiveness of message delivery.

Three sub-tasks contribute to increasing public awareness about CBNRM: (1) expand environmental education program through school clubs; (2) develop a public relations outreach program in TV and radio; and (3) establish a website for environment and CBNRM activities.

#### **Sub-task 2.3.1: Expand the environmental education programme through school clubs**

A common justification for encouraging sustainable management of natural resources is that these resources must be conserved for future generations. However, children are commonly excluded from discussion and decision-making regarding resource management. By working through schools and encouraging the formation of environmental clubs, school children can gain skills and knowledge that will enable them to understand the potential benefits to them of proper resource management and may allow them to influence decisions made by their parents.

WESM has been running a school environmental education program for a number of years. COMPASS will assist WESM to undertake an independent assessment of this program and then develop the environmental education program strategy based on the recommendations from the assessment.

#### **Sub-Task 2.3.1: actions for period October 2007—March 2009**

<b>ACTION</b>	<b>PERSON RESPONSIBLE</b>	<b>EXPECTED TIMELINE</b>	<b>RESOURCES REQUIRED</b>
<b>Finalize development of the environmental education strategy</b>	<b>WESM</b>	<b>April to June</b>	<b>STTA time; slight LTTA time</b>

In the overall COMPASS II Performance Monitoring Plan, the target for this sub-task is to “support an expanded effort in primary and secondary school environmental education and various other clubs.”

#### **Sub-task 2.3.2: Develop and public relations outreach programme in TV and radio for Malawi**

Since December 2004, COMPASS has been producing successful weekly radio program *Chuma Chobisika* (Hidden Treasure), broadcast on Malawi Broadcasting Corporation radio 2 FM. The program was also rebroadcast in five community radio stations on a weekly basis. Beginning in April 2006, COMPASS has also produced more than 60 television programs featuring messages more focused on products, opportunities for small-scale commercialization, fundamentals of operating a business, and stories relating to improvements of household income through the narrators’ own efforts and development of natural resource-based products. In addition, the *Chuma Chobisika* broadcasts disseminate information about the policies and legislation relating to how rural producers should go about legalizing their natural products businesses.

**Sub-Task 2.3.2: actions for period October 2007—March 2009**

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
Prepare <i>Chuma Chobisika</i> TV programme featuring natural products, their producers and service providers	COMPASS II team	Ongoing	Slight LTTA; STTA time
Work with drama groups and conduct awareness campaigns on natural resources management	P. Munthali	Ongoing	LTTA time

In the overall COMPASS II Performance Monitoring Plan the target for this sub-task is “to raise the production of Nantchengwa to 10,000 per issue and work towards placing one hour of natural resources management and conservation programming per month on TV and four hours per month on radio.

The target for this sub-task will be significant and demonstrable increase in public awareness of the potential for small-scale commercialization of natural resources is done based on identified needs. Consideration will also be made to have a special feature of the Nantchengwa newsletter that will capture targeted messages on small-scale commercialization of natural resource based products.

**Sub-task 2.3.3: Establish a web site for Malawi environmental and CBNRM activities**

COMPASS has been exploring options with potential host agencies to locate a CBNRM/environmental web site for Malawi that will continue to be updated and maintained without relying on donor funding. However, issues of sustainability once COMPASS has concluded are important. For that reason, the COMPASS website will be hosted on the FRAME website, which is now being managed by DAI.

**Sub-Task 2.3.3: actions for period October 2007—March 2009**

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
Negotiate with FRAME on possible natural products industry website	B. Sherchand, J. Dickinson	April	LTTA time
Design natural resources based website for business linkages and market information	B. Sherchand, J. Dickinson, N. Moyo	April to June	LTTA time; STTA time

In the COMPASS II Performance Monitoring Plan, the indicator for this sub-task is that a website is up and running and accessible by various stakeholders.

**TASK 2.4 STRENGTHEN KNOWLEDGE AND ACCOUNTABILITY OF TRADITIONAL LEADERS AND RELATED OFFICIALS IN CBNRM**

Two sub-tasks contribute to accomplishing this Task: (1) train traditional leaders in CBNRM; and (2) host the annual traditional authority conference. The COMPASS II field implementation team recommended in the 2007 Annual Work Plan that the 2<sup>nd</sup> be modified to read: Host a Traditional Authority Conference – facilitate a forum or conference of traditional authorities involved in CBNRM activities.

**Sub-task 2.3.1: Train traditional leaders in CBNRM**

Malawi’s traditional leadership still plays a major role in rural life and their functions are essential if natural resources management institutions are to operate with the authority they need. During the first two years of COMPASS II, traditional leadership has been engaged at many levels from paramount chiefs to village headmen. This engagement has primarily been integrated into engagement with communities, rather than separate activities that tend to cause suspicion among the rural population.

The role of traditional leaders in the commercialization of natural resources use is less obvious. The team continues to engage traditional leaders and ensure that they are appraised of developments in relation to natural resources management, institutional development, and commercialization of natural products.

A significant part of implementing the MCWPP involves collaborating closely and coordinating with the traditional leadership of the project area in TA Laston Njema.

**Sub-Task 2.4.1: actions for period October 2007—March 2009**

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
Continue engaging with traditional leaders in natural products commercialization initiatives	COMPASS II team	Ongoing	LTTA time; ODC time
Provide specific technical and managerial support to TA Laston Njema and other traditional leaders involved in Mt. Mulanje CWPP implementation	N. J. Mulenga, J. Dickinson, P. Munthali	April to June	STTA time; LTTA time

In the COMPASS II Performance Monitoring Plan, the target for this sub-task is that 500 recognized traditional authorities have completed training “geared to helping traditional authorities monitor and track the effectiveness of CBNRM initiatives, along with associated enforcement systems, within their jurisdictions.”

The target for 2008/09 is that traditional leaders are demonstrably supporting the small-scale commercialization of natural products in their areas. Traditional leaders will therefore be included in the business management and organization development training courses that will be run for enterprise groups and associations. The MCWPP coordinator will also provide specific technical and managerial support and guidance to TA Njema.

**Sub-task 2.3.2: Host the annual Traditional Authority conference**

In the COMPASS II Performance Monitoring Plan, the target for this sub-task is to “facilitate an annual forum or conference of traditional authorities involved in CBNRM activities... [with]...specific focus on the key policy issues affecting CBNRM implementation.” An event was held in 2006, but with little discernable result that can be attributed to the conference. The COMPASS II team reached a consensus opinion that segregating traditional leaders from other individuals and organizations involved in CBNRM provides little return on the investment, and may instead contribute to suspicion in some communities about traditional leaders’ motivations and actions. The team prefers that traditional leaders be fully integrated into management planning and implementation of agreements, as we have been doing, to promote transparency and accountability while reducing potential sources of conflict.

In the modified contract this sub-task has been modified to “Host a Traditional Authority Conference”. The goal is now to “host a forum or conference of traditional authorities involved in CBNRM activities”. This sub-task is now completed.

