



COMMUNITY TOURISM AND ENTERPRISE TRAINING MANUAL

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Community
Partnerships for
Sustainable
Resource
Management in
Malawi

Community Tourism and Enterprise Training Manual

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ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CBO	Community-based Organization
COMPASS	Community Partnerships for Sustainable Resource Management
DAI	Development Alternatives, Incorporated
DMA	Development Management Associates
DNPW	Department of National Parks & Wildlife
GVH	Group Village Headman
LSPA	Lower Shire Protected Areas
MASAF	Malawi Social Action Fund
MEET	Malawi Environmental Endowment Trust
NGO	Non-Governmental Organization
PA	Protected Areas
SWOT	Strengths, Weaknesses, Opportunities, Threats
TA	Traditional Authority
USAID	United States Agency for International Development
VH	Village Headman
VSO	Voluntary Service Overseas

COMMUNITY TOURISM AND ENTERPRISE TRAINING MANUAL

INTRODUCTION

Rationale

The conservation and management of natural resources is vital in a country where there is constant pressure from a rapidly expanding population with increasing needs for agricultural land. In Malawi, where there are strong traditions of natural resource use, legal permits are given for sustainable utilization of natural resources in Protected Areas (PAs).

Although the PAs in Malawi have been established for a number of decades, they use what were traditionally communal lands, and in some cases communities were moved in the past so that boundaries could be drawn. So the Department of National Parks and Wildlife (DNPW) and the World Bank Protected Areas Project seek to involve communities as partners in the conservation and management of PA natural resources. A command and control system has not proved a strong management option, but the form of cooperation implicit in the permit system can be extended to increase benefits to both the community and to the forces of conservation.

It has been demonstrated many times in other African countries that the best way to ensure the goodwill and support of local communities for conservation management is to re-establish use rights, which in turn will encourage a feeling of ownership. This is done by involving community representatives in co-management activities and by encouraging enterprises aimed at improving economic conditions in adjoining communities through the use of renewable natural resources.

Tourism assists this thrust, as it offers the opportunity to establish enterprises based on the simple physical presence of natural assets, public goods such as scenery and clean air. These attractions may be further enhanced by the addition of local craft and culture.

The Manual

The Manual has been prepared initially to support the World Bank Project in the Lower Shire area of Malawi, which seeks to improve the economic viability of the PAs through incorporating adjoining communities in their management and use. It is intended for use by the Extension Section in the DNPW, and assumes a *status quo* similar to that met in the Lower Shire area in 2001:

- that each target community has already taken the necessary steps to establish a legal entity, to elect an interim Board and to draft and register a Constitution.
- that the individual Community Based Organisations (CBOs) will base their enterprise planning as far as possible on the use of natural resources and will aim to look at ways of earning extra income by attracting tourists into their community areas
- that the government agency (DNPW), the district authorities (the District Assemblies of Chikwawa, Mwanza and Nsanje), and the traditional authorities (as represented in the soon to be registered Lower Shire Natural Resource Management Association) support CBO aims and their objectives for participating in protected area co-management

- that DNPW Extension staff acting as Community Advisors have experience and regular contact with the communities concerned, good understanding of local conditions, culture, and issues, and an established rapport with the local traditional authorities, elders, and all persons involved in the CBO.

It also assumes that the Department of Tourism will carry out its present aim to increase Malawi's share of the African tourist market, and that the number of tourists to Africa will continue to increase. Prior to the events of September 2001 tourism was acknowledged to be the fastest growth industry worldwide, and this trend can be expected to continue. Provided that Malawi can increase its low share of the African tourism market, and that the Lower Shire can increase its share of the Malawi tourism market, it should be possible to attract visitors, both local and foreign, who will expand their itinerary from simply visiting the protected areas to sampling the attractions of the adjoining community areas.

The initial targets of this Manual are the Community Trusts recently facilitated in 2001-2002 in the Lower Shire area by the Extension Section personnel of the DNPW. It is intended to complement the Enterprise Development Toolkit for Community Based Organisations and Financial Training Manual already developed for the Extension Section of the DNPW by the Project's Advisor.

This Manual was developed through field use and testing during workshops held in Lengwe National Park and in six (6) target communities in the Lower Shire adjacent to Mwabvi Wildlife Reserve, Lengwe National Park and Majete Wildlife Reserve.

It was commissioned by the Community Partnership for Sustainable Resource Management project (COMPASS) in Malawi in support of its programme to encourage the use of Natural Resources for increasing livelihood opportunities in rural and disadvantaged communities. COMPASS is implemented by Development Alternatives, Inc. (DAI) and Development Management Associates (DMA) and funded through the United States Agency for International Development (USAID).

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COMMUNITY TOURISM AND ENTERPRISE TRAINING

KEY CONCEPTS OF THE MANUAL

The use of natural resources and tourism can provide important opportunities for community enterprise to fulfil the following goals:

- **Enhanced conservation of Protected Areas through knowledge and understanding and through increased economic benefits to local communities resulting from the Protected Areas**
- **Increased capacity of communities for co-management of natural resources**
- **Alleviation of rural poverty through the growth of small community enterprises**
- **Sustainable use of natural resources to build community enterprise**
- **Community advocacy, and capacity building through self management**
- **Accountability**

NATURAL RESOURCE AND TOURISM BASED ENTERPRISE TRAINING

A: ROLE OF A COMMUNITY ADVISOR

The role of the Extension Section personnel is that of guide and advisor. The community is provided with information and guidance to aid the institutional development process and is supported by well-informed advice to help toward reaching the best decisions.

VALUABLE GUIDANCE CAN BE GIVEN THROUGH:

Understanding the concepts behind the training programme

- Better conservation of Protected Areas will benefit communities who are using natural resources from those Protected Areas.
- Rural poverty can be reduced through the growth of small community enterprises.
- Sustainable use of natural resources can help to build community enterprise.
- Involvement in a community enterprise can give the community better skills and increased capacity to speak out for itself (advocacy) and for self-management.
- Community enterprise needs full accountability and transparency.
- As the community learns management through running the Trust and through managing its own enterprises it will be better able to take part in co-management of the natural resources.
- Training and knowledge are a form of capital asset, which can benefit the individual and the whole community.

Helping the community to finding ideas for enterprises by

- Discussing what natural resources are available nearby, especially in the Park or Reserve.
- Giving examples how these resources can be used as the basis for business enterprise, and how this is done in other areas.
- Encouraging the community to develop their own ideas.
- Being patient in the use of repetition to make sure that everything is understood by everyone involved.

Strengthening the capacity of the community to carry out projects

- Allow the Trust Board in each community to run the meetings.
- Encourage the community to examine every suggestion made in meetings. In the beginning none is more important than any other, and even very odd suggestions may turn out to be very useful when they have been looked at from all angles.
- Encourage the Trust Board to be open and transparent in all their dealings, to discuss everything with the whole community outside Board meetings without keeping secrets, and to keep in contact with traditional and government authorities and other key persons in the community, so that they are not working in isolation.

- Make sure that the Advisor from the Extension Section also acts in an open, honest and transparent manner with the community members.
- Leave the impression that the community has chosen its own ideas and will develop them through its own efforts
- Leave the certainty that the community led by the Trust Board must develop its own projects. The Advisors are simply there to advise and not to do the work of the Trust. They can provide some assistance if it is requested but only to a limited extent.
- There is a tradition of self-help and community cooperation (e.g. in road clearing) that will help the projects.

Obtaining funding

- Do not leave the community with the impression that funding is easy to obtain. The existence of the Trust will make it easier to channel funding into the community, but it may still be difficult, and is not automatic.
- The community cannot sit back and wait for funding to arrive. The Board has to begin taking positive steps. Funding agencies will not look for them. They must go to look for the funds.
- When funding is available it will not ever cover everything. Meanwhile, money is needed for small things like sending letters, making phone calls, and bus fares. The Trust Board must consider every way to raise some money for present expenses, even if it means asking members for small contributions.
- The community must not be led to believe that DNPW will find a funding source for them. Advisors can be useful in finding names and addresses of agencies they can contact, but do not have the time or the resources to do more.
- Advisors can help with drafting letters and rehearsing the presentations to be made to the funding agencies.

Cooperation between advisors

It is important that the Advisors from the Extension Section meet together regularly to:

- Compare notes on their progress and difficulties.
- Discuss ways to overcome their difficulties and help one another if possible. A shared burden is lighter, even if only in discussing common problems.
- Cooperate with and advise fellow Advisors.
- Keep up to date with plans being made in each community and try to avoid competition arising between the groups. For example: how many Cultural Villages, Campsites, or Game Ranches can the area support?
- Try to get advice from outside when this is needed. Try to find the best source of advice available, not only the best known one.
- Keep a high level of honesty and openness.
- Do not appear to favour one person above another.
- Do not believe or pretend greater knowledge than actually exists.

B: WORKSHOPS

CONDUCT OF WORKSHOP

1. The workshop participants should include a variety of ages and both men and women. About 20 persons is a good number for interaction without leaving out too many people, but the number will vary.
2. It can be held in a school or health centre, under a shady tree, etc.
3. As this is a community workshop the trainer or Advisor requests the Chairman of the group, or other senior community member, to open the proceedings according to community custom, and to introduce and welcome the trainer and other visitors. One person, usually the Trust Secretary, should keep a record of the proceedings.
4. The trainer then says a few words about himself or herself, welcomes the participants, and gives a quick explanation of what the Workshop will cover.
5. The participants introduce themselves and sign a list of attendees. They may be given a nametag if this can be arranged.
6. At the end of the day's session the Chairman will say some short closing words, or ask someone else to do so. An announcement should be made about the time the next session will start and end. Participants can be asked for their opinion.
7. Participants should be encouraged to leave no litter behind.
8. If the workshop is in English, the Extension worker will act as translator from English to Chichewa and Chichewa to English where necessary, but other participants can also help with this. All proceedings should be translated so that everyone feels included in everything. Openness and transparency are important.

