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# **A STRATEGIC FRAMEWORK FOR CBNRM MEDIA CAMPAIGNS IN MALAWI**

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Community  
Partnerships for  
Sustainable  
Resource  
Management in  
Malawi

## A Strategic Framework for CBNRM Media Campaigns in Malawi

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## ABBREVIATIONS AND ACRONYMS

ACB	Agricultural Communication Branch (of the Ministry of Agriculture)
ADD	Agricultural Development Division
CBOs	Community Based Organizations
CABUNGO	Capacity Building Unit for Non-governmental Organizations
CIDA	Canada International Development Agency
CONGOMA	Council for Non-governmental Organizations in Malawi
CRECCOM	Creative Centre for Community Mobilisation
CSC	Christian Service Committee
CURE	Coordinating Unit for the Rehabilitation of the Environment
DANIDA	Danish International Development Agency
DFID	Department for International Development
DHS	Demographic and Health Survey (of 1992)
DNPW	Department of National Parks and Wildlife
EAD	Environmental Affairs Department
EDETA	Enterprise Development and Training Agency
EDO	District Environmental Officer
EU	European Union
FRIM	Forestry Research Institute of Malawi
FSTCU	Forestry Sector Technical Coordination Unit (part of SADC)
GTZ	German Technical Cooperation
GTZ-BZDP	German Technical Cooperation – Border Zone Development Project
IUCN	International Union for the Conservation of Nature
JICA	Japanese International Cooperation Agency
LOMADEF	Lipangwe Organic Manure Demonstration Farm
MAFE	Malawi Agroforestry Extension Project
MBC	Malawi Broadcasting Corporation
MEET	Malawi Environmental Endowment Trust
MIRTDC	Malawi Industrial Research and Technology Development Centre
NASFAM	National Association of Smallholder Farmers of Malawi
NGOs	Non-governmental Organizations
NTFPs	Non-timber forest products
PAMET	Paper Making Education Trust
PROSCARP	Promotion of Soil Conservation and Rural Production
SADC/GEF	Southern Africa Development Community/Global Environment Facility
SADP	Smallholder Agribusiness Development Project
SHOGA	Shire Highlands Organic Growers' Association
T.A.s	Traditional Authorities
TRAFFIC	Trade Records Analysis of Fauna and Flora in Commerce
TVM	TV Malawi
UNDP	United Nations Development Program
USAID	United States Agency for International Development
VNRC	Village Natural Resources Committee
WSM	Wildlife Society of Malawi
WSTCU	Wildlife Sector Technical Coordinating Unit (part of SADC)
WWF	World Wide Fund for Nature (a.k.a. World Wildlife Fund)

## **1. EXECUTIVE SUMMARY**

Malawi's environment has suffered serious degradation over the past three decades. There is general agreement that old practices have clearly not worked and that matters cannot continue as usual. With 84% of its population living in rural areas, the country has been overly dependent on agricultural production of two crops, maize and tobacco. Other economic opportunities have not been adequately developed. Poverty poses the most serious environmental threat: natural resources are unsustainably harvested and farming lands are utilized beyond their productive capacity. The more natural resources are destroyed, the deeper people's poverty grows. To compound matters, the rate of population increase is beyond the current national means to sustain such growth. A downward spiral has set in, and it is a formidable challenge to interrupt it and counteract the high rates of deforestation, soil erosion, water and land degradation, and loss of biological diversity.

Almost all efforts to address the situation have come after the advent of the multiparty system of government in 1994. More remains to be done, of course, but these initial stages have witnessed the laying of a foundation for the future. Policy reforms have been enacted, and innovative solutions are being proposed and embarked upon. Centralized systems of top-down planning and enforcement are rapidly yielding to new structures of participation wherein communities are more involved in the management of natural resources. Attempts to increase environmental awareness are proliferating and community-based natural resource management (CBNRM) is now widely advocated. CBNRM in Malawi has not been considered part of the economic mainstream. This being the case, it is necessary to demonstrate that CBNRM has the potential to enhance economic opportunities and protect the environment.

Due to the multiplicity of programs, proponents and practitioners – and almost all are in their infancy – special challenges arise in terms of achieving common understanding on principles and approaches. There is a pressing need to develop efficient liaison, communication and information exchange mechanisms among all parties, and these are the chief results COMPASS (Community Partnerships for Sustainable Resource Management in Malawi) strives to bring about.

COMPASS promotes and supports communication strategies that target the community groups and NGOs most likely to be receptive to CBNRM messages in order to fulfil the objective of sustainable management of resources by communities. Access to information is a crucial element in decision making. Creating understanding and awareness about the development role of CBNRM enables the formation of partnerships and enhances community transformation.

## 2. INTRODUCTION

The strategy presented in this report is an outcome of a study commissioned by COMPASS in early 2000. It builds upon and updates the National Environmental Education and Communication Strategy of 1996-1999<sup>1</sup> by incorporating current thought and experiences in the field of CBNRM and focuses on media campaigns. It emphasizes the critical role that local communities must play in order for CBNRM communication to be effective, and it goes a step further by insisting that another necessary component of an environmental communication strategy is economic empowerment at local levels. CBNRM is viewed primarily as a strategy for development rather than for preservation.

In order to make a determination of current CBNRM communication approaches and to forge a way forward, COMPASS commissioned a consultant to assess recent efforts and to propose a strategic framework for media campaigns in order to promote CBNRM in Malawi. Over a six-week period the consultant reviewed relevant literature, reports and documents and interviewed more than sixty individuals from the public and private sectors. Individual and small group interviews were held in offices and on the streets of all three regions of the country. Additionally, a three-day participatory workshop provided valuable input into the proposed framework. Communications activities were reviewed, gaps and weaknesses identified, and recommendations proposed.

This report is intended to be a practical and useful guide for developing and disseminating CBNRM messages. It is part of the larger effort by COMPASS at building partnerships and increasing local capacity to manage resources. In the coming years COMPASS will provide continued advice and assistance in this area.

The consultant thanks the many who generously gave of their time and experience and hopes that the readers' comments and constructive criticisms will compensate for any deficiencies or omissions in this report for which he assumes full responsibility. Kindly submit any feedback to COMPASS.

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July 2000

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<sup>1</sup> Ministry of Research and Environmental Affairs, 1996. By Allen, Chiotha, Kalowekamo and Trudel.

### 3. BACKGROUND

Malawi's environmental crisis has been brought on mainly by poverty and high population. The country has one of the highest fertility rates (6.5) and smallest land areas in Africa, and its population has grown from 4.5 million in 1966 to 9.8 million in 1998. During this period half of Malawi's total forest cover has been lost<sup>2</sup> due to the clearing of land for agricultural expansion and the wood demand for fuel, building materials and curing tobacco. According to the Department of Forestry, Malawians consume 2 million cubic feet of wood annually, resulting in a net loss of 40,000 hectares of forest resources per year.

The national population density rose from 85 persons per square kilometre in 1987 to 105 in 1998, and the 1987 census stated that there were 171 persons per square kilometre of arable land. In 1998 the southern region, with 34% of the land area and 47% of the population, had the highest population densities ranging between 230 and 460 persons per square kilometre of arable land, varying from district to district.<sup>3</sup> There is little land left for expansion. In the 1960s smallholders farmed an average of 2 hectares; today 40% cultivate less than one-half hectare.

