



**WORKSHOP ON STRATEGIC
PLANNING FOR THE WILDLIFE
SOCIETY OF MALAWI**

**INTERNAL REPORT 3
APRIL 2000**



Community
Partnerships for
Sustainable
Resource
Management in
Malawi

**Workshop on Strategic Planning
for the Wildlife Society of Malawi:
Ku Chawe Inn, Zomba
February 29th to March 2nd 2000**

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“Muvi woyang’anira suchedwa kulowa m’maso”

*[“If you watch an arrow in flight it will soon pierce your eye”
(take action in advance) - Chichewa proverb]*

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Table of Acronyms

AGM	Annual General Meeting
Bt	Blantyre
CBNRM	Community Based Natural Resource Management
COMPASS	Community Partnerships for Sustainable Resource Management
CONGOMA	Council for NGOs in Malawi
CURE	Co-ordination Unit for the Rehabilitation of the Environment
DANIDA	Danish International Development Agency
DAI	Development Alternatives Incorporated
DPU	Data Processing Unit
Dw	Dwangwa
ED	Executive Director
ESCOM	Electricity Supply Corporation of Malawi
GTZ	Gesellschaft für Technische Zusammenarbeit
HQ	Headquarters
ICCE	International Centre for the Conservation of the Environment
IUCN	International Union for the Conservation of Nature
LL	Lilongwe
MB	Monkey Bay
MEET	Malawi Environmental Endowment Trust
Mz	Mzuzu
NDI	National Democratic Institute
NEC	National Executive Committee (of WSM)
NGO	Non-Government Organisation
NMB	National Management Board (of WSM)
NPW	(Department of) National Parks & Wildlife
NRM	Natural Resource Management
PR	Public Relations
PRO	Public Relations Officer
SHARED	Services for Health, Agriculture & Rural Enterprise Development
SWOT	Strengths, Weaknesses, Opportunities & Threats
To	Thyolo
TVE	Television for the Environment
TVM	Television Malawi
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WSM	Wildlife Society of Malawi
WURCS	Wildlife Utilisation Raises Community Standards
Za	Zomba

1 Background to workshop

In July 1996 the Wildlife Society of Malawi held a Strategic Planning Workshop as part of the process of developing a strategic plan. That strategic planning process was a response to a recommendation of an USAID SHARED project institutional assessment. The outputs of that workshop were agreed vision and mission statements for WSM, identification of key strategic issues and agreement of external and internal objectives. The workshop also identified broad strategies for achieving the stated objectives and an initial plan of action for further developing and planning implementation of these strategies. For a number of reasons, particularly the financial and leadership crisis that engulfed the society in 1997, further development of the outline strategies and implementation plans was not done. Though this was a situation which the board and management of the Society found unsatisfactory much of the period 1997-1999 was spent “fire fighting” the crisis referred to above.

In early 1999 a Gap Challenge volunteer, Joanne Fearn, spent about six months conducting a detailed review of communication, co-ordination and planning issues within WSM. She recommended *inter alia* that WSM re-engage in the strategic planning process with a view to developing a strategic plan to guide the society into the new millennium. This coincided with a stabilisation of the financial and leadership crisis and the WSM board and management agreed to develop a strategic plan. The Development Alternatives Inc. & USAID project COMPASS (Community Partnerships for Sustainable Resource Management) was requested to and agreed to provide technical support. To this end they contracted a Development and Management Consultant, Kevin Quinlan, to facilitate the process.

Following discussions between the Executive Director of WSM, the COMPASS Chief of Party and the consultant, the main elements of the process to be facilitated by the consultant were agreed. These were (a) a literature review, (b) interviews with stakeholders, (c) facilitation and reporting of a three day strategic planning workshop and (d) support to the Executive Director in writing the strategic plan (see Annex 1 for more details). This document is a report of the strategic planning workshop and will form the basis of the strategic plan to be drafted by the Executive Director.

2 Introductions, housekeeping, workshop programme and norms

The workshop commenced with an opening prayer and welcoming remarks by the WSM Executive Director, Mr Daulos Mauambeta, and Mr Mesheck Kapila representative of COMPASS, the sponsoring organisation. This was followed by an ice breaking exercise to enable participants to get to know one another. Participants were drawn from Blantyre, Thyolo and Zomba branches of WSM (other branches were unable to send representatives largely due to work commitments of members) and WSM headquarters and project staff. Mr Unandi Banda from Nkhomano Centre for Development, an emerging local NGO, attended as a learning exercise while Robert Kafakoma, Director of CURE, shared some of the facilitation with Kevin Quinlan as a learning exercise. See Annex 2 for a full list of the workshop participants. Following introductions various administration issues were dealt with (meal arrangements, allowances etc). Thereafter the draft workshop timetable was agreed (see Annex 3) together with norms of behaviour to be observed during the workshop as follows:

<i>Figure 1 - Agreed workshop norms of behaviour</i>		
<ul style="list-style-type: none">• Punctuality• No waffling• No reinventing the wheel	<ul style="list-style-type: none">• Show of hands when one wants to speak• Respect for each others views	<ul style="list-style-type: none">• Controlled flexibility• No smoking in the conference room

3 Workshop objectives, outputs and expectations & fears

3.1 Workshop objectives & outputs

Workshop Objective

Agree WSM strategic direction, strategic objectives and implementation strategies.

Anticipated Workshop Outputs

- Review WSM vision and mission statements to ensure they were still appropriate
- Develop strategic objectives
- Develop implementation strategies

3.2 Expectations and fears

Following explanation of the workshop objectives and anticipated outputs participants were asked to individually list the main things they wanted to happen and didn't want to happen during the workshop as captured in the tables below.

<i>Figure 2 - Participants expectations of the workshop - "Wants"</i>	
4	Agree and make sure to put up good plans for our WSM in the year 2000 (agree actions)
4	Gain knowledge on future activities
4	Produce a working strategic plan for WSM
4	To know how to do strategic planning
4	Workable strategies decided up and people identified to implement the plan
4	To exchange ideas: Branch to Branch
4	Define and agree on WSM's purpose
4	To visit some areas of interest in the field (agreed visit to nursery @ trout farm)
4	To define WSM direction (Branches and Headquarters)
?	Define roles of players in the Society
?	Clear direction to expand membership and enthusiasm
?	Firm guidelines on achieving self sufficiency in basic funding for recurrent expenses
?	Method of strengthening branches, their co-ordination and co-ordination with headquarters
?	Fund raising initiatives
?	Improve communication systems in the Society
8	Make sure what we have discussed will be implemented
8	Project implementation plans
8	To come up with a strategic plan for WSM which can be used as a model for other partners in environmental management

The facilitator responded to each of the expectations to clarify whether they could be addressed within the context of the workshop or not. Those that were indicated by the "**4**" mark above would be directly addressed. It was explained that the items indicated with a "?" might be addressed during the workshop. Whether they were or not depended on which issues participants decided to prioritise for discussion. It later transpired that all of these issues were among the strategic issues identified and were discussed in some detail. Finally it was explained that the items indicated with a "**8**" mark fell outside the scope of the workshop though they might be achieved later.

The "don't wants" listed below were listed and discussed briefly.

Figure 3 - Participants fears of the workshop - "Don't Wants"

- Vague noises and indecision
- Disagreements
- No follow up after the workshop
- Leave with a document that is not referred to again
- Resistance to change
- Planning is for management and board members not field staff
- Too much emphasis on areas already covered
- No strategies to come out of the workshop
- Too little said by people.

4 Strategic programme planning explained

The facilitator gave a presentation to participants on “what is strategic planning?” as most indicated that they had not participated in such a process before. He offered the following definition:

Strategic Planning is a systematic process through which an organisation agrees on and builds commitment to priorities that are essential to its mission and responsive to the operating environment.

The elements of this definition were each reviewed in turn as follows:

“Strategic Planning is a systematic process”...The objective is firstly to gather information widely and synthesis it. This is usually an expansive process. When the information has been synthesised the process becomes one of narrowing down with the objective of identifying from all this information the essential priorities to be addressed.

...“through which an organisation”...The focus is looking at the key issues across the *entire* WSM organisation not the fine details of issues in one part of the organisation.

...“organisation agrees on and builds commitment to”....Strategic issues are organisation wide and thus require the effort and commitment of people across the WSM.

...“to priorities which are essential to its mission”...Strategic planning is entirely directed to making WSM better able to fulfil it’s mission.

...“and responsive to the operating environment”...The organisation does not operate on “planet WSM” but in Malawi with all it’s opportunities and challenges. This is the external environment it must respond to.

Strategies are broad overall priorities or directions. They can be defined as *choices about how best to accomplish our mission*. Strategic planning can be distinguished from operational planning as follows:

<i>Figure 4 - Strategic & operational decisions compared</i>	
Strategic decisions	Operational decisions
Fundamental - Directional	Implementation oriented
Long term (3-5 years)	Short term (1 year)
Future focussed	Current focussed

What strategic plan is not

- SP does not predict the future or make decisions that cannot be changed
- SP is not a substitute for judgement by WSM’s Management and Board
- SP is not always a smooth linear process

Another way of explaining strategic planning is through the Chichewa proverb “Muvi woyang’anira suchedwa kulowa m’maso”. This means, “If you watch an arrow in flight it will soon pierce your eye” so one should recognise critical issues in advance and take appropriate action.