COMMUNICATION - SPEAKING IN PUBLIC

To set up an enterprise and especially a tourism enterprise it is necessary to speak in a clear and convincing way. The Trust Board or persons chosen by them will need to discuss, explain and sell the project to funding agencies. The Board and members need the confidence to discuss the projects fully and to be able to tell other community members all the details.

The natural modesty and respect in a Malawian community is a very good thing, but it can prevent free exchange of ideas. A balance is needed, and women need especial encouragement to share their ideas and opinions.

Practice is also needed in expressing and communicating ideas. This can begin with general topics, and progress to the details of the projects when they are worked out.

SPEAKING EXERCISES

Each person takes part in turn, with no exceptions. Even if they are not good, applause is needed after each speech. The advisor can point out what makes the best speeches good, and correct bad habits like holding the hands near the face, or speaking too quietly. Most Malawians can speak well in Chichewa, but English should be practiced too. There should be a translation from Chichewa into English, and English into Chichewa. Different persons should try translating if they can.

Exercise 1: Introductions – basic English phrases

This is a simple exercise in talking to strangers in English, which does not need a large knowledge of English; the phrases can be learned by anyone, whether young or old. Demonstrate the phrases to be used. Arrange the participants in a circle, and ask them to introduce themselves one by one to the trainer and any other person who can help.

INTRODUCTIONS

Look the person in the face and **SMILE**. Give a good firm handshake.

Good morning/afternoon/evening. How are you?

I am Xxxx Xxxxx. I am the Chairman/the Secretary/the Treasurer/a Board members/a member of the Yyyyy Trust.

Welcome to ZZZZZZ.

If the person you are greeting does not give a name, ask for it. Repeat it and check you have it right. If necessary, ask them to write it down. More complicated phrases can follow.

How can I help you? Please sit down. Have a seat.

Are you here to visit, or are you from an organisation?

What organisation are you from?

What does your organisation wish to do here?

An important sentence:

I do not know the answer. Wait here, please.

I will find someone who can help you.

When the person is leaving:

Goodbye. It was nice to meet you.

Please come back again.

Have a good trip.

Exercise 2 – Speeches

Speak in English or Chichewa for **one minute** about a given topic, title or drawing provided on a piece of cardboard

SUGGESTED ONE MINUTE SPEECH TOPICS

<i>Nsima</i>	Growing maize (or other crop)
Gathering wood for the fire	Going for water
The Primary school	The clinic or health centre
The rainy season	Groundnuts
The village chief	The rainy season
How to get to Chikwawa/Mwanza	Cooking fish
How to prepare cassava for cooking	How to make local beer
How to make a basket or clay pot	The local church
25 December	Women's clothes
My family	The traditional healer
Groundnuts	Malawian money

Exercise 3 – Speeches

Prepare a **two-minute** speech. A little notice can be given for this.

SUGGESTED TWO MINUTE SPEECH TOPICS

Cooking the evening meal	Keeping goats
Keeping cattle	Keeping chickens
Going to Blantyre	The District Assembly
How to prepare for the rainy season	A local wedding
Playing bao	How to make a drum
Preparing for planting crops	Local fruits
The uses of the forest/reserve/national park	History of Malawi/your area
Tools used for agriculture	Problems with water supply
Local crops	Local health problems
The traditional authority	The CBO
A children's game	Building a house

The speeches should be as spontaneous as possible, but other participants can help if the speaker dries up before the time finishes. Speeches should be translated if possible, so the participants can speak in Chichewa if they are not fluent in English.

Basic letter writing

Write a typical business letter. This will have the address of the person or group writing the letter, the address of the person to whom the letter will go, the date, and at the end the names of the key officers of the Trust.

Sample letter (adapt as needed)

NMLK Trust
P.O. Box **
Mwanza
Telephone contact *****

Mr. Sam Newman
Some agency
Some address
Blantyre

** March 2002

Dear Sir,

I am writing to introduce the NMLK Trust in the RST community in Mwanza District. The Trust aims to establish community enterprise projects using natural resources to help development of the community and to promote sustainable use and conservation in the nearby Wildlife Reserve. The projects we wish to establish are Beekeeping, a Visitor Campsite in the Reserve, and a Cultural Village.

We believe that your organisation may be able to help us with funding. Can you give us some information about what kind of projects you are able to fund, and how it works. If you have leaflets, application forms or guidelines could you please send copies to us. Even if our present planned projects are not suitable for funding by your organisation, it will be helpful for us to know what might be suitable.

Could you please also make an appointment for us to talk to you about our plans? We shall be happy to visit your offices or to welcome you into our community.

Yours sincerely,

Chairman, Namitsempha Trust

(Signature)

Name: *****

Chairman: WW WWW, Vice Chairman: XX XXX, Secretary: YY YYY, Treasurer: ZZ ZZZ

Telephoning

Where is the nearest telephone service?

Practice making a telephone call to arrange a meeting.

Sending a fax

A fax is a letter that can be sent through a telephone line. It can be typed or written by hand, but must be very clearly written. Practice writing a fax.

Where is there a fax outlet where one can be sent from?

SAMPLE FAX MESSAGE

FAX MESSAGE:

TO MR. BIG NAME
FUNDING ORGANISATION, BLANTYRE

FAX NUMBER 6** **

FROM CHAIRMAN, NMLK TRUST, RST
FAX NUMBER *** **

DATE ** DECEMBER 2002

Dear Sir,

Thank you for your fax message of ** December 2002.

I wish to confirm that representatives from the Trust will meet with you on Monday, ** December 2002 at 10 a.m. in your office in Blantyre.

Thank you,

JKM CDE
Chairman NMKL Trust

Sending an email message

The use of emails is even less well-known in a rural community because there are no computers. What is an email message? Where is there a computer or an email center, which can be used for this? This may seem a far away choice, but it will not be long before email messages can be sent from the nearest town, so the community should be told about the possibility. To send an email message you need to know the email address and the name of

the person you are sending it to. The address will be something such as tomjonesl@sdp.org.mw

Keeping records of the project

The Trust Board needs to keep records in a place safe from leaks and insects, and to keep the membership informed about everything. A particular person must be made responsible for each record book, usually the Secretary or Treasurer or their assistants, or the project manager for a particular project. Types of records include:

- The Constitution and Registration of the Trust
- All bank books and bank statements
- Basic daily accounts
- Regular account reports for members
- Minutes (records) of meetings
- Attendance lists for meetings
- Copies of letters sent and received
- Regular reports to members
- Annual reports and accounts
- Annual audit reports
- Discussion of the project with community members
- Progress reports to the funding agency
- An up-to-date inventory of things owned by the Trust

Copies of the annual reports, accounts and audit reports will be needed for government and for funding agencies.

INTRODUCTION OF USEFUL WORDS

It is useful to explain some of the words and terms which are used, before getting too deeply into discussions, to make sure that the words will be understood.

COMMUNITY

A community is a group of people who live or work in the same area. In this case it refers to the members of the CBO or Community Trust. Members should also be at least 18 years old, and have lived in the community for at least five (5) years.

WORKSHOP

A workshop is a participatory programme, intended for everyone to take part and fill in the details.

ENTERPRISE

Enterprise is another word for a business for making money. In this case it refers to a Community Enterprise, a business owned by the Trust.

NATURAL RESOURCE-BASED ENTERPRISE

A business based on the use of renewable natural resources, possibly from a Park or Reserve. These resources exist or grow in wild natural areas, and are almost free as the only cost is a permit from the authority. The basis for making a natural resource-based enterprise work is that the business must never take more than can be reproduced in any one year. Or if the scenery and the forest are the products they must not be damaged by overuse, poaching or bad practices such as fire and over-harvesting. The aim is for sustainability through wise use. Sustainability means that the natural resources will be well managed so that they do not become less, but may even increase. The community members must regulate themselves and care for the piece of the protected area they use.

COOPERATIVE

A cooperative is a group of people who join together to run an enterprise. They each put in some amount of money, land or labour to get the enterprise started and make it work. In return they share in the benefits. In a CBO the cooperative can belong to the Trust. A community member can be the person to run it, **or** the Trust can pay another skilled person to run it. Any person who works for the enterprise will be paid for it, unless the service is part of the free community input to the enterprise. The cooperative can pay someone to do marketing or selling outside the community. Any work given free by members will help the enterprise to get a good start. In any case any funding agency will expect and demand that the community must provide some of the costs of the project value in land, labour and/or money. The Trust members will decide how much free labour is needed to start each project.

JOINT VENTURE AGREEMENT or PARTNERSHIP

A joint agreement or partnership can be arranged between the Trust and a person or persons outside the Trust. It can be with DNPW, a firm or an individual. A signed legal agreement is needed with all rights, duties and division of profits made clear.

PROFITS

The profits are the money left when all bills are paid – never before that.

MARKETING

Marketing is the way of letting people know about the business and the product by advertising, giving samples, getting the product written about in newspapers, etc. It means packaging, advertising and selling the idea.

