



TRAINING FOR TRANSFORMATION FOR SIX COMPASS GRANTEES

**DOCUMENT 69
SEPTEMBER 2003**



Community
Partnerships for
Sustainable
Resource
Management in
Malawi

Training for Transformation for Six COMPASS Grantees

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**USAID Contract: 690-C-00-99-00116-00
Activity: 612-0248**

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ACRONYMS

AMREF	: African Medical Research Foundation
BDS	: Business Development Services
CABUNGO	: Capacity Building Unit for Non governmental Organizations
CBNRM	: Community Based Natural Resource Management
CDMG	: Chiwembe Dam Mushroom Growers
COMPASS	: Community Partnerships for Sustainable Resource Management
IGA	: Income Generating Activities
LePSA	: Learner centered, Problem Posing, Self discovery, Action planning
MPE	: Magomero Fruit Processing Enterprise
NGOs	: Non-Governmental Organization
NRBE	: Natural Resource-Based Enterprise
NRM	: Natural Resource Management
NWBP	: Ndirande Women Briquette Processing
OD	: Organizational Development
SOVCRAFT	: South Viphya Craft Enterprise
TFT	: Training for Transformation
TLA	: Tsogolo La Ana
TNA	: Training Needs Assessment
TOT	: Training of Trainers
USAID	:United States Agency for International Development

EXECUTIVE SUMMARY

1. Under the USAID/Malawi's Strategic Plan for the period 2001 to 2005, COMPASS is contributing to the goal of increasing food security and reducing poverty through broad-based economic growth.
2. Based on several studies, COMPASS concluded that local BDS providers should assist in the development of NRBEs through organization development and business management. Six grantees demonstrated a need and desire to improve their organizational and business management capacity. The six are the Ndirande Womens' Briquette Group in Blantyre), the South Viphya Crafts Organization (SOVCRAFT) (making various fruit products in Mzimba District), the Magomero Fruit Processing Group (juices, jams and dried fruits in Chiradzulu District), the Madalitso Entrepreneurs (mushroom production in Blantyre District), the Matindi Youth Organisation (improved fruit tree production in Blantyre District) and Tsogolo la Ana (honey and guinea-fowl production in Chikwawa District).
3. The main objective of the training for transformation workshop was to build capacity for independence and self sufficiency in the natural resource sector.
4. A participatory approach guided all assignment activities. All key stakeholders including CABUNGO and the BDS consultant were consulted in planning the TtT process. COMPASS Project personnel facilitated community mobilization and other assignment logistics.
5. The TtT content comprised of four topics: development, transformation, self reliance and shared leadership. The main objective was to facilitate a self initiated and self-sustained entrepreneurship development process.
6. Training methodology was based on a psycho social method known as LePSA: Learner-centred, Problem-posing, Self-discovery and Action planning. Training focused on enabling learners to reflect on their CBNRM experiences; helped them to analyze their situation in terms of cause-effects analysis. Participants, at the end of every topic came up with action plans to achieve their desired objective.
7. Training activities included in door and outdoor group discussions, role-plays, demonstrations, buzz groups and songs.
8. The training workshop was monitored on a daily basis. An end of training evaluation was carried out in groups. Most participants concluded that the workshop has helped them realize that they have adequate capacity to improve their livelihood especially household incomes through sustainable utilization of natural resources.
9. Main training outputs include workshop content that was based on participatory consultations; 84 participants (51 female and 33 male) trained in self initiated and self sustained entrepreneurship activities. Each participant has received a workshop handbook that documents all workshop training experiences. Quality outputs include: improved self knowledge and understanding of the role of social capital in sustaining business enterprises.

10. It is noted that the Tft workshop has positively impacted on four capacities: knowledge (self development), economic (self sufficiency), organizational (self organization) and managerial (self management). The main challenge is weak Tft management capacity at local level to sustain the Tft process.
11. The overall recommendation is to build local Tft capacity of core facilitators of Tft processes for CBNRM.
12. An interim recommendation is to proceed with refining strategies that were proposed at the workshops into detailed action plans in order to solve the identified challenges each CBO is facing.

1.0 INTRODUCTION

1.1 Background

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

In March 1997, USAID assisted the Environmental Affairs Department of the Malawi Government by organizing a workshop to facilitate participation in developing a "Results Framework" for a national CBNRM strategy. Building on the National Environmental Action Plan, the framework outlines elements of a strategy for mobilizing communities into effective NRM institutions. This planning was expected to continue under the guidance of a CBNRM National Steering Committee and Secretariat to be established in 1998. However, this was stalled for three years until the National Council on the Environment approved the creation of a CBNRM Working Group and it met for the first time in March 2000. The COMPASS Team will assist the Working Group expand this strategic planning process that will help to strengthen the institutional framework in which CBNRM programs are designed, implemented, monitored and evaluated in Malawi.

COMPASS addresses USAID Strategic Objective Number 6 (SO6)¹: Sustainable increases in rural income. This and the other Strategic Objectives are designed to achieve USAID/Malawi's goal of broad-based sustainable economic growth. USAID/Malawi's Strategic Plan for the period 2001 to 2005 has a goal of *increasing food security and reducing poverty through broad-based economic growth*.

1.2 Justification

Over the past two years, COMPASS has undertaken several studies of opportunities and needs for creating and building Natural Resource-Based Enterprises in Malawi. COMPASS 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 and Document 31 - Natural Resource-Based Enterprises in Malawi: Action Plans identified four groups of natural products that appear to hold considerable potential for expanding their commercial marketing. The four products are honey (and other bee products such as wax), wild mushrooms, fruit products (juices, jams and dried fruit) and curios (mainly made from wood). Through its small grant initiative, COMPASS has funded several community-based organizations that are developing small business ventures based on these products. Currently, three grantees are focusing on honey production (and another four include honey production as part of an integrated development program), two are involved in fruit processing and one is involved in mushroom production though this does not involve harvesting of wild species. All these groups have demonstrated a clear need and desire to build their capacities as businesses. This involves far more than simple Organizational

¹ Prior to approval of USAID/Malawi's Country Strategic Plan for the period 2001 to 2005, COMPASS fell under SO2: Increased sustainable use, conservation and management of renewable natural resources.