This input from the facilitator on strategic planning was followed by a quick brainstorm by participants on "why do strategic planning?" The following reasons were noted:

- To establish a definite direction
- To survive!
- So that later we can develop operational decisions
- Identify areas which require more time and resources
- Know who we are
- Define roles (e.g. branches (through sharing ideas) & headquarters)

Following this the strategic planning process that WSM was following was outlined.

<i>Figure 5 - WSM strategic planning process</i>	
<i>Pre-workshop</i>	
Getting ready - data collection	<ul style="list-style-type: none"> • Joanne Fearn report • Kevin Quinlan interviews with stakeholders
<i>Workshop</i>	
Mission & vision	Current mission and vision reviewed during workshop
Assess environment	<ul style="list-style-type: none"> • Review of content and implementation of 1996 plan • Presentation of data collected (Fearn report, Quinlan interviews, Mauambeta presentation on environmental policy & practise) • SWOT analysis
Identify and prioritise strategic issues	Strategic issues are the unresolved questions or problems that have a major influence on the way the organisation works or on it's ability to achieve its objectives
Formulate strategic objectives & strategies	Strategic objectives are the "answers" to the unresolved strategic issues but formulated as goals to be attained. Strategies are the choices about how best to achieve those objectives.
<i>Post workshop</i>	
Write strategic plan	Captures in a document what and why the organisation has committed to (strategic objectives) and how it will address them (strategies)
Implementation & monitoring	Call for leadership and strategic management to attain the objectives

5 Review of WSM Vision & Mission statements

The starting point for the long term planning process is a vision statement and this was explained as being:

- A picture in words of what success would look like
- What we are working towards in the long term
- Our guiding star
- The ideal situation that we would like to see

This was distinguished from a mission statement, which says who you are, why you exist, who you serve. Ideally but not necessarily, a mission statement should include

- (a) Purpose: end result organisation seeks
- (b) Business: primary means to achieve purpose
- (c) Values: beliefs and principles shared and practised by members of organisation

The current vision and mission statements for WSM as developed in the 1996 Strategic Planning workshop are:

Figure 6 - WSM Vision & Mission Statements
<p style="text-align: center;">WSM Vision</p> <p>For all people in Malawi to co-exist in harmony with their natural environment.</p>
<p style="text-align: center;">WSM Mission</p> <p>To promote full public participation in the wise management of wildlife, natural resources and the environment in Malawi.</p>

The participants split into two smaller groups the review the relevance and appropriateness of these statements. The key points raised were that:

- the vision and mission statements are too idealistic and ambitious as even by stretching a great deal it was hard to see the mission being realised over the long term
- Vision looks really impossible. Should we make the mission into vision but then will a revised mission clash with the strategic objectives statements
- A statement on WSM's core "business" could probably be usefully added to the mission statement but what would this be? "Promote through education, awareness, branch and community strengthening?"
- Nobody has criticised the current vision and mission statements over the last four years suggesting that it does not need amendment

The consensus that emerged in plenary discussion was that while the vision and mission statements were not perfect, and in particular were thought to be too ambitious, they were acceptable and it was not worth spending time on them at the expense of the strategic issues discussion. It was thus agreed to move forward allowing the option of revisiting the vision and mission statements on the last day of the workshop if participants wanted and if time permitted. Ultimately there was neither a demand from participants nor time to do this.

6 Assessment of implementation of the outcome of the 1996 Strategic Planning workshop

In addition to the vision and mission statement referred to above the other main output of the 1996 workshop as recorded in the workshop report was agreement of 3 external and 3 internal strategic objectives as follows¹:

Figure 7 - Strategic Objectives agreed at the WSM 1996 Strategic Planning Workshop

External objectives

- (1) **Awareness:** To create increased awareness and action on environmental issues at all levels of society
- (2) **Government policy & action:** To increase influence on Government policy and action in the area of community participation, environmental education and the management of natural resources
- (3) **Links with external bodies:** To establish and maintain good working relations with local and international NGOs, regional and international wildlife societies, commercial organisations and other relevant bodies

Internal objectives

- (1) **Management capacity:** To strengthen the Society's management capacity
- (2) **Sustainable funding:** Establish a sustained funding mechanism to support the Society
- (3) **Membership:** Encouraging and maintain a broad membership base

In addition to these objectives a number of broad strategies were also agreed on how each of the external objectives could be achieved. In regard to the internal objectives areas that required attention were identified and an action plan was drawn up to develop strategies in the areas (e.g. under the objective "sustainable funding etc" appears the statement "Develop and implement a fund-raising plan to develop self sufficiency". The action plan proposed a sub-committee to do this). Thus the 1996 workshop and the report thereof constituted a firm outline for a strategic plan with further work to be done after the workshop to develop this into a full strategic plan.

To learn from the past experience participants were asked to reflect in groups on

- "Your assessment of the 1996 Report"
- "Your assessment of how much has been or has not been implemented and why?"

The main points noted were:

Assessment of 1996 Strategic planning workshop

- Generally objectives too broad, more specific information should have been included.
- Role of Headquarters and Branches not clear
- It would have been useful to have more information in the report on:
 - How events affected the Society (e.g. independence/democracy; change in membership composition)
 - The influence WSM should objective 1 would have been useful e.g. methods
 - Specific information on external objective 2 was needed
- Needed a plan of action for external objectives as their was little mention of by whom and when implementation will take place

It is important to again point out that as a first ever WSM strategic planning exercise the 1996 Kasungu workshop achieved a lot in the time available notably agreeing vision and mission statements where there were none before and agreement of strategic objectives and broad strategies. The weaknesses noted above reflect more on the later implementation rather the content of what was agreed in Kasungu.

Assessment of how much has been implemented?

There was some variation of opinion between the two groups in their assessment of the performance to date in implementing the external objectives strategies agreed in the 1996 workshop. One group felt there had been modest achievement while the other felt there was little. Both groups agreed that little progress had been made in implementing the internal objective strategies. The main reasons cited for the limited implementation of the strategic objectives were:

- Soon after the workshop WSM plunged into a financial and administration crisis

¹ For full details refer to "Wildlife Society of Malawi - Strategic Planning Report", July 1996, Sheena Orr, Development Consultant

- Sub-committees listed in the report never met, partly because of the above crisis and partly because the action plan named sub-committee members before ascertaining whether they would sit on the committees
- There was poor circulation and communication of the report. This was evidenced by the fact that most of the Ku Chawe participants said that this was their first time to see the plan
- Lack of personnel to implement the agreed strategic objectives

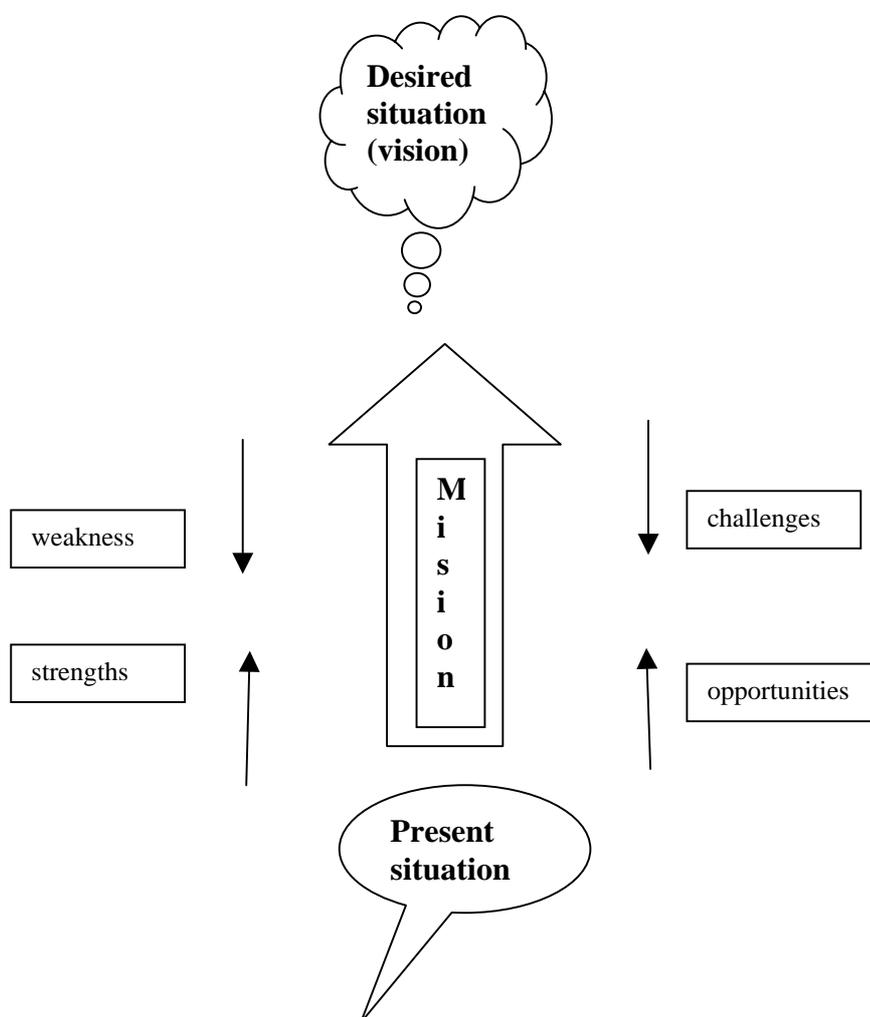
7 SWOT Analysis

SWOT analysis was explained to participants as follows:

Figure 8 - Unpacking SWOT analysis

	Stands for	Internal / External	WSM Example
S	<i>Strengths</i>	Internal advantages of WSM	Many skilled staff and volunteer members
W	<i>Weaknesses</i>	Internal disadvantages of WSM	Unclear roles of branches Vs HQ
O	<i>Opportunities</i>	External advantages	More donor funding
T	<i>Threats</i>	External disadvantages	Image of WSM beginning to fade due to lack of attention to public relations

The facilitator explained that SWOT analysis was a tool to assist in identifying the internal factors that would help WSM (strengths) in it's mission to achieve our vision and those that would hinder it (weaknesses). Similarly there are advantages in the external environment (opportunities) which will assist WSM and disadvantages that will hold it back (threats or challenges). This can be represented in the picture below.