SELLING

Selling means setting up a stall or shop to sell the product directly to the public, or carrying a bag of the product and selling the item (the product) to individual people.

ACCOUNTABILITY

Accountability is an open, transparent way of dealing with funds, money, profits, and business matters, so that everyone understands and can see that everything is being done

properly. Complete honesty is essential – to donors, to fellow Board members, to the whole community. There should be a receipt for every payment. Every receipt and payment will be clearly recorded in the accounts book.

INVENTORY

An Inventory is an up-to-date list of all items in stock and of all pieces of equipment.

BREAK-EVEN POINT

A Break-even point is the point at which money paid out is equal to money earned. Profits start after that point is reached. If the break-even point is not reached, there will be no profits, only losses.

BALANCE SHEET

A Balance sheet is a statement of accounts for a given period of time (e.g. one month, one year), which shows

- cash in hand at the beginning of the time period
- cash received
- cash paid out
- debts remaining

Income = cash in hand plus cash received.

Expenses = cash paid out plus debts remaining

When **income** is balanced against **expenses** it is easy to see whether there has been a **profit** or **loss** over this period. If the income column is larger there is a profit. If the expense column is larger there is a loss.

COMMUNITY INVENTORY

A Community Inventory is a list of all the expertise, skills, assets and products found in your community.

Assets

i. Products which can be produced for sale

Make a list – e.g. mats, beekeeping, ---

ii. Expertise

Make a list of skills in the community that will be useful for developing enterprises in this community: Tailors, accounts keepers, bakers, etc.

WHAT IS THE TRUST'S ROLE IN A COMMUNITY ENTERPRISE?

- The leader of the project, although a manager may be appointed
- The owner of the project
- The trustee of the project
- The keeper of project records
- The keeper of profits
- The user of profits

THINGS TO DECIDE

- The profits from community enterprises belong to the Trust. In financial arrangement for community projects set up by the Trust, what percentage of profits will be kept for the Trust?
- What will the profits be used for?

They can be divided between the villages of the Trust, between the members

OR

They can be used for a large project to benefit the whole community

OR

They can be kept in the Trust's bank account to help with new projects

OR

They can be kept as an emergency fund to help the whole community in times of flood, famine or another community disaster.

There are many possibilities, but the Trust will decide by a membership vote, and no non-member has the right to say how the money is to be used, or to vote on any matter of the Trust's business.

Each project can be run by workers employed directly by the Trust, or given out to another person or firm to run on a commission basis.

C: TOURISM

Many CBOs are interested in establishing a project connected with tourism, which uses the natural resources as something for tourists to look at, walk through etc., as well as providing links with other natural resource-based enterprises. To set up a tourism project it is important to understand a few facts about tourists.

TOURISM IN MALAWI

Worldwide in the last ten years or so Tourism is the one industry which has grown more than any other, and has created more jobs. This growth has been slow in Malawi, but it will continue to increase. The Department of Tourism and the Malawi Tourism Association are working to make it happen. Malawi has fewer tourists than many other parts of Africa, and the Lower Shire has fewer tourists than most other parts of Malawi. This is because visitors do not yet know whether there are interesting things here.

Tourism already provides many Malawians with jobs, such as:

Guides	Cooks
Waiters	Barmen
Gardeners	Bus and Taxi drivers
Hotel managers	Cleaning staff
Curio makers	Making of drinks
Curio sellers	Selling of food and drink
Boat handlers	Selling of books, maps, postcards
Farmers	Shopkeepers
Entertainers	Airline staff
Airport workers	Renters of houses, cars, bicycles etc.
...and many others	

WHAT ARE TOURISTS?

Tourists are people who spend time away from their own home country or town, often including at least one night, to relax in another place, to learn something of another place, or to experience something new.

What are the types of tourist likely to visit the Lower Shire?

Malawians
Foreign residents of Malawi
Southern Africans or foreigners on their way to another country
Groups of schoolchildren
Foreigners coming for short visits to Malawi
Backpackers who may use tents, Overlanders in trucks

Ecotourists
 Animal lovers; birdwatchers
 Tourists looking for adventure or cultural experiences
 Businessmen staying for a short while in Blantyre who want to experience the wilder parts of Malawi on their weekend off.

WHAT IS ECOTOURISM?

Ecotourism is travel to experience undisturbed natural surroundings, see animals and birds in their own habitat, admire, enjoy, and study nature and human beings and their relationship with the environment, and to experience cultural or historical sites.

Ecotourism promotes sustainable environmental conservation and produces economic opportunities for the local community.

WHERE DOES THE TOURIST COME FROM?

COUNTRY	LANGUAGE
Malawi	Chichewa, English
Southern African countries	English , Afrikaans, Swahili, etc.
United Kingdom	English
Other European countries – Germany, France, the Netherlands, Denmark, Portugal, etc.	English , French, German, Dutch, Danish, Portuguese, etc.
USA and Canada	English
South America and the Caribbean	Spanish, English , French, Portuguese
India and Asia	Many languages, but often English
The Middle East	Many languages, but often Arabic, and English
Japan	Japanese, English

A variety of languages is used, but most foreign tourists can speak at least a little English, as this is the main language of tourism. So learning other languages can be useful for dealing with tourists, but being able to speak English well is the most important. The most useful other extra languages for tour guides in Malawi are Afrikaans, Portuguese, French, and German.

HOW DO THE VISITORS SPEND THEIR MONEY?

Package tours

Some visitors pay for the whole trip in advance through a tourism agency in their own country. In this case they only bring enough money for drinks, souvenirs and other small items. As they are not paying out money for accommodation on a daily basis they may be prepared to spend more on local craft. However they usually only go to the places decided in advance by the tour company.

Overlanders

This is a variation of the package tour, which has a lower cost because the customers sleep in tents and travel in a converted truck with seats. It aims to be an adventure holiday and therefore goes to out of the way places. The tour may take up to 7 weeks to travel for example from Cape Town to Nairobi through many different countries including Malawi, or it may be a shorter tour. Each tour guide decides on the camping spot, which may vary from tour to tour. If the Lower Shire is included in the possible itinerary, they will only have time to visit one community, but they only a special product will persuade them to delay arriving at their established rest and recreation spots along Lake Malawi.

Individual tourists

Many visitors arrange their own trips. They may rent a car or use the bus. They may have decided their route and booked their hotels in advance, but there is some chance of changing their minds and their routes. They have the opportunity to stop and look at anything they see, but may be careful about spending money, as they are not sure how much they will need for travelling around.

Local expatriate residents

The expatriates are foreigners living and working in Malawi for a time. These visitors are looking for new experiences. They want a trip for a weekend or a short vacation, and are free to look for out of the way places if they sound attractive. Some of them only want comfort, but a number of them like a more natural experience, and look for simple accommodation or camping sites. They already have a number of craft items in their homes, but are willing to buy extra items which seem new or different. As they usually have their own transport like many visitors from the southern African countries, they can buy items of any size, if they wish. Expatriates are often visited by friends and family who then also wish to take a tour.

Malawian local tourists

Local Malawian tourists are usually people in professional jobs in the cities who wish to explore parts of the country they do not know, and to show them to their children. They look for some degree of comfort.

Backpackers

Backpackers are thought of as young people, although that is not always true. They may walk or cycle, take buses or even *matola*. They may not appear to be very respectable, but often are. They often go to a place because it has been recommended by another backpacker, and usually like a community experience. They do not buy many souvenirs, because they are difficult to carry, but may buy small things or food and drink items.

Local tour companies

There is a growing number of tour companies, whose customers are both residents and incoming tourists. If these companies can be persuaded to bring their customers to the Lower Shire area it could bring good repeat business. However the first tour needs to be very successful to encourage a repeat. The tour companies are very cautious about bad experiences. And even if they do love the experience they will not immediately have a big demand for the Lower Shire facilities. It will be more likely to happen just occasionally. Tour companies usually demand a group discount, but it is worth it, as they can be good customers, and will give their customers some information in advance. Their customers also pay for the whole trip in advance and bring a little money for extra items. They usually come in a 4 x 4 vehicle or bus, so have only a little room for souvenirs.

WHY TOURISTS MAY VISIT YOUR COMMUNITY

Relaxation and exercise

They want to relax from their work in a quiet place quite unlike where they normally live and work, to unwind the stress, to be out in the sunshine, to get some exercise. They may want to take long walks or bicycle or canoe rides, or even run.

Culture/education

They want to learn about areas they have not been to before, to find out about the people and the natural resources of the area. They may come for a few days to study something in a quiet environment.

Social

There are a number of reasons for social visits. It may be to meet new people and make new friends. Visitors may also come to visit the village of their ancestors or their birth and wish for visitor accommodation. They may be visiting to attend a wedding, funeral or other festival. They may be government officials or NGO workers.

Entertainment

Visitors may come because they have heard of the good cultural entertainment you can show them, or to take part in a sports event such as a hike or a run. They may be interested in local dances, songs, music and games.

Ecotourism

They may come to find accommodation close to the National Park or Reserve so that they can see the natural environment there. They may spend the whole day looking at birds or animals or plants or butterflies, or walking to look at views or waterfalls, etc.

PROBLEMS

What problems do tourists cause?

- They sometimes wear scanty or strange clothing, which may cause offence
- They may leave litter
- They will often not understand local speech and local customs
- They may give money to the wrong people
- They want to change things
- They may introduce foreign culture and customs
- If they have complaints it can cause the number of visitors to drop, as bad news spreads quickly.

How will you deal with the problems?

What problems do tourists have?