Poor agronomic practices combined with widespread deforestation have caused serious soil erosion, lack of fertility and degradation to the environment – more than half of the land cultivated is classified as marginal. The SOER says, “The small land holdings and the push into marginal and infertile land are among the main reasons for the abject poverty and environmental degradation...Loss of topsoil is the most serious environmental problem in Malawi.” These factors have a negative impact on food security. Data compiled by the World Bank in 1995 state that a large proportion of the population suffers chronic food insecurity and half of all Malawi children are stunted (chronically undernourished) with a third being underweight. Only about 53% of the population have access to potable water. Per capita annual income is variously stated as US\$ 200-220, but that is an average, for two thirds of Malawi's adults earn less than US\$ 40 annually. Life expectancy has declined in the last decade to about 41-39 years.

These compelling statistics depict the impact of poverty and dense population on the environment and the enormous challenges that confront Malawi in trying to manage its natural resources sustainably. While the difficulties are immense, some improvements can indeed be made and situations ameliorated, sometimes within the space of a year or two.

Table 1 portrays Malawi's vastly different conditions from other countries in the region. Besides having a much higher population density, it does not have similar potential for income expansion, lacking their resources and vast tracts of customary land. In comparison with Malawi, for instance, Zimbabwe, Zambia and Botswana have abundant mineral resources and wildlife and can draw significant income from tourists and trophy hunters. Models of Community Based Natural Resource Management (CBNRM) that have been successful elsewhere in the region are rarely applicable here where a unique set of

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<sup>2</sup> The State of the Environment Report (SOER) 1998 says that 41% of Malawi's forest cover was lost between the years of 1972 and 1990, averaging a loss of 2.3% annually. It can therefore be said that between 1966 and 1998 half of the forest cover has been lost.

<sup>3</sup> The figures cited are from the State of the Environment Report 1998 (Dept. of Environmental Affairs) and the Preliminary Results of the 1998 Population and Housing Census (National Statistical Office).

environmental dynamics and challenges prevails. Malawi's neighbors also have longer experience in CBNRM projects.

**Table 1: COUNTRY COMPARISONS**

	Malawi <sup>4</sup>	Zimbabwe	Botswana	Zambia	Namibia	South Africa
<b>Land Area (km<sup>2</sup>)</b>	94,000	390,000	580,000	752,000	825,000	1,222,000
<b>Protected Area (km<sup>2</sup>)</b>	20,000	50,000	275,000	219,000	110,000	72,000
<b>Population (millions)</b>	9.8	10.4	1.5	8	1.6	43
<b>Pop. Density (per km<sup>2</sup>)</b>	105	33	2.6	10.6	2	35
<b>People per elephant</b>	8,000 <sup>5</sup>	142	19	200	250	5,000

*Source: USAID Study by Richard Bell as quoted in SADC's "Resource Africa" Newsletter of June 1997*

The early to mid-1990s saw a transformation of the collective psyche of Malawians. There rose up among the citizens and their new government a willingness to admit problems and to freely propose solutions to them. At the end of 1994 the Ministry of Research and Environmental Affairs (MOREA) developed a National Environmental Action Plan (NEAP).<sup>6</sup> It identified nine issues:

- 1) Soil erosion;
- 2) Depletion of fish stocks;
- 3) Water degradation;
- 4) Deforestation;
- 5) High population growth rate;
- 6) Loss of biodiversity;
- 7) Degradation of human habitats;
- 8) Changing climate;
- 9) Air pollution.

These were attributed to:

- High levels of poverty;
- Rapid population growth;
- High illiteracy rate and lack of environmental awareness;
- Ineffective development policies;
- Inadequate legislation and enforcement.

<sup>4</sup> The figures for Malawi have been revised according to the 1998 census.

<sup>5</sup> Assumes an elephant population of 1250.

<sup>6</sup> The Ministry's name has been changed to the Ministry of Natural Resources and Environmental Affairs.

In 1996 an Environment Management Act was passed and a national program for environmental protection, the Environment Support Program, was initiated to ensure implementation of the NEAP by strengthening national environmental management capacity. Also adopted by MOREA in 1996 was the National Environmental Education and Communication Strategy 1996-1999 which stated that its basic strategy was “to provide a common vision for Environmental Education and Communication (EE&C) in Malawi and a framework for action which will ensure the full participation of stakeholders across all levels and sectors of the community....The ultimate goal is to promote environmental protection and wise use of natural resources for sustainable development.” The Strategy listed six objectives:

1. Increase public environmental awareness and participation;
2. Integrate EE&C into the formal education system;
3. Build capacity for EE&C;
4. Increase quality and improve quantity of EE&C teaching/learning materials;
5. Promote EE&C for key people;
6. Decentralize EE&C activities.

Following the Environment Management Act, in 1997 a new Forestry Act was passed. That same year saw the enactment of the Fisheries Conservation and Management Act. The National Parks and Wildlife Act had been passed in 1992, and subsequent years have seen the DPNW adopt a new wildlife policy. Proposals for updating the Environment Management Act continue to be put forward. A National Council for the Environment at cabinet level has been established and this year a Parliamentary Committee on the Environment was created.

#### **4. CURRENT SITUATION**

The situation in Malawi is such that for people who live closest to the land, the issue is survival, not conservation. The reality in most of Malawi is that the environment suffers at the hands of people’s daily requirements for survival. The environmental movement, still in its early stages, seeks to change attitudes and behavior through environmental education and local participation in resource management. The proponents of CBNRM are trying to bridge the gap in the mentality that construes survival versus conservation as an “either/or” proposition. Both survival and conservation can go hand in hand – they do not have to be mutually exclusive. Indeed, if survival is to be long term, conservation practices must be incorporated into daily behavior – otherwise environmental degradation will turn into desertification. A challenge for every country is to determine a sustainable balance between people’s use of natural resources and the conservation of those same natural resources.

The Malawi Agroforestry Extension Project (MAFE) recently stated,

“Improvements in the use, conservation and management of the natural resource base can be achieved only in partnership with the communities who use these resources, and with those who serve the communities. Communities must be empowered with the knowledge, tools and will to undertake conservation practices in their own self-interest. Farmers and other resource users will not undertake NRM practices simply for the sake

of conservation – there must be tangible returns with direct benefits to their lives (incomes, yields, products, better labor efficiency).”<sup>7</sup>

Effective communication and economic empowerment at local levels – CBNRM holds the most hope for achieving these goals, and momentum in favor of CBNRM models has been growing over the last few years. The Strategy of 1996 discusses EE & C at length, but nowhere does it mention CBNRM or CBNRM messages. This is not a deficiency of the strategy; it is indicative that time and circumstances are rapidly changing. CBNRM promoters are now many and active. However, since few programs have been in place for prolonged periods of time, little success has been demonstrated.<sup>8</sup> CBNRM projects in Malawi will likely not reap the large amounts of money that can be generated elsewhere in the region. That said, positive results can be brought about whereby people’s lives and economic status are improved – and environmental deterioration is turned around.

More than twenty NGOs are involved in CBNRM activities (Annex II) throughout the country. They assist and empower local communities to manage their natural resources in a sustainable manner. Needs assessments and appraisals are performed, local capacity is built, and capital resource input requirements are provided when possible. Typical activities being promoted are centered on micro-enterprises and utilization of wildlife resources. They include: community tree nursery management, tree planting, adoption of agro-forestry techniques for soil conservation and fertility, small scale game farming, rehabilitation and protection of watershed areas, indigenous forest management, domestication, processing and marketing of wildlife resources for income generation, protecting the supply of fish by not fishing during breeding cycles and using appropriate nets.