Following this explanation participants were asked to reflect privately on what they thought were the strengths, weaknesses, opportunities and threats of WSM. Thereafter participants were asked to decide which of the issues on their lists were most important and these issues were captured on flipchart through going around the room and listening to each person's priority issues.

Prior to the workshop data relevant to the strategic planning process was gathered from three sources namely:

- Joanne Fearn's "Review of communication, co-ordination and planning issues within WSM"²

² For an account of her findings refer to "Wildlife Society of Malawi - Communication, Co-ordination & Planning Report", June 1999, Joanne Fearn, Gap Challenge

- Interviews by the Kevin Quinlan with WSM stakeholders
- Daulos Mauambeta presentation on environmental policy & practise

The highlights of these data gathering and analysis exercises were presented as recorded below. Any significant additional strengths, weaknesses, opportunities and threats arising from these presentations were added to lists generated above.

7.1 Highlights of Joanne Fearn’s review

Joanne Fearn identified a number of strengths and weaknesses from here extensive consultations with members and staff within the Society as captured in Figure 9.:

<i>Figure 9 - WSM Strengths & weaknesses from Joanne Fearn review report</i>	
WSM strengths	WSM problems /weaknesses
<ul style="list-style-type: none"> • Conservation • Involvement/empowerment of different groups • Well established HQ and own premises • Experienced professional staff at Headquarters • Committed members • Collaboration and partnership with outside groups • Degree of self sufficiency 	<ul style="list-style-type: none"> • Unclear roles branches and Headquarters • Weak communication and co-ordination • Inadequate resources and funding • Need for WSM publicity and awareness • No strategic plan • Most projects in South • High turnover staff (& volunteers)

Having identified these strengths and weaknesses Joanne Fearn discussed four issues in detail in her report and made recommendations for tackling them. The following sub-sections summarise the recommendations made in relation to each of these four issues.

7.1.1 Resources & funding

- Prioritise fundraising
 - ideally establish a Fundraising & Publicity Department at Headquarters
 - branch fundraising officers
- Potential for more branch shops (but need for accounting & controls)
- Multi-purpose ranch sites eventually
- Develop and submit realistic project proposals to donors

7.1.2 Publicity & support for WSM

- Need to raise awareness and publicity to attract (1) funds (2) members
- Will take time and money and there is a need to allocate resources to make it happen
- Nature and content WSM publicity
 - Title ‘WSM’ inaccurate – need to include the word “environment”
 - Both the Chair and the Executive Director need to engage in PR
 - Need a new WSM patron
 - Need to emphasise how ordinary people can benefit from work of Society
- Decide key PR targets (Malawi Government, NGOs, Business, Public, Donors)

7.1.3 Role of HQ vs Branches

<i>Figure 10 - Suggested Role HQ vs Branches per Joanne Fearn Report</i>	
Role of HQ	Role of Branches
<ul style="list-style-type: none"> • Support for branches/work with branches • Raise profile for WSM mass media & public meetings • Secretariat duties for WSM • Projects (operational arm) 	<ul style="list-style-type: none"> • Initiate and develop wildlife/environment activities and clubs • Raise funds to operate activities/projects • Respond to local environmental and community needs • Respond to members and club needs • Communicate & co-operate with the rest of Society

7.1.4 Communication and Co-ordination in WSM

- Limited communication flow between HQ and branches and vice versa and also none between branches themselves. Often NEC (National Executive Committee meetings) are the main source of communication.

Increase communication flow through:

- Meetings & visits by HQ to branches and if possible between branches
- Branch Co-ordinator at Headquarters
- Address problems with NEC meetings
 - costs (now covered); -location (now being done); -insufficient advance warning

7.2 Highlights of interviews by the Kevin Quinlan with WSM stakeholders

The grids below set out in SWOT analysis (SWOT analysis is discussed in section 8 below) format the highlights of the interviews by the consultant, Kevin Quinlan, with the various stakeholders. Annex 4 presents a more detailed record of the visits in the same format.

7.2.1 Summary feedback from corporate members and corporate donors

<u>S</u> WSM credible and respected	<u>O</u> Still willing and have money to support WSM
<u>W</u> <ul style="list-style-type: none"> • No follow-up information on projects • Have not heard from WSM in 2 years 	<u>T</u> <ul style="list-style-type: none"> • WSM becoming a stranger • Good image beginning to fade

7.2.2 Summary feedback from donors (GTZ , UNDP, DANIDA, MEET, ICCE)

<u>S</u> Donors currently funding WSM (GTZ/ICCE) are positive about it's performance	<u>O</u> Good funding prospects especially DANIDA, COMPASS and Beit Trust and later MEET. UNDP has little funds
<u>W</u> Staff especially Executive Director overstretched	<u>T</u> Donors not currently funding WSM don't know it or see it as going down somewhat

7.2.3 Summary feedback from departments of national parks and wildlife and forestry

<u>S</u> WSM respected for knowledge, skills and grassroots work	<u>O</u> Departments see WSM as the innovators
<u>W</u> <ul style="list-style-type: none"> • Follow-up of wildlife club activity • Quiet on advocacy • Victim of own success = overstretched 	<u>T</u> Occasional misunderstanding & miscommunication

7.2.4 Feedback from trustees & branch chairs & staff

<u>S</u> <ul style="list-style-type: none"> • Some very active members & branches • Work has had impact • Have reduced debt 	<u>O</u> <ul style="list-style-type: none"> • Prioritise environmental education • Use media PR & advocacy
<u>W</u> <ul style="list-style-type: none"> • Some inactive members & branches • Fundraising • Low number indigenous Malawi members 	<u>T</u> <ul style="list-style-type: none"> • Wildlife & environment protection & management must start with villagers needs & priorities

<ul style="list-style-type: none"> • Staff turnover • Volunteer time limit • HQ & branch roles 	<ul style="list-style-type: none"> • Rampant poaching • WSM image too much of animals
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7.3 Policy Review – Forestry, Fisheries Wildlife and Environmental Affairs

The WSM Executive Director made a presentation of the key issues to be noted from current public policy in the areas of Forestry, Fisheries Wildlife and Environmental Affairs. The key points presented were:

- The common approach in all the policies is Community Based Management of Natural Resources (CBNRM)
- CBNRM policy embraces: Participatory Management; Collaborative Management (Co-Management); Community Based Management
- Though there are not yet very clear benefits these sharing mechanisms are considered very important
- Community empowerment for sustainable natural resource management should be developed through appropriate local pilot schemes and investment in capacity building
- Tenure and user rights becoming clear for communities as custodians of natural resources with Government playing an advisory role
- Communal land tenure system is a deterrent to sustainable natural resource management – land reform programme is a solution
- Local level institutions for NRM advocated in the form of Village Natural Resource Committees in line with the Government’s decentralisation policy
- Traditional systems (Indigenous Traditional Knowledge, traditional management systems etc.)
- Privatisation and offering of concessions to private sector for managing and exploiting natural resources related activities is broadly supported by government and has already been done for forestry and game park lodges. The modalities for doing this with land and other natural resources are proving problematic due in large part to the need to address concerns of protecting national and community interests
- Minimal NGO involvement in policy formulation– though recently there has been increased participation of NGOs as service providers
- Good policies but weak law enforcement
- Tough penalties for offenders – but lenient judgement (judiciary have inadequate awareness?)

7.4 SWOT Analysis for WSM

The information gathered from participants together with additional significant points from the above presentations were summarised in the form of a SWOT grid as detailed in Annex 5. To reduce the mass of information produced participants were then asked to vote for the three most important issues under each of the headings of the strengths, weaknesses, opportunities and threats. The table below records the result with the issues under each heading listed in order of priority.