- They may be overcharged or robbed.
- There is often a feeling that visitors have a lot of money. Their money is worth more than Kwacha, but they often do not have more than they need for the journey. But even if they are very rich they do not like to be robbed directly or indirectly. They will buy less if they think they are being cheated, and your area will get a bad reputation.
- They do not understand bargaining.
- They are accustomed to a fixed price like in a shop, and will often feel cheated if the price is too high, or will make a very tough bargain.
- They do not know which people are real beggars.
- If visitors come to your area it is a good thing to stop people, especially the children from begging, even in fun. It can be very annoying to be asked to give money every time you move. The community can stop this. If the visitors want to give something extra to anyone they will do so. If they ask you can tell them that donations can be made through the Village Headman, the Chairman of the Trust, or the school principal etc.
- They may become very annoyed with persistent vendors.
- This is less common in a village community, but it is still true that sellers must not be too insistent, or it just becomes an unpleasant experience.
- They need a lot of water, and need to bring their own water, as the local water may make them ill.
- In some tourist houses or campsites the visitors should be warned to bring their own drinking water.
- Some of them get burned by the sun.

- Their skin may go red and hot, so you may see them putting lotion on their skin often. On the other hand, they become browner in the sun, so that is sometimes the reason why they wear what seems to be unsuitable clothing – to give their skin a chance to brown.
- They may be looked at all the time by small children.
- Being looked at is not harmful, and they will look at you, but to have a crowd of children around for too long is tiresome, and the community can control that.
- Jet lag. Visitors from other countries may have travelled for many hours to reach Malawi and through several time zones, so they may be tired at first.

What tourist products are available in the Mwanza and Lower Shire areas?

Majete Game Reserve
 Lengwe National Park
 Hippos and crocodiles
 Birds
 The first post office in Malawi
 The escarpment – scenic views
 Markets
 Interesting hills and views
 Elephant Marsh wetlands

Mwabvi Game Reserve
 Forest Reserves
 Wildlife in the parks
 Interesting local communities
 River Shire
 Guesthouses/hotels
 Sugar cane fields
 Attractive road to Mwanza
 Rivers, waterfalls, special rocks

D: COMMUNITY TOURISM

What is there to interest visitors in village communities?

How people live	Boreholes
Maize mills	Brick-making
Thatching of roofs	Making <i>nsima</i>
Growing crops	Schools and churches
Local festivals	Songs, dances, stories, music
Carrying loads on the head	Carrying a baby on the back
Wearing a <i>chitenji</i>	Making beer
Local wildlife	All aspects of agriculture
Hikes and sights of interest	Ox or donkey carts
Learning the language	Seeing craft items made
Traditional medicines	Canoe or boat rides
Cooking on a fire	Displays of crafts

Accommodation

If accommodation is provided it should be in houses built in a local style – bricks or mud walls, well thatched roof etc. The houses can even be round like the old houses used to be. There should be a place for cooking, as well as an outside hearth, a clean covered latrine, and a place for washing. There will be some trees around for shade, and some colourful plants will help. If there is a good view of a hill or valley, or a good breeze coming from one direction, the khonde of the house should face that way.

Furniture and equipment needs are:

wooden beds	mattresses and pillows
table and chairs	mosquito nets
cooking pots and spoons	plates and cups
knives, forks and spoons	water containers
lamps and candlesticks	

It is a good idea to have some pieces of local craft to decorate the houses, so that the visitors may ask to buy some.

Food and water

Visitors should be told to bring their own water. They will want to be served the best of local food: nsima, rice, cassava, sweet potatoes, pumpkin leaves, tomatoes, fish, pumpkin, ochroes, peas, beans, eggplant, groundnuts, mangoes, etc.

Charging of fees

- Avoid overcharging. If fees are too high, other people will not come.
- Set fees are needed. They should be clearly stated in advance for all the options, and **no sudden changes** should be introduced. If the visitors feel pressured they will not return and will tell others not to come. Get advice on fees.
- Advance decisions are needed about the money; who gets paid for their services, how much goes to the Trust.
- Receipts should be provided, and copies kept (accountability).
- Decide what to do with extra tips the visitors might give – remember they are not required to give tips and may not do so. Tips are only an occasional bonus.
- In case visitors ask about donations to help the community have some ideas ready.

Jobs which will need to be done

Building and thatching	Cooking
Bringing firewood	Cleaning the houses
Cleaning the compound	Security guard
Carrying water	Washing clothes
Tour guides to village	Tour guides to Park or Reserve
Craft display organisers	
Entertainment – singers, dancers, drummers, organiser, etc.	

Manners with tourists

- At all times look for ways in which you can help.
- Always look at the visitor when speaking.
- Do not shout at them or contradict. In business we say the customer is always right. But if the customer is really wrong, he or she must be told very politely.
- Do not appear to be asking for money except when it is time to pay.
- Enjoy their company and then the visitors will enjoy yours. Treat them as friends.
- Try to be freshly washed and wearing clean clothes.
- Do not laugh at their strange ways. They seem strange to you; you seem strange to them.
- Do not ask them to give you things.

Aspects of tourism business to look at carefully

- Is there good all-weather road access, or is the community only accessible in good weather?
- How far is it from the main road?
- Are the ecotourism attractions easily accessible? Is it in an attractive place? Are your attractions and products worth coming all this way for?
- Can the project be commercially viable? Will it bring enough income to be worthwhile?
- Who will be the manager?
- How will the marketing be done?
- What maintenance and upgrade programme is needed?

- What competition is there? Are visitor attractions competing because they are too close? How do the prices of your products compare with those of other places nearby or nationally?
- Is there any form of public transport available to get there? Are there vehicles which can be hired to bring visitors to the community?
- What examples of community tourism are available in Malawi? If there are examples can you arrange to visit them?
- Where will you need to put up signs to show visitors how to find the place?

WARNING!

It should be made clear that community projects will not provide direct employment for everyone, but the whole community will benefit from the profits.

E: FINDING AND LOOKING AT IDEAS FOR A COMMUNITY ENTERPRISE PROJECT

VISUALISING THE FUTURE

- In what state would you like to see your community in five or ten years' time? Say in the year 2010?
- Close your eyes and try to see that future.
- Can you say it in 1-6 words?
- Keep your eyes closed and one person will come to you to write down those words.
- No name should be written on the paper.
- Compare ideas.

USING BUSINESS TO REACH THE VISION

- How can community enterprise help the vision to gradually become reality?
- What kinds of businesses will be best?
- Small personal ones, or a larger business owned by the Trust, which gives work to a number of people, and earns money for the Trust's fund?

No changes will happen overnight. Working together to improve conditions through business ventures takes time, but can help to bring the changes we want.

VISUALISING IDEAS

What kind of community business can you imagine that will make that happen? You do not have to find ideas that other people have done. It might be something completely new. Everyone can discuss all the ideas.

Businesses which use natural resources in a sustainable way are best because the natural resources maybe free or at least cheap, and if looked after they will still be there in the future. Write an idea on a paper, so that it can be discussed later.

COMPARISON: What kinds of project may be possible, what projects do other Malawian communities have?

Handicraft cooperatives, which market

mats, large and small	hats
baskets	woodcarvings
brushes	loofahs
chairs	children's toys
dyed fabrics	clay pots
beadwork	items made of gourds
fruit or fruit juices	sale of herbal medicines
dried mushrooms	dried tomatoes
models of houses	beers and wines

Production of oils

marula groundnut sunflower

Cultural shows

dances songs music
games storytelling

Village Guesthouse or Cultural Village

local food
local style house for people to stay in
display of crafts
display of local culture

Walking tours for visitors

to see scenic attractions
to see wildlife
to see village life

Wildlife Ranch

wild animals kept in a small park area looked after by the community

Production of clothing

using *chitenjis* to make shirts, dresses etc.

Beekeeping

production of honey and beeswax

Rental of bicycles for visitors

- Now you have heard what other communities are doing, do you want to add to your group's list of ideas?
- Should the enterprise ideas be very big, or start small?

DECIDING ON A PROJECT

How to decide

- Hold a community meeting to brainstorm for possibilities. Each person dreams about a possible project. Everyone quickly finds new ideas which come from the first idea. Do not say anything is stupid at this stage. Maybe what seems stupid at first may in the end be the best idea.

- Make an inventory of all skills and assets of the community.
- Hold Board discussions with Extension officers and other experts.
- Which ideas seem likely to have success and be easy enough to work?
- Establish two or three ideas for further discussion.

WHAT TO DO WITH THE IDEAS? – design them

- Decide on the idea you want to work with. Get a good picture of it in your mind, or draw it on paper.
- List the long term aims and short term goals of a project
- List all the steps needed to make the idea work
- List who can make each step happen, how long each step will take, what it is expected to cost.

EXAMINING A PROJECT POSSIBILITY

- What is the idea of the project?
- What is the name of the project? Write the title - it can be changed later if wished.
- What things are needed to make it happen? Think about them in any order. Are they available?
 - Materials
 - People to do the work
 - People to teach others how to do it – outside advisers if necessary
 - Cooperation of everyone – everyone working together
 - What will be produced? Is that all?
 - Where will it be sold? Who will buy it?
 - How do you know whether these people want to buy it? How can you find out?
 - How will it get to the place of sale?
 - Who will do the selling?
 - Is there a security problem?
 - How will the product (the thing produced) be packaged? Will the package make people want to buy it?
 - Are there enough supplies of the materials if it becomes a good business?
 - What research is needed to find out the answers?
 - What training is needed?