The NGOs are increasingly seen by the GOM as partners in development. Their knowledge of local conditions and contacts, quick responsiveness, wide range of activities, limited bureaucracy and relative accountability are important strengths. These strengths are similarly applicable to their role as CBNRM communicators. Some common weaknesses are their financial insecurity, limited technical capacity and implementation ability, self-regulation, weak coordination and information exchange, and unclear relations with government. NGOs by and large constitute an incipient but growing repository of knowledge and experience in CBNRM communications and education.

Over the last five years most CBNRM and environmental communication activities have been on an *ad hoc* basis, focussing on a particular geographic area and issue. Little work has been done in developing national messages, but that will soon change as more organizations launch their CBNRM messages that are now in the planning stages (see Annex II). A strong environmental consciousness has not yet taken hold of Malawi’s citizens, and the environment continues to degrade. The flurry of legislative activity, the proliferation of environmental programs and the conveying of CBNRM communications are not sufficient to change behaviors and rehabilitate deteriorating eco-systems. Especially political will and enforcement of regulations must accompany them. When all the pieces fit together, a grand mosaic can be created. An example of this is the recent recovery of fisheries in Lake

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<sup>7</sup> MAFE Report to a DANIDA CBNRM Round Table Meeting, February 28, 2000

<sup>8</sup> The WSM-GTZ-FSTCU program of assistance to five villages in Mwanza district, originated in the mid-1990s, has made impressive achievements.

Malombe; the communities' actions are a testimony to the power that can be mustered when all the necessary ingredients for success are present and fit together.

### **The coming decentralization**

Environmental activities and communications will henceforth be performed in the context of the decentralization that is presently occurring in Malawi. Local government elections – scheduled for September of 2000 – will establish new district assemblies, and development planning will increasingly take place locally, from the bottom up. This devolution of government is an expression of the Government of Malawi's (GOM) intention to extend and deepen democratic participation in the development process of the nation in order to reduce poverty and improve the well being of the people. Their empowerment and ability to address local problems with local solutions should bring about more sustainable development.

Structures to bring about these changes have been instituted. The Village Development Committee (VDC) is the basic unit (representing a group of villages), then the planning process moves up to the Area Development Committee (ADC), from there to the District Executive Committee (DEC), and then to the District Development Committee (DDC). Funding will be drawn from a District Development Fund. It should be noted that there are other village committees in addition to the VDC, and they are devoted to health, education, etc; some communities have established Village Natural Resources Committees.

Some interventions in the environmental field are:

- Enhancing institutional capacity to integrate environmental considerations into district level decision making;
- Establishing the capacity to reach districts and local communities with awareness building and education on environmental management; and
- Establishing the capacity to create and maintain an information management system to facilitate environmental management and awareness.

The use of new structures will undoubtedly promote new ways of thinking and acting. As with many innovations, there may well be growing pains, resistance, and disorganization in the initial stages and *efficient delivery of services is not automatically guaranteed*. The various players involved will have to cooperate and communicate to a degree heretofore not exhibited. This will require much effort and trust. Trust is the glue that holds a community together and – linked with productive activity – can bind it into a force that is more than the sum of its parts.

## **5. GAPS IDENTIFIED**

### **Information Dissemination and Management**

To improve NRM at all levels – national, district and local (community) – the promotion of awareness, education and training is critical. All CBNRM promoters interviewed in the course of this study expressed the wish that they had access to more information but do not know where to get it. Some stated they were not fully aware of what CBNRM activities are conducted by other agencies and would like more accurate information (rather than hearsay),

particularly about successes, lessons learned, and innovations. Most would like to have a compendium of “best practices” so as to better address communities’ needs. Additionally, some valuable information is hard to access because it lies “hidden” in various reports written in bureaucratic or academic styles, which tend to intimidate and bore the average reader.

In this information-starved country the need for coordination and sharing of information is an ongoing challenge. COMPASS and CURE are addressing this gap, but various efforts of government, NGOs and donors need to be expanded as well. Easier said than done, however, when a large portion of the populace is illiterate and has inadequate access to television, radio and newspapers.<sup>9</sup> The primary mode of information transfer in Malawi is still the traditional way, from person to person – which is usually from elder to younger.

Databases on environmental information are kept by the Environmental Affairs Department, the Royal Danish Embassy (DANIDA) and COMPASS. Information management is one element of dynamic change – as technology and conditions change, new skills are demanded and information management must continually adapt to these changes in order to take advantage of new opportunities. Not everyone working in the field of CBNRM has access to these databases or even to computers and telephones, but knowing of the existence and whereabouts of information is the first step to obtaining it.

### **Training of CBNRM promoters and practitioners**

Extension and outreach are extremely important. The need to build capacity among professionals is repeated in various reports. One conclusion said, “Inappropriate harvesting methods of non-timber forest products, which could lead to the depletion of the resource, is very often due to inadequate training and insufficient and inappropriate extension messages.”<sup>10</sup>

Successful CBNRM requires that particular skills be developed – the ability to communicate clearly, form strategies and alliances, and decide upon goals and work together to accomplish them, handle finances and make business decisions. These do not come easily and automatically. A spirit of self-help is indispensable to counter the “relief culture” mindset and to break the cycle of dependency if any degree of sustainability is to be achieved. Furthermore, some proponents of CBNRM acting as advisers to communities have only a rudimentary understanding of the skills listed above.

Some agencies might not always see their role as facilitating a community’s empowerment. Some want to dictate to the community; some do not want their agency’s plans to be changed; and local management threatens some. Everywhere in the world bureaucracy is typically slow to change its ways and relinquish power.

Communities and professionals need information in a timely manner. Creation of manuals and other publications can be helpful, but too often the production process is overly lengthy. Seeking outside help to facilitate such undertakings can be cost effective in the long run.

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<sup>9</sup> The Demographic and Health Survey (DHS) of 1992 stated that about 30% of Malawians had occasional access to newspapers. The NSO has said it will not be able to release information from the 1998 Population Census on ownership and listenership of radios until 2001.

<sup>10</sup> Participatory Development in Indigenous Forest Management (A SADC/FSTCU-GTZ Project). M. Skottke, D. Mauambeta. 1999

Creating a manual, for instance, should not require two years or more. In that time period, much environmental damage to a locale might have taken place. In a real sense, the environmental movement is in a race against time. Destructive behavior must be changed as quickly as possible in order to limit the damage it causes.

### **Definitions of Participation**

Many new approaches are being advocated, among which are co-management and collaborative strategies. Modes of participation vary greatly, running the gamut from manipulative and passive all the way to fully interactive and beyond. Annex I discusses and clarifies seven forms of participation.

### **Addressing Women's and Children's Needs**

Gender consideration is said to be included in almost all CBNRM participatory approaches, but exactly how and when this is done is usually not specified. Policies and procedures regarding women's and children's needs and rights ought to be clearly elucidated and practised so that more than lip service is rendered. In this area reality often does not match rhetoric.