<i>Figure 11 - WSM SWOT Analysis - Priority Issues</i>	
<p>Strengths</p> <ul style="list-style-type: none"> • Established branch systems • High level of expertise among staff and members • Established organisational structure • Income generating capacity • Good working relationship with Government and other organisations 	<p>Opportunities</p> <ul style="list-style-type: none"> • Donor confidence and access to donors • Fund raising initiatives • Political will and Government commitment to collaborate with WSM • Opportunities to expand to address Malawi’s needs • Environmental issues are fashionable
<p>Weaknesses</p>	<p>Threats</p>

<ul style="list-style-type: none"> • Inadequate dedicated members and low Malawian membership • Unclear roles and responsibilities • Lack of stable funding • Poor internal communication • Some branches threatened by extinction • Resistance of WSM to change with time 	<ul style="list-style-type: none"> • High competition amongst organisations • Misunderstanding between WSM, Government and inability to influence politicians • Donor conditionalities and dependency • National economic decline threatening WSM existence in terms of membership, funding, threat to environment • Population increase
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8 Identifying strategic issues and developing objectives and strategies

Following the expansive process of the SWOT analysis the time then came to identify from all this information the strategic issues facing the Society. A useful definition of a strategic issue is:

Strategic issue: Unresolved questions or problems that have a major influence on the way the organisation works or on its ability to achieve its objectives

Identifying strategic issues helps to:

- Highlight the need for change
- Focus on what is really important
- Identify fundamental choices
- Discover clues on how to resolve the issues

Following a thorough discussion and prioritisation exercise, priority internal and external strategic issues were agreed as set out in figure 12 below. Having agreed the strategic issues in the form of questions the workshop then looked at turning these questions in objectives (what WSM wants to achieve) and strategies (how WSM is going to achieve these objectives in broad terms). The participants split into two groups and each group tackled three issues with intermittent plenary feedback and discussion. The task assigned to each group in respect of each issue was:

- Agree strategic objective statement
- Plan strategies to achieve objective

The record of the objectives and strategies developed are set out in figure 12 below and in subsequent sections.

<i>Figure 12 - Summary WSM Strategic Issues & Strategic Objectives 2000</i>	
Strategic Issues - External	Strategic Objectives - External
1 How do we work together with other organisations and maintain donor confidence	<i>None developed. Suggest the following:</i> 1 Maintain effective relationships with relevant stakeholders
2 Influence & advocacy: <ul style="list-style-type: none"> • How do we combat political indifference • How can we increase the Society's influence • How do we increase public profile 	2 Increase influence on national policy and practise in environmental education and community based natural resource management (CBNRM)
3 What are broad parameters for project work for WSM	3 WSM develop and implement programmes that address root causes of environmental degradation and encourage sustainable management of natural resources in Malawi
Strategic Issues - Internal	Strategic Objectives - Internal
4 Membership What is a member? What kind of members do we want?; How do we get more members?	4 Increase membership at all levels of the WSM
5 What are the role and responsibilities of different parts of WSM? (including improving communication)	5 Establish and maintain effective collaboration between all parts of WSM
6 How do we generate sustainable funding	6 WSM HQ and branches generate sustainable funding

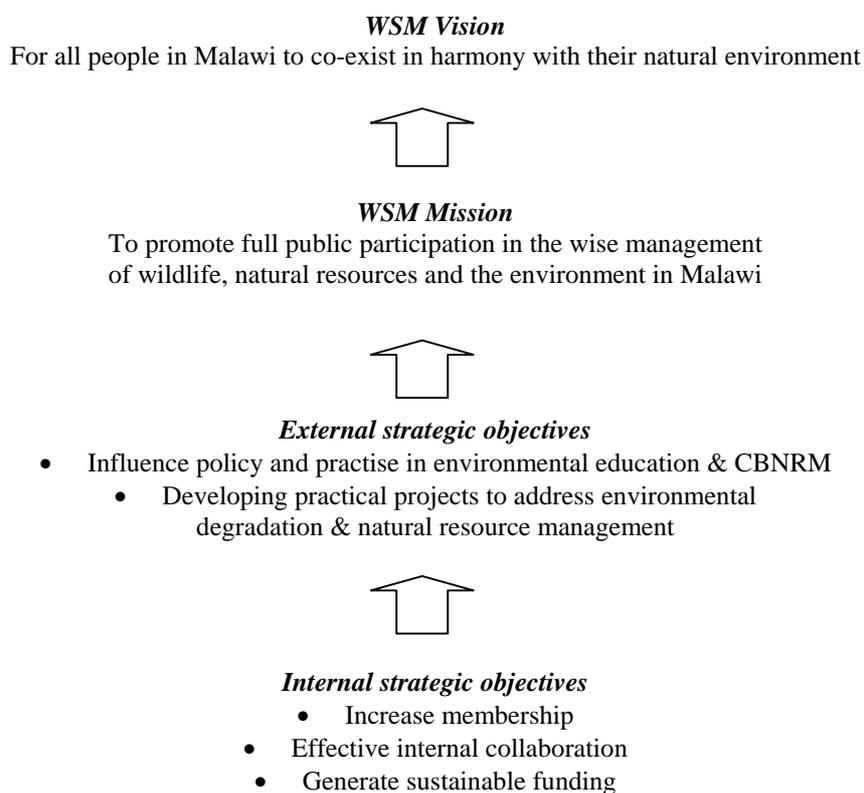
The objectives and strategies developed in the two sub-groups were given only limited plenary discussion. This was due primarily to time limitations but also because some participants had to leave the workshop slightly early. In any case it is always difficult to see from a mass of flipcharts how strategies fit or do not fit together. With the benefit of this report it is easier to do this and accordingly this writer has made some suggestions as noted in the "comments" column for further development of the strategies formed in the sub-groups.

There was considerable debate during the process of selecting strategic issues about whether the first objective above ("Maintain effective relationships with relevant stakeholders") was not actually part of the advocacy or

fundraising objectives (objectives 2 & 3). Eventually it was decided to keep it separate for convenience in the workshop. On reflection in preparing this report it seems to this writer that “*maintaining effective relations with stakeholders*” is essentially a means to an end. It does not directly help WSM to achieve its mission though it is a vital indirect means to achieving that mission. Thus it is suggested that the strategies under this objective be relocated under other objectives as noted below in the “comments” column in section 8.1.

If this approach is adopted this leaves WSM directing its external efforts at two main areas namely influencing policy and practise in environmental education and CBNRM (objective 2 above) and developing projects and initiatives on the ground to address natural resource management (objective 3 above). In support of these external objectives WSM has prioritised three things that it must tackle internally namely recruit increase membership, maintain effective internal collaboration and generate sustainable funding. Achieving these internal objectives will help WSM to achieve its external objectives and to realise its mission. Figure 13 below shows how these elements fit together. It should be emphasised that the external, and in particular the internal, strategic objectives do not represent an exhaustive statement of all the things that WSM must do to realise its mission. However the strategic objectives do represent the priorities areas to be tackled. If a comprehensive statement of all the necessary activities to be undertaken in a given (short) period is required, then a plan of operations should be prepared usually on an annual basis. The strategic plan and strategic objectives set out the essential priorities that such a plan of operations must address if WSM is to realise its mission.

Figure 13 - Fitting it all together



8.1 Maintain effective relationships with relevant stakeholders

The section sets out the strategies developed around the objective “*Maintain effective relationships with relevant stakeholders.*”

Strategic Objective1: Maintain effective relationships with relevant stakeholders	<i>Consultant’s comments</i>
<p>Suggested approaches:</p> <ol style="list-style-type: none"> 1. Collaboration 2. Affiliation/Partnership 3. Communication 	

4. Service/Consultancy/Advice	
1.1 Collaborate with media	
<ul style="list-style-type: none"> Joint documentaries/features; Notify media of newsworthy items and send copies of newsletter; Press briefings/expert opinions 	<i>Primarily part of objective 2 but also impacts on 3, 4 & 6</i>
<ul style="list-style-type: none"> Environmental magazines 	<i>Part of 3 but not only @ HQ</i>
<ul style="list-style-type: none"> In future consider recruiting a press officer/PRO 	
1.2 Compile and regularly update a comprehensive directory of contacts of the following organisations (including contact persons):	
Media; donors; corporations; Government; other NGOs; educational institutions; J&B Circle/Rotary/Lions/ Charitable organisations etc; religious bodies	<i>VERY time consuming to make directories. Better to make brief key contacts list using existing directories (e.g. NGO dir, Donor dir,(CONGOMA), Environment Stakeholders directory (CURE)</i>
1.3 Maintain relations with donors, other NGOs and corporations	
<ul style="list-style-type: none"> Joint projects 	<i>Primarily part of objective 3 & 6</i>
<ul style="list-style-type: none"> Include donor rep and/or NGO on NMB to get external input; Invite them to our relevant meetings 	<i>Primarily part of objectives 2 & 3</i>
<ul style="list-style-type: none"> Send relevant newsletters & reports relevant to Donors 	
<ul style="list-style-type: none"> Consultancies/Advice attending donor bodies meetings (e.g. Zomba branch & Danida) 	
1.4 Government	<i>Primarily part of objective 2 & 3</i>
<ul style="list-style-type: none"> Attendance and representation on official Government bodies, joint projects, Honorary game wardens 	
<ul style="list-style-type: none"> Maintain Government representation on NEC 	
<ul style="list-style-type: none"> As donors etc. and minutes of MB/Branch meetings 	
1.5 Educational Institutions (Chanco, Bunda, Poly, St Andrews, Mzuzu)	<i>Primarily part of objective 3</i>
<ul style="list-style-type: none"> Chanco to release students to WSM for work experience (3 months) 	
<ul style="list-style-type: none"> Do more with schools re environmental education/projects 	
<ul style="list-style-type: none"> Strengthen Club Programme: newsletters booklets, publications, posters 	
<ul style="list-style-type: none"> Review club's membership status 	
<ul style="list-style-type: none"> School trips; talks to schools assistance with programmes, prizes & scholarships (e.g. K. Chiromo essay comp.) 	
What	When
HQ to complete directory & circulate to all branches (update annually)	July 2000
NMB to review representations and appoint if required	July 2000