What kind of business structure will be needed to make it work?

- Legal structure needs a lawyer
- Setting up an accounting system needs an accountant
- Transportation
- Market research, or link with a marketing agency
- Continuous inventory
- New ideas after the start – even good ideas get stale or even worn out.
- Proper records – accounts, copies of letters, minutes of meetings

- Accountability – accounts must be available to all members; there must be proper receipts for payments made
- Payments made on time, no profits to be used until all payments are made
- Involvement of the total community, frequent discussion in every village
- Joint venture agreement, or establishment of a cooperative structure
- A suitable site for sales.
- Any training needed.
- Evaluation at stated times on how it is working, or how it could be improved

How useful are the ideas? – SWOT analysis

After discussing how each idea can be made to work, we shall analyse the strengths, weaknesses, opportunities and threats of each one (SWOT analysis),

- what are the Strengths of this project? List all the strong points.
- what are the Weaknesses? List possible problems, and how important they are.
- what are the Opportunities? What are the clearest opportunities to see, and what new ones might come up when the project is working?
- what are the Threats? What are the things that might make the idea fail?

EXAMPLE OF SWOT ANALYSIS: I

BEEKEEPING PROJECT

STRENGTHS	WEAKNESSES
Free availability of <ul style="list-style-type: none"> • Bees • Land (DNPW) • Water • Flowering trees Availability of training Known demand for honey	Lack of security Lack of knowledge about beekeeping, need for training Transport costs Funding needed for training and equipment
OPPORTUNITIES	THREATS
Employment for some community members Making money for community development or other new projects Project experience Making cash to use for other businesses	Weather conditions Changing prices Possible market competition with other beekeeping projects

After looking at the projects in this way, do they seem like positive projects? Do they seem worse than they seemed before, or better?

If it seems as though this project will not work well, try another one.

EXAMPLE OF SWOT ANALYSIS: II

MAIZE MILL PROJECT

STRENGTHS	WEAKNESSES
Availability of land (VH) Availability of machinery Known demand for milling Mill site will be on much used route from Mozambique	Lack of security Lack of knowledge about milling, need for training High start-up costs Funding needed for equipment and machinery Lack of research about the demand for milling
OPPORTUNITIES	THREATS
Employment for some community members Making cash for community development or other new projects Project experience Forming new businesses for mill customers (tearoom, grocery, hardware, accommodation) Use of engine/generator for other business uses Buying of maize for sale in season of shortages	Weather/crop conditions Changing prices Possible market competition Security of cash

Which idea should be started first? Prioritisation

Which idea is best? Which can be started first?

Decide what important points are needed to make a project work. Make a list of up to ten (10) important values. Then these values are given a score out of ten (10). To find the score, each person decides how much each is worth and makes a vote by holding up the number of fingers. If I think the value scores 5 out of ten, I hold up 5 fingers. All the scores for each value are added together, and the total divided by ten. Then all the scores for the project are added together. The one (or two) project(s) with the best score will be discussed first.

More than one idea can be used at once, but it is better if a different person is in charge of each project.

The important values can be things like these:

- availability of materials
- availability of expertise or skills

- ease of transportation
- can quickly begin to make money
- can be done by community people
- most likely to make money
- known market
- low start-up cost

Do not throw out the ideas with lower scores; hold them maybe for later.

EXAMPLE OF PRIORITISATION SCORES

BEEKEEPING PROJECT

ITEM	SCORES (10 people each voting on a score of 10 points)
Availability of materials	$10+9+10+8+10+9+7+8+10+9 = 90$
Availability of skill	$4+3+2+3+4+5+3+4+2+0 = 30$
Availability of training	$6+5+7+9+5+7+8+7+6+7 = 67$
Market available	$7+8+6+5+4+9+7+6+5+9 = 66$
Quick to make some money	$8+9+10+7+6+5+9+9+8+7 = 78$
Likely to make a lot of money	$5+6+4+5+7+3+5+6+5+2 = 48$
Low start-up cost	$8+9+7+10+9+8+10+9+9+8 = 87$
Enough people who want to take part	$8+9+10+9+10+10+10+9+7+10 = 92$
No big security problem	$6+5+7+8+7+9+10+5+9+4 = 70$
Total score	628 out of 900

This is a positive score.

How does this score compare with the scores of your other projects? When you compare all the scores, which looks like the best one to start first? Does any project score low enough to leave it aside for now?

Can any of the projects begin at the same time?

WHAT NEXT?

How will the project work?

For each of the projects which scored highest in the prioritisation, list how to make each one work - step by step.

Some of the questions to be asked are:

- What is the first thing to do?
- Who is in charge of doing each item?
- Where will it happen?
- Will a building be needed?
- When will it happen?
- How long will it take/For how long will the project last?
- What materials are needed? Where will they come from?
- Who will provide them? Will there be enough?
- What experts are needed? Who are they?
- Do they need to be paid? How will they be paid?
- What equipment will be needed? Is it available?
- Does it have to be bought? How will it be paid for?
- How do we know someone wants to buy the product?
- How will we find out?
- Where will the product be sold? How will it get there?
- Who will be in charge of sales?
- Who will be in charge of accounts?
- Will there be an auditor?
- How will the break-even point be decided?
- How will the project be evaluated?
- What happens if it is not successful enough?
- Will the project need outside funding?
- Has the Trust Board discussed the project with traditional and government authorities, community elders, school and religious leaders in the community? Do they have comments to make?

MARKETING THE PRODUCTS

No goods or products will sell themselves easily. A vendor may sit at the roadside to sell fruit or vegetables, and people passing will buy them. This type of marketing is a form of direct sales and will work for some products, but a tourism enterprise or a large amount of any product needs a proper marketing plan.

Marketing Natural Resource Products

- Describe the product carefully.
- Market research
- Find out where there is a demand for the product.
- Find out how much they will buy.
- Find out what kind and size of packaging is wanted and how much they will expect to pay. Shops etc. which buy a large amount may want a better price.
- Find out where to buy the packaging and the costs.
- Find out transport possibilities and costs.
- Decide how much you can produce, what all your costs are, and then decide on a price.
- Advertise your product to possible buyers or in the newspapers. Newspaper advertisements cost money, so find out how much it costs.
- Design a label for your packaging if needed. Find out where to get it printed and costs.

- Provide free samples to possible buyers.
- Ask radio stations and newspapers to write a story about your product.
- What other ideas can you find for marketing?

Marketing Tourism Products

- Market research
- Find out where to get in touch with visitors who will be interested in your facility – ask Ministry of Tourism, Parks and Wildlife, also Malawi Tourism Association.
- Decide on your price list for your list of activities, with group rates.
- Find out where to print leaflets and posters and costs.
- Design and print leaflets and posters.
- Send information to Ministry of Tourism, National Parks and Wildlife, Forestry Division, all foreign embassies, all tour operators and car hire firms, overland truck firms, Wildlife and Environmental Society of Malawi branches, international schools, sports clubs, hotels.
- Try to build links with some tour operators and hotels, especially the big hotels in Blantyre. It should be possible for them to offer your facility to their guests as an option for weekend activities.
- Send your information to publishers of guide books about Malawi.
- Ask newspapers and radio stations to talk about your facility.
- Invite some tour operators for a free weekend to show what you can do.

THINGS TO DO LIST

Now make a list of things to be done, so that you can walk through them item by item. Identify who will be in charge of each item on the list, and the date by which it should be finished. This is not the date on which it should be done, but the date before which it should be done.

It is not always possible to keep exactly to the timetable and some new things may need to be done which are not on the list, so the list should be revised and rewritten regularly.

Example of a Things to Do List:

THINGS TO DO

ITEM	Who is responsible?	To do before when?	Date done
1. Check how long until Constitution is registered	Chairman, lawyer	Middle of year	
2. Register CBO.	Lawyers	End June	

3. Identify names and addresses of contacts/funding agencies	DNPW, COMPASS	End April	
4. Get money for the Trust to use	Treasurer, Board	End of April	
5. Collect more marula	Board	Next fruit season	
6. Test marula for oil quality	Advisor	End of year	
7. Survey average number of female marula trees	Board	Beginning of fruit season	
8. Survey average harvest from marula trees	Board	As soon as possible	
9. Elect Trust Board	Membership	When constitution is ready	
10. Pass resolution to open bank account for the Trust	Trust Board	After election	
11. Check whether MASAF can help with irrigation projects	Councillor	End of April	
12. Check what funding the District Assembly has available to help with the maize mill	Councillor	End of April	
Etc.			

CONDUCT AND OWNERSHIP OF THE PROJECTS

Who works in the enterprises?

Not everyone. Whoever is needed. The ones with the greatest interest; the ones who live nearer to the project site.

FUNDING THE PROJECT

Money to run the project can come from one or more sources:

- Money owned by the Trust
- Contributions from members, at a rate of interest to be decided by the Trust
- Loans from banks or others, which will charge a high rate of interest

- Grants from funding agencies

Funding agencies

Agencies, NGOs and other organisations where money is available for community projects. Some give grants, some give loans, some only give training. Each organisation has a particular target. For example some may target only agricultural projects, or alternatively they may fund no agricultural projects.

Get ideas about what aid or government agency can fund the type of project you want. Look for this information from:

- Ministry of Tourism, Parks and Wildlife
- District Assembly
- USAID- COMPASS
- MEET
- Concern Universal
- OXFAM

Your Consultant and Advisors will have some names, addresses and phone numbers.