## RESULTS MODULE #3: INCREASED SALES OF NATURAL RESOURCE-BASED PRODUCTS BY HOUSEHOLDS

**A**s noted earlier in this Work Plan, the performance indicator for this Results Module is **total revenue households receive from participating in CBNRM activities**. The life-of-project target is US\$ 750,000 earned by households by the end of FY 2007. While COMPASS II is slated to end on March 2009, there has been no specific target established, contractually, for FY 2008. The revenue target for 2007 (US\$ 750,000) was exceeded by more than US\$ 59,000 (see Table 2 on page 4). Within the project, however, we are aiming for at least US\$ 900,000 in cumulative revenues for the remainder of the activity. By the end of the project, we expect the revenue to grow to at least US\$ 1 Million and we expect this growth to come primarily from four sources:

1. Increased relationships leading to increased transactions between private sector firms buying from producers belonging to the same value chain, selling natural resources based products on a formal and preferably long-term basis.
2. Increased quantity and quality of honey and farmed fish products entering the market—due to the Malawi Gold Standard publications achieving mass replication of improved management in these production systems—and resulting in both expanded sales and profitability for individual producers.
3. Expanded natural resource-based product line through direct investments by COMPASS in co-financing (i.e., through the Enterprise Fund described below), as well as selecting new candidate products for the Malawi Gold Standard publications series after screening and analysis of the market, product, and harvest sustainability aspects of the candidate products. Given the financial constraints experienced during parts of 2007, we were unable to accomplish this target last year. Should the funding scenario change positively, then we expect to identify and develop similar titles for another 3 or so natural resource-based products this year.
4. Greater number of communities and households participating in CBNRM activities—two of the other primary indicators of COMPASS success. The number of communities adopting CBNRM during 2007 was 366, bringing the total to 1,659 (Table 2), with an additional 6,499 households engaged in CBNRM activities; the total being 82,346 households. This means that each household needs to earn an average of at least US\$ 11.
5. More comprehensive and systematic data gathering and reporting, so that the impact of fieldwork is being accurately documented, and that the overall scale of CBNRM in Malawi can be more widely appreciated as part of generating the political will to provide support beyond COMPASS.

Having been informed by USAID in October 2006 of changes being made to the global indicators and reporting systems, the COMPASS II team will continue tracking and reporting annual growth in rural income rather than cumulative, with changes to be incorporated into reporting for 2007 and beyond. This is discussed in more detail under sub-task 3.1.5 below.

### **TASK 3.1: ENHANCE MARKET ACCESS BY ENTREPRENEURS, HOUSEHOLDS, AND COMMUNITY GROUPS THAT PRODUCE NATURAL PRODUCTS**

The COMPASS II team's approach to increasing sales of natural resources-based products by households is based on small-scale commercialization of rural income generating activities. This is crucial to rural households shifting from subsistence-level extraction of natural resources to profit-making incentives to safeguard those resources so that they are able to sustainably benefit from the resources. In 2008 through the end of the project, the field team will continue to follow a series of well-defined steps to encourage commercialization, with the added steps to engage firms, whether small or medium sized, more directly with their supplier-base vis-à-vis communities. The steps are:

1. identify existing or new natural products that have potential national and/or international market;
2. provide increased firm-level technical, marketing and innovative financing support to Malawi's Small and Medium Enterprises (SME) so that they are better able to conduct the "market-pull" of products from the nation's rural supply-bases and transform those same products through better processing, packaging and marketing to meet market demand, domestically and internationally.
3. continue to provide technical support to producers and processors in developing market linkage where necessary;

4. continue to assist producers in organizing themselves into groups to improve market access, gain economies of scale and add value to their products;
5. continue to increase producers' access to skills that will help them to increase their production volumes while improving quality;
6. continue to promote products to encourage more producers, processors and buyers to enter the market;
7. continue to facilitate innovative financing possibilities for production, processing, packaging, marketing or for the development of new, untested products, input supply chains, or business services provision

### **Sub-task 3.1.1: Identify clusters and complete sub-sector analyses for key natural products**

This sub-task is essentially complete. So far, COMPASS has identified and completed close to eighteen such analyses and assessments, out of which eight were subsector analyses focusing on: honey, wild mushroom, aquaculture, traditional-use plants, Ncheni (capture fisheries), baobab, guinea fowl, and dried fruits. Being mindful of the remaining timeframe combined with the realities of reduced funding, COMPASS will not consider further identification of any more clusters or natural products. That said, compelling cases bearing the promise and potential of contributing significantly to natural resources conservation via the expansion of livelihood options will be given consideration. One such case is the analysis of green or avoided deforestation credit opportunities vis-à-vis Malawi's standing forests, particularly the miombo woodlands' ability to sequester carbon and thereby contribute to credits convertible to revenue for rural households. Green credits as a natural resource-based product could potentially relate to income generation for those managing and living within and around such forests. There is however a strong need to better understand such green credit opportunities within the context of Malawi. Early during 2008, COMPASS could consider undertaking an analysis of the status and opportunities of green credits and funding to assess the viability for further development.

Continued dissemination of the Malawi Gold Standard Honey Production System will target at least additional trained extension agents in 2008, to reach the targeted total of 200, and they will be encouraged to each train an average of 40 beekeepers, resulting in 8,000 Gold Standard honey producers nationwide. Also, the Malawi Gold Standard Aquaculture Production System for pond farms, while ready for release since mid-2007, is awaiting the final clearance from the Department of Fisheries. Clearance and formal launching has been delayed for various reasons. COMPASS hopes to work with the Department to ensure its release so the nation's eager fisherfolks are better able enhance their household income.

#### **Sub-task 3.1.1. actions for period October 2007 – March 2009**

<b>ACTION</b>	<b>PERSON RESPONSIBLE</b>	<b>EXPECTED TIMELINE</b>	<b>RESOURCES REQUIRED</b>
<b>Fisheries sub-sector:</b> 1. <b>Release of Malawi Gold Standard pond aquaculture Production System training material</b>	<b>N. Moyo (Gold Std.), B. Sherchand, J. Dickinson</b>	<b>June to Dec</b>	<b>LTTA time</b>
<b>Wild and cultivated mushroom sub-sector:</b> 1. <b>Develop appropriate extension/training material for cultivated mushroom and disseminate</b> 2. <b>Link wild mushroom communities in Chikangawa to buyers in UK</b>	<b>S. Munthali, B Sherchand</b>	<b>Oct to Dec</b>	<b>LTTA time; STTA time</b>
<b>Green credits market characterization; possible sub-sector analysis</b>	<b>B. Sherchand</b>	<b>April to June</b>	<b>LTTA time; STTA time</b>

### **Sub-task 3.1.2: Organize national and regional natural products conferences**

Essential to the success of small-scale commercialization of natural resources products is the recruitment of a critical mass of producers, working to provide both the volume and the quality that the industry requires. National and regional trade fairs and conferences are useful for promoting well-established products, while the natural products industry in Malawi is still in early development stages. At this point in commercialization, it is more important to attract producers, processors, input suppliers, and others in

the value chains by organizing events at local level, where they can begin to make the business linkages required for sector growth. While several of these localized trade shows and fairs focusing on natural products were planned for FY 2007, due to financial constraints, they had to be postponed. Should the financial prognosis look better this year, we hope to launch a few of these in the country's regional centers to expose rural areas to new production as well as marketing possibilities. We expect such events will encourage producers while stimulating demand.

**Sub-task 3.1.2. Actions for period October 2007 – March 2009**

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
Organize national and regional natural resource-based products conference	B. Sherchand, S. Munthali, N. Moyo	July to Sept	LTTA time; ODC time; meetings; printing materials

**Sub-task 3.1.3: Promote sustainable business development services**

In order to achieve sustainability, business development services must be financially independent, which means they must attract sufficient clients by providing the services that small-scale businesses want at a price they can afford and in locations that they can access.

Building on the preliminary successes achieved with private beekeeping extension service providers for technical skills provision using the Malawi Gold Standard materials, COMPASS II will support private sector initiatives to provide business and financial management services to a similar client base through assistance to develop plans, training and facilitating linkages with potential client groups.

To initiate this concept, COMPASS II will partner with the Natural Resources College (NRC), Lilongwe, to develop a cadre of such service providers from amongst its agribusiness student base. NRC plans to soon place student interns in the 21 communities in Lilongwe focused on mushroom production. These interns will begin training the 21 communities in business skills and book-keeping in return for course-credit. This model establishes a platform to learn for both student and community, the value and necessity of business skills and book-keeping for example. Once this model is successful, COMPASS will share this approach with not only other similar colleges such as Bunda College but also with those Malawi Gold Standard service providers interested in combining additional services to their client base. The enterprise fund may address some of the start-up or working capital needs of viable service providers (see 3.3.2 below).