Development skills and basic financial training that COMPASS provides routinely as part of its grant management and support program.

Two additional studies undertaken by COMPASS over the past year have helped further define the precise needs of the CBOs that are embarking on income-generating, business ventures. COMPASS Document 46 – Community Tourism and Enterprise Training Manual identified several areas that require strengthening within budding community Trusts in the Lower Shire. The document also provided some guidelines and tools for providing training in these areas. COMPASS Document 49 - Business Development and Marketing Strategy for Natural Resource Based Enterprises further explored the specific business development needs of several COMPASS grantees and other partners. The study concluded that many of these needs are not being addressed by the many government agencies and NGOs that purport to provide an array of Business Development Services (BDS) to small enterprises in Malawi. The study recommended that:

Entrepreneurship development should be internalized so that it has the momentum and capability to continue and expand through local efforts, because activities initiated from outside the community often take longer to become sustainable (p.33).

The study also concluded that COMPASS should focus on providing technical assistance to budding NRBEs and that:

The choice of BDS providers should be guided by the principle of subsidiary: delegating responsibility to the lowest possible level and to those who are closest to the NRBEs, both geographically and socially. The BDS provider should be independent and private sector based.

In effect, COMPASS believes that it is appropriate to engage local BDS providers to assist in the development of NRBEs in Malawi through building the organizations' internal capacity to operate small businesses and manage their own internal affairs. At this time, most of these small businesses do not have the resources to procure these services themselves. COMPASS proposes to provide the services to six existing grantees that have demonstrated a need and desire to improve their business management capacity. The six are the Ndirande Womens' Briquette Group (waste-paper briquettes sold as a substitute for charcoal in Blantyre), the South Viphya Crafts Organization (SOVCRAFT) (making various fruit products in Mzimba District), the Magomero Fruit Processing Group (juices, jams and dried fruits in Chiradzulu District), the Madalitso Entrepreneurs (mushroom production in Blantyre District), the Matindi Youth Organisation (improved fruit tree production in Blantyre District) and Tsogolo la Ana (honey and guinea-fowl production in Chikwawa District).

1.3 Terms of Reference

The purpose of the assignment described here is to provide Training for Transformation to the six CBOs. This training will emphasize building independence and self-sufficiency within the organizations using the skills provided through CABUNGO. Beyond this, the technical assistance will provide a Business Understanding Program, which will outline the fundamentals of business development and management.

The main objective of this assignment is to build the capacity of six community-based organizations that are engaged in developing natural resource based enterprises with the technical and financial assistance of COMPASS. The emphasis of the assignment will be on the provision of training that will help the organizations and their members adopt entrepreneurial approaches that are conducive to achieving sustainability of the ventures in organizational, financial and environmental terms.

1.3.1 Comments on Terms of Reference

Based on discussions with all key stakeholders, it was recommended that the Tft process should concentrate on building capacity for independence and self sufficiency in a business context. Specifically, the Tft process focused on facilitating a conscientisation process².

1.4 Technical Approach and Methodology

Approach and methodology review activities and processes that were carried out in the course of achieving the main outputs of the assignment. The main approach to the assignment was participatory reflection and action. The purpose of this approach at planning level was to actively engage all stakeholders to reflect on capacity building in organizational development and business management initiatives by CABUNGO and the BDS Consultant, respectively. The objective was to draw lessons that would inform a responsive design of the Tft process. At training delivery level, the approach was to actively engage participants into deeper reflection about their own situation. Reflection has to lead into action. Without action, change is not possible.

1.4.1 Workshop planning

Between July 7th and 13th, 2003, the consultant held extensive discussions with the following stakeholders: COMPASS Deputy Chief of Party, COMPASS Project Staff (Grants and Information Specialists), CABUNGO OD Practitioner and the BDS consultant. In addition, the consultant made field visits to all the six CBOs and held discussions with some executive members of the CBOs, see Annex 2 for field itinerary, and Annex 3 for List of people met. Discussions included a review of the OD and BDS training undertaken hitherto, and the TORs for the Tft workshop. The purpose was to learn how best the Tft workshop could strengthen OD and BDS training. The main output of the participatory planning meetings was consensus on the focus of the Tft process, proposed training schedule, and other logistics for the workshop.

The consultant with the COMPASS Deputy Chief of Party discussed the final draft of the technical approach and methodology of the Tft workshops. The main output of the discussion was final a Tft technical design and schedule.

² This is a participatory educational process which has liberating effects on the creative initiatives of the people through a systematic process of investigation, reflection and analysis undertaken by the people themselves. People begin to understand the social, economic, political reality through a process of self-inquiry and analysis. Through such understanding, they begin to perceive self-possibilities for changing that reality. People's intellectual faculties open up and their critical thought processes are liberated. The awareness that is created has a transforming potential for changing that reality. Critical awareness forms the basis for organized action

1.4.2 Community mobilization

Compass Project staff (Grants Officer) accompanied the consultant to all the six grantees during the field planning meetings. The staff introduced the consultant to the respective committee members of the grantees. In addition, COMPASS informed the respective CBOs about the actual training schedules. Except for the few participants at Tsogolo La Ana and SOVCRAFT that the consultant picked, all participants came to the workshops on foot or by bicycle.

1.4.3 Main Training Objectives

The main objective of the training workshop was to build capacity for independence and self sufficiency in the natural resources management sector. Specific objectives differed in quantity and focus. Participants' expectations of the workshop necessitated such a flexible approach. Typical training objectives included the following:

- ❖ Explain personal meaning of development
- ❖ Describe characteristics of transformed thoughts, values and actions
- ❖ State indicators of a self reliant community/group
- ❖ List strategies for promoting self reliant approach to entrepreneurship development
- ❖ Promote self reliance in all development activities
- ❖ build commitment to participatory governance
- ❖ Describe functions of a leader in a group

1.4.4 Customized training content

Detailed notes from all meetings were prepared on the day of the meetings. The notes provided valuable input and informed the TtT design, which included the following key themes:

- ❖ Personal meaning of development,
- ❖ Transformation process (Thoughts, Heart/values/beliefs and Actions),
- ❖ Self Reliance versus dependence,
- ❖ Shared Leadership (power, process and style).