How to apply

- first contact the agency and find out what kind of projects it can assist with
- also ask for their forms and guidelines about applications
- fill in the forms and ask for the agency to check them over and let you know if they have been done correctly

AN APPLICATION FOR FUNDING WILL NEED

- A summary of the project
- Name, legal address and contact details of the Trust
- A copy of Trust's Constitution and Registration may be needed
- Names, addresses and background of main officers of the Trust
- Identity of members (how many, who are they – e.g. members of xyz communities)
- Names and addresses of those who will be in charge of the project
- A description of where the project will take place
- Description of the main opportunities the Project will provide
- The aims of the project – long term, whole project
- The goals of the project – short term, separate items
- Who will benefit from the project, and in what way
- The steps the project will go through to achieve its aims
- Who will make these steps happen

- A business plan which shows
 - how long each item will take
 - how much each item will cost
 - who will make each item happen (who has the responsibility)
 - how it will be evaluated, and by whom
 - what contribution the Trust can make to the overall cost
 - if funding is to be by loans, a schedule of repayments

***** Keep a copy of everything *****

Meeting the funding agency

Arrange a meeting in advance by telephone or letter. The person you need to see may have many other things to do.

One to three top Trust Board members with the possible project coordinator should go to the meeting, unless the meeting is in your community. If it is a meeting in the community the whole Board can be there, but one or two officials of the Trust will be chosen to speak, unless the opinions of all are asked for. At least one person should speak good English and be good at reading and writing. Every organisation has officials who speak Chichewa, but the head of the organisation may be an English speaker. There may be things to read or write at the meeting.

***** REMEMBER *****

Keep a copy of every letter sent, and every meeting held.

Record details of all telephone conversations and dates.

Doing these things will help to avoid misunderstandings and make it easier to report back to the Board and the Membership later.

F: MAKING THE TRUST WORK

THE INSTITUTIONAL STRUCTURE

- Form the first interim Board
- Write the constitution, with the help of lawyers
- Agree on the constitution
- CBO elects a Trust Board to guide the CBO according to the Constitution. It can be the same people as on the interim Board or changes can be made. The CBO will decide on the number of members to form a Quorum. The Quorum is the smallest number of Board members who must be present before a Board Meeting can be held. If fewer are present a discussion can be held, but no decisions can be made or resolutions passed.
- CBO passes a resolution to adopt the Constitution and register it. This resolution is entered in the CBO minutes.
- Register the Constitution legally
- CBO passes a resolution to open a bank account with the Chairman, Secretary and Treasurer as the three people who can sign for the account. This resolution must also be entered in the Minutes of the meeting. Discussions should be held with the bank to decide what kind of account should be opened.
- ALL decisions made at either a Board Meeting or General Membership Meeting must be recorded in the Minutes of the meeting. Otherwise they are not valid.

DUTIES OF TRUST OFFICERS

Chairman

The Chairman's (or when necessary the Vice Chairman's) job is to:

- Lead meetings
- Represent the Board at official functions or outside meetings, or to appoint some other representative.
- Make sure that the business of the Trust proceeds properly, and that the other officers fulfil their duties
- Sign Minutes of meetings as correct
- With the Secretary decide on the Agenda for each meeting, and on letters to be written.
- If fast decisions are needed that cannot wait to be passed by a Board Meeting, it is usual for the Chairman to make a decision, assisted by whichever Board members he can speak to at the time. He will later explain the situation to the Board and ask for them to ratify his decision.
- Prepare a Chairman's Annual Report
- Keep in touch with all authorities: government, District Assembly, Traditional Authorities, funding agencies, etc.

It is easy for the Chairman to try to do almost everything. This is not necessary, as duties can be delegated to other Board members or even general members, with the approval of the other members. The Chairman will not be Project Manager for any of the projects.

Secretary

The Secretary's (assisted by the Vice Secretary) job is to:

- Keep written records of all meetings, and letters written and received
- Send out letters as instructed by the Board or the Chairman
- Inform or remind members of meeting times, dates, and venues
- Prepare a Secretary's Annual Report.

Treasurer

The Treasurer's (assisted by the Vice Treasurer) job is to:

- Keep all up-to-date financial records of the Trusts accounts
- Make sure there are receipts for all transactions of money received or spent
- Keep bank records and make sure they are correct
- Report on finances at every Board and general meeting
- Prepare an Annual Statement of Accounts for the Annual General Meeting and make sure that this is audited for presentation to the Registry
- Keep separate accounts for each project loan or grant and make sure the accounts are in order

CONDUCT OF A MEETING

Agenda

Each meeting needs an Agenda, such as

- Recording Members' attendance
- Welcome by Chairman
- Reading of Minutes of last meeting
- Correcting, adopting and signing of Minutes
- Report by Secretary
- Report by Treasurer
- Business of meeting (this is business matters from the last meeting, or items which have been decided on by the Chairman and Secretary)
- Any other business (this includes items of business which members bring up at the time)
- Time, date and venue of next meeting
- Closing of meeting

Minutes

The Minutes are a written report of the decisions made at a meeting. This is usually written by the Secretary. At the beginning of each meeting the Minutes from the last meeting are checked by everyone for errors and the errors corrected. A member will propose that the Minutes be adopted or accepted, another member will second that, and the membership will vote on the resolution. When the Minutes have been corrected and adopted, the Chairman can sign them as a true record of the meeting.

Reports

The next item is a report from the Secretary about any letters written or received. The Treasurer will then report on the accounts of the CBO. Project Managers will also give reports on their projects. After each report questions may be asked. Then the Chairman can proceed to other business on the agenda.

Voting on decisions and proposals

Any decision or resolution should be decided formally. One member proposes that a report should be adopted, or that some action should be taken. Another member seconds the proposal. Then there is a vote by a show of hands. The names of the Proposer and Seconder and the result of the vote are recorded in the minutes of the meeting.

Attendance list

At each Board Meeting or General Membership Meeting a list will be made of all people attending, even those who come late.

Annual Accounts

The Board will be required to make a yearly report of accounts to the Registry, so an auditor will be needed to check the Treasurer's accounts. It should be possible for a number of Trusts to get together and hire one auditor.

Annual General Meeting

At the Annual General Meeting the Chairman and the Secretary present reports on the year's activities, and the Treasurer presents the audited accounts for the year. These reports must be adopted by the membership by the usual vote.

Funding agencies and banks may ask to see Minutes of Meetings, especially meetings where elections are held, Treasurer's Reports, and Annual General Meetings

REPEAT POINTS

- **The Community owns the Trust and the Trust owns its projects, the Board represents the membership**
- **All records must be kept (letters, minutes, accounts, etc.)**
- **Openness and Accountability are needed at all times: receipts, accounts, Minutes, etc.)**
- **The Chairman and Board can delegate duties to other members**
- **Any member can be chosen to work on a project, not only Board members, people can even be hired from outside the community if needed**
- **Decisions and actions taken should be known and approved by the majority of the community members of the Trust**
- **Keep in touch with all authorities**
- **Money earned after all payments and wages are paid belongs to the Trust and cannot be used for anything except expenses without Board approval**
- **The Board is not there for life. Elections can change the Board members**

ANNEX 1

REPORT ON CONSULTANCY TO PRODUCE A COMMUNITY TOURISM AND ENTERPRISE TRAINING MANUAL

Sylvia Kacal

April 2002

CONSULTANCY AIM

To produce a Training Manual for use by Extension Officers and Community Advisors in the Department of National Parks and Wildlife working in rural communities in Malawi in the field of co-management of natural resources, tourism and enterprise capacity building. These advisors have experience of community work and natural resource management, but little business experience. The aim of the Training Manual is to provide tools for furthering the co-management process and the opportunities arising from it.

BACKGROUND

The Department of National Parks and Wildlife (DNPW) has introduced the principle of co-management into the Protected Areas in the Lower Shire area. As is common elsewhere, the Lower Shire Protected Areas (LSPAs) suffer from overuse of natural resources, while scarce financial and personnel resources have made management of the LSPAs a difficult task, one unlikely to become easier in the face of growing population pressure. Co-management offers a change of direction for both DNPW staff and the local communities concerned.

Poverty alleviation is also a key issue, and one of the base reasons why the Extension Section staff of the DNPW have been following the example of other countries of southern Africa of working to build community capacity and a co-management framework by combining the use of natural resources and tourism in the communities adjacent to the LSPAs under the guidance of its Project Advisor.

The Tourism and Enterprise Training Workshop sessions have been part of a series of workshop sessions aimed at providing a business base for the target communities, who are not versed in business, tourism or finance.

TARGET AREAS

The six (6) target areas are already active under the guidance of the DNPW in the Lower Shire. Each community is adjacent to one of the three (3) LSPAs, and has already elected an interim Board for the purpose of establishing a Community Trust, volunteer lawyers have assisted in drafting a constitution, and each constitution is almost ready to be registered. The communities have also been sensitised to the possibilities of applying for funding to establish community enterprises.

TARGET COMMUNITIES			
COMMUNITY	Adjacent Protected Area	Name of Trust	District Assembly
Pende	Majete Wildlife Reserve	Mthumba	Chikwawa
Tulakhondo	Majete Wildlife Reserve	Namitsempha	Mwanza
Kanzimbi	Lengwe National Park	Kanzimbi	Chikwawa
Thereere	Lengwe National Park	Tikondane	Chikwawa
Kanyimbi	Mwabvi Wildlife Reserve	Nkhangani	Nsanje
Kamanga	Mwabvi Wildlife Reserve	Misamvu	Nsanje

COMMUNITY ADVISORS

The team of community Advisors, made up of Game Scouts and Extension officers, with the addition of an American Peace Corps volunteer and a British VSO volunteer, is working closely with the target communities.