### **Specific Sectors**

One of the most important deficiencies to be observed during these consultations is the lack of organized management of resources on the part of relevant government agencies. In the **forestry** sector, 40,000 ha. of forest cover are lost each year; illegal cutting of trees is rampant; re-planting is not done in sufficient numbers and tree seedlings planted often do not survive into the next year or two; forest fires have not been controlled and adequate firebreaks not maintained; bribery is frequent; revenues which should go to the government (totaling hundreds of millions of Kwacha) are not collected because regulations are subverted and audits are not carried out. Charcoal is one of the most glaring instances of neglecting the enforcement of regulations. It is illegal to make charcoal, yet it is easily available in most of the country. The **fisheries** sector is also plagued with instances of inadequate administration. Regulations are not followed; over-fishing is a consequence and perpetrators are not prosecuted; polluters go unpunished. **Soil and water** suffer continued degradation as raw sewage, other wastes and run-off of chemical fertilizers enters lakes and streams. The numbers of game are fast dwindling in Lengwe, Mwabvi, Kasungu and Nyika **National Parks**. The rapid loss of wildlife and biodiversity is due to administrative neglect, poaching, encroachment and loss of habitat. Public employees who are poachers themselves or who are part of a system of corruption do not lose their jobs and are not prosecuted – they are transferred.

Government departments and agencies claim they are under-funded which is undoubtedly true. Limited funds prevent them from accomplishing their roles. Some of their employees perform heroically under difficult circumstances; other employees do not perform at all, and civil service regulations make it nearly impossible to discharge an employee. The agencies are privatizing some of their activities with the knowledge (presumption) that private companies are better equipped for management. They are also soliciting the participation of communities and promoting CBNRM.

However, there is something else going on beyond government's lack of capacity. Beneath the appearance is another reality, and it is a climate of non-compliance, a pervasive attitude that permits regulations and procedures to be ignored. In such a milieu how can CBNRM messages be effective? On the one hand there is an appearance of laws, order and organization; but on the other hand, a kind of anarchy reigns. Anarchy is a strong word, but when there is a mood that "anything goes" and lack of discipline prevails, society loses its order. Such conditions are not favorable for "development," for government cannot deliver the services to its citizens that they are entitled to (and for which government is established). The question arises: does sufficient political will exist in Malawi to create conditions for sustainable environmental management?

### **Cross-Sectoral Issues**

There are several crucial issues that have cross-sectoral linkages, impacting the environment sector as well as others. The matter that is most pressing on the environment is Malawi's high growth rate. **Population control** – most often called child spacing – is currently not included in CBNRM messages and environmental education, yet there is general agreement that population pressure is one of the primary causes of environmental deterioration, loss of biodiversity and habitats.<sup>11</sup> The same neglect can be said of the country's woefully inadequate **sanitation** facilities. Sanitation as an environmental issue is hardly addressed in CBNRM communication yet it is surely one of the most fundamental necessities for the healthy life of people and other creatures. Some diseases, viruses, bacteria, etc. adversely impact the environment. Bilharzia and e-coli in watersheds can cause human sickness and in some cases death. Our environment is filled with inter-dependent elements. This interdependency is not clearly put forth in environmental education and communications. When one aspect gets out of balance, others are affected. In Malawi some small birds are killed for food. The loss of numbers of these birds can result in the increase of mosquitoes that in turn can cause more malaria among the population. The use of DDT is banned in many countries because its beneficial short-term effects are outweighed by the long-term damage it does to the food chain and wildlife. **Corruption** is another crosscutting issue that is beginning to be dealt with at the same time that it is apparently on the increase. Corruption and the greed that accompany it are serious threats to the environment and can be incorporated into CBNRM messages. Indeed, care should be taken so that CBNRM activities are not held hostage by corrupt activities and powerful forces. The purchase of special treatment for the few can lessen the benefits for the many.

## **6. CBNRM INFORMATION NEEDS**

Communication is a powerful tool: among its various purposes it informs, creates awareness, changes attitudes, initiates action and influences decision-making. The best communication – that which withstands the test of time and contributes to individuals and communities reaching their full potential – is truthful and accurate. Advocates of CBNRM should keep this in mind so that exaggerated claims of success are not promised and false expectations

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<sup>11</sup> The impact of HIV/AIDS is very serious, with an estimated 14% of people aged 15-49 being HIV-positive. Malawi's growth rate dropped from 2.7 to 1.9 in the intercensal period of 1987-1998. The total fertility rate, 6.7, appears to be unchanged. Life expectancy has dropped from 48 years in 1990 to 41 in 1997, and 36% of children under 15 have lost one or both parents to HIV/AIDS. Nevertheless, environmental degradation continues.

created. If communication, collaboration and coordination are executed effectively, they will not only expand environmental awareness, but also increase the chances for successful implementation of CBNRM.

Communication is the integrating factor in all forms of environmental education, the main objectives of which are to help people acquire:<sup>12</sup>

- An awareness of the environment – a basic understanding about how the environment functions, how people interact with it, how environmental issues and problems arise, and how they can be resolved;
- A set of values and concern for the environment, and the commitment to preserve the environment for current and future generations;
- The knowledge and skills needed to identify and investigate environmental problems, and to contribute to their resolution through positive actions.

It is only to the degree that people are aware and concerned about their environment that their attitudes and behavior will change. CBNRM messages ought to be carefully crafted and conveyed to reach the targeted group (What media does it use and who best can convey the message?), addressing its characteristics, patterns of behavior, concerns and interests. The group's input and feedback need to be incorporated in any media campaign. Those who develop the messages ought to ensure that communication is participatory – this is, after all, community-based natural resource management – it is not NGO or government or office based. Messages and information will be enhanced if they are demand driven. People's needs, especially those of women and children, are more likely to be addressed and sustained if this approach is adopted, inconvenient though it may be at times. Information is to be shared – not hoarded.

When multiplier effects are taken advantage of, the message ultimately reaches a wider audience, thereby maximizing resources. Certain “opportunity situations” offer built-in occasions for extending communication and its impact. Effective campaigns create opportunities for the spread of information – they get people thinking, talking, and sometimes acting (the most difficult part).

### **Target Audiences**

Each entity listed below initiates and receives messages. All can be target groups for the others in some ways, receiving CBNRM messages as well as sending them. All are potential or actual practitioners and/or promoters of CBNRM. Each group can also be considered a “community” in the general use of the term, with its own modes of association and behavior.

- Local communities, urban, peri-urban or rural  
Women, men, children, chiefs and headmen, teachers, traditional healers (*sing'angas*), farmers, business people, fishermen, students, out-of-school youth, future teachers at teacher training institutions, makers of handicrafts, artists and so on.
- Christian, Muslim, Hindu associations and groups

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<sup>12</sup> National Environmental Education and Communication Strategy 1996-1999, page 8.

- Politicians and decision makers
- CBOs
  - Wildlife Clubs in secondary and primary schools (more than 1000 throughout Malawi are affiliated with WSM), civic associations such as Friends of Karonga, Friends of Bottom Hospital, the Malawi Yachting Association, primary school parent-teacher committees, football clubs, the International Women's Association of Malawi, trade associations such as the Paprika Association, labor unions, and so on.
- NGOs
  - WSM, CURE, CSC, CONGOMA, EDETA, SHOGA, CABUNGO, Horticulture Association of Malawi, the Herbalist Association of Malawi (traditional healers), and so on.
- Donors
  - World Bank, JICA, GTZ, DANIDA, USAID, DFID and UNDP.
- GOM
  - Malawi Broadcasting Corporation, the extension and outreach departments of the Ministry of Natural Resources and Environmental Affairs and Ministry of Agriculture and Irrigation, Ministry of Tourism, Parks and Wildlife, and other relevant Ministries; the National Environment Council and its steering committee, the Department of Antiquities, Malawi Industrial Research and Technology Development Centre (MIRTDC), Magomero Community Development Training College, Chitedze Research Station, Forestry Research Institute of Malawi (FRIM) and so on.
- Private businesses
  - Admarc, Press Corporation, Malawi Development Corporation (MDC), Carlsberg Brewery, David Whitehead, Association of Textile Makers, Shire Bus Company, Le Meridien Hotels, Tobacco Association of Malawi, Pirimiti Trading Co., Portland Cement, Ilovo Sugar Co., commercial airlines, various banks, safari and tourism companies, resorts and hotels, automobile companies (Toyota of Malawi, etc).
- Others: MEET, MAFE, PROSCARP, NASFAM and LOMADEF, etc.
- Organizations based outside Malawi
  - Wildlife, conservation and environmental societies in other countries, African Resources Trust (A.R.T.), WWF, IUCN, TRAFFIC, Foundations (e.g., the Rockefeller Foundation, the Bill Gates Foundation, et al.), Friends of Malawi, Abwenzi (Friends) Studies, BirdLife South Africa, BirdLife International, Royal Society for the Protection of Birds, the Presbyterian Church of Scotland and fair trade organizations.