1.4.5 Training Activities

The training workshop activities included the following: indoor and outdoor activities: group games, group discussions, buzz groups, role-plays, energizers, singing and demonstrations.

1.4.6 Training Approach and Methodology

Training approach was both learner-centred and process oriented.

(i) Learner-centredness: Participants as subjects

Participants are the means and end of their development. The thoughts, values, beliefs they hold ultimately result into their daily actions. The objective of a learner-centred approach was to enable participants to begin to reflect and inquiry into the "self", its thoughts, values, beliefs, and resultant actions/activities (life). It was expected that through this process, participants will discover that the life they live is a direct result of the thoughts they plant,

grow in their mind, and the values they cherish. They are the creators and beneficiary of their thoughts, values and actions. In other words if they want to improve their economic status, they have first and foremost change their thoughts and values about economic activities.

(ii) Participatory Empowerment Process

A participatory process aimed at creating a learning environment, which promoted self-discovery, self-actualization and self-fulfillment, in which participants felt free to critique, think creatively and productively. The purpose of this approach was to help participants understand that self-initiated and self-sustained development process is an endogenous process (inside-out process). Entrepreneurship is a by-product of thoughts, values, beliefs one holds.

(iii) Psycho Social Training Methodology: LePSA

The main Tft methodology that achieves both learner-centredness and empowerment process is known as the LePSA. This is a psycho social method that forms the basis of transformation.

(a) LePSA: Learner-centred; Problem-posing; Self –discovery; Action planning

In this method, the trainer presents or poses the participants with their own experiential problems, using problem-posing materials, e.g. codes. The main objective of this method was to conscientize participants: build critical awareness that leads into action. Participants became actively involved in a common search to identify and describe their problems, understand and explain root causes and consequences, find solutions and plan actions to alleviate the identified problems.

This method recognizes that every participant has a contribution to make and that no single individual knows everything. Almost every training session was introduced by a problem - posing material, i.e. problem-posing role-plays, which posed the participants' problem. This was processed using the SHOWD questions, see Annex 4.

1.4.7 Monitoring and Evaluation of the Workshop

Participants monitored and evaluated training workshop activities on a daily basis. Each participant shared openly what each appreciated during the day's training activities. End of workshop evaluation was done in groups. Each group described lessons learnt and general comments about the training workshop. The purpose of this approach to evaluation was to promote freedom of expression and to enable participants to learn as much as possible from one another.

The rest of the report is organized as follows:

Chapter 2: Training Workshop Outputs

Chapter 3: Analysis of Outputs

Chapter 4: Recommendations

2.0 TRAINING WORKSHOP OUTPUTS

This section looks at the main workshop outputs, effects of training objectives and impact of the whole training process on participants.

2.1 Outputs

Training outputs refer to deliverables/achievements based on planned training activities.

2.1.1 Quantitative

- ❖ Trained 84 (51 female and 33 male) participants from six CBOs in self-initiated and self-sustained (independence and self sufficiency) natural resource management and development process, see Annex 4 for workshop attendance.
- ❖ Produced 97 workshop handbooks, 91 for distribution to respective participants based on attendance and 6 copies COMPASS Library
- ❖ Produced end of consultancy report.

2.1.2 Qualitative

- ❖ Participatory planning of the TtT workshop developed stakeholder ownership, responsibility and commitment to the process.
- ❖ The LePSA method strengthened intellectual self reliance by engaging participants to reflect on their own situation, analyzing their situation, making decisions on what they can do.
- ❖ As part of action planning under LePSA, participants responded to the questions: *What are you going to do to solve the identified challenge/s? What indicators will show clearly that the situation has improved positively?* Responses to the two questions enabled participants to come up with strategies and system of indicators to monitor their performance.

2.2 Training Effects

Effects refer to what participants have benefited from the planned objectives. The end of course evaluation provides some evidence of the quantity and quality of improvements that have happened to participants in terms of knowledge, attitudes and skills. Generally all participants wished the TtT course had come before they formed their CBOs. Positive effects are crosscutting. Based on the end of workshop evaluation, participants have benefited as follows:

2.2.1 Improvements in appropriate attitudes and perspectives:

- ❖ Self awareness in terms of creator and reaper of own thoughts and beliefs and values
- ❖ Importance of cooperation in the family, club and community
- ❖ Assertiveness and critical attitude
- ❖ to be self reliant at individual, family and club levels
- ❖ loving one another at club and family levels
- ❖ growing different crops and fruits as a strategy for household food security and increasing incomes.
- ❖ Perseverance
- ❖ Boldness
- ❖ Trust in one another

❖ Belief in God

2.2.2 Improved knowledge on:

- ❖ Criteria for selecting leaders
- ❖ Crop diversification
- ❖ Community participation
- ❖ Equal gender participation in development
- ❖ Keeping different types of livestock as a strategy for increasing incomes
- ❖ Intellectual self reliance
- ❖ Planning future development activities based on available capacities

2.2.3 Developed skills for self-management

Participants practiced and acquired some skills for self-initiated and self-managed activities, through formation of their own workshop norms, timetable, and workshop committee. In addition, every participant practiced group facilitation and group plenary reporting. Lastly, participants acquired skills in monitoring and evaluation of self and group process through end of day reviews of learning experiences.

2.3 Training Impact

Impact looks at observable changes among participants. It is too early to assess performance impact of the CBOs. However, based on listening survey³ during the workshops, the consultant noted various statements from participants during their informal chats. The following are samples of the statements.

- ❖ *...stopped telling lies and gossiping*
- ❖ *...saying “thank you” to my spouse for whatever service is rendered*
- ❖ *...respecting one another in the family*
- ❖ *...feel free to challenge others’ opinions*
- ❖ *...being accountable*
- ❖ *...plans to start rearing chickens, rabbits, goats, pigs*
- ❖ *...and growing fruit trees, mangoes, bananas and guavas*

In addition, one way of assessing expected performance impact by respective grantees is to review participants’ feedback⁴ to the question that was asked to all the six CBOs:

“What are you going to do to build and sustain independence and self reliance/sufficiency?”

2.3.1 Matindi Youth

- ❖ Promote utilization of local resources
- ❖ Encourage one another to be sharing and learning from each other
- ❖ Share roles and responsibilities according to capacity
- ❖ Encourage group feeling and love among members
- ❖ Build community awareness of the disadvantages of depending on handouts
- ❖ Help our communities make use of locally available skills

³ Listening Survey is a form of informal survey carried out as one does every day work.