Each Advisor has spent familiarisation periods in the villages of the designated community and established a bond with the main leaders and other residents, usually by camping in each village area for several days. Before the start of the Tourism and Enterprise Training Workshops they had already encouraged the formation of interim Boards, helped them to envision what business projects they wished to establish, and facilitated the writing of constitutions for the Community Trust.

FOCUS OF THE TRAINING WORKSHOPS

It was originally intended that the training workshops should be aimed at tourism and tourism-oriented enterprises. However the focus was changed to include general training in community enterprise of any kind, because

- a. It is clear that the proportion of tourists to southern Africa visiting Malawi is very small, and the proportion of those visiting the Lower Shire barely visible.

- b. Also introductory community visits demonstrated that road access is difficult, and tourism attractions are in some cases sparse.
- c. The wish-lists of business enterprises already drawn up by the communities in many cases had no connection with any aspect of tourism or even the use of natural resources. At the outset the communities were unwilling to change their lists, although eventually some new ideas began to emerge.
- d. The methods used in the training to examine the establishment and operation of business in general will be applicable to any tourism based business, which in turn has the potential to contribute to poverty alleviation and to reducing pressures on the LSPAs.

Tourism was retained as a major part of the training, as increases in tourism traffic to Malawi are expected, and ecotourism will be part of future tourism thrusts. Also sensitisation of the population to tourism and its opportunities is part of current government policy. The emphasis on tourism also emphasises the need for conserving the natural resources as future money earners for the communities adjacent to the LSPAs

METHOD

Preliminary meetings

Preliminary meetings were held

- i. With the Community Advisors to introduce the consultant, and to brief the Advisors on the workshop programme.
- ii. With the target communities to introduce the consultant to local conditions, to key Board members and to local traditional authorities.
- iii. The consultant was introduced at a meeting of traditional authorities of the Lower Shire chaired by the Chikwawa District Commissioner to establish a Lower Shire Natural Resources Management Association, and was invited to make a short presentation to assembled chiefs and District Councillors.

At the preliminary meetings

- a) The consultant was introduced and inspected, and the workshops discussed.
- b) A basic profile of the area was obtained by questioning, observation and discussion.
- c) The CBO members were informed they would be given help in the form of a Training Workshop for 10-20 persons, who would then pass on the knowledge gained to others in the community. The participants would be chosen by the Trust Board, but should consist of both men and women, some of whom should be literate and have some knowledge of English, since English is the primary language of tourism. No exact date could be set, as it would depend on available transport and weather conditions. The enthusiasm shown for the training exceeded normal polite response.
- d) Brief discussions were held to expand the community's ideas for tourism products.

Training workshops

- a) Basic flipchart material was prepared in advance.
- b) The community workshops were used for field-testing the material and adjustments made according to the response.

- c) As well as training the Community Trust members, the workshops were also used as practical training for the Advisors, who assisted in practical ways.
- d) Each workshop was held at a local school or health centre with sessions either indoors or under a tree, usually alternating according to weather conditions.
- e) The flip chart sheets were attached to walls, blackboards, trees, or held up by hand, depending which was appropriate at the time.
- f) Practical exercises were interspersed with explanations to vary the pace.
- g) The Advisors and some community members acted as interpreters.
- h) At the end of each workshop copies of the material used and details decided on during the practical exercises were sent to the community Chairman and the Advisor: inventory of local products and skills; steps to take in establishing specific enterprises; things-to-do lists; SWOT analyses; a list of participants.
- i) A further training workshop was held at Lengwe Visitors' Camp for the Advisors to walk through and discuss the material, make further adjustments, and provide further practical examples.
- j) Transport for the consultant, notebooks, pens and food for the workshops were provided by the World Bank Lower Shire project. In keeping with COMPASS practices no allowances were paid to participants. In fact they were informed that they were lucky, as it is usual to pay a fee for training.
- k) Local chiefs and Assembly councillors were not usually appointed participants, but were welcomed when they attended the sessions. In one case a school principal also joined in, and in another the local Health Assistant.

Manual

The final version is intended for use by Extension Officers working in the field with local communities. A Chichewa version will also be available.

OBSERVATIONS

Aspirations of the communities

The workshop participants were asked to say what dream they had for their community to achieve in the next 10 years. The dreams were similar in most cases, with emphasis on local infrastructure and the aims of their Trust, but within the range of the community's experience. They were often unspecific (living conditions to improve, the Trust to work well, etc.), and none had a vision of anything radically different. The dreams included:

Re development:

- Alleviate poverty
- Develop the area; develop as much as Botswana
- In 10 years time we will not be hungry; will be eating good foods
- Things will change; 90% of people will build good houses; everyone will have their house roofed with iron sheets
- Improve local transport, roads, bridges, schools in good condition, water health centres, safe water supply – boreholes in every village
- Transport and marketing company for produce
- All weather road network to be maintained
- More people will buy cars; people will all have bicycles

- The area should be developed without relying on government

Re enterprise development:

- Establish many businesses; people will have different enterprises, groceries, maize mill business, hotels, mfula oil production, farming enterprise, livestock, cows
- Our village will be a rural town
- Our area to become a tourist destination
- To have a lot of employment to develop our families

Re the children:

- Help children for the future – I am speaking English because my parents had a dream; more children will go to higher schools

Re Natural Resources:

- Our Park to be well stocked with animals, including elephant
- After 5 years we want to see more change for the better in Natural Resources and Wildlife
- Due to care of the natural resources we should be able to receive rain during the rainy season

Re the Trust;

- The members of this CBO need to be well trained for the smooth running of the Trust
- Cooperation among members
- Our Trust will work well and have many business enterprises.

Living conditions in the target communities

Although each community has its own character, some generalisations can be made:

Each Trust visited draws members from about ten to twelve villages, each with its own chief or Village Headman (VH), which together make up a distinct community under a Group Village Headman (GVH). The villages where workshops were held are generally at least 30 km from the ‘tarmac’, sometimes even further from the nearest trading centre and bank, and many kilometres along the ‘tarmac’ to their District offices. The track to the outside world may become impassable during heavy rains, when the rivers are full, and crops may be destroyed as in the rains of 1999 and 2000. The amount of outside contact differs, as well-used tracks from Mozambique run through the Mwabvi areas, and on the other hand, There is cut off on the east and north by Lengwe National Park.

There is no form of public transport in these areas; only the Pende area has a modest amount of transport along the road between Chikwawa and Mwanza (impassable at the time due to a broken bridge). This means that it takes between 3.5 and 4.5 hours to reach the local trading centre on foot, or 2 to 2.5 hours by bicycle; so a return journey takes most or a large part of

the day. As the bicycle is used to transport goods the load may be too heavy for riding, and so the walking pace is applicable. An ox cart achieves a little more than walking speed, and may be the only other means of transporting goods or sick persons. In only a few communities is there a vehicle of any kind, and government or aid vehicles pass only infrequently. Consequently, although most of the men have been as far as Blantyre a few times, many women have not been so far.

There is no electricity and no telephones, although a few households access news by battery powered radio, but many villages have had boreholes for the last few years. Where there is no borehole, or where it only produces saline water, water is obtained from the nearest river. When the river is dry, a 'well' is dug in the riverbed. The water that seeps up into this hole is used for all domestic and agricultural purposes. As water is in constant undersupply it seems likely that boreholes will be one goal for any community funds generated by the enterprise projects. The communities are often plagued by famine before the harvest, especially after a year of floods, or a year of drought.

Agriculture is the main and often only income generating occupation, although a few young men go outside to earn more, and there are some limited opportunities within the communities for generating extra income. These include small groceries selling very basic commodities, bicycle repair enterprises, beer and spirit making, furniture making, traditional healing, traditional midwifery, pottery and brick making; and a few areas have a maize mill. In many of the poorer villages there is not even so much. Goods and services are not necessarily paid for in cash.

All grow and are largely dependent on maize, but several raise cotton, cassava, groundnuts, pigeon peas, a variety of other fruits and vegetables, and cattle. Chickens are universally seen, but only a few communities are raising guinea fowl. The local crafts are underdeveloped and only practised by one or two persons, and only for the provision of items for local use. The scenic attractions of the villages vary greatly, and considerable work and the forging of viable links will be needed to make them into tourism destinations, especially since the Lower Shire is not known for tourism. Some cultural traditions, including local dances, songs, music, storytelling and games, still exist and can be fostered.

Primary schools serve several villages, and usually hold some classes out of doors because of inadequate accommodation, although some showed signs of recent renovation. There is a health centre in each community, usually with only a Health Assistant, but the larger centres have a visiting doctor. Traditional African doctors are also available. Partly due to malaria and AIDS, each community has many orphans, who are usually cared for by relatives, thus extending families beyond the 6 child average. Small, unequipped Christian churches are found in the target villages; the denomination varies, perhaps according to which mission society arrived first.

Although Primary education is free, the small fee charged for Secondary education is often beyond the means of the local people, especially if it means boarding near the school. Nevertheless each community has a few persons with Secondary education, who are can read, write and speak English with reasonable facility. The Chairpersons and Secretaries of the interim Boards come largely from this educational group.