**Sub-task 3.1.3. Actions for period October 2007 – March 2009**

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
Facilitate linkage of service providers on training of business development and management with relevant organizations	B. Sherchand, N. Moyo	April to Dec	LTTA time; meetings

**Sub-task 3.1.4: Implement Small Grants Program**

This sub-task was combined with sub-task 3.3.2: “Explore and Promote Sustainable Financing Strategies” in 2006, to reflect both that sustainability guided the process of designing the financial risk-reduction products provided through the Natural Resource-Based Products Enterprise Fund, and that existing and new products are equally encouraged.

**Sub-task 3.1.5: Build Capacity for monitoring and sustainable harvesting**

This sub-task contributes to the community-level monitoring undertaken during adaptive implementation of natural resource management agreements, with specific focus on the resource harvest rates where applicable under an Agreement.

Information on harvesting and production levels and their variation from season to season is essential for both producers and for agencies tasked with regulating harvest. Producers need to know their production levels as a pre-requisite for a successful business. They need to be able to monitor changes in production volume to adapt their management regime to optimize profitability. Likewise, regulatory authorities need to be able to monitor harvest levels to ensure that off-take remains sustainable.

COMPASS has been investing in developing capacity among the sector agencies and district government to determine sustainable harvest rates, based on the reproductive capacity of a given resource. Progress has been very slow, given the extremely low base of knowledge among technical personnel, and absence of any incentive for regular monitoring of growth rates by government agencies. The monitoring burden shifts, then, to the groups of resource users and producers so they can verify to the government improved resource conditions.

As part of its efforts to encourage participatory monitoring and evaluation for adaptive management, COMPASS will continue to provide guidance to producer groups and associations on methodologies for monitoring production levels in relation to sustainable off-take levels and resource condition.

In October 2006, USAID/Malawi provided further impetus to fully implementing the tiered monitoring and evaluation structure. Beginning sometime in the 3<sup>rd</sup> or 4<sup>th</sup> quarter of 2007, the COMPASS II team was required to report on the changes in biophysical condition being experienced on hectares that are under improved natural resource management, and on hectares of biological significance which are under improved management.

Therefore, in 2008 and 2009, COMPASS will continue to work with the fisheries, forestry, wildlife, and environment sectors to support improvements to their monitoring systems, including district-level databases of customary forestland management agreements, participatory fisheries management areas under agreements, collaborative management areas in and around national protected areas, and so forth (see sub-task 1.2.3).

In order to report on changes in biophysical condition at village and landscape scales, reliable baseline information will be needed. Presently, WESM conducts regular annual game counts of wildlife—including birds—in many of the national parks and reserves, but little reliable information is available about populations of wildlife outside of these areas. The Dept. of Forestry has little if any information on the quality of forests—or even their true extent—within its forest reserves and virtually nothing is known about forests on customary land.

Water resource monitoring is expected to be one result of the Mulanje Mountain Community-Watershed Partnership Project co-financed by a USAID/Washington GDA with the Coca-Cola Company, USAID/Malawi (through COMPASS II), Southern Bottlers Ltd. (local Coca-Cola bottler), and a range of local organizations in Mulanje. Water is widely viewed as perhaps the most important environmental service and resource provided by the Mt. Mulanje ecosystem, and one of the reasons for the specific focus on TA Laston Njema for the MCWPP project.

During the remainder of the activity, COMPASS II will continue to disseminate information and guidelines on sustainable harvesting and resource-based monitoring. Training producers on methodologies will be carried out later in the year when resources permit.

**Sub-task 3.1.5: Actions for period October 2007 – March 2009**

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
Build and promote participatory monitoring of natural resource products	All	Ongoing	LTTA Time; ODC time

**TASK 3.2: IDENTIFY PRODUCTION AND HARVESTING OPPORTUNITIES FOR NEW NATURAL RESOURCE-BASED PRODUCTS AND ACTIVELY EXPLOIT ON A SUSTAINABLE BASIS**

The purpose of this task is to encourage expansion of the range of natural resource-based products on the markets in Malawi and perhaps externally. Several tactics are being used in order to accomplish this expansion of the natural resource-based product line. One is the specific parts of the Enterprise Fund design that target new products for pre-commercial refinement of the product or better definition of its market (e.g., through a feasibility analysis) or pilot commercialization for a product that is ready to be tested in the marketplace. These co-financing windows were widely advertised during the 2004-2007 period throughout eastern and southern Africa, to solicit ideas and investments from neighboring countries. However, due to reduction in available resources, COMPASS II will be downsizing considerably the size of the overall fund. This is covered in more detail under sub-task 3.3.3 below.

Four sub-tasks contribute to accomplishing this task: (1) to provide technical assistance in performing natural products inventories and train local service providers in inventory techniques, (2) to provide market analysis and other information to entrepreneurs and associations, (3) to create and support producer associations, and (4) to establish quality standards and control procedures.

**Sub-task 3.2.1: Provide technical assistance in performing natural products inventories and train local service providers on inventory techniques**

COMPASS is tasked to help identify products and their quantities while building capacity about the conduct of inventories. Although the focus of this task and its subtasks is new natural resource-based products, techniques for conducting inventories of well-established products such as fish, fruits, wild mushrooms, and most wood products are not widely known, even among technical extension staff. The NRBEs involved in producing these products also do not have the capability to assess their local resource bases, although participatory forest resource assessment training conducted during 2006 is helping to correct this deficiency (cf. Forestry Sector, page 9).

In the COMPASS II Performance Monitoring Plan, the contract target for this sub-task is to “provide technical assistance in performing natural products inventories in the targeted districts to identify those products that exist and in what quantities and train local service providers in natural products inventory techniques to ensure that local capacity will exist even after the end of the activity.”

By the end of 2007, several such inventories and suitability mapping had been successfully concluded, complete with training of several government department staff and members of the private sector in these techniques. Department of National Parks and Wildlife’s research and extension staff have been most active in learning and applying these techniques. During 2008, COMPASS does not plan on further continuing this subtask deeming it complete. However, should there be strong demand for additional training, COMPASS will consider responding to such needs, depending on availability of sufficient funds.

Under the MCWPP, technical assistance will be provided in TA Laston Njema on conducting water inventories in conjunction with district water authorities and local leaders.

**Sub-task 3.2.1. Actions for period October 2007 – March 2009**

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
Conduct water inventory in TA Njema areas of Mulanje	N.J. Mulenga, J. Dickinson	April to June	STTA time; LTTA Time

**Sub-task 3.2.2: Provide market analysis and other product information to entrepreneurs, associations and other potential investors**

In line with the strong belief that small-scale commercialization of natural products can only be successful if the products respond to the markets, COMPASS must help producers and processors/buyers access information about those markets into which they are selling. Under this sub-task, COMPASS identifies markets for products (concurrent with the screening process described above under 3.1.1), and gathering as much detail as can be determined regarding product specifications, quality, buyers, and other information.

During 2007, COMPASS focused on undertaking rapid assessments of value chains and market structures of potential products that had yet to be fully developed. As a result, a total of 18 such assessments had been carried by the end of FY 2007, surpassing the COMPASS Performance Monitoring Plan set target of seven. This year COMPASS will pay targeted attention to firming up production of selected products, and moving up the value chain to strengthen firm-level players through, among others, the provision of pertinent information and guidance. Business-focused products such as product profiles, market profiles, and investment profiles will take precedence over more market analyses, since many have already been completed and are available for further dissemination. These products will be made widely available to firm-level entities (businesses and investors for example) as well as producers through print, TV and radio broadcasts.