⁴ Participants’ feedback was presented in vernacular. What appears in this report is translated from feedback from the respective Workshop Handbooks, under the topic: Self Reliance.

2.3.2 Ndirande Women Briquette Processing

- ❖ Promote transparency and accountability
- ❖ Build trust among members and faith in each other
- ❖ We should follow common objectives

2.3.3 Chiwembe Dam Mushroom Growing

- ❖ Motivating one another
- ❖ Being courageous and perseverant
- ❖ Save enough money to run a business
- ❖ Hard working spirit
- ❖ Be determined and focused
- ❖ Improve access to appropriate technologies
- ❖ Being prayerful
- ❖ Be trustworthy and honest

2.3.4 Magomero Fruit Processing Enterprise

- ❖ Working as a team
- ❖ Initiate other businesses in addition to the fruit processing
- ❖ All members should share one common objective
- ❖ Trusting one another
- ❖ Promote participatory decision making
- ❖ Attain household food security
- ❖ Access enough land for growing fruits
- ❖ We should be self confident

2.3.5 Tsogolo La Ana

- ❖ Initiate small businesses and encourage farming at household level
- ❖ Our organization should have gardens for growing cassava, maize, groundnuts, fruits, vegetables. We should also keep various livestock.
- ❖ Establish mechanism for community contributions to the welfare of the children
- ❖ Build communication among village head persons, political leaders, faith community leaders, traditional authority and the people.

2.3.6 SOVCRAFT

- ❖ We should have positive thoughts about what we want to do, and be committed. We want to achieve the following: household food security, enough livestock, houses that do not leak, good toilet, kitchen, rubbish pits and self sufficiency in everything.

3.0 ANALYSIS OF OUTPUTS

This section discusses how workshop outputs, effects and impact have contributed to the main workshop objective in terms of strengths and challenges.

Sachs, W. (1992) identifies four capacities that contribute to independence and self sufficiency. These include the following: knowledge, economic, organizational and managerial capacities.

3.1 Knowledge capacity (self development)

This means building up local knowledge, attitudes, behaviour and technology, which enable communities to know more about themselves and their local environment.

Strengths

- ❖ All participants are unanimous on increased knowledge of their local capacities (local capital assets) which can form the basis for improving household incomes.
- ❖ There are various gains in knowledge of key themes: participatory development, transformation of thoughts, values and actions; causes and effects of dependency; importance of participatory governance.
- ❖ Participation of some members of CBOs in reviewing experiences of previous OD and BDS initiatives improved their knowledge of what they already know and what they would like to know. The module on Transformation improved self awareness through analysis of relationship between thoughts-actions and values.
- ❖ Workshop proceedings were actual experiences, opinions, perceptions and aspirations of participants themselves. They were self-initiated. This is different from the traditional approach where participants are provided with already made technical information prepared by outsiders. A learner-centred approach has promoted self-expression and instilled ownership and commitment to taking action at individual, household and club level to improve their economic well being.
- ❖ Provision of workshop handbooks to every workshop participant guarantees sustained individual access to knowledge recorded in the workshop handbooks.

Challenges

- ❖ There is inadequate capacity to sustain the TtT approach (LePSA) among the CBOs. Consequently the TtT effects and impact may not be sustainable.

3.2 Economic capacity (self sufficiency)

This refers to building of local productive capacities to meet basic needs, and to create reserves and survival mechanisms to cope in crises.

Strengths

- ❖ Participants described and discussed current utilization of natural resources found in their localities: soil types, water sources, trees, fruit trees, food and cash crops, livestock, small businesses, any flora in the village and skills found in the club. This enabled participants to appreciate their economic capacity for self-sufficiency. Participants discovered that

most of their resources are highly underutilized. Commitment to make use of their local resources to improve their well being has improved.

- ❖ All participants were agreeable that without attaining household food security, building incomes may not be sustainable. Hunger will be eating up all the profits.
- ❖ Most participants realized that to improve economically, there is need to evolve an appropriate social capital regime. In all the workshops, participants agreed that documentation of all club activities must become the norm.

Challenges

- ❖ While local markets are providing some motivation to increase production, especially wine, juice making and peanut butter, access to external markets will require more resources than currently available. The need to meet and sustain acceptable sanitary standards is imperative. Increasing production will require additional resources.

3.3 Organizational capacity (self organization)

This means building capacity to organize and re-organize themselves to undertake and manage collective action to transform their situations in order to achieve both individual and group goals.

Strengths

- ❖ Most participants realized the importance of working in groups as an effective strategy for increasing incomes at household level in the long term.
- ❖ Participants discussed and analyzed root causes of the challenges faced by their respective groups. They also described and listed values and behaviour, such as, commitment, diligence, perseverance, that have sustained their clubs, and those that threaten their common interests. Strategies were developed for solving all the identified issues.

Challenges

- ❖ There are opportunities for increased locally self-initiated collaboration with other community organizations and other networks from other districts.
- ❖ Institutional and organizational development is slow processes. Local capacity is inadequate to continue where TTT or CABUNGO has stopped.

3.4 Managerial capacity (self management)

Managerial capacity refers to capacity to make and implement their decisions and manage project activities facilitated by local leadership.

Strengths

- ❖ An analysis of club leadership revealed the need for more shared and accountable leadership. There is growing awareness among club leadership of the expectations from other members in terms of practicing participatory leadership.

Challenges

Much of club leadership has little experience in participatory governance. Institutionalization of participatory governance requires more than training by service providers.

4.0 RECOMMENDATIONS

A sustained transformative process is fundamental to sustainability of social economic empowerment in the natural resource management sector. The need to build social capital was recognized by all participants. Strategies for reducing dependency syndrome on outsiders were put in place.

4.1 ToT in TtT for CBNRM

It is recommended that grantees in the natural resource management sector should consider building local capacity to manage the TtT process. A minimum of two weeks training in ToT in TtT may be adequate. Each grantee can provide two members who should under-go a comprehensive ToT for TtT. The main output will be a core team of trainers in TtT at local level. A follow up technical support supervision on the trainee trainers will consolidate the acquired capacity.