## **Types of Media To Be Used**

Traditional rites, dramas, comedies, puppet shows, songs, radio, posters, paintings, buses, packaging, T-shirts, caps, badges, manuals, booklets, brochures, publications, newsletters, calendars, slide shows, videos, contests, technical demonstrations, visits to demonstration fields, loud speakers, TV.

## **Media Players**

The Story Workshop, Creative Centre for Community Mobilisation (CRECCOM), the Agricultural Communication Branch (ACB in the Ministry of Agriculture), the Communications Section of the Ministry of Forestry's Extension Section, Malawi Broadcasting Corporation (MBC), TV Malawi, Wakhumbata Ensemble Theatre, Kwathu drama group, Ticheze theatre group, Isak & Jakobo, Lake Malawi National Park Band, Theatre for Africa, Lucius Banda and other popular performers, cartoonists, graphic artists, photographers, painters, sign makers, radio DJs and other prominent personalities.

## **Agents of Change**

Chiefs, elders, traditional healers, teachers, religious leaders, extension workers, artists, journalists, Admarc employees at the depots, wildlife and environmental clubs, radio personalities, private businesses, Southern Bottlers and trucks delivering Coca-Cola, Carlsberg beer, Chibuku and Napolo Ukana, the WSM (secretariat and 7 branches), its publication *Nantchengwa*, politicians and political parties, CBOs and NGOs. Individuals and communities who have benefited from CBNRM activities can be powerful motivators for others to adopt similar methods.

## **Opportunity Situations**

Wherever groups assemble (if appropriate): market days, Under-5 clinics, sporting events, maize mills, Admarc depots, political rallies, school "open day" exhibits, bus depots, community information bulletin boards, fairs and festivals, community gatherings, teacher training programs and anything with multiplier effects. Information (simple drawings & messages) can be included with seed packs and Starter Packs (also with sugar, Freezies and other popular products). Holiday courses at primary and secondary schools, colleges, and training institutes can be an excellent way of utilizing temporarily vacant buildings and existing resources. Churches and mosques can be powerful influences on their communities.

## **Messages To Be Produced and Disseminated (in appropriate languages)**

*Examples of National Campaigns with themes:*

- 1.) "Soil erosion and deforestation" – solutions are: agroforestry technologies & fuelwood savings technologies. Use successes as examples: e.g., increased income through briquette making, guinea fowl raising or growing horticultural products. Interviews about successful projects can be recorded and played on the radio. Those who have benefited from NRM can be brought to public meetings or put on the radio to share their successes and motivate others to adopt similar methods/technologies.

- 2.) "Natural resources are our future." - The natural resources upon which we depend for food, for shelter, for fuel and for clean water are not inexhaustible. They must be well managed by you who depend on them because you are the people who are responsible for them just as you are responsible for ensuring a secure future for your children who will also depend on these same resources.
- 3.) "Malawians unite for a better life." – This could be employed in a general campaign about the need for unity and working together for common purposes. It is not enough to tell people to work harder; they need to work together. Problems of jealousy, mistrust and suspicion are extremely divisive and need to be addressed and overcome.
- 4.) "A healthy people need a healthy environment" (Moyo wabwino....) – a phrase which promotes a national campaign for sanitation. Proper waste disposal is an environmental and health issue of great magnitude because outbreaks of cholera occur annually in various parts of Malawi. Bilharzia is prevalent not only along the lakeshore. People need clean water and proper sanitation in order to be healthy. Information and action are urgently needed.
- 5.) "Instead of burning grass, put it into the soil" might be an appropriate national campaign, but will only work if grassroots input is incorporated into such a campaign.
- 6.) Water hyacinth control – "Before it's too late!"

*Use or adaptation of traditional stories or recognizable characters from them:*

Perhaps there is a story, a person or an animal in Malawi culture that could be used to give people CBNRM messages. Is there an animal that is wise? Kalulu? (In the U.S. a very successful theme campaign used a cartoon "Smokey the Bear" to encourage people to prevent forest fires. Every child knew the bear and what he said – "Only YOU can prevent forest fires." It was a simple message and very effective.) In the late 80s to early 90s in Malawi, Lever Brothers introduced a condom called "The Protector." That was its name, an English name, and in spite of a major advertising campaign, sales went nowhere. It was a complete flop and the product was pulled off the market. There was nothing about that campaign that had any relevance to Malawi culture. When PSI entered the scene they performed some market research and called their condom "Chishango" which is Chichewa for shield. The logo shows an Angoni shield – chishango. Sales were immediately successful.

Use of Catchy Slogans and Jingles:

- "Forward with wildlife, forward with development, down with poachers" (used in Zimbabwe meetings by each speaker).
- "Samalani Zachilengedwe." (Take care of the environment.) This is short enough to fit on a cap!
- "Mbande ya mtengo isunga tsogolo." (A tree seedling provides for our future.)
- "Feed the earth so the earth will feed you."
- "The earth is your mother...take care of her...she gives you life" or some such.

*Improved soil management techniques to be promoted:*

Establishing proper contour ridges and erosion control (with vetiver grass, for instance), using nitrogen-fixing plants such as legumes, tephrosia and *Faidherbia albida* (winter thorn – *msangu*), introducing green and composted manures (even fish parts) into the soil, using natural pesticides, growing diverse crops and no burning of grass.

*Technologies that can be promoted:*

Fishing outside of breeding cycles and use of properly sized fishing gear; fuel briquettes, solar cooking and solar drying of fruits and vegetables. Crop diversification for food, export and soil improvement, Permaculture, Integrated Pest Management and the use of indigenous non-timber forest products (NTFPs). Using and making energy-efficient earthenware stoves and treadle-style water pumps. Extraction of cooking oils, growing of thatch and harvesting high value timber for the manufacture of school desks and other wood products in forested areas. More use of donkeys and carts and small motors. Motorised three-wheeled carts (called “all-terrain vehicles” or ATVs in the U.S.A.) can get products to markets over short to medium distances, yet this technology is not available in the country. More boat motors are needed on Lake Malawi as well as boats capable of going further out from shore in order to increase fish supplies (development of pelagic fisheries). Sisal can be turned into attractive coir rugs for the domestic market. Use of fish by-products as fertilizers. Installation of solar powered photovoltaic cells; various biogas generators (see MIRTDC). Excellent opportunities exist for the recycling of paper and organic matter into fuel briquettes that are needed especially in urban areas.