### Sub-task 3.2.2. Actions for period October 2007 – March 2009

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
Develop natural products profile for cultivated mushroom, dried fruits	S. Munthali, B. Sherchand	Jan to Dec	LTTA time
Develop investment profiles for cage fishing	B. Sherchand, S. Munthali	Jan to Dec	LTTA time

### Sub-task 3.2.3: Create and support producer associations

Another condition for successful commercialization of smallholder production is that producers work together as groups to gain economies of scale, to improve marketing, to facilitate access to finance and to add value to their products through processing or other activities. Working together also provides access to marketing muscle both for purchase of production inputs (e.g., feeds, fingerlings, hives, dryers) and for sales of marketable volumes at better farm-gate prices.

In early October 2006, the major processors in the honey industry decided to form an association called the Malawi Bee Products Council based on business principles, and to avoid the NGO project-driven mentality that led to dissolution of the former Beekeepers Association of Malawi. COMPASS will continue to work with these processors, exporters, service providers and producers through the newly forming Council. Additionally, in 2008, COMPASS will work with the Coffee Association of Malawi (CAMAL) to further strengthen their organization's ability to better respond to members' needs and market members' products. It is important that trade associations understand the needs of their members, while being clear about their own mandate. Depending on funding availability, COMPASS will also respond to CAMAL's request for assistance in improving their member services vis-à-vis processing, pricing and marketing their coffees. Another entrant into the COMPASS' list of partners is the Food Processors Association. This newly established association membership base includes several natural products companies, such as Nali Ltd., Satemwa Estates, and Unicorn Foods (which is interested in baobab as a flavoring agent). COMPASS is already working with Nali and has linked Unicorn with Tree Crops Ltd. for baobab powder. Time and funds permitting, these are some organizations, to which COMPASS could lend a hand through technical and marketing assistance as well as sharing of knowledge of differentiated markets so that more export businesses are strengthened to enable Malawi to increase her exports of natural resource-based products. And one way to increase exports is by raising the visibility of Malawi products and meeting buyers and brokers face-to-face and visiting them in-person; this is central to expanding export market share.

COMPASS will also continue to work directly with producers to assist them to form groups and associations. We will continue to provide training in the required skills for successful group operation and to encourage the development of producer group enterprises in the honey, mushroom, farmed fish and other sub-sectors so that they learn to benefit from for example bulking produce, reducing transaction costs and lowering risks.

### Sub-task 3.2.3: Actions for period October 2007 – March 2009

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
Facilitate strengthening and development of associations and producer group enterprises for improve consolidation, marketing and adding value	S. Munthali, N. Moyo, B. Sosola	Ongoing	LTTA time
Create an inventory of producer group already participating in natural resource based products	N. Moyo, S. Munthali	Ongoing	LTTA Time
Malawi Bee Products Council formalization support, EU entry Assistance, and industry awareness tours	B. Sherchand, S. Munthali	Ongoing	LTTA Time
CAMAL marketing and market expansion support (trade show participation; buyer linkage assistance, improved marketing support)	B. Sherchand	April to Sept	LTTA time; STTA time; ODC

#### **Sub-task 3.2.4: Establish standards and quality control procedures**

Although placed under the task for new natural resource-based products, standards and quality control procedures are required with ever more urgency among existing products such as honey, processed wild mushrooms, and fresh or processed fish products.

Successful commercialization of any natural products industry subsectors requires that agreed standards are in place to reassure consumers and to provide a baseline for product improvement. Grading products can likewise provide a basis for pricing the product and lead to product improvement as producers strive to meet the standards required for the highest grades with the highest prices. The honey processors have already undertaken to develop a grading system, to which all major association members will adhere.

While the other subsectors may also initiate such efforts, they are less organized and may require active encouragement to do so, as part of preparation for possible export of products. In addition, Fair Trade or organic certification could lead to more attractive margins for processors and producers alike. COMPASS will continue work with the natural products industry representatives and MBS to help develop products standards and criteria for grading a range of products. Once established, these will be communicated as widely as is practical.

The COMPASS II Performance Monitoring Plan established target for this sub-task was two. By the end of 2007, one national standard for honey and one grading system for beeswax specified by the industry had been developed. These grades and standards should be fully in place by the end of 2008.

FY 2008/09 will also support, funds and time permitting, at least one more national standard for a natural resource based product, such as fair trade certification for coffee, which has the promise of further enhancing a smallholder coffee producer's life.

#### **Sub-task 3.2.4: Actions for period October 2007 – March 2009**

<b>ACTION</b>	<b>PERSON RESPONSIBLE</b>	<b>EXPECTED TIMELINE</b>	<b>RESOURCES REQUIRED</b>
<ul style="list-style-type: none"><li>• Assist with development of Fairtrade coffee;</li><li>• Facilitate standards development for honey, wax, dried mangoes</li></ul>	S. Munthali, B. Sherchand TBD	Ongoing	LTTA Time
Initiate quality control procedures for honey, dried mangoes and wild mushroom pickers and processors to result in consistency of product for export	S. Munthali, N. Moyo, B. Sosola	Ongoing	LTTA Time
Continue to facilitate roll-out of Malawi Gold Standard quality control in honey	S. Munthali, N. Moyo	Ongoing	LTTA Time
Convene series of district-level workshops/training to service providers on quality control and adherence to product standards for market access and stability for honey	S. Munthali, N. Moyo, B. Sosola	Ongoing	LTTA Time

#### **TASK 3.3: DEVELOP AND STRENGTHEN PARTNERSHIPS BETWEEN COMMUNITIES AND THE PRIVATE SECTOR**

The purpose of this Task is to facilitate linkages between producers and buyers of natural resource-based products, with particular emphasis on preparing Malawian small-scale entrepreneurs for entry into formal domestic markets as well as in international markets. In a way, this Task consolidates and replicates the individual success of the Tasks above that concentrate on existing and new natural resource-base products. The basic strategy here is to facilitate and broker continued strengthening of linkages and business alliances between and among various parts of the value chains for different products based on mutual needs, whether it be firm to firm or firm to farmers group. Such linkages and alliances have direct impact on cost structures of industries and firms and are critical to competitive advantage and gaining greater market share.

Four sub-tasks are specified toward accomplishing this Task: (1) to broker partnerships, (2) to explore and promote sustainable financing strategies, (3) to increase understanding of the marketing chain among rural

households, and (4) to encourage innovative partnerships between communities, entrepreneurs, and one or more potential partners. The first and fourth sub-tasks were combined beginning 2007 since they are fundamentally the same activity.

### **Sub-task 3.3.1: Broker Partnerships**

This sub-task carries the mandate to “help link Malawian producers to international markets.” Low volumes and inconsistent quality of products still limit the ability to consider export potential for most products. The COMPASS team, therefore, is focusing first on improving the quality and quantity of products entering the local marketing chains. COMPASS then follows this up by linking producers with firms based on a technical, marketing or similar need. When alliances/partnerships such as these work properly, they provide mutual opportunity for the players to assist each other in improving their competitive advantage by fulfilling strategic needs. Identification of strategic needs is central to long term success of a firm or an industry. Successful partnerships and alliances can therefore be key to the formation or transformation of an entire industry.

Smallholder commercial producers need to be engaged as partners in the natural products industry, rather than simply as suppliers of raw material. Strong linkages between each level in the value chain will help all stakeholders by ensuring a good market to the producers and a reliable supply of good quality product for the buyers and processors.

COMPASS will work directly with producer groups, buyers and processors to assist with development of these linkages, through a variety of means.