4.2 Action planning

Meanwhile, it is recommended that participants should continue the learning process by re-visiting the workshop handbook to translate the strategies into detailed actions. Answers that participants provided to the discussions questions were about challenges respective CBOs are experiencing. Since solutions and success indicators were developed, participants should proceed to take appropriate actions.

CONCLUSION

The TtT process has strengthened a paradigm shift among all participants: from “outsiders bringing development” to “self-initiated development”, development of people by the people using peoples’ natural resources and other peoples’ capital assets for the benefit of the people. A shift has also started: development as a social activity to development as business free-market led activity. Until local TtT capacity is developed, social economic empowerment of the CBOs may stall.

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ANNEXES

Annex 1: Terms of Reference

SCOPE OF WORK

To provide training to six COMPASS grantees in basic entrepreneurial skills

Proposed Personnel:	Gilbert Mwakanema
Number of Days:	60
Position:	Training for Transformation Specialist
Period of Performance:	02/01/2003 to 08/31/2003
Purpose:	To help build capacity of six COMPASS grantees that are embarking on establishing natural resource-based enterprises

SUMMARY:

Background/Justification

Over the past two years, COMPASS has undertaken several studies of opportunities and needs for creating and building Natural Resource-Based Enterprises in Malawi. COMPASS 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 and Document 31 - Natural Resource-Based Enterprises in Malawi: Action Plans identified four groups of natural products that appear to hold considerable potential for expanding their commercial marketing. The four products are honey (and other bee products such as wax), wild mushrooms, fruit products (juices, jams and dried fruit) and curios (mainly made from wood). Through its small grant initiative, COMPASS has funded several community-based organizations that are developing small business ventures based on these product. Currently, three grantees are focusing on honey production (and another four include honey production as part of an integrated development program), two are involved in fruit processing and one is involved in mushroom production though this does not involve harvesting of wild species. All these groups have demonstrated a clear need and desire to build their capacities as businesses. This involves far more than simple Organizational Development skills and basic financial training that COMPASS provides routinely as part of its grant management and support program.

Two additional studies undertaken by COMPASS over the past year have helped further define the precise needs of the CBOs that are embarking on income-generating, business ventures. COMPASS Document 46 – Community Tourism and Enterprise Training Manual identified several areas that require strengthening within budding community Trusts in the Lower Shire.

The document also provided some guidelines and tools for providing training in these areas. COMPASS Document 49 - Business Development and Marketing Strategy for Natural Resource Based Enterprises further explored the specific business development needs of several COMPASS grantees and other partners. The study concluded that many of these needs are not being addressed by the many government agencies and NGOs that purport to

provide an array of Business Development Services (BDS) to small enterprises in Malawi. The study recommended that:

Entrepreneurship development should be internalized so that it has the momentum and capability to continue and expand through local efforts, because activities initiated from outside the community often take longer to become sustainable (p.33).

The study also concluded that COMPASS should focus on providing technical assistance to budding NRBEs and that:

The choice of BDS providers should be guided by the principle of subsidiarity: delegating responsibility to the lowest possible level and to those who are closest to the NRBEs, both geographically and socially. The BDS provider should be independent and private sector based.

In effect, we believe that it is appropriate to engage local BDS providers to assist in the development of NRBEs in Malawi through building the organizations' internal capacity to operate small businesses and manage their own internal affairs. At this time, most of these small businesses do not have the resources to procure these services themselves. COMPASS proposes to provide the services to six existing grantees that have demonstrated a need and desire to improve their business management capacity. The six are the Ndirande Womens' Briquette Group (waste-paper briquettes sold as a substitute for charcoal in Blantyre), the South Viphya Crafts Organization (SOVCRAFT) (making various fruit products in Mzimba District), the Magomero Fruit Processing Group (juices, jams and dried fruits in Chiradzulu District), the Madalitso Entrepreneurs (mushroom production in Blantyre District), the Matindi Youth Organisation (improved fruit tree production in Blantyre District) and Tsogolo la Ana (honey and guinea-fowl production in Chikwawa District).

It should be noted that these efforts to build entrepreneurial skills will be implemented in tandem with specific training in other business services relating to financial management (the subject of a separate Scope of Work) and provision of Organization Development (OD) training. One of the organizations (the Matindi Youth Group) has already received OD training from CABUNGO (the Capacity Building Unit fro NGOs) through a sub-contract between COMPASS and CABUNGO. COMPASS is currently developing a second sub-contract with CABUNGO that will provide similar services and training to another four COMPASS partner CBOs (Tsogolo la Ana, Ndirande Women's Briquette Group, Magomero Fruit Processing Group and SOVCRAFT).

The purpose of the assignment described here is to provide Training for Transformation to the six CBOs. This training will emphasize building independence and self-sufficiency within the organizations using the skills provided through CABUNGO. Beyond this, the technical assistance will provide a Business Understanding Program, which will outline the fundamentals of business development and management. A separate though linked assignment will provide training in specific business skills and services.

In all cases, training will be undertaken on-site and will not involve provision of allowances of any type. Past experience has demonstrated that many CBOs see the provision of training by donor-funded projects and NGOs as a vehicle to supplement household incomes. We will stress that these services would normally only be available on a fee-for-service basis and are being provided free of charge by COMPASS on the condition that no direct financial

support is demanded. If any of the client organizations do not accept this arrangement, we will seek other groups that are willing to operate under these guidelines.

Objective:

To build the capacity of six community-based organizations that are engaged in developing natural resource based enterprises with the technical and financial assistance of COMPASS. The emphasis of the assignment will be on the provision of training that will help the organizations and their members adopt entrepreneurial approaches that are conducive to achieving sustainability of the ventures in organizational, financial and environmental terms.

Tasks:

In collaboration and closely coordinated with the CABUNGO OD team, provide Training for Transformation that at a minimum will include:

- Basics of Organizational Development
- Community empowerment and ownership
- Community participation
- Self reliance/dependence
- Adult learning methods
- Animation and facilitation
- Participatory leadership
- Group dynamics
- Conflict management/resolution
- Decision-making and action planning

Provide Business Understanding training that will include the fundamentals of entrepreneurship and business development. The components will at a minimum include:

- Income and expenses
- Profits and revenues
- Sharing benefits and apportioning costs
- Supply and demand
- Customer focus
- Marketing
- Quality assurance (products and services)
- Individual and group responsibilities and performance
- Financial management fundamentals
- Transparency
- Responsibility and accountability
- Cash flow and management
- Business planning
- Legal aspects of registration and incorporation
- Liability

This will be undertaken in close collaboration with the second technical assistant who will focus on the technical details of these components of the training.