8.2 To increase influence on national policy and action in environmental education & CBNRM

Strategic Objective 2: Increase influence on national policy and action in environmental education and community based management of natural resources	<i>Consultant's Comments</i>
2.1 Regularly review and develop advocacy campaigns and participate in relevant policy reviews, bodies and meeting in collaboration with other NGOs (HQ Professional staff)	<i>WSM needs to refine its advocacy messages over time on a number of issues. Collaboration on this underway with COMPASS, NDI & other NGOs.</i>
2.2 Initiate and publicise innovative sustainable NRM projects and approaches (Branches & HQ)	

2.3 Publicise successes and failures of enforcement and implementation of NR policies to relevant authorities and media if necessary (e.g. Snare Bounty Scheme) (Branches & HQ). Collaborate with Green Wigs?	
2.4 Collaborate with mass media to disseminate information on environment issues (e.g. Get TVE videos onto TVM, regular Newspaper column)	<i>Also fits with environment education under objective 3.3</i>

In addition to developing the above strategies the sub-group also identified the following advocacy targets and allies as shown in figure 14.

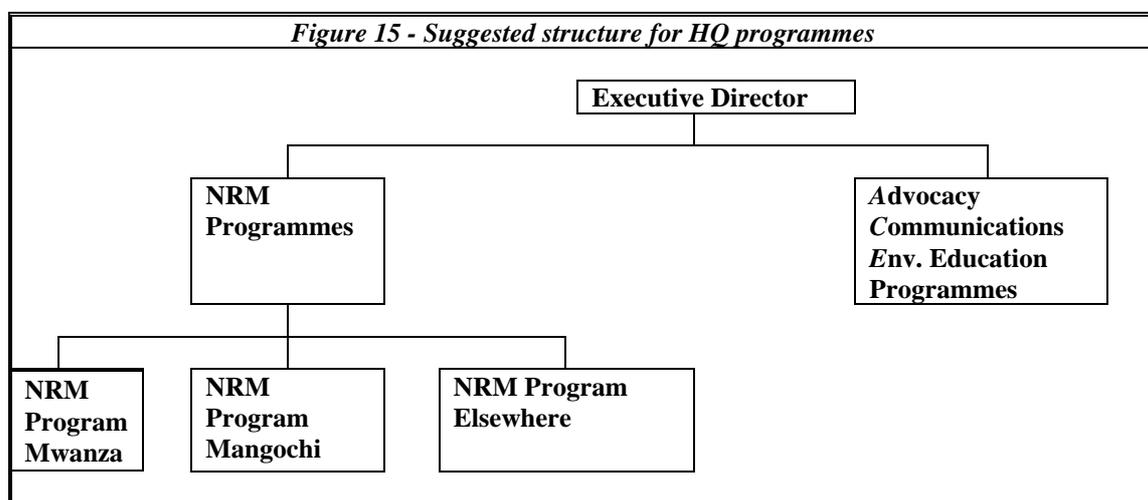
<i>Figure 14 - WSM Advocacy Targets & Allies</i>	
Advocacy Targets	Advocacy Allies
<ul style="list-style-type: none"> • Key Malawi Government civil servants • Traditional Authorities • Politicians (the Parliamentary Committee on the Environment felt to be best means of influence) • Donors (felt to be important as key players in policy formulation) • Communities (essential target but felt to be too broad to be reached - consider targeting communities in HQ project areas) 	<ul style="list-style-type: none"> • Supportive civil servants • NGOs • Private Sector • Print Media (very supportive) • TVM (unexploited potential) • Radio (MBC usually wants payment but try Capitol and 101FM) • WSM Wildlife Clubs • Churches and Mosques • Green Wig (legal professionals interested in environmental law issues - not known whether they are active)

8.3 WSM will develop and implement projects that address root causes of environmental degradation and encourage sustainable management of natural resources in Malawi

<i>Strategic Objective 3: WSM will develop and implement projects that address root causes of environmental degradation and encourage sustainable management of natural resources in Malawi</i>	<i>Consultant's Comments</i>
3.1 Develop and implement integrated NRM (Forestry, Wildlife, NR) projects that focus on community needs and priorities	<i>More thought needed on which programmes and areas to prioritise</i>
3.2 Projects should be fully donor funded with target of 15% contribution towards overheads	
3.3 Prioritise growth of environmental education programme in partnership with branches <ul style="list-style-type: none"> • Develop programme with follow-up activities and seek funding • Improve distribution of Nantchengwa 	
3.4 Expand into Central and Northern regions by negotiating project collaboration that consolidates and strengthens existing branches.	
3.5 HQ staff to hold six monthly programme retreats to strengthen programme learning and development	

In the course of developing the above strategies the sub-group reviewed the current structure of HQ programmes. There was a strong feeling from HQ staff that on the ground they addressed, and indeed needed to

address, a broad spectrum of community needs that related to the environment. Thus while the Mwanza programme manager is designated as the Forestry programme officer and the WURCS manager as the Wildlife Officer in reality both were managers of integrated NRM programmes. Similarly staff felt that the advocacy, communications and environmental education functions could be grouped together. Thus there would be two main programme groups as depicted in figure 15 below: NRM and ACE (advocacy, communications and environmental education). These suggested groupings were derived from an examination of functions and should be considered in the process of finalising the strategic plan. The group was not concerned with designating who would do what - that was a management issue to be considered elsewhere. Likewise the sub-group did not attempt to develop a comprehensive organogram for WSM HQ.



8.4 Increase membership of WSM at all levels

<i>Strategic Objective 4: Increase membership of WSM at all levels (clubs, branch members, corporate)</i>	<i>Consultant's Comments</i>
4.1 Recruit and retain more corporate members	<i>"Recruitment" of members OK. Is "retention" also an issue or is part of strategy</i>
<ul style="list-style-type: none"> Timely recruitment drives, with follow-up if necessary 	
<ul style="list-style-type: none"> Encourage branch involvement in corporate member recruitment and share proceeds with branch (say 20%). 	<i>Only relevant for larger branches.</i>
<ul style="list-style-type: none"> Recruitment events for companies: (Sponsored diners, Leaflet & recruitment packs for corporate members, "Hit-lists" of possible company targets" 	<i>Suggestions need to be prioritised and implementation planned.</i>
<ul style="list-style-type: none"> Review corporate member involvement in WSM [subject to a constitutional review workshop recommended corporate member(s) be allowed to elect representative to WSM NMB (National Management Board)] 	
<ul style="list-style-type: none"> Establish a full-time HQ membership Secretariat with dedicated staff member 	
4.2 Recruit and retain more ordinary members	<i>Weaker branches may need support beyond suggestions below (e.g. HQ Branch Liaison Officer</i>
<ul style="list-style-type: none"> Branches to appoint volunteer Membership Secretaries 	
<ul style="list-style-type: none"> All branches to have recruitment packs with membership benefits clearly spelt out (leaflets, application forms) 	
<ul style="list-style-type: none"> HQ to assist branches with guidelines for recruitment 	<i>Could be included in "How to start and run a WSM branch" booklet in next objective</i>
4.3 Recruit more club members @ school and community level	<i>WSM not managing to support all existing clubs - are more clubs needed or more support to</i>

	<i>existing ones</i>
<ul style="list-style-type: none"> Timely recruitment/renewal campaigns 	
<ul style="list-style-type: none"> Use influential District meetings/missions to recruit clubs 	
<ul style="list-style-type: none"> Environmental education campaigns 	<i>Include under objective 3</i>
<ul style="list-style-type: none"> Sustain Nantchengwa and environmental education materials 	<i>How? Perhaps approach COMPASS or DANIDA for technical support to develop comprehensive environmental education programme</i>
4.4 Recruit other classes of members	
<ul style="list-style-type: none"> Overseas members – Internet Ads, Credit card payment 	<i>Interesting but is this a priority?</i>
<ul style="list-style-type: none"> Increase the number of Honorary members? 	<i>Why?</i>
4.5 General national recruitment campaign	
<ul style="list-style-type: none"> Newspaper ads (cut-out membership forms) 	
<ul style="list-style-type: none"> Co-ordinated by HQ, agree with Branches on mechanisms 	
<ul style="list-style-type: none"> Rural members to be created. 	<i>Interesting but is this a priority?</i>
Who to do it	By When
HQ Membership Secretary	Completion:
Branch membership Secretary	End 2000