In the project’s Performance Monitoring Plan, the target for this sub-task is to broker 500 producer/buyer sales contract agreements by 2009. The contract target, however, states simply that “success will be measured by the value in US dollars of natural products marketed by Malawian producers and local communities through these linkages.”

The target established for 2007 was exceeded by six, bringing the total to 167. However, 156 of the 167 sales agreements were signed and closed in 2007. The target for 2008/09 is to at least meet the contract target number of agreements negotiated and in place with proactive brokering support from COMPASS.

#### **Sub-task 3.3.1: Actions for period October 2007 – March 2009**

<b>ACTION</b>	<b>PERSON RESPONSIBLE</b>	<b>EXPECTED TIMELINE</b>	<b>RESOURCES REQUIRED</b>
<b>Continue brokering sales contracts between honey, dried mangoes, wild and cultivated mushroom, cage fish producers and buyers as well as input suppliers</b>	<b>B. Sherchand, S. Munthali TBD</b>	<b>Ongoing</b>	<b>LTTA time</b>
<b>Facilitate communications linkages and sales contracts between wild mushroom pickers and processors for export</b>	<b>S. Munthali, R. Bitu TBD</b>	<b>Ongoing</b>	<b>LTTA time</b>
<b>Create a data base for market linkages database operation</b>	<b>N. Moyo, A. Nganga</b>	<b>Ongoing</b>	<b>LTTA time</b>

### **Sub-task 3.3.2: Explore and promote sustainable financing strategies**

During 2005, COMPASS designed an innovative financing program to facilitate access to capital for natural resource-based enterprise start-ups without replicating the disadvantages of counter-productive grants. The final approved design of the Enterprise Fund is a combination of four financial products in two categories:

1. Loan financing to producers, processors, or traders of natural products through two loan products, capitalized at reduced risk to commercial banks and microfinance institutions
  - a. Microfinance loans of US\$ 2,500 or less to community-based enterprises, and
  - b. Investment loans of US\$ 5,000 to US\$ 50,000 to SME-scale natural products enterprises
2. Support for prospective producers of new natural products through co-financing to facilitate entry into the market
  - a. Pre-commercial feasibility analyses to finalize product specification, market analyses, etc., in amounts up to US\$ 50,000 each with at least 35% applicant co-financing; and

- b. Pilot commercialization of new products that are ready to be tested in the marketplace, in amounts up to US\$ 100,000 each with at least 50% applicant co-financing.

The intent of this design effort is that the banks may continue making loans to rural NRBEs once the viability of those enterprises has been demonstrated—effectively subsidizing the cost of lowering risk levels to the point that investing in NRBEs becomes attractive for the banks, while also subsidizing investors’ entry into production of new products that are not yet proven commercially viable.

For 2007, a new Annual Program Statement was issued, which provided an additional category for Innovations – to include co-financed capital costs of introducing new technologies to Malawi that can increase production capacity, efficiency, and profitability for new or existing processors or new or existing natural products. This new category also included provision of services to the natural products industry, whether technical services or business services, as long as the service design was innovative and likely to be sustainable beyond the co-financing support.

However with the current funding constraints, this window has slowed down considerably, with disbursements coming to a halt, at least during the first two quarters of the fiscal year. Should more funds be available, the window can be reopened to restart the program, following already established guidelines and principles.

That said, COMPASS is continuing to establish relationships with other financial institutions, catering more to the small-scale and micro-enterprises, such as Opportunity International Bank of Malawi (OIBM), SEDOM and the like. Given that a vast majority of smallholders require a small amount of loan, institutions such as OIBM and SEDOM are more appropriate for their needs. Additionally, COMPASS will continue to seek other innovative financing mechanisms such as partner pre-financing, along the lines of what the Mzuzu Coffee Planters Cooperative Union (formerly the Smallholder Coffee Farmer’s Trust) and Nali Ltd. have done during FY 2007 providing hives on loan to get beekeepers started. Beekeepers in turn will pay the loan from the honey they sell to the loan providers over a three year period.

**Sub-task 3.3.2: Actions for period October 2007 – March 2009**

ACTION	PERSON RESPONSIBLE	EXPECTED TIMELINE	RESOURCES REQUIRED
<b>Conduct financial promotion meetings to cage communities by linking them to OIBM, SEDOM, FINCA, MSB, NBS</b>	<b>B. Sherchand, S. Munthali TBD</b>	<b>March to Dec</b>	<b>LTTA time</b>
<b>Facilitate other innovative financing strategies</b>	<b>B. Sherchand, S. Munthali TBD</b>	<b>Ongoing</b>	<b>LTTA time</b>

**Sub-task 3.3.3: Increase understanding of the marketing chain among rural households**

Many rural producers and government or NGO support agencies have very limited understanding of how markets function, or of roles and functions of other elements in a value chain. This is evident in common complaints about “unscrupulous middle-men” who “rip-off” farmers with farm-gate prices that are less than retail prices in shops. The assumption seems to be that these middle-men are making huge profits. Clearly, transport costs, packaging, marketing, losses from poor quality and spoilage, and the need for each member of a value chain (including the retailer) to make a fair profit are not widely understood as parts of an overall value chain that requires such mid-level players to function efficiently. This is not to dismiss the possibility that some consolidators or processors are making proportionately large margins. Establishing trust in the relationship between producers and buyers is fundamental if the business partnership is to work. Part of establishing trust rests on more widespread knowledge of the value chains. Many small-scale producers are unaware of the cost involved in transforming raw materials to marketable product on a supermarket shelf. Equally, a better understanding of the value chain will enable small-scale producers to better ensure that they *are* being paid a fair price for their product. Increased transparency in pricing will also support this objective (see sub-task 3.2.2 above).

COMPASS is using a variety of media and materials to proactively increase the levels of understanding among rural households about the market functions of all parts of a value chain. An equally important set of audiences for these messages are the policy makers, opinion leaders, journalists, and others who promote heavily subsidized solutions to “business development.” Increased emphasis will be made in 2008/09 toward addressing this segment of the public audience, to strengthen and support government efforts to achieve economic growth. This sub-task is linked strongly to both 3.1.3 (decentralized business service provision) and 2.3.2 (public awareness campaigns).

In the COMPASS II Performance Monitoring Plan, no specific target for this sub-task was specified. The contract, however, states that COMPASS must “help rural households and others in the marketing chain gain a greater understanding of the quality demand of the global marketplace and position themselves to better respond to profit opportunities in CBNRM products.”

The target proposed for 2008/09 is that at least 50 accredited business service providers have undergone training on market functionalities, at least five study tours or exchange visits, and radio drama programs that enable participants and listeners to understand each players role in ensuring successful value chain functionality.

**Sub-task 3.3.3: Actions for period October 2007 – March 2009**

<b>ACTION</b>	<b>PERSON RESPONSIBLE</b>	<b>EXPECTED TIMELINE</b>	<b>RESOURCES REQUIRED</b>
Conduct assessment of all market analysis conducted in fish, honey, baobab, etc	S. Munthali, A. Nganga	April to Dec	LTTA time
Create an inventory of communities involved and participating in project activities	N. Moyo, A. Nganga	April to Sept	LTTA time
Disseminate results of market demand analyses in local languages through print and broadcast media	N. Moyo, B. Sosola	April to Sept	LTTA time
Develop and produce radio drama, comics, or other materials that deliver market and value chain messages appropriately to various audiences (e.g., Chiefs, NGOs, MPs, entrepreneurs, other project staff)	S. Munthali, P. Munthali, N. Moyo	April to Dec	LTTA time
Conduct study tours and exchange visits by small scale producers to increase their understanding of market chain and requirements for market functions	S. Munthali, N. Moyo, B. Sosola	April to Dec	LTTA time