Outputs and Deliverables:

A report on the impact of the training on each of the organizations and their members. An assessment of improvements in performance of the organizations/ventures.

Work Schedule and Reporting Relationship:

The technical assistant will report to Andrew Watson, COMPASS Chief of Party.

Days 1 and 2: meet with COMPASS staff to discuss approaches and details of each of the grant activities that are the focus of the training initiative.

Days 3 - 8: visit each of the six target groups with COMPASS staff to discuss the goals and objectives of the training initiative and the proposed itinerary.

Days 9 - 27: conduct three days of Training for Transformation with each of the target organizations.

Days 28 - 52: conduct four days of Business Understanding training with each of the target organizations.

Days 53 - 60: prepare final report and debriefing with COMPASS staff.

Qualifications:

Experience in providing Training for Transformation to rural community groups in Malawi is essential. Thorough understanding of the goals and objectives of CBNRM in Malawi is essential. Familiarity with delivering Business Understanding Programs and knowledge of COMPASS' CBNRM efforts. Ability to communicate in Chichewa essential: Chitumbuka skills a plus.

Annex 2: Field Itinerary

JULY 2003	DATE	MATINDI	NWBP	CDMG	MPE	TLA	SOVCRAFT
Tuesday	8	AM: Meeting Compass Deputy Chief of Party (Nobel Moyo) Pm: Meeting CABUNGO (Lenard Satali OD Practioner)					
Wednesday	9		TNA	TNA			
Thursday	10	TNA					
Saturday	12					TNA	
Sunday	13	Traveling to Lilongwe en route to Mzimba SOVCRAFT					
Monday	14						TNA
Tuesday	15				TNA		
Wednesday	16	Data compilation, analysis, interpretation and draft report on TNA findings					
Thursday	17	Design responsive TFT					
Friday	18	Meeting with Compass Deputy Chief of Party					
Saturday	19	Training preparation and planning					
Monday	21						
Tuesday	22	Training					
Wednesday	23						
Thursday	24						
Friday	25						
Saturday	26	Training review, re-planning and preparation of participants' handbooks					
Monday	28						
Tuesday	29		Training				
Wednesday	30						
Thursday	31						

AUGUST 2003

	DATE	MATINDI	NWBP	CDMG	MPE	TLA	SOVCRAFT
Friday	1						
Saturday	2	Training review, re-planning and preparation					
Monday	4						
Tuesday	5			Training			
Wednesday	6						
Thursday	7						
Friday	8						
Saturday	9	Training review, re-planning and preparation					
Monday	11						
Tuesday	12				Training		
Wednesday	13						
Thursday	14						
Friday	15						
Saturday	16	Training review, re-planning and preparation of workshop handbooks					
Sunday	17	Traveling: Blantyre to Chikwawa via Mwanza					

Monday	18						
Tuesday	19					Training	
Wednesday	20						
Thursday	21						
Friday	22						
Saturday	23	Traveling: Blantyre to Chikwawa via Mwanza					
Sunday	24	Traveling: Blantyre to Mzimba via Lilongwe					
Monday	25						
Tuesday	26						Training
Wednesday	27						
Thursday	28						
Friday	29						
Saturday	30	Travelling: Mzimba to Lilongwe					

Annex 3: List of Participants

3.1 Planning Meetings

DATE	PEOPLE MET
08-07-03	Nobel Moyo, Deputy Chief of party, COMPASS Lenard Satali, CABUNGO OD Practioner Joyce Mataya, CABUNGO, Team Leader
09-07-03	Wilfred Ndovi, COMPASS Grants Manager Moses Mwalyambwile, BDS Consultant, COMPASS Patricia Ndeule, Coordinator, Ndirande Mrs L. Zalanje, Secretary, Ndirande Lucy Chawinga, Treasurer, Chiwembe Dam Mushroom
10-07-03	Francis Kalonga, ED, Matindi Youth William Chabwera, Projects Officer
12-07-03	Aron Divala, Ex. Member, Tsogolo La Ana, Chikwawa Stanford Jamu, Vice Secretary, Tsogolo La Ana, Chikwawa Rafik Ngilazi, Ex. Member, Tsogolo La Ana, Chikwawa Stazio Asta, Ex. Chairperson, Tsogolo La Ana, Chikwawa
14-07-03	Fresher Shawa, Chair person, SOVCRAFT Kennedy Moyo, Vice Chairperson, SOVCRAFT Austin Banda, Treasurer, SOVCRAFT
15-07-03	Lucy Makopa, Chairperson, Magomero Fruit Processing, Chiradzulu Elizabeth Shuga, Vice Chairperson “ Ida Chapusa, Secretary “ Ellen Luka, Vice Secretary “ Christina Mozesi, Committee Member “ Christy Chibweza, Committee Member “ Ethel Sitolo, Committee Member “ Mervis Chagwa, Committee Member “
18-07-03	Nobel Moyo, Deputy Chief of Party, COMPASS

3.2 Workshop Attendance by CBO

MATINDI 10 (8 M, 2 F)	NDIRANDE 9 F
<ol style="list-style-type: none"> 1. Clifton Chimwaza :PO 2. Charles Kalonga “ 3. Ellen Kalemera :Member 4. Harrison Njilika “ 5. Nedson Nanthambwe “ 6. Jane Kamwendo “ 7. Hannex Nakhonyopa “ 8. Francis Kalonga :ED 9. Jones Mwalwanda :PC 10. Patrick George :Member 	<ol style="list-style-type: none"> 1. Mai Lucy Dzalanje :Memba 2. Mai Kazembe : “ 3. Mai Mailosi : “ 4. Mai Zingwangwa “ 5. Mai J. Kumchezera:Chairwoman 6. Mai Z. Banda :Vice Puresidenti wa Disipulini 7. Mai Kakhobwe :Memba 8. Mai P. Ndeule :Coordinator 9. Mai L. Njazi :Memba