8.5 Establish and maintain effective collaboration amongst all parts of WSM

<i>Strategic Objective 5: Establish and maintain effective collaboration amongst all parts of WSM</i>	<i>Comments</i>
5.1 Improve communication between all parts of WSM	
<ul style="list-style-type: none"> Conduct monthly meetings of branch members (branch committee meeting minutes to be available) 	
<ul style="list-style-type: none"> Conduct regular branch committee meetings 	
<ul style="list-style-type: none"> Produce committee meeting minutes and circulate to Committee members, HQ, NEC and other branches 	
<ul style="list-style-type: none"> Produce branch and HQ newsletters at least quarterly and circulate to all branch members, HQ, NEC and other branches 	
<ul style="list-style-type: none"> HQ to print any materials for any branch on request 	
<ul style="list-style-type: none"> Encourage inter-branch visits 	
5.2 Ensure all parts of WSM clearly understand WSM's vision and mission and their roles and responsibilities	
<ul style="list-style-type: none"> Produce and disseminate a booklet on "How to start and run a WSM branch" covering all organisational issues and their roles and responsibilities 	<i>Sub-group felt that the label "HQ" sent an incorrect signal Suggest renaming HQ as "Secretariat" or "Operational Office" etc</i>
<ul style="list-style-type: none"> All branches to receive orientation on WSM's vision and mission and strategic objectives and their own roles and responsibilities 	
<ul style="list-style-type: none"> ED to attend AGMs of all branches plus other visits if possible 	
<ul style="list-style-type: none"> Branch Co-ordinator to be appointed at HQ and to visit branches on quarterly basis to motivate and mobilise branch activities 	<i>Peterson Nanga is currently covering this but it probably needs at least a half-time (?) post</i>

In developing the above strategies the sub-group working on this felt that the roles and responsibilities of the various parts of WSM were clear to some people but by no means to all. Accordingly as a contribution to implementing this objective they clarified the roles and responsibilities as set out below. They felt that this was part of the information that could be included in the proposed "How to start and run a WSM branch."

Role of Branches

- Respond to local environmental and community needs

- Initiate and develop new, and support existing, local wildlife & environment activities and clubs including work of Malawi Government
- Raise funds to operate activities/projects
- Respond to members and club needs (e.g. excursions, guest speakers for meetings, produce monthly reports and newsletters)
- Communicate & co-operate with the rest of Society (minutes, newsletters and financial statements; reports and accounts to NMB)

Role of HQ

- Develop and implement relevant environmental projects based on community needs
- Develop and maintain WSM as a high public profile and reputation (lobbying and advocacy, collaboration and awareness)
- Secretariat duties for WSM
- Represent Society at relevant fora (normally done by the Executive Director or his delegate)
- Provide technical and material support where possible to weak or emerging branches (To, MB,Mz)

As noted above the Sub-group felt that the label “HQ” did not send the correct signal to other parts of the organisation. While it may have been more appropriate originally the sub-group suggested the NMB considered renaming HQ as “Secretariat” or “Operational Office” etc as the branches report to the NMB not HQ. HQ relationship to the branches is not control but limited support.

Role of NMB

- Strategic direction and management for WSM
- National Chair represents WSM on Government appointed environmental bodies (e.g. Forestry Board, National Herbarium and Botanical Gardens, Wildlife Research and Management Board.

Role of Trustees

Ultimately responsible for Society’s resources through ensuring systems are in place for monitoring and controlling them.

Role of Patron

High level figurehead for influence

Role of Wildlife Clubs

- Environmental education and action through:-
 - education and awareness
 - motivation
 - mobilisation and implementation of small scale environmental activities
- Liase with local branch and secretariat
- Develop local fundraising initiatives

Role of Corporate Members

- To give WSM financial support through membership fees and sponsorship.
- Suggested subject to constitutional review: To give commercial advice through corporate member(s) on NMB

8.6 WSM HQ and branches generate sustainable funding

Strategic Objective 6: WSM HQ and branches generate sustainable funding	<i>Comments</i>
6.1 Increase membership & income from membership subs Refer to membership strategies in 4 above. Note also that funding raising initiatives should raise WSM profile resulting in increased membership	
6.2 Actively seek donor support for relevant capacity building Consolidate what is already being done at HQ. Branches to follow HQ’s lead	

6.3 Increase emphasis on branch fundraising	
Appoint Volunteer Branch Fund Raising Secretaries in each branch (possibly combine with membership secretary) to liaise closely with the proposed Commercial Director at HQ	
6.4 Encourage mutual support between HQ& Branches and Branch & Branch	
• Branches to give a % of membership subs to HQ and visa versa	<i>Worth the admin cost involved?</i>
• Branches to get a % of subs of corporate members they recruit	
• Stronger branches to support weaker branches	<i>Specify otherwise omit</i>
6.5 Engage in active fundraising at all levels using some of following ideas	
<i>Fund raising Events</i>	
-Fairs, Art Auctions, Dances etc.	
-Aggressive Marketing	
<i>Commercial Ventures</i>	
-Shops, Lodges, Cottage Industries, DPU, Cafe, Garden Centre etc. Could be included in a WSM limited company to protect WSM from losses.	
-Aggressive Marketing	
-Publications, calendars etc	
-Consultancies by HQ staff	
Sound management of funds	
-Invest any spare cash in savings accounts, treasury bills, shares	<i>Already being done</i>
<i>Capital Projects</i>	
-Build low cost offices at HQ and rent these out.	<i>Possible but in long term</i>
<i>Commercial Sponsorship & Donations</i>	
-Thorough marketing and follow-up	
<i>Appoint Commercial Director @ HQ reporting to NMB</i>	
-To produce guidelines for branch fund raising	
-Regular communication with branch fund-raisers	
-To organise all of the above fund-raising for HQ	
-CD reporting to board was to free ED to concentrate on other issues	<i>Reporting lines felt to be unworkable by many</i>
Who	When
-Subcommittee(2 people?) to be appointed by NMB to put all mechanisms in place (e.g. recruitment of C.D.)	-Input to Strategic plan by June/July 2000
-Branches to appoint own fund raising Secretaries	-To report on progress at six monthly intervals to NMB

A range of good ideas for fundraising was produced under 6.5. Some of these ideas are more viable than others.. In plenary session the workshop noted that in finalising the strategic plan the ED and the NMB should either

- (a) prioritise these options and decide which will be pursued
- (b) established a fundraising sub-committee of committed volunteers who would then take on prioritising and pursuing fundraising initiatives.

9 Finalisation and implementation of Strategic Plan

Figure 16 below sets out the workplan agreed at the workshop for completing the strategic plan. It is worth highlighting that only so much can be achieved with a large group given the time constraints of a workshop and that significant progress was made. There is now a need for WSM management and the board to take up its leadership role in refining the strategies developed particularly in regard to further prioritising of what needs to be tackled when. There is also a need to review the resource implications of the plan and in particular to prioritise the additional staff posts proposed under various objectives above. These were:

- an Environmental Education Officer - this is an established post that is currently vacant. This post could be enlarged to be responsible for advocacy, communications and environmental education as discussed under objective 3.
- a Branch Co-ordinator or Branch Support Officer - as discussed under objective 4
- a Commercial Director - as discussed under objective 6

The Executive Director can undertake much of this process with support where required from the consultant and ideally one or two board members. Some of this work can also be done during the board's review of the draft plan.

<i>Figure 16 - Workplan for completion of Strategic Plan</i>		
Task	Responsible	Deadline
Produce Workshop Report	KQ (K Quinlan)	10 March
Circulate the workshop report	DM (D Mauambeta)	17 March
Refine strategies & Prepare Strategic Plan	DM with KQ support	7 April
Circulation draft Strategic Plan to all NMB member	DM	7 April
Review Strategic Plan and agree amendments	NMB (National Management Board)	15 April
Prepare final draft Strategic Plan based on NMB comments	DM	May
Approval of Strategic Plan NMB	NMB	June
Print & disseminate final Strategic Plan <ul style="list-style-type: none"> • Within WSM: NMB, NEC, Branch Chairs, Corporates • Externally: relevant NGOs, donors, relevant politicians, WSM website, 	DM	Within 1 month of NMB approval above
Ongoing monitoring and strategic management	DM & NMB	

10 End of workshop evaluation

Participants were given an evaluation form at the end of the workshop which required them to rate the workshop on a scale of 1 to 5 (1 being very poor, 5 being excellent) under seven headings. 17 participants returned evaluation forms. As can be seen from the rating results summarised in figure 16 below participants were generally strongly positive about the workshop.

Figure 16 - Summary of evaluation ratings by workshop participants

Training component	Average Rating Out of 5	Rating by Number of Respondents				
		5 Excel- lent	4 Good	3 Averag e	2 Poor	1 Very poor
1. Relevance to your needs	4.4	8	8	1		
2. Usefulness	4.3	6	10	1		
3. Technical content in addressing your knowledge and skill gap	4.2	6	9	2		
4. Facilitation	4.3	7	8	2		
5. Training facilities (e.g. audio visual aids)	3.9	1	14	2		
6. Organisation	3.9	4	10	2		
Your overall assessment	4.2	5	11	1		

In addition to the ratings above the evaluation form also provided space for participants to insert comments. Annex 6 is a transcript of the comments made. A variety of comments were made of which two are common to a number of participants. A number of participants felt some frustration that too much time was spent “re-inventing the wheel” in reaching the strategic issues thus curtailing the time available for designing strategies for implementation. Another group of participants felt that the time available for the workshop was too short.