**Sub-task 3.3.4: Encourage innovative partnerships among stakeholders**

This subtask has been combined with sub-task 3.3.1

# **ANNEX A: 2008/09 ANNUAL WORK PLAN PERFORMANCE MONITORING TABLE**



**Table4: 2008/09 Annual Work Plan Performance Monitoring Table—results modules, tasks and sub-tasks, indicators**

WORK PLAN TASK	SUB-TASK	PERFORMANCE INDICATOR	TEAM MEMBER(S) RESPONSIBLE	EXPECTED COMPLETION DATE
<b>Results Module #1: More Decentralized Management of Natural Resources in Malawi</b>				
Task 1.1. <i>Promote greater decentralization of key natural resource decision-making</i>	Develop guidelines for community management of natural resources	Guidelines completed and disseminated in 15 districts on methodologies for community and producer group institutional development in all NR sectors	Asst. Decentralization Specialist <sup>10</sup> <i>NRM Decentralization Specialist</i>	Complete
	Promote devolution of authority to approve natural resource management agreements	Management plans / agreements for at least 250 communities endorsed by district executives in at least 10 districts	NRM Decentralization Specialist <i>Asst. Decentralization Specialist</i>	Complete
	Facilitate natural resource agreements between communities and district authorities	400 agreements approved and being implemented by end of 2008	NRM Decentralization Specialist <i>Asst. Decentralization Specialist</i> <i>Protected Areas Extn. Officer</i>	Ongoing through 2008/2009 for total target of 500 agreements
	Support efforts to harmonize sector legislation with decentralization policy	Draft revisions (if appropriate) of Fisheries Conservation and Management Act and Forestry Act  Procedural guidelines for sectors completed	NRM Decentralization Specialist <i>Asst. Decentralization Specialist</i>	Complete
Task 1.2. <i>Increase district-level capacity to support CBNRM</i>	Build awareness of the opportunities for community-based management of natural resources	[original contract target reached] Level of demand for extension services demonstrably increased	Asst. Decentralization Specialist <i>NRM Decentralization Specialist</i> <i>Reg NRBE Development Specialist</i> <i>Protected Areas Extn. Officer</i>	Ongoing throughout 2008/09 with drama
	Build district capacity to support and deliver natural resources management services	At least 10 target districts have capacity to support CBNRM with quality services; and  At least 50 private service providers operating in support of natural products enterprises  Mulanje CWPP forestry extension support provided	NRM Decentralization Specialist <i>Asst. Decentralization Specialist</i> <i>Protected Areas Extn. Officer</i>	Complete Mulanje CWPP: Q3

<sup>10</sup> Team Member Responsible in **bold** text = primary responsibility; team member in *italics* text = secondary responsibility in declining order of accountability for results

WORK PLAN TASK	SUB-TASK	PERFORMANCE INDICATOR	TEAM MEMBER(S) RESPONSIBLE	EXPECTED COMPLETION DATE
	Build a database of CBNRM Best Practice sites	At least 10 target districts have capability to collect, manage, and analyze data on natural resources distribution and utilization	NRM Decentralization Specialist <i>CBNRM Training Specialist</i>	Complete by end of FY 2008/09
Task 1.3. <i>Improve CBNRM stakeholder coordination</i>	Strengthen national coordinating bodies	National organization of honey industry established & operating on sustainable funding basis	CBNRM Training Specialist	Provide technical support to the National CBNRM Forum on demand
	Strengthen district coordinating bodies	At least 6 districts have demonstrably improved coordination across sectors	Asst. Decentralization Specialist <i>NRM Decentralization Specialist</i>	Ongoing throughout 2008/09
	Strengthen local coordinating bodies	500 people exposed to small-scale commercialization of natural products through exchange visits  Mulanje CWPP support to increased water supply and water user associations	Asst. Decentralization Specialist <i>CBNRM Training Specialist Regional Training Specialist Community Extension Officer CWPP Coordinator</i>	Ongoing throughout 2008/09
<b>Results Module #2: Enhanced Community Capacity for Managing Natural Resources in a Sustainable Manner</b>				
Task 2.1. <i>Increase capacity for natural resources management at the community level</i>	Train community representatives participating in VNRMCs and BVCs	At least 150 committees (100 VNRMCs/forest stakeholders; and 100 BVCs/RVCs/fisheries stakeholders) in 6 target districts have skills to regulate resource access and use  Small-scale commercialization skills demonstrated by community members  At least 27 water user groups in T/A Njema, Mulanje CWPP	CBNRM Training Specialist Regional Training Specialist <i>NRBE Development Specialist Reg NRBE Development Specialist Community Extension Officer Protected Area Extension Officer CWPP Coordinator</i>	Ongoing throughout 2008/09 Producer groups TNA: Q3 Cage culture final design: Q4 Mulanje CWPP: Q4
Task 2.2. <i>Strengthen the capacity of CBNRM service providers</i>	Promote participation of qualified local firms and organizations	High-quality technical and business extension services available in at least 6 districts Award 3 sub-agreements CWPP	CBNRM Training Specialist Regional Training Specialist <i>Reg NRBE Development Specialist NRBE Development Specialist CWPP Coordinator</i>	Ongoing throughout 2008/09 BDS database update: Q1 Business linkages design: Q2 Mulanje CWPP: Q3

WORK PLAN TASK	SUB-TASK	PERFORMANCE INDICATOR	TEAM MEMBER(S) RESPONSIBLE	EXPECTED COMPLETION DATE
	Strengthen and support local NGOs	At least 6 districts have high-quality business development training available to producers Mulanje CWPP partners strengthened	CBNRM Training Specialist Regional Training Specialist <i>Protected Areas Extn. Officer</i> <i>Asst. Decentralization Specialist</i> <i>NRBE Development Specialist</i> <i>CWPP Coordinator</i>	Ongoing throughout 2008/09 BDS training orgs.: Q3 Mulanje CWPP: Q4
Task 2.3. <i>Increase public awareness and understanding of CBNRM roles and opportunities</i>	Expand the environmental education program through school clubs	Assess effectiveness of current environmental education efforts and complete an action plan	WESM	2 <sup>nd</sup> quarter 2008
	Develop a public relations outreach program in TV and radio for Malawi	10,000 copies distributed of <i>Nantchengwa</i> per issue One hour NRM/conservation programming per month on TV	WESM ( <i>Nantchengwa</i> ) <i>Asst. Decentralization Specialist</i> <i>NRM Decentralization Specialist</i>	Ongoing throughout 2008/09
	Establish a website for Malawi environment and CBNRM activities	COMPASS II website online (with portal for variable content)	<i>NRM Decentralization Specialist</i> <i>IT Officer / Data Manager</i> <i>NRBE Development Specialist</i>	COMPASS II site: Q3
Task 2.4. <i>Strengthen knowledge and accountability of Traditional Authorities and related officials in CBNRM</i>	Train Traditional Authorities in CBNRM	Traditional leaders demonstrably supporting commercialization of natural products in 10 districts Mulanje CWPP in T/A Njema	CBNRM Training Specialist Regional Training Specialist <i>entire COMPASS II team</i> <i>CWPP Coordinator</i>	Ongoing throughout 2008/09 Mulanje CWPP: Q3
	Host the annual Traditional Authority conference	<i>Recommended for removal from Work Plan (objective met by ongoing field integration of traditional leaders)</i>	n/a	n/a
<b>Results Module #3: Increased Sales of Natural Resource-Based Products by Households</b>				
Task 3.1. <i>Enhance market access by entrepreneurs, households, and community groups that produce natural products</i>	Identify clusters and complete sub-sector analyses for key natural products	8 subsector analyses completed; 1 more subsector analysis on Green Credits conducted; Small-scale commercialization underway in at least 4 districts	NRBE Development Specialist Reg NRBE Development Specialist <i>Other team members as needed for specific products (Moyo, Sosola, Dickinson, Bitá etc.)</i>	Ongoing throughout 2008/09 Market screening: Q3 Aquaculture Gold Standard: Q3 Honey commercialization: Q1-Q4 Cage aquaculture: Q1-Q4