<p>CHIWEMBE 2 F</p> <ol style="list-style-type: none"> 1. Mai L. Chawinga 2. Mai F. Zungeni 	<p>MAGOMERO 10 F</p> <ol style="list-style-type: none"> 1. Lucy Makopa : Chairperson 2. Elizabeth Shuga : Vice Chairperson 3. Ida Chapusa : Secretary 4. Ellen Luka : Vice Secretary 5. Christina Mozesi : Committee Member 6. Christy Chibweza: Committee Member 7. Ethel Sitolo : Committee Member 8. Violet Gomani : Committee member 9. Mervis Chagwa : Committee Member 10. Getrude Magombo: Treasurer 	
<p>CHANGOIMA 20 (11 F, 9 M)</p> <ol style="list-style-type: none"> 1. Aron Diver 2. Samison Chamwalira 3. Oscar Chilembe 4. Stanford Jamu 5. McDonald Chigwata 6. Privet Mayendayenda 7. Elasimo Themu 8. John Butawo 9. Damita Phuleni 10. Rafeigie Ngirazie 11. Maliyo Mulatinyu (VHM) 12. Sofiya Dzimphonje (GVH) 13. Jeni Kachibade (GVH) 14. Julita Ngilazie 15. Elizabeth John 16. Elizabeth Gemu 17. Stella Steven 18. Jesse Chabuwa 19. Teleza Nthache 20. Frank Mallazyu 	<p>SOVCRAFT 33 (24 F, 9 M)</p> <ol style="list-style-type: none"> 1. Kenndy Moyo 2. Austin Banda 3. Thapson Shawa 4. Lymod SSC Chirwa 5. Stain Chirwa 6. Byson Nkhata 7. Margaret Nkhonjera 8. Teleza Mphande 9. Dafuleless Shawa 10. Eleizabth Sato 11. Styness Phiri 12. Justina Chavula 13. Emelia Mwale 14. Ovaline Nkhoswe 15. Lawrence Ngoma 16. Julita Kanyasko 17. Patricia Mtika 18. Grace Kanyinji 	<ol style="list-style-type: none"> 19. Austin Chilita 20. Margaret Njikhoh 21. Talesi Singolo 22. Esnat Nkhata 23. Mary Soko 24. Idah Banda 25. Blantina Ndhlovu 26. Joyce Shawa 27. Moses Banda 28. Catherine Mhone 29. Rusia Nyika 30. Fletcher Shawa 31. Lincy Nyirenda 32. Salome Gausi 33. Martha Tchongwe

Annex 4: Tft Methodology: LePSA Method

The LePSA Method(Meaning)

Le: LEARNER CENTRED : Climate Setting

The Trainer/Facilitator:

-concentrates on how well he learner is learning, rather than on how ell he is describing the topic.

-builds relationships, extends greetings, and, calls people by name, promotes equity: sit in a circle, uses Learners' experiences, uses of ice breakers and use different learning methods

P: PROBLEM POSING

- Use of a starter or code

- Learning sessions focus on the problem of the learner, e.g., present a learner's problem (problem-posing) through a starter or code by using the following guide questions:

1. What did you **SEE** or hear?
2. What is **HAPPENING** or What is the Main Problem?

S: SELF DISCOVERY

- Adults learn best when they are able to **DISCOVER** for themselves. Training should create a situation in which learners can discover for themselves through their own experience and reflection(deep thinking). Some guide questions:

3. Does the main problem happen in **OUR** community? Give practical examples.
4. What related problems result from the main problem?
5. **WHY** does the problem happen? or What causes the problem?
The "But-Why Method"

A: ACTION-ORIENTED

- Solution to the problem. Learning is designed to motivate people to do something practical to solve their problem and bring about desired change or transformation.

6. What can we **DO** to solve the problem? What? Who? How? When?
(Indicators,
Implementation schedule, or timetable of project activities).

Le-P-S-A refers to LePSA

NOTE : See - Happening - Our -Why or What - Do = SHOWD.

(Source: *Amref. Report of the Second Pan African TOF*, Kisumu, October, 1992)

COMPASS Publications

Document Number	Title	Author(s)	Date
Document 1	COMPASS Year 1 Work Plan	COMPASS	Jul-99
Document 2	COMPASS Small Grants Management Manual	Umphawi, A., Clausen, R., Watson, A.	Sep-99
Document 3	Year 2 Annual Work Plan	COMPASS	Dec-99
Document 4	July 1 - September 30, 1999: Quarterly Report	COMPASS	Oct-99
Document 5	Training Needs Assessment: Responsive Modules & Training Approach	Mwakanema, G.	Nov-99
Document 6	Guidelines and Tools for Community-Based Monitoring	Svensden, D.	Nov-99
Document 7	Policy Framework for CBNRM in Malawi: A Review of Laws, Policies and Practices	Trick, P.	Dec-99
Document 8	Performance Monitoring for COMPASS and for CBNRM in Malawi	Zador, M.	Feb-00
Document 9	October 1 - December 31, 1999: Quarterly Report	COMPASS	Jan-00
Document 10	Workshop on Principles and Approaches for CBNRM in Malawi: An assessment of needs for effective implementation of CBNRM	Watson, A.	Mar-00
Document 11	January 1 - March 31, 2000: Quarterly Report	COMPASS	Apr-00
Document 12	Thandizo la Ndalama za Kasamalidwe ka Zachilengedwe (Small Grants Manual in Chichewa)	Mphaka, P.	Apr-00
Document 13	Njira Zomwe Gulu Lingatsate Powunikira Limodzi Momwe Ntchito Ikuyendera (Guidelines and Tools for Community-based Monitoring in Chichewa)	Svensden, D. - Translated by Mphaka, P. and Umphawi, A.	May-00
Document 14	Grass-roots Advocacy for Policy Reform: The Institutional Mechanisms, Sectoral Issues and Key Agenda Items	Lowore, J. and Wilson, J.	Jun-00
Document 15	A Strategic Framework for CBNRM Media Campaigns in Malawi	Sneed, T.	Jul-00
Document 16	Training Activities for Community-based Monitoring	Svensden, D.	Jul-00
Document 17	April 1 - June 30, 2000: Quarterly Report	COMPASS	Jul-00
Document 18	Crocodile and Hippopotamus Management in the Lower Shire	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	Sep-01
Document 36	Workplan: 2002	COMPASS	Oct-01
Document 37	July 1 - September 30, 2001: Quarterly Report	COMPASS	Oct-01
Document 38	COMPASS Performance and Impact: 2000/2001	COMPASS	Dec-01
Document 39	Coordination of CBNRM in Malawi: Financing Options	Watson, A.	Jan-02
Document 40	Performance Monitoring for CBNRM in Malawi	CBNRM Working Group	Oct-02
Document 41	October 1 – December 31, 2001: Quarterly Report	COMPASS	Jan-02