The traditional authority system of chiefs or village headmen (VH), group village headmen (GVH), and Senior Chiefs or Traditional Authorities (TA)) is still strong, although the

Advisors expressed the opinion that it was not as strong as in the Northern Region. The tradition of respect for elders and chiefs is demonstrated by customs of precedence and subservient body language. Traditionally different groups eat separately, which means that general discussion over meals is limited by grouping. Women are often strong forces within the wider community, and in at least one community were operating wholesale produce trading businesses, but they were not given an equal place in the workshops.

CONSTRAINTS TO THE TRAINING

- a) Weather conditions held up some training sessions, as roads became impassable.
- b) Due to agricultural activities, funerals and the distances between the village units of each community, participants were sometimes late, arrived tired, or had to miss at least one day.
- c) There was not enough time in the three day sessions to accomplish everything. Different items needed stress at different workshops, and there were varying constraints on time: transport or the key figures were late; too much time was allotted by custom to breaks, etc. Four days would have been better, but more difficult to achieve. Where the participants slept at the venue (e.g. Pende) the workshop time was more usefully spent, as there were fewer delays in starting.
- d) Although it was specified in preliminary meetings that women should take part, two communities had no women participating, and in one community the women were expected to use part of the time to prepare the food. In one community it was stated that there were no women with suitable literacy to attend the training, although it had been stressed that it was not necessary for all participants to be either English speaking or literate, and there were several participants who were neither.
- e) One Advisor commented that the village venue was distracting. However, it had the advantage that the whole community could see that something was happening, and the participants were asked questions later. This is in keeping with the principal of openness and of sharing with the wider community.
- f) Time was needed to correct two misconceptions on the part of some communities:
 - i. That the members of the interim Trust Board were the Trust, instead of the whole community.
 - ii. That when they decided what projects/enterprises they wanted DNPW would make them happen and that funding would automatically be available.

Blame for these perceptions cannot be laid on the Advisors, but they demonstrate how easy it is for misconceptions to arise about things that are not explained with enough detail through repetition and practical experience

Future constraints to the community enterprise programme

- a) The custom mentioned above of sharing assets with the chief and elders of the kinship group may cause a problem to community enterprises. The problem will be to ensure that income generated by the Trusts projects is divided between the ones who do the work, the Trust's account, and community projects. One workshop is insufficient to resolve this issue.
- b) The problem of forming links with tourism operators using the area.
- c) Lack of awareness about the Lower Shire area. All the Lower Shire assets and tourism facilities/products need to be included in one tourism publicity package.

- d) The question of competition. For example: several Trusts want to establish beekeeping enterprises. The advantage of the overlap is that training opportunities can be shared, but it could lead to a glut of honey. A second example is the setting up of Cultural Villages. There is a low limit to the number which can be viable, and none of the participants and few of their advisors have seen such a village. Only one currently exists in Malawi, connected to an important tourism facility at Liwonde. The Ministries of Tourism and Culture plan to establish three Cultural Villages in Malawi, and are unlikely to be able to assist the Lower Shire communities in this. A visit to the Community Cultural Village at Liwonde would be beneficial.

RECOMMENDATIONS

1. Financial training sessions will shortly be provided by the World Bank Project. However the Boards informally requested further enterprise training sessions and follow-up.
2. There is a perceived need for training in craft and basic art/drawing skills. Basic craft skills exist, but only in the hands of a few, and there is little or no handing on of traditional skills and little outlet for possible latent creativity. There is no viable craft industry in the area as yet, and certain traditional skills, such as beading, have become dormant almost to the point of dying out.
3. Using the principle of showing rather than telling, visits to projects similar to those being worked on will be more beneficial than dry instruction. For example visits for aspiring beekeepers.
4. Visits to Park and Reserve areas should be provided, with interpretation by an experienced environmental education officer.
5. When beginning similar programmes with other communities, more stress should be placed on looking for natural resource based projects where possible.
6. An inventory of natural resources in the three PAs was recently undertaken. This may give communities a better idea of the number of natural resources suitable for use in local enterprise and the quantities available

CONCLUSIONS

- There is eagerness in the communities to learn more and to have more assistance.
- The momentum toward a new paradigm has been set in motion, but it could easily founder, as most of the community members have not yet been able to journey into the twentieth century, and they will need to make it into the twenty-first century to succeed.
- Jealousy, factions, and possible dishonesty are embedded in the communities and could prove stumbling blocks. Contact with new ideas from the outside is proving wholesome, but success may depend on constant morale boosting.

ENTERPRISE WISH-LIST, LOWER SHIRE COMMUNITIES

AREA	PROJECT WISH-LIST
Mthumba Trust, Pende	Community Hotel at Chikwawa Houses for rent, Chikwawa Cattle feeding lot Beekeeping
Kanzimbi Trust	Campsite, Lengwe Cultural Village Agricultural Marketing Cooperative Game Ranching/Breeding, Lengwe Fish farm
Tikondane Trust, Thereere	Beekeeping Maize Mill Agricultural marketing Cultural Village
Nkhangani Trust, Kanyimbi	Maize Mill Marula oil Agricultural Irrigation Guinea fowl and Rabbit breeding
Namitsempha Trust, Ngandziwe	Cultural Village Beekeeping Campsite, Majete
Misamvu Trust, Kamanga	Beekeeping Maize Mill Bicycle rental Community Guesthouse, Kamanga

ANNEX 2: COMPASS Publications

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

Document 22	Opportunities for Sustainable Financing of CBNRM in Malawi: A Discussion	Watson, A.	Nov-00
Document 23	Framework for Strategic Planning for CBNRM in Malawi	Simons, G.	Nov-00
Document 24	Kabuku Kakwandula Ndongomeko ya Thumba Lapadera la Wupu wa COMPASS (chiTumbuka version of the COMPASS Small-grant Manual)	Umphawi, A., Clausen, R. & Watson, A. Translated by Chirwa, T.H. & Kapila, M.	Dec-00
Document 25	COMPASS Performance and Impact: 1999/2000	COMPASS	Nov-00
Document 26	October 1 - December 31, 2000: Quarterly Report	COMPASS	Jan-01
Document 27	COMPASS Grantee Performance Report	Umphawi, A.	Mar-01
Document 28	January 1 - March 31, 2001: Quarterly Report	COMPASS	Apr-01
Document 29	Natural Resource Based Enterprises in Malawi: Study on the contribution of NRBEs to economic development and community-based natural resource management in Machinga District	Lowore, J.	Apr-01
Document 30	Proceedings of the First National Conference on CBNRM in Malawi	Kapila, M., Shaba, T., Chadza, W., Yassin, B. and Mikuwa, M.	Jun-01
Document 31	Natural Resource Based Enterprises in Malawi: Action Plans	Watson, A.	Jun-01
Document 32	Examples of CBNRM Best Practices in Malawi	Moyo, N. & Epulani, F.	Jun-01
Document 33	Media Training for CBNRM Public Awareness	Kapila, M.	Jun-01
Document 34	April 1 - June 30, 2001: Quarterly Report	COMPASS	Jul-01
Document 35	Strategic Plan for CBNRM in Malawi	CBNRM Working Group	Oct-01
Document 36	Workplan: 2002	COMPASS	Oct-01
Document 37	July 1 - September 30, 2001: Quarterly Report	COMPASS	Oct-01
Document 38	COMPASS Performance and Impact: 2000/2001	COMPASS	Dec-01
Document 39	Coordination of CBNRM in Malawi: Financing Options	Watson, A.	Jan-02
Document 40 (draft)	Performance Monitoring for CBNRM in Malawi	CBNRM Working Group	Jan-02
Document 41	October 1 – December 31, 2001: Quarterly Report	COMPASS	Jan-02
Document 42	COMPASS Field Level Training Impact Evaluation	Moyo, N.	Feb-02
Document 43 (draft)	COMPASS Grantee Performance Report: 2001	Umphawi, U.	Apr-02
Document 44 (draft)	COMPASS Assessment: 2001	Sambo, E., Carr, s., Omamabia, D. & Moore, T.	Apr-02

Internal Report 1	Building GIS Capabilities for the COMPASS Information System	Craven, D.	Nov-99
Internal Report 2	Reference Catalogue (3 rd Edition)	COMPASS	Feb-02
Internal Report 3	Workshop on Strategic Planning for the Wildlife Society of Malawi	Quinlan, K.	Apr-00
Internal Report 4	Directory of CBNRM Organizations (3 rd Edition)	COMPASS	Feb-02
Internal Report 5	Proceedings of Water Hyacinth Workshop for Mthunzi wa Malawi	Kapila, M. (editor)	Jun-00
Internal Report 6	COMPASS Grantee Performance Report	Umphawi, A.	Jun-00
Internal Report 7	Examples of CBNRM Best-Practices in Malawi	Moyo, N. and Epulani, F.	Jul-00
Internal Report 8	Software Application Training for COMPASS	Di Lorenzo, N.A.	Sep-00
Internal Report 9	Directory of COMPASS ListServ Members (2 nd Edition)	Watson, A.	Feb-02
Internal Report 10	Introductory Training in Applications of Geographic Information Systems and Remote Sensing	Kapila, M.	Feb-01
Internal Report 11	COMPASS TAMIS Grants Manual	Exo, S.	Mar-01
Internal Report 12	Review of Recommendations of the Lake Chilwa and Mpoto Lagoon Fisheries By-Laws Review Meeting	Nyirenda, K.	May-01
Internal Report 13	End-of-Term Evaluation of the Coordination Unit for the Rehabilitation of the Environment (CURE)	Sambo, E.Y.	Oct-01