WORK PLAN TASK	SUB-TASK	PERFORMANCE INDICATOR	TEAM MEMBER(S) RESPONSIBLE	EXPECTED COMPLETION DATE
	Organize national and regional natural product conferences	Local natural products conference or similar event held	NRBE Development Specialist Reg NRBE Development Specialist <i>Sr. NRBE Specialist (COP)</i> <i>Community Extension Officer</i>	A regional or national conference on natural products held: Q4 or Q5
	Promote sustainable business development services	Developed and introduced a BDS service mechanism to link BDS providers with in at least 6 districts serving producer group enterprises	Reg NRBE Development Specialist NRBE Development Specialist <i>Other team members as needed (Moyo, Sosola, Munthali)</i>	Ongoing throughout 2008/09
	Implement small grants program	<i>Combined with sub-task 3.3.2 in 2005 approved Work Plan</i>	n/a	n/a
	Build capacity for monitoring and sustainable harvesting	Continued to support and train producers and producer organizations in better monitoring and sustainable harvesting in at least 6 districts	Sr. NRBE Specialist (COP) <i>Reg NRBE Development Specialist</i> <i>Monitoring &amp; Evaluation Specialist</i> <i>WESM (wildlife counts)</i>	Ongoing throughout 2008/09
3.2. <i>Identify production and harvesting opportunities for new natural resource-based products and actively exploit them on a sustainable basis</i>	Provide technical assistance in performing natural products inventories and train local service providers on inventory techniques	Inventories conducted for 10 marketable natural products; Local service providers trained through joint inventory conduct Mulanje CWPP hydro surveys	Community Extension Officer <i>NRBE Development Specialist</i> <i>Protected Areas Extn. Officer</i> <i>Reg NRBE Development Specialist</i> <i>CWPP Coordinator</i> <i>Sr. Water Hydrologist (STTA)</i>	COMPLETE for natural products; Mulanje CWPP: Q3
	Provide market analysis and other product information to entrepreneurs, associations and other potential investors	Market assessments and surveys successfully conducted for 17 NR-based products and Results of analyses disseminated.	NRBE Development Specialist Reg NRBE Development Specialist Community Extension Officer	COMPLETE
	Create and support producer associations	16 producer/ processors associations created and 249 PGEs/clubs supported. Continue supporting PGEs/Clubs	NRBE Development Specialist Reg NRBE Development Specialist <i>Community Extension Officer</i> <i>NRM Decentralization Specialist</i> <i>Asst. Decentralization Specialist</i>	Ongoing throughout 2008/09

WORK PLAN TASK	SUB-TASK	PERFORMANCE INDICATOR	TEAM MEMBER(S) RESPONSIBLE	EXPECTED COMPLETION DATE
	Establish standards and quality control procedures	Established one quality control procedures / standards and grading system for at least one natural resource-based product.	Reg NRBE Development Specialist NRBE Development Specialist <i>Public Awareness Specialist</i> <i>Community Extension Officer</i> <i>Regional Training Specialist</i>	Identification and process begin: Q3 – Q4.
<b>3.3. <i>Develop and strengthen partnerships between communities and the private sector</i></b>	Broker partnerships	Producers of at least 4 NR-based products in 15 target districts negotiated 335 sales contracts	Reg NRBE Development Specialist NRBE Development Specialist <i>Enterprise Fund Manager</i>	Ongoing throughout 2008/09
	Explore and promote sustainable financing strategies	Access to start-up or working capital does not constrain business-oriented NRBEs  \$350,00 in grants facilitated and awarded to at least 32 different entities	Sr. NRBE Specialist (COP) Enterprise Fund Review Panel	Ongoing throughout 2008/09
	Increase understanding of the marketing chain among rural households	Continue working on increasing and improving understanding of marketing chain among rural Households.	Reg NRBE Development Specialist <i>Community Extension Officer</i> <i>NRBE Development Specialist</i> <i>CBNRM Training Specialist</i> <i>Asst. Decentralization Specialist</i>	Ongoing throughout 2008/09 Business training: start Q1-Q4 Study tours: beginning Q3-Q4 Radio drama: beginning Q3-Q4
	Encourage innovative partnerships between communities, entrepreneurs, and one or more potential partner(s)	<i>Recommended to combine with 3.3.1 in this and subsequent Work Plans – objectives and methodology of achieving are virtually identical</i>	n/a	n/a



# **ANNEX B: COMPASS II PUBLICATIONS**



SERIES / No.	TITLE	AUTHOR(S)	No. PAGES	PUBLICATION DATE
<b>CBNRM Occasional Paper series</b>				
#1	COMPASS Development Pathways	Watson, A. (with R. Godwin)	35	September 2004
#2	Community Resources Mapping: land-use mapping for the people, by the people	Bouvier, R.; Bouvier, I. and Kafakalawa, W.	37	October 2004
#3	Decentralisation and CBNRM: framework for a review of progress, challenges and opportunities	Seymour, T.	44	November 2004
#4	Decentralisation and Fisheries: a review of progress, challenges and opportunities for CBNRM in the fisheries sector	Seymour, T.	41	March 2005
#5	Communities Building Upon What They Do Best: an appreciative inquiry approach to community-based natural resources management	Svensden, D. and Moyo, N.	51	April 2005
#6	Introduction to Appreciative Inquiry: a manual for training community development facilitators	Svensden, D.; Msukwa, C, and Moyo, N.	137	June 2005
#7	Report on the 2006 Natural and Organic Products Expo-East, Baltimore	Sherchand, B	13	April 2005
#8	Decentralisation and Forestry: a review of progress, challenges and opportunities for CBNRM in the forestry sector	Anton, A. and Chimzukila, N.	50	May 2005
#9	Valuing the Resources of Mulanje Mountain: study design	Hecht, J.	41	July 2005
#10	Addressing the Business Service Needs for Rural Natural Resources-Based Enterprises in Malawi	Foan, L.; Kahatano, D.; Mohane, H. and Grant, W.	86	July 2005
#11	Directory of CBNRM and NRBE Service Providers: first edition	Namale, B.	49	August 2005
#12	Preliminary Assessment of the Resource Base of <i>Jateorhiza</i> species (Calumba root) in Malawi	Kambewankako, Y.E.	65	October 2005
#13	Analysis of Biodiversity Threats and Opportunities in Malawi: phase 1 – assessment of current status	Millington, S.J. and Kaferawanthu, M.	58	November 2005
#14	Valuing the Resources of Mulanje Mountain: current and projected use under alternate management scenarios	Hecht, J.	43	April 2006
#15	Biodiversity Assessment for Malawi: analysis of threat and opportunities	Millington, S.J. and Kaferawanthu, M.	67	April 2006
#16	Enhancing Economic Opportunities: promoting business linkages, partnerships, and multiplier effects for communities in the honey, mushroom and aquaculture sectors in Malawi	Sherchand, B.	61	May 2006