Document 42	COMPASS Field Level Training Impact Evaluation	Moyo, N.	Feb-02
Document 43	COMPASS Grantee Performance Report: 2001	Umphawi, U.	Apr-02
Document 44	COMPASS Assessment: 2001	Sambo, E., Carr, S., Omambia, D. & Moore, T.	Apr-02
Document 45	January 1 - March 31, 2002: Quarterly Report	COMPASS	Apr-02
Document 46	Community Tourism and Enterprise Training Manual	Kacal, S.	Jun-02
Document 47	Charcoal, Chiefs and Chambo: Status of CBNRM Policies in Malawi	Trick, P. & Manning, L.	Jun-02
Document 48	April 1 - June 30, 2002: Quarterly Report	COMPASS	Jul-02
Document 49	Business Development Services for Natural Resource Based Enterprises	Magai, G. & Nthambi, T.	Sep-02
Document 50	July 1 – September 30, 2002: Quarterly Report	COMPASS	Oct-02
Document 51	Workplan: 2003	COMPASS	Dec-02
Document 52	COMPASS Performance and Impact: 2001/2002	COMPASS	Oct-02
Document 53	GIS for Natural Resources Managers	Craven, D.	Nov-02
Document 54	Proceedings of the Second National Conference on CBNRM in Malawi	Malembo, L., Chadza, W., Kamuloni, S. & Kanjedza, R.	Dec-02
Document 55	Impact of HIV/AIDS on Natural Resource Management in Malawi	Page, S.	Dec-02
Document 56	October 1 – December 31, 2002: Quarterly Report	COMPASS	Jan-03
Document 57	The Role of the Private Sector in CBNRM in Malawi	Watson, A.	Jan-03
Document 58	COMPASS Grantee Performance: 2002	Ndovi, W. & Godfrey, G.	Apr-03
Document 59	COMPASS Gender Policy Development Workshop	Omambia, D.	Mar-03
Document 60	January 1 – March 31, 2003: Quarterly Report	COMPASS	Apr-03
Document 61	Advanced GIS for Natural Resource Managers	Craven, D.	Apr-03
Document 62	Introduction to Appreciative Inquiry	Msukwa, C.A.P.S., Svendsen, D.S. & Moyo, N.	Apr-03
Document 63	COMPASS Gender Training Manual	Omambia, D.	May-03
Document 64	Monitoring CBNRM Performance and Impact: 2002	Watson, A.	Sep-03
Document 65	Introduction to Appreciative Inquiry: Training Manual	Msukwa, C.A.P.S., Svendsen, D.S. & Moyo, N.	May-03
Document 66	Assessing the Income Benefits of Selected COMPASS Grants	Flaming, L.	Jun-03

Document 67	April 1 – June 30, 2003: Quarterly Report	COMPASS	Jul-03
Document 68	COMPASS Performance and Impact: 2002/2003	COMPASS	Sep-03
Document 69	Training for Transformation for Six COMPASS Grantees	Mwakanema, G.	Sep-03
Internal Report 1	Building GIS Capabilities for the COMPASS Information System	Craven, D.	Nov-99
Internal Report 2	Reference Catalogue (2nd Edition)	COMPASS	Feb-01
Internal Report 3	Workshop on Strategic Planning for the Wildlife Society of Malawi	Quinlan, K.	Apr-00
Internal Report 4	Directory of CBNRM Organizations (2nd Edition)	COMPASS	Jan-01
Internal Report 5	Proceedings of Water Hyacinth Workshop for Mthunzi wa Malawi	Kapila, M. (editor)	Jun-00
Internal Report 6	COMPASS Grantee Performance Report	Umphawi, A.	Jun-00
Internal Report 7	Examples of CBNRM Best-Practices in Malawi	Moyo, N. and Epulani, F.	Jul-00
Internal Report 8	Software Application Training for COMPASS	Di Lorenzo, N.A.	Sep-00
Internal Report 9	Directory of COMPASS ListServ Members	Watson, A.	Jan-01
Internal Report 10	Introductory Training in Applications of Geographic Information Systems and Remote Sensing	Kapila, M.	Feb-01
Internal Report 11	COMPASS TAMIS Grants Manual	Exo, S.	Mar-01
Internal Report 12	Review of Recommendations of the Lake Chilwa and Mpoto Lagoon Fisheries By-Laws Review Meeting	Nyirenda, K.	May-01
Internal Report 13	End-of-Term Evaluation of the Co-Ordination Unit for the Rehabilitation of the Environment (CURE)	Sambo, E.Y.	Sep-01
Internal Report 14	Mwabvi Wildlife Reserve Co-Management Agreement Negotiations	Betha, M.R.B.	Feb-03
Internal Report 15	Reducing Vulnerability to HIV/AIDS among COMPASS Grantees	Page, S.	Mar-03
Internal Report 16	COMPASS Gender Policy	Omambia, D.	Mar-03
Internal Report 17	Assessment of Experiences with Participatory Approaches in CBNRM	Msukwa, C.A.P.S. & Svendsen, D.S.	Apr-03
Internal Report 18	HIV/AIDS Adaptation & Mitigation Activities in Rural Malawi	Irwin, B.	Jun-03
Internal Report 19	Board Management Training for the Lower Shire Protected Area CBOs and Extension Staff	Bitu, R.	Jun-03
Internal Report 20	COMPASS Close-Out Plan	COMPASS	Jun-03
Internal Report 21	Review of HIV/AIDS Adaptation/Mitigation Pilot Project	Irwin, B.	Sep-03