*Businesses with potential for international markets:*

Growing, drying and marketing of herbs, mushrooms, mangoes, other fruits and vegetables; production of essential oils and pharmaceutical products and components; crafts and organic products; fragrant dried flowers and herbs; products devoted to the huge home wares and gift industries in Europe, U.S. and Asia (e.g., in addition to greeting cards, PAMET’s baobab, banana and elephant dung paper can constitute packaging in the cosmetics and gift industries).

## **Monitoring Tools**

To determine the effectiveness of media campaigns and messages, various methodologies can be used. Focus group discussions, observations, questionnaires, opinion polls, and interviews are most frequently used. The monitoring tool must be very specific in determining what is measured: was the campaign meant to inform the public, change attitudes, change behaviour, advocate for policy change? What were the goals and to what extent did it accomplish its purpose? How could it be improved? Who is the target audience? Have their needs been clearly addressed? The best teachers check to see if students are getting their message, seeking feedback often in order to determine their own effectiveness. If the students don’t understand, the message should be changed. Performance indicators and intermediate results are other ways of evaluating the delivery of messages. Good monitoring and evaluation tools are difficult to design and can sometimes be costly and time consuming to implement. As a result, this element of communication is often neglected. An effective monitoring and evaluation system allows progress toward targets to be tracked and necessary changes to be made.

COMPASS Document 8 provides an illustrative results framework for setting goals and targets for CBNRM in Malawi and also identifies some tentative performance and impact indicators that could help measure progress and success.

<b>Increased Local Community Participation in CBNRM</b>	
<b>Objective/Result Statement</b>	<b>Illustrative Indicator(s)</b>
Targeted Result – Increased local community participation in CBNRM	Number of districts with CBNRM components in environmental action plans Number of districts achieving CBNRM targets within their environmental action plans Number of communities adopting CBNRM in local development plans
Intermediate Result (IR) 1 - CBNRM best practices developed, tested, and disseminated	Number of CBNRM best practices developed, tested, and disseminated in key environmental sectors
IR 2 - Public awareness about the importance of CBNRM increased	Percent of Malawians who can name environmental problems and solutions
IR 3 - Resource users granted legal stewardship over resources	To be determined
IR 4 - Access to information for decision making improved	Number of districts producing annual state of the environment reports
IR 5 - Mechanisms for public consultation created for participatory planning	Percent of communities with functional Village Natural Resource Committees
IR 6 – Public education for CBNRM improved	Number of schools with environmental curricula Number of EDOs, technical specialists, and government extension workers demonstrating proficiency in CBNRM best practices, concepts and approaches

It is hoped that this framework will be incorporated into the Strategic Plan for CBNRM in Malawi that the CBNRM Working Group commissioned in June 2000.

## 7. PROPOSED STRATEGIC FRAMEWORK FOR CBNRM CAMPAIGNS

Specific Objectives or Themes	Target Audience	Activities & Messages (in Appropriate Media)	Input Responsible Parties	Indicators/Outcomes (Monitoring & Evaluation)
<p><u>Creating a deeper understanding of the environment</u></p>	<p><u>National, but can be broken down into various categories -- examples below</u></p> <p>School children</p> <p>Women as home makers &amp; small business entrepreneurs</p> <p>Men as community decision makers (and teachers of their children)</p> <p>Employers and business people</p> <p>Politicians and decision makers</p>	<p><u>Each theme/objective can have various messages</u></p> <p><u>Message:</u> Natural resources are not just things to be taken away and used; they are our surroundings and must be cared for.</p> <p><u>Activity:</u> A community chooses an environmental project such as: improved soil management or encouraging more birds to live in their area.</p>	<p><u>Radio &amp; various media</u></p> <p>CBOs, teachers, wildlife clubs.</p> <p>Politicians, TAs and chiefs, church officials, DCs etc. have an educative and motivating role.</p>	<p>Increased awareness of environmental issues and solutions to environmental problems</p>
<p><u>Conservation of natural woodlands and wildlife</u></p>	<p><u>National, but can be broken down into various categories -- examples below</u></p> <p>School children</p> <p>Women as home makers &amp; small business entrepreneurs</p> <p>Men as community decision makers (and teachers of their children)</p> <p>Employers and business people</p> <p>Politicians and decision makers</p>	<p><u>Messages:</u> All things are interdependent – and when one changes, others also are affected. For example, if birds are killed, more mosquitoes will be alive to cause more malaria.</p> <p>The management of natural resources in a way that is socially, economically and ecologically sustainable will benefit the current and future generations. Not only will the quality of life be maintained or improved but careful management of natural resources can generate tangible benefits to those that are engaged in careful stewardship of the resources.</p> <p><u>Activities:</u> Radio programmes</p>	<p>Government Departments</p> <p>District Officers</p> <p>Extension Workers</p> <p>NGOs</p> <p>TAs and Village Headman</p> <p>Parents and Teachers</p>	<p>Are more birds or other wildlife seen in the area? A census of animals reveals gains or losses. Are more boys aware that it is harmful to kill birds?</p> <p>Are people interested in becoming better stewards of the environment?</p> <p>Are people able to generate income from natural resource-based activities?</p>

		<p>Newspaper articles</p> <p>Posters and other advertising materials</p> <p>Village dramas</p>		
<p><u>Better soil management techniques to be adopted</u></p>	<p>School children</p> <p>Farmers</p> <p>CBOs</p> <p>District Environment Committees</p>	<p><u>Message:</u> We all rely on the earth for our well being. We must nurture and protect the soil to ensure a better future for us, our children and their children.</p> <p><u>Activities:</u> Agroforestry introduced into school curricula</p> <p>Learning materials and teaching aids in local languages</p> <p>Radio programmes</p> <p>Posters and other awareness and "advertising" material appropriate for reaching farmers and farming communities</p>	<p>Government Departments &amp; extension workers</p> <p>Radio programmes</p>	<p>How many farmers are using agroforestry techniques for better soil management?</p> <p>...is the number increasing?</p> <p>...are crop yields increasing?</p> <p>...is a bigger variety of crops being grown?</p>
<p><u>Rehabilitation of a watershed</u></p>	<p>Community as a whole, but with different segments being targeted for different activities</p>	<p><u>Message:</u> All community members will benefit from cleaner water and more readily available fuel and forest resources if we work together to conserve and manage the watershed.</p> <p><u>Activities:</u> Dramas &amp; Public meetings to explain and motivate</p> <p>Manuals in local languages (&amp; explanations of their content by trained promoters).</p> <p>ACTION &amp; other environmental publications distributed to wildlife clubs (more than 1000 in the country)</p>	<p>CBNRM NGO provides technical advice.</p> <p>Community replants a watershed and cares for it on a continuing basis.</p> <p>Donor provides funds</p>	<p>Interest level in CBNRM is increased – more people are talking about the possibilities, more people are attending meetings.</p> <p>When the community begins to adopt CBNRM activities, how many households participate?</p> <p>Over the years, how many continue? Do numbers increase or decrease? Numbers of trees that survive to five, ten years.</p>

## **8. RECOMMENDATIONS**

### **Information exchange**

1. For efficient liaison and coordination, agencies (GoM and NGOs) active in the environment ought to submit plans for media campaigns to one another periodically and meet at least once annually.
  - Duplication of effort can be avoided;
  - Collaboration and partnerships can be enhanced;
  - Roles can be assigned;
  - Cross-sectoral themes and other messages can be incorporated into their campaigns.

EAD, CURE, COMPASS, the DANIDA-funded Environmental Support Programme and other donor-funded programmes should forge closer links of cooperation and designate a central clearinghouse and coordinator of such an exercise, receiving information and making the necessary arrangements for the yearly gathering. This yearly meeting can look forward to future media campaigns and also backward to previous campaigns and lessons learned.