Without disputing these comments they need to be balanced against the facilitator’s obligation to bring all participants through the process together, both vocal empowered participants and those people for whom this process was newer. This is particularly pertinent as there seems to have been some lack of ownership of the previous strategic plan thus curtailing its effective implementation. While it would have been helpful to have more time for the workshop some participants were unable to commit to the full three days as it was due to other commitments. A useful majority may not have been able to commit to four days.

Overall the workshop was broadly successful and created the platform for the management and board to set the strategic direction for WSM for the coming years.

Annex 1 - Consultant workplan - WSM Strategic Planning Feb & March 2000

Objective, Outline tasks and outputs

As per COMPASS scope of work noting that the exercise will focus on WSM with CURE and Nkhomano attending the workshop as a learning exercise.

Specific outputs

- Data gathered and synthesised sufficient to enable a comprehensive organisational assessment of WSM
- Workshop facilitated and reported by consultant wherein participants:
 - Are facilitated to understand the strategic planning process
 - make an organisational assessment, identifying, prioritising and deciding on strategic questions facing WSM
 - develop plan & strategies to address priorities of WSM
 - are facilitated to develop an outline plan of operations to operationalise strategies
- Guidance to WSM Director to in writing strategic plan

Methodology

- Planning meetings with client to agree approach
- Data gathering by consultant from review of documents requested from WSM and from data interviews with an agreed list of interviewees using semi-structured interviews
- Synthesis of data gathered by consultant and presentation to strategic planning workshop
- Facilitation and reporting of planning workshop

Work schedule

Date	Day	Activity	Days
3 Feb	Thurs	Planning meeting	0.25
7 Feb	Mon	Review documentation & planning	0.75
14-18 Feb	M-F	Write-up and interview stakeholders in Bt, LL, Zomba	5
21 Feb	M	Write-up and interview staff	1
28 Feb	M	Travel to Za and plan workshop	1
29-2 Mar	Tu-Th	Facilitate workshop	3
17/18 Mar	Fri/Sat	Write up workshop report	2
Tba		Support ED in writing final strategic plan	1
Tba		Facilitate workshop to draft outline plan of operations	2
			16 days

Annex 2 - List of workshop participants

Name	Title	Address	Contact details
WSM participants			
Cornell Dudley	National Chairman	P/Bag 578, Limbe	
Esther Chirombo	Secretary Blantyre	P/Bag 578, Limbe	Tel:-643502/428 Fax: 643765
Edson Chiumya	Branch Member Thyolo	P.O. Box 133, Thyolo	Tel: 472283
B.C. Kasawa	Chairman Thyolo	P/B 133, Thyolo	Tel: 472200/220/453/480
Thomas Nkovole	Project Asssistant (Mwanza)	P/B 578, Limbe	Cell: 912639
Peterson Nanga	Ass. Env. Edu. & Comm. Officer	P/B 578, Limbe	Tel:-643502/428 Fax: 643765
Misozi Khonje	Receptionist WURCS project	P/B 578, Limbe	Tel:-643502/428 Fax: 643765
Bernard Mphepo	Assistant WPO	P/B 578, Limbe	Tel:-643502/428 Fax: 643765
Sean Conchar	Blantyre Branch	P.O. Box 1018, Blantyre	Cell: 911552
Major A.K. Kumwenda	Vice Branch Chairman	Cobbe Barracks, P/B 50, Zomba	Cell:833435 Fax: 522134
Richard Watts	Vice-Chairman, WSM	P.O. Box 280, Zomba	Tel: 522222 Ext 236
Nazir Jussab	Chairman, Zomba	P.O. Box 1216,Zomba	Cell: 915143
Paul Taylor	Blantyre Chairman/Trustee		Tel: 622249 Phone/Tel
William Chadza	Head, Wildlife Programme	P/B 578, Limbe	Tel:-643502/428 Fax: 643765
Daulos Mauambeta	Executive Director	P/B 578, Limbe	Tel:-643502/428 Fax: 643765
Alfred Kautsi	Finance & Admin. Manager	P/B 578, Limbe	Tel:-643502/428 Fax: 643765
Fumbula Kachigwali	DPU Manager	P/B 578, Limbe	Tel:-643502/428 Fax: 643765
External participants			
Unandi Banda	Project Officer Nkhomano Centre for Development	Nkhomano Centre for Dev. P.O. Box 5898, Limbe	Tel: 676459
Robert Kafakoma	Executive Director CURE	CURE, P.O. Box 2916 Blantyre	Tel: 645757
Misheck Kapila	Information Management Specialist COMPASS	COMPASS, P/B 263, Blantyre	Tel/Fax: 622800 Mesheck_Kapila@dai.com

Annex 3 - Programme & Timetable for WSM Strategic Planning Workshop

Day	Time	Activity	Handouts
Tues	8.00	Introductions, timetable, norms & delegation of housekeeping tasks	
	9.00	Introduction to Strategic Planning Process & Objectives & outputs of workshop	<ul style="list-style-type: none"> • “The Strategic Planning Process”
	9.30	Expectations	
	10.00	<i>Break</i>	
	10.15	Review WSM Vision & Mission & constituency	
	11.45	Complete questionnaires	<ul style="list-style-type: none"> • “EEMO” questionnaire for staff • “Board Self Assessment Survey”
	12.00	<i>Lunch & read Strategic Planning Report July 1996</i>	
	2.00	Review Past & Current Strategies	Strategic Planning Report July 1996
	3.00	<i>Break</i>	
	3.15 - 5.00	SWOT analysis explanation and individual reflection	
Tues	4.45 - 5.00	Evaluation of day 1	
Weds	8.30	<ul style="list-style-type: none"> • Recap of Day 1 • Feedback of participants evaluation Day 1 	
	9.00	Presentation of data collected: <ul style="list-style-type: none"> • from Kevin Quinlan stakeholder meetings • Daulos presentation on environment policy & practise • Joanne Fearn’s Report 	<ul style="list-style-type: none"> • K Quinlan report from stakeholders • Summary of COMPASS policy review
	10.00	<i>Break</i>	
	10.15	Analyse SWOT information	Handout “Is this a strategic issue?”
	12.00	<i>Lunch</i>	
	1.30	Formulate & prioritise strategic questions	
	3.00	<i>Break</i>	
	3.15 - 5.30	Formulate strategic objectives and strategies (the answers to the strategic questions)	
Thurs	8.00 -8.30	Brief recap & Evaluation of day 2	
	8.30 - 3.15 (with breaks)	Formulate strategic objectives and strategies continued	
	3.00	<i>Break</i>	
	3.15 -3.30	Planning & timetabling completion of strategic planning process	
		Evaluation & closure	
	3.30 - 4.00	Plan strategic goals and objectives	

Annex 4 - Report of interviews by consultant with stakeholders

Corporate Donors & Corporate Members (Carlsberg, ESCOM, National Bank)	
Strengths	Weaknesses
<p><i>National Bank</i></p> <ul style="list-style-type: none"> • “Very impressed with WSM handling of [STEP] project” • Quarterly reporting was satisfactory • Communications very good “we were always in touch” 	<ul style="list-style-type: none"> • Have not received any follow-up information on how many trees have survived • “Not sure of current management” - needs additional strong people at top to compliment Daulos • Mudi Nursery “not the same” as range of indigenous trees available has reduced
<p><i>Carlsberg</i></p> <ul style="list-style-type: none"> • Tree planting projects were successful - even Carlsberg Nepal wanted to learn from Malawi experience 	<ul style="list-style-type: none"> • “Seen a bit of change [in WSM]. They were very close to us but have distanced themselves. Don’t know the reasons.” • Did not go back to the Mudi Nursery donors to look for more money. • “We’re in the business of making beer not saving the environment. If they don’t come to ask for help we also keep quiet.” • Do not see benefits from corporate membership
<p><i>ESCOM</i></p> <ul style="list-style-type: none"> • “Out of the NGOs in Malawi [WSM is] one with something concrete on the ground” • WSM can generate own funds - not donor dependent • Tree planting projects successful • Training of communities in projects successful. 	<ul style="list-style-type: none"> • Staff in vegetable gardening and guinea fowl projects lacked seriousness • Few Malawian members - evening meetings are a transport problem • Perhaps perception is that WSM is concerned with only animals for which Malawians don’t have the time or resources to visit parks etc
Opportunities	Threats
<p><i>National Bank</i></p> <ul style="list-style-type: none"> • Have K 2 million per year budget for donations - very ready to receive proposal from WSM 	<ul style="list-style-type: none"> • Multi-year funding beyond the K 2 million budget maybe more difficult than before as current NB management does not prioritise environment as much
<p><i>Carlsberg</i></p> <ul style="list-style-type: none"> • WSM should call for a meeting, outline previous good collaboration and come up with new proposal • Tried collaborating with Department of Forestry but they did not follow-up. WSM more credible. 	<ul style="list-style-type: none"> • Large funding maybe more difficult than before as current Carlsberg management does not prioritise environment as much
<p><i>ESCOM</i></p> <ul style="list-style-type: none"> • Expect to support WSM in Kapachira in the future 	<ul style="list-style-type: none"> • Creating environmental impact awareness within ESCOM is an uphill struggle