SERIES / No.	TITLE	AUTHOR(S)	No. PAGES	PUBLICATION DATE
<b>Technical Reports</b>				
	CBNRM Situational Analysis at District and Community Level: Part 1 – results, analysis, discussion and recommendations	Mauambeta, D. and Chadza, W.	36	September 2004
	Situation Analysis and Gender Mainstreaming Action Plan: module II enhanced community capacity for management of natural resources in a sustainable manner	Omambia, D.	31	September 2004
	COMPASS II HIV/AIDS Integration Plan	Irwin, B.	27	September 2004
	CBNRM Situational Analysis at District and Community Level: Part 2 – the districts	Mauambeta, D. and Chadza, W.	78	October 2004
	Honey Subsector: initial report	Pratt, J.; Munthali, S. and Agar, J.	50	February 2005
	Doing Well by Doing Good – Promoting Increased Income for Men and Women Through conservation of Malawi's Natural Resources: analysis and proposed actions concerning gender mainstreaming and enterprise development in COMPASS II	Blumberg, R.L.	76	March 2005
	Communications Strategy for Malawi Department of Fisheries	Simon, J.	29	May 2005
	Northern Capture Fishery Subsector Analysis: line fishery for <i>ncheni</i> at Nkhata Bay	Seymour, T.; Munthali, S.; Saiti, D. and Agar, J.	47	May 2005
	The Nkhotakota Lake Fishery: a strategy for participatory fisheries management, institutional development and development of the offshore fishery	Seymour, T.	51	January 2006
	Nyika-Vwaza Preliminary Situation Analysis Report	Sichinga, K.	60	March 2006
	Malawi Gold Standard Beekeeping Trainer's Guide (includes set of 7 DVDs in Chichewa)	Chadza, W.; Banda, A. and Mweso, J. (illustrated by R. Mwale; video by P. Mphaka and E. Neudel)	61	July 2006
	Malawi Gold Standard Beekeeper's Handbook (English or Chichewa)	Simon, L.; Banda, A. and Mweso, J. (illustrated by R. Mwale)	91	July 2006
	Malawi Gold Standard Beekeeping Business Management Plan	Johnson, T.; Neudel, E.; Simon, L.; Simon, J. and Namale, B. (illustrated by R. Mwale)	29	August 2006
	Measuring Your Own Progress: participatory monitoring and evaluation for adaptive management – revised 2 <sup>nd</sup> edition manual for facilitators	Mpezeni, M.	59	September 2006
	Malawi Gold Standard Fish Farming Trainer's Guide – <i>Pond Aquaculture</i> (includes set of 6 DVDs in Chichewa)	Jamu, D.; Kambewa, P.; Kaluwa, B.; Nagoli, J.; Unyolo, S.; Nkhonjera, W.; Chirwa, B.; Nikoloma, F. and Hunga, H. (illustrated by R. Mwale; edited by L. Simon & T. Johnson; video by P. Mphaka)	55	March 2007

SERIES / No.	TITLE	AUTHOR(S)	No. PAGES	PUBLICATION DATE
	Malawi Gold Standard Fish Farmer's Handbook – <i>Pond Aquaculture</i> (English or Chichewa)	Simon, L.; Nagoli, J. and Unyolo, S. (illustrated by R. Mwale)	60	March 2007
	Malawi Gold Standard Fish Farming Business Management Plan – <i>Pond Aquaculture</i>	Namale, B.; Simon, L. and Johnson, T. (illustrated by R. Mwale)	31	March 2007
	<i>Chuma Chobisika</i> (Hidden Treasure) Natural Resource Enterprise Broadcasts – Report of a National Survey on Listenership and Effectiveness	Sichinga, K.; Manda, L.; Sosola, B. and Johnson, T.	30	April 2007
	Charcoal – The Reality: A study of charcoal consumption, trade and production in Malawi	Kambewa, P.S., Mataya, B.F., Sichinga, W.K. and Johnson, T.R.	72	July 2007
<b>Contract Deliverables</b>				
	Annual Work Plan: 2004–2005	Johnson, T.	68	May 2004
	Getting Past Tick-Boxes: gender mainstreaming plan for COMPASS II	Luché-Thayer, J.; Omambia, D. and Blumberg, R.L.	52	September 2004
	Annual Work Plan: 2005	Johnson, T. et al.	96	October 2004
	Annual Progress Report—2004	Johnson, T. et al.	31	November 2004
	Quarterly Progress Report: 1 <sup>st</sup> quarter 2005 (01 October—31 December 2004)	Johnson, T. et al.	73	January 2005
	Quarterly Progress Report: 2 <sup>nd</sup> quarter 2005 (01 January—31 March 2005)	Johnson, T. et al.	71	April 2005
	Quarterly Progress Report: 3 <sup>rd</sup> quarter 2005 (01 April—30 June 2005)	Johnson, T. et al.	74	July 2005
	COMPASS II Monitoring & Evaluation Plan	Sambo; E.Y.; Wilson, J.; Flaming, L. and Sichinga, K.	72	August 2005
	Annual Progress Report—2005	Johnson, T. et al.	40	October 2005
	Annual Work Plan: 2006	Johnson, T. et al.	68	October 2005
	Quarterly Progress Report: 1 <sup>st</sup> quarter 2006 (01 October—31 December 2005)	Johnson, T. et al.	77	January 2006
	Quarterly Progress Report: 2 <sup>nd</sup> quarter 2006 (01 January—31 March 2006)	Johnson, T. et al.	83	April 2006
	Quarterly Progress Report: 3 <sup>rd</sup> quarter 2006 (01 April—30 June 2006)	Dickinson, J. et al.	91	July 2005
	Annual Progress Report—2006	Johnson, T. et al.	50	October 2006
	Annual Work Plan: 2007	Johnson, T. et al.	71	October 2006
	Quarterly Progress Report: 1 <sup>st</sup> quarter 2007 (01 October—31 December 2006)	Johnson, T. et al.	98	January 2007

<b>SERIES / No.</b>	<b>TITLE</b>	<b>AUTHOR(S)</b>	<b>No. PAGES</b>	<b>PUBLICATION DATE</b>
	Quarterly Progress Report: 2 <sup>nd</sup> quarter 2007 (01 January—31 March 2007)	Johnson, T. et al.	90	April 2007
	Quarterly Progress Report: 3 <sup>rd</sup> quarter 2007 (01 April—30 June 2007)	Johnson, T. et al.	91	July 2007
	Annual Progress Report - 2007	Dickinson, J. et al	52	October 2007
	Annual Work Plan – 2008/09	Dickinson, J. et al		
	Quarterly Progress Report: 1 <sup>st</sup> quarter 2008 (01 October-31 December 2007)	Dickinson, J. et al		
<b>Workshop Proceedings</b>				
	National CBNRM Stakeholders Consultation: proceedings of a workshop held 22-23 September 2004 in Blantyre	N. Moyo and T. Chitaukali (eds.)	31	October 2004
	Regional CBNRM Stakeholders Consultation – Part 1 Southern Region: proceedings of a workshop held 09-10 November 2004 in Zomba	P. Munthali (ed.)	24	December 2004
	Regional CBNRM Stakeholders Consultation – Part 2 Southern Region: proceedings of a workshop held 11-12 November 2004 in Zomba	N. Moyo and T. Chitaukali (eds.)	22	December 2004
	Regional CBNRM Stakeholders Consultation – Central Region: proceedings of a workshop held 16-17 November 2004 in Lilongwe	N. Moyo and T. Chitaukali (eds.)	15	December 2004
	Regional CBNRM Stakeholders Consultation – Northern Region: proceedings of a workshop held 23-24 November 2004 in Mzuzu	N. Moyo and T. Chitaukali (eds.)	26	December 2004
	Traditional Authorities Conference on Community-Based Natural Resource Management: proceedings of a conference held 19-20 October 2005 in Lilongwe	N. Moyo (ed.)	40	January 2006
<b>Internal Reports</b>				
	Software Application Training Manual for COMPASS II	Campbell, M.	20	September 2004
	Internet Mapping: user's guide to the COMPASS II interactive mapping application	Bouvier, I.	19	December 2004
	COMPASS II Natural Resource-Based Products Venture Fund Design	Humpal, D. and Namale, B.	37	December 2004
	Report on Training of the COMPASS II Public Awareness Team	Simon, L.	23	August 2005