2. Initially parties involved should agree on and prioritize national messages (e.g., protecting the quality of water resources). Then they should develop and disseminate a limited number of strong, nationally relevant messages aimed at behavioral change for positive environmental management. The adoption of CBNRM strategies should be advocated in order to accomplish the objective (positive environmental management) in a more effective manner.
3. CBNRM information needs to be shared and circulated among as wide an audience as possible. Assistance in developing CBNRM messages should be accessible even to those in remote areas, and community members out in the field should not be timid in seeking help (technical assistance).
4. The three regional Environmental Education Centres (Mzuzu, Lilongwe, Blantyre) need to be strengthened. Capable personnel should be assigned to these along with a library of current environmental and CBNRM information.

### **Training**

Training should be directed towards a variety of recipients: CBNRM practitioners & promoters, university students; wildlife clubs and their patrons, church & mosque leaders, members of communities and CBOs interested in starting their own projects, and so on. A determination must be made of which organizations are capable of assembling training materials and carrying out training and where does financial support come from?

1. Training in community organizing; how to initiate CBNRM projects; learning of all the various elements that ought to be included in good CBNRM projects; use of experts from Zimbabwe and Zambia and elsewhere; lessons learned; frequently asked questions (FAQ); preparation of a manual and other information for advocates and practitioners.

Any videos, manuals or information available on such subjects from other African countries, especially SADC and East Africa?

2. Training (formal assistance) in Monitoring & Evaluation – different types, how to devise/use good M & E tools and incorporate them into CBNRM communications activities; where CBNRM promoters and practitioners can find M&E techniques; use of the feedback provided by M & E to improve communications and services to communities.

Preparation and distribution of a “Best Practices” manual. Supporting the development and dissemination of supplementary educational materials such as environmental readers, reference books, worksheets, etc....through primary and secondary schools, wildlife and environmental clubs and other educational facilities such as Teacher Development Centres. (The National Environmental Support Program assisted by DANIDA will begin this year to adapt and translate CBNRM and environmental information (e.g., Zimbabwe’s “Action” publications) from other countries in the region, making them appropriate for Malawi. Integration of environmental studies into primary and secondary school curricula, which is the responsibility of the Ministry of Education.

### **General Topics**

1. Educate the general public in what constitutes the environment...linkages and interdependency of all its elements...develop an environmental consciousness among all the public.
2. Educate certain sectors of the public in environmental awareness – such as magistrates, judges, law students, T.A.s, chiefs, District Commissioners, politicians and so on.
3. Develop the political will at all levels of society to protect the environment and to foster CBNRM activities. This accompanies the education of the public described above. Every society needs leaders of all stripes, some of whom are not politicians. They are simply ordinary citizens who spur their communities to action and accomplishment. They organize, motivate, advocate and energize fellow citizens to achieve solutions. Awareness and advocacy skills need to be inculcated among the general public.
4. Develop a change of attitude in government so that its employees produce and are efficient.
  - Civil service reform needs to be enacted –  
Government must fulfil its functions so that all citizens are guaranteed their rights to receive its services. Regulations should be changed so that unproductive and corrupt employees can be discharged in a timely and fair manner.
  - Enforce statutes and regulations –  
They must be followed and enforced equitably (the rich and the greedy should not receive special treatment). All communities should play their part in contributing to enforcement in cooperation with relevant authorities (police, forestry, fishery, National Park scouts). The issue of charcoal should be addressed and resolved. This last is not an easy matter – as long as there is a demand (usually urban) for charcoal, there will be those who break the law in

order to supply the demand. The poaching of *nyama* (meat or game) and *nkuni* (firewood) is sometimes an organized, big business because of the demand. Thus, they are hard to combat.



## ANNEX I

### Modalities of Participation

<b>Typology</b>	<b>Characteristics</b>
<b><i>Manipulative Participation</i></b>	Participation is simply a pretense, with “people’s” representatives on official boards but who are not elected and have no power.
<b><i>Passive Participation</i></b>	People participate by being told what has been decided or has already happened. This involves unilateral announcements by an outside administration or project management. The information being shared “belongs” only to external professionals.
<b><i>Participation by Consultation</i></b>	People participate by being consulted or by answering questions. External agents define problems and information gathering processes. They control the analysis. Such a process does not concede a share in decision making nor are professionals obligated to listen to and incorporate people’s views.
<b><i>Participation for Incentives</i></b>	People participate by contributing resources in return for food, cash or other material incentives. It is very common to see this called participation, yet people have no stake in prolonging the activity when the incentives end.
<b><i>Functional Participation</i></b>	Participation is seen by external agencies as a means to achieve project goals, especially reduced costs. People may participate by forming groups to meet predetermined objectives. Such involvement may be interactive and involve shared decision-making, but tends to arise after external agents have already made major decisions. At worst, local people may still be co-opted to serve external goals.
<b><i>Interactive Participation</i></b>	People participate in joint analysis, development of action plans and the formation or strengthening of local institutions. Participation is seen as a right, not just a means to achieve project goals. The process involves interdisciplinary methodologies that seek multiple perspectives and make use of systematic and structured learning processes. Local groups take control over decision making and determine how available resources are used, so they have a stake in maintaining structures and practices.
<b><i>Self-Mobilization</i></b>	People participate by taking initiatives independently of external institutions to change systems. They develop contacts with external institutions for resources and technical advice they need, but retain control over how resources are used. Self-mobilization can spread given the appropriate enabling environment and may or may not challenge existing distributions of wealth and power.

*Source: Pretty, J.N. 1995. “Participatory Learning for Sustainable Agriculture.” World Development, 23(8): 1247-1263. Quoted in: “CBNRM in Malawi” by Tony Rogge.*

## ANNEX II

### Natural Resource Management Proponents (NGOs, Donors, Projects)

1. Action Aid Malawi
2. Adventist Development and Relief
3. AFRICARE
4. Canadian Physicians for Aid and Relief (CPAR)
5. CARE Malawi
6. Catholic Development Commission
7. CCAP Blantyre Synod
8. CCAP Livingstonia Synod Development Dept
9. Children's Christian Fund
10. Christian Services Committee (CSC)
11. Churches Action in Relief and Development (CARD)
12. Community Partnerships for Sustainable Resource Management in Malawi (COMPASS)
13. Concern Universal (CU)
14. Coordination Unit for the Rehabilitation of the Environment (CURE)
15. Enterprise Development and Training Agency (EDETA)
16. Evangelical Baptist Church of Malawi (EBCM)
17. Evangelical Lutheran Development Programme (ELDP)
18. Future Vision
19. Green Wigs
20. Greenline Movement
21. GTZ-BAHSP (Animal Husbandry)
22. GTZ-BZDP (Border Zone Development Program)
23. GTZ-NICE (National Initiative for Civic Education)
24. GTZ-PH (Promotion of Horticulture)
25. GTZ-PP (Plant Protection)
26. Initiative for Development and Equity in African Agriculture (IDEAA)
27. International Eye Foundation
28. The World Conservation Union (IUCN)
29. Malawi Environmental Endowment Trust (MEET)
30. Malawi Fresh Water Project (MFWP)
31. National Association of Smallholder Farmers of Malawi
32. Nkhoma Relief and Rehabilitation
33. Nkhomano
34. OXFAM
35. Paper Making Education Trust (PAMET)
36. Plan International (PLAN)
37. Project HOPE
38. PROSCARP
39. Red Cross
40. Rural Foundation for Aforestation (RUFA)
41. Save the Children Fund
42. Self Help Development International
43. Shire Highlands Organic Growers Association (SHOGA)
44. Village Enterprise Zone Association (VEZA)
45. Wildlife Society of Malawi (WSM)
46. World Vision International (WVI)
47. Zipatso Association of Malawi
48. DANIDA
49. DfID
50. UNDP
51. UNICEF
52. USAID