Donors		(GTZ, Danida, Beit Trust, UNDP)	
Strengths		Weaknesses	
<i>GTZ</i>			
<ul style="list-style-type: none"> WSM has achieved good results in Mwanza despite limited human resources Have high regard for WSM 		<ul style="list-style-type: none"> Feels WSM HQ staff are overstretched and very dependent on Daulos as Director 	
<i>UNDP</i>			
<ul style="list-style-type: none"> Juice projects good 		<ul style="list-style-type: none"> Feels maybe WSM promotes old way of doing things such as giving seedlings to communities WSM not active enough on communications and advocacy; don't get WSM publications (feels CURE is more active) 	
<i>DANIDA Environment Sector Support Programme</i>			
		<ul style="list-style-type: none"> Feel WSM is not what it used to be (but perception based on second hand information) 	
Opportunities		Threats	
<i>Beit Trust</i>			
<ul style="list-style-type: none"> Money available for sustainable projects which involves local people and focus on their needs. 			
<i>UNDP</i>			
<ul style="list-style-type: none"> Has little funds - maybe \$10,000 for WSM in 2000 WSM needs to be opportunistic and reactive on advocacy issues e.g. elephants and crocodiles 		<ul style="list-style-type: none"> UNDP seems to talk more than act and fund 	
<i>DANIDA Environment Sector Support Programme</i>			
<ul style="list-style-type: none"> Ready to support WSM either in a district based project within Government decentralisation framework or in project based at their HQ in LL (e.g. environmental education) WSM has experience of working in way Danida wants to work Danida works in all districts bordering lakes Malawi, Chilwa, Malombe and Chitipa district 			
<i>Malawi Environmental Endowment Trust</i>			
<ul style="list-style-type: none"> Opportunities for WSM to manage grants to communities for CBNRM projects 		<ul style="list-style-type: none"> MEET taking long to develop their own programme 	
<i>COMPASS</i>			
<ul style="list-style-type: none"> Sees WSM as key partner - ready to support several quality micro projects and can provide technical support 			

Departments of NPW and Forestry			
Strengths		Weaknesses	
<ul style="list-style-type: none"> Long & good relationships 		<ul style="list-style-type: none"> Scope too broad - wildlife to environment (NPW) 	
<ul style="list-style-type: none"> WSM "victims of their own success - community wants more - WSM struggles to deliver 		<ul style="list-style-type: none"> Linked with wildlife only outdated (Forestry) 	
<ul style="list-style-type: none"> WSM overstretched but credible with lots of skills throughout organisation 		<ul style="list-style-type: none"> School wildlife clubs have concentrated growing tree seedlings not following up planted trees 	
		<ul style="list-style-type: none"> WSM quite on advocacy especially on radio 	
Opportunities		Threats	
<ul style="list-style-type: none"> Some increase in awareness of need to protect wildlife by indigenous Malawians awareness 		<ul style="list-style-type: none"> NPW gets feedback from WSM but not always vice versa 	
<ul style="list-style-type: none"> NPW sees WSM as ahead of them in practical action on community management of resources 			

Trustees, branch chairs etc	
Strengths	Weaknesses
<ul style="list-style-type: none"> • WSM branches & HQ has had an impact on wildlife and environment • Some very active committee members • Reducing HQ debts in two years • Fairly strong active branches in Bt, LL, Za, Dw 	<ul style="list-style-type: none"> • Low membership of indigenous Malawians in Bt, LL - evening meetings a barrier • Inactive members • Staff turnover & few in number • Poor turnout and lack of reports from Mz, MB, To branches @ NEC meetings • Branches in Mz, MB, To in intensive care unit! • HQ not doing enough on PR • Hard for volunteers to find time to do branch administration work (e.g. going to bank etc) • HQ newsletter & Nanchenwga to be more regular • WSM shy about controversy and advocacy
Opportunities	Threats
<ul style="list-style-type: none"> • Prioritise environmental education • TVE (Television for the Environment Videos) could be given to TVM with publicity for WSM • Study tours to other Wildlife Societies • Regular WSM newspaper column 	<ul style="list-style-type: none"> • Wildlife & environmental protection must start from villagers needs and priorities • Government departments inactive and weak • Rampant poaching • WSM image is animals. Does not reflect reality of WSM's work. Does not attract Malawians • GAP volunteers not worth the effort

HQ Staff
Expectations of issues to be addressed in strategic planning
<ul style="list-style-type: none"> • Unclear future direction especially relationships between programmes - people working in isolated way - little management of their time • More administrative co-ordination and openness within HQ team • Unclear roles & responsibilities HQ & branches • WSM must respond to community needs but what limits • Strengthen fundraising • WSM staff salaries not keeping up with inflation

Annex 5 - Detailed SWOT analysis for WSM generated in workshop

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Established organisational structure • High level of expertise among staff and members • Registered Headquarters through collaboration with the Society of Malawi • Established branch system country wide (wildlife clubs, branches etc). • Good working relationship with Government and other sectors. • Internal system of checks and balances • High level of technology at Headquarters • Income generating capacity • Successfully implemented large scale projects at grassroots level. • High plantation in Malawi and successful track record. • Capacity to print and distribute literature and wide range of activities such as trips etc • Open Society anyone can join with a diverse range of interest. • Sustainable funding within some branches e.g. Blantyre branch • High degree of honesty and transparency 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Donor confidence and access • Political will and Government commitment to collaborate with WSM • Contacts with external organisation • Opportunities to expand into a rep national society and the need to rehabilitate the environment. • Opportunities for donor funded projects • Environmental issues are fashionable • Willingness of media houses to publish WSM activities • Fund raising initiatives • Economy based on Natural resource Management • Decentralisation gives an opportunity for stronger CBNRM initiatives • Democracy has created space for NGO participation (advocacy) • Volunteers from external organisations
<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Weak publicity to outside world • Inability of WSM to change with the time • Unclear roles and responsibilities between branches and Headquarters • Extinction of branches! • Lack of stable funding (inadequate funding mechanisms) • Inadequate number of professional staff • Inadequate dedicated members and low Malawian membership • No branch offices and poor infrastructure • Inadequate capital resources • Transitory nature of members • Internal crisis 1997 • Poor internal communications • Board meetings not well attended by branches as well as Government representatives • Low salaries demoralising staff • Limited areas of project – implementation • Gender imbalance • No strategic plan – no direction • Failure to employ staff in branches • Board does not have influential external power • Have not maintained relations with corporate donors/members • WSM weak on policy advocacy • WSM image too much of animals • Most WSM projects in Southern Regions 	<p>THREATS</p> <ul style="list-style-type: none"> • Technology becoming obsolete over time • Volunteers working a short period of time. • Donor fatigue • Donor conditionalities and dependency • Democracy has created a sense of irresponsibility amongst people towards NRM. • High competition amongst organisation for <ul style="list-style-type: none"> -Human resources -Donor funding • Urbanisation a threat to WSM vision • Misunderstanding between WSM, Government and inability to influence politicians • Economic decline threatening WSM existence <ul style="list-style-type: none"> -Membership -Funding -Threat to the environment • Lack of rapid Government response to environmental problems. • Unstable political situation creates unstable policies • Structural adjustment programmes • Fading of WSM's image • Impact of internal protocols • Increased population puts pressure on environment and wildlife • Weak law enforcement by Government

Annex 6 Transcript of end of workshop evaluation comments

- “No information given to some participants before workshop (responsibility of WSM HQ). A very worthwhile exercise for the Society. Input from a number of participants very limited. To ensure a wider representation from the branches possibly in future a long weekend should be chosen.”
- “Too much time talking on issues known/documented – perhaps half a day’s work. Unfortunate that 3rd Friday is so I have to leave early Thursday. Also, more branches would have participated (perhaps) if the meeting was over a weekend. Too many HQ/Project staff.”
- “It was a worthwhile workshop which has yielded a number of positive results. Now WSM is walk in light – previously were in total darkness.”
- “The workshop was good and helpful and also facilitation was good.”
- “The workshop was good so much so much that we have discussed very important issues which will enable the HQ and Branches to work extra hard.”
- “Have learnt quite a lot from this workshop and have the hope that WSM will follow the strategic plan”
- “The period was a bit too short”
- “Despite limited time we have come up with strategies. But it could be of much help if the duration of workshop was 4 days or 5 days. It has been a successful workshop and strategic plan drawn is better than the 1996 one. I feel prioritisation of issues will make this plan a success.”
- “Organisation was poor because some members (participants) were leaving the workshop before coming to an end which means they did not contribute to the last session. We came to know what the strategic plan is.”
- “The facilitator is competent enough but time allocation to the whole programme was underrated. This caused a lot of panic during the last day of the workshop. He could not find enough time to explain each technical contact.”
- “Very professionally executed and useful. However, timetable (including start & finish dates) not notified to participants prior to workshop.”
- “The place was slower a bit the first day and compounded by side tracking and wheel re inventions in the course of discussions robbed us of precious time.”
- “Time was spent re-inventing the wheel which left little time and participation in the real issue of implementation. It has to be stressed that this will have been a colossal waste of time if the report and plan are just shelved.”
- “Very useful workshop. Relevant and timely planned.”