## ANNEX III

### Agencies and Individuals Interviewed During the Consultancy February 14-March 24, 2000

Marvin Hanke	The Story Workshop	622 426; 834 787/806; fax 620 263 media@malawi.net
Pam Brooke		523 161; 834 806; media@malawi.net
Daulos Mauambeta	WSM	Wsm@malawi.net
Robert Kafakoma	CURE	Cure@malawi.net
Lindigza Buliani	PAMET	Pamet@malawi.net
Lingstone Chiona	E.D.O., Mangochi	584 770; fax 584 331 mhedo@sdp.org.mw
Simeon Mawindo	CRECCOM	830 449; tel/fax: 523 291 Box 524, Zomba smawindo@malawi.net or creccom@malawi.net
Brighton Kumchedwa	Civic Educator SADC/GEF	584 752; 263 151; fax: 263 432 Box 311, Salima nyasa@malawi.net
Mike Froude David Mulolani	GTZ-BZDP, Agricultural Adviser CBNRM Adviser	333 524 (tel/fax); 823 486 Box 20550, Mzuzu 2
A. Ng'oma	Mzuzu ADD	
A. Chirambo	District Education Officer Rumphi	
Louis Nyirongo Sam Mwalwanda	NASFAM Rumphi	Tel/fax 372 320; P/Bag 27, Rumphi Nasfam@malawi.net
Wezi Gausi	E.D.O., Rumphi	372 293; tel/fax 372 229; Box 224, Rumphi
Etta M'mangisa Flemming Nielsen	UNDP Environment Programme Officer " " " " "	831 717; 783 500; fax: 783 637 Box 30135, LLW etta.mmangisa@undp.org
Pickford Sibale	World Bank	
Jacques Roman	E.U. (Agriculture)	773 199; Box 30102, LLW
Robert Bowles	Social Forestry Extension	781 160/301; fax: 782 721 Min. of Forestry, P/Bag 307, Lilongwe 3
Patrick Hardcastle	Forestry Adviser	" " "
Clifford Mkanthama et al.	Forestry Communications	" " "
Alphius Lupiya	DPNW SADC WSTCU*	782 702; Box 30131, LLW
Mark Tengeletu	DPNW	" " "
Tony Ferrar	GTZ-DPNW	Tel & fax: 782 982; 784 059; cell 823 005 gtz-dnpw@malawi.net
Godfrey Kaposi	DPNW Extension	LL Nature Sanctuary 783 209
Zwide Jere	MAFE	742 496/406; fax: 744 064/505 ; 822 428 Box 2440 LLW; mafe@malawi.net
Wayne McDonald	USAID	782 455; Box 30455, LLW
Tom Milliken	TRAFFIC	Harare, Zimbabwe
Wouter Leen Hijweege	Training Support Programme	tsp@malawi.net
Anita Deppe	GTZ Promotion of Horticulture	782 623; Box 31131, LLW
Mpeta Mwanyongo Eunice Agabu	Assistant Director E.A.D. Environmental Education, E.A.D.	781 111; P/Bag 394, LLW
Ian Mbuka	Agricultural Communication Branch	
John Balarin	Danida – E.A.D.	782 351; 836 533/575
Alfred Nyasulu	Danida, Project Manager, Lakeshore District Environmental Management Project.	P/Bag 48 Nkhotakota
Mogens Christiansen	Danish Embassy	780 267

Paul Russell et al.	WSM	Box 30293 LLW 740 794/568; 780 951-H
A. Michala	Department of Antiquities	
Soren Hastrup	Danida Environmental Adviser	In Denmark: Orcoafj@inet.uni-c.dk
Reporters/journalists	Various newspapers	

\*Wildlife Sector Technical Coordinating Unit

## ANNEX IV

### Matrix on Developing and Implementing Communications Strategies Based on SWOT Analyses at a Communications Workshop March 20 and 21, 2000

<b>Prioritisation of Issues</b>	<b>Appropriate Institutions</b>	<b>Method of Implementation</b>	<b>Time Frame</b>	<b>Indicators of Success</b>
1. An enabling environment must exist.	Donors Govt. Communities	Consultations Policy reform Legislation Plans and Strategies	- On-going/dynamic  - Periodic Review	- Minimal conflict - Cooperation - Level of participation - New initiatives and Procedures
2. A message is conceived.	CBOs, NGOs and Govt. Communities Private Sector Religious Organisations	Through consultations appropriate messages are defined & targets are identified	- On-going/dynamic  - Periodic Review	Level of awareness Actions taken Interest group activity
3. Channels for communication are used.	All sectors	Radio, TV, ceremonies, print, drama, poetry, etc.	N/A	Level of impact Number of recipients
4. Ability and technical expertise is used.	All sectors – each has its expertise	Related to institutions involved and targeted groups	- On-going - Periodic review	Feedback
5. Interaction & flexibility are present.	CBOs, NGOs, Private Sector	Dialogue, joint reviews & networks	- On-going - Periodic review	Level of cooperation Response to needs Sharing of information
6. Coordination is employed.	Govt (local & national) NGOs Donors	Joint planning Coordinating bodies Networks	- On-going - Periodic review	- As above Shared responsibility Minimum conflict

<b>Prioritisation of Issues</b>	<b>Appropriate Institutions</b>	<b>Method of Implementation</b>	<b>Time Frame</b>	<b>Indicator of Success</b>
7. Efficiency -technical -administrative -financial	Private Sector NGOs	Orientation to Results Accountability & Transparency Strategic Planning	- On-going - Periodic review - Performance-related	Meeting milestones Input/output ratio
8. Impact and Results Achieved	All sectors	Monitoring & Evaluation All of the above	- All of the above	- No. of communities engaged in CBNRM and best practices; - Sustainable utilization
9. Money and funding are secured	Donors Private Sector Government	- Develop proposals - Lobby for funds - Income Generating Activities	As required (On-going)	- Tangible products & values - Cost sharing
10. Information Sharing	All sectors	All available channels Training for Transformation Participatory development	On-going All the time As necessary	- Level of coverage - Change of attitude

Primary actors are: Communities, CBOs, NGOs, the Private Sector, Government and Donors

### 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.	Jul-00
Document 15	Strategic Framework for CBNRM Media Campaigns in Malawi	Sneed, T.	Aug-00

Draft 16	Training Activities for Community-based Monitoring	Svendsen, D.	Jul-00
Document 17	April 1 - June 30, 2000: Quarterly Report	COMPASS	Jul-00
Draft 18	Plan for Community Management of Wildlife in the Lower Shire	Kalowekamo, F.	Jul-00
Internal Report 1	Building GIS Capabilities for the COMPASS Information System	Craven, D.	Nov-99
Internal Report 2	Reference Catalogue	COMPASS	Feb-00
Internal Report 3	Workshop on Strategic Planning for the Wildlife Society of Malawi	Quinlan, K.	Apr-00
Internal Report 4	Directory of CBNRM Organizations	COMPASS	Jun-00
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