



**REPORT ON PROCEEDINGS OF THE NATIONAL FORESTRY PROGRAMME
(NFP) TRAINING WORKSHOP
HELD AT CRYSTAL WATERS RESORT, SALIMA,
FROM 7TH TO 11TH JUNE 2010**

Compiled by CURE, July 2010

LIST OF ABBREVIATIONS AND ACRONYMS

CEPA :	Centre for Policy Research and Advocacy
CURE:	Coordination Union for Rehabilitation of Environment
DFO:	District Forestry Office
DNPW:	Department of National Parks and Wildlife
FAO:	Food and Agriculture Organization
FRIM:	Forestry Research Institute of Malawi
M&E:	Monitoring and Evaluation
MMCT:	Mulanje Mountain Conservation Trust
NFP:	National Forestry Programme
NGO:	Non Governmental Organization
NRC:	Natural Resources College
RUFA:	Rural Afforestation Programme
SWOT:	Strengths, Weakness, Opportunities, and Threats
TAP:	Tropical Action Plan
TOT:	Training of Trainers
TSP:	Training Support for Partners
UNCED:	United Nations Conference on Environment and Development
VNRM:	Village Natural Resource Management Committee
WESM:	Wildlife and Environment Society of Malawi

EXECUTIVE SUMMARY

The Coordination Union for Rehabilitation of the Environment (CURE), in collaboration with the Department of Forestry organized a training workshop on the National Forestry Programme (NFP) at Crystal Waters Resort, Salima, from 7th to 11th June 2010, under the theme, *Enhancing the Stakeholders Participation in National Forestry Programme (NFP) Process in Malawi*. The overall objective of the workshop was to develop the capacity of forestry decision makers to meaningfully enhance the practical application of the principle of participation in forest sector decision-making. The FAO funded the workshop. A total of 19 participants, drawn from government ministries/departments, civil society organizations, academia and the private sector, attended the workshop.

The workshop was opened by the representative of FAO, Mr. Mike Chihambakwe, who explained that the NFP was an agreed intergovernmental framework in pursuit of sustainable forest management. On her part, Ms Trinitus Senganimalunje, who represented the Director of Forestry, thanked the FAO and CURE for funding the workshop and organizing the workshop, respectively.

The workshop began by analyzing the Malawi NFP, and it was noted that while Malawi had produced one of the best NFP documents in Southern Africa, its implementation was weak. Later, participants were introduced to different tools and methods in the facilitation of the NFP process. Participants also underwent experimentation of the tools and methods learnt during the workshop by facilitating three field stakeholders: a village community managing a forest; curio makers and sellers; and members of staff at Salima District Forestry Office. The workshop culminated into development of action plans based on the following identified and prioritized strategies (in order of priority) to enhance the NFP process:

- Establish NFP coordination units at district and national level
- Mobilize resources for NFP
- Carry out stakeholder capacity building
- Carry out policy review, advocacy and lobbying
- Mobilize stakeholders through awareness creation
- Provide enabling environment in decentralization of forest management
- Development of documentation and monitoring and evaluation frameworks

The workshop also came up with a post-workshop follow-up plan, and it was finally closed by Ms Trinitus Senganimalunje, on behalf of the Director of Forestry.

1.0 INTRODUCTION

The Coordination Union for Rehabilitation of the Environment (CURE), in collaboration Department of Forestry organized a training workshop on the National Forestry Programme (NFP), under the theme, *Enhancing the Stakeholders Participation in National Forestry Programme (NFP) Process in Malawi*. The overall objective of the workshop was *to develop the capacity of forestry decision makers to meaningfully enhance the practical application of the principle of participation in forest sector decision-making*. The workshop was funded by the FAO, and 19 participants, drawn from government ministries/departments, civil society organizations, academia and the private sector attended it. Details of participants are provided in Annex 1.

The following were the expected outputs of the workshop:

- Critical reflection and analysis on progress and bottlenecks in the forest sector with regards to meaningful participation of stakeholders;
- Enhancement of skills and methods relevant to stakeholder participation in forest sector decision making;
- Feasible and relevant tactical action plans developed by participants to improve their work with regards to meaningful participation of stakeholders in the forest sector that will be implemented after the training workshop.

2.0 OPENING REMARKS

The workshop was opened by the representative of FAO, Mr. Mike Chihambakwe, who began by giving a brief background of the NFP. He said the NFP can be traced to the Tropical Action Plan (TAP), which was formulated to address deforestation in the tropics. However, the TAP was formulated with minimal input from national governments, and that it focused on tropical forests, leaving out other forest types. Thus, there was need to develop consultative approaches of formulating forest policy instruments, hence the NFP.

Mr Chihambakwe further explained that the NFP was one the outcomes of the UNCED world summit held in Rio, as an agreed framework in pursuit of sustainable forest management. He stated that the NFP is an intergovernmental approach that strives to assist countries to develop NFPs to address national problems, and that Malawi is a partner to the NFP facility, run by FAO. Mr Chihambakwe further said the FAO has not only developed training materials on NFP, but also trained national Training of Trainers in Africa, including Malawi.

On her part, Ms Trintas Senganimalunje, who represented the Director of Forestry, thanked the FAO for funding the workshop, and also thanked CURE for organizing the workshop. She reiterated that the workshop had come at the opportune time as it has been realized that problems in the forest sector, particularly deforestation, cannot be tackled by the Department of Forestry alone, but requires a concerted effort of different stakeholders.

On behalf of CURE, Mr Mumba thanked the participants for coming to the training workshop. He also thanked the FAO for funding the workshop, and extended gratitude to the Department of Forestry for entrusting CURE to coordinate the workshop, which was a practical example of stakeholder participation and partnership in the NFP process.

3.0 PROCEEDINGS OF THE WORKSHOP

3.1 Self Introductions

First, participants made introductions in pairs by taking notes of particulars of the other member, and then later, each pair was asked to introduce the other member to the rest of participants.

3.2 Setting up Responsible Teams

Three teams were set up to help run the workshop, and these were: social, time-keeping, and recap teams, and the teams rotated responsibilities each day. After that, participants made norms and rules of the workshop.

3.3 Workshop Expectations

Using cards, participants presented workshop expectations based on three thematic areas: content, approaches and other issues (administrative). Annex 2 provides details.

3.4 Workshop objectives

The workshop objectives were summarized as follows:

- to discuss progress and challenges with regard to participation in the NFP process in Malawi (within the CONTEXT ANALYSIS);
- to examine the rationale and principles of participatory NFP process in Malawi (PRINCIPLES CONTEXT);
- to experiment with skills and methods to enhance participation in the NFP in Malawi (EXPERIMENTATION CONTEXT);
- to critically review the attitudes, skills and methods needed to enhance participation in Malawi NFP (ANALYTICAL REFLECTION CONTEXT); and
- to develop action plans based on the identified strategies for enhancing the NFP process in Malawi.

3.5 Visioning of the NFP

Each participant was asked to make a drawing of NFP process, without using words and numerical figures, and present and explain the vision to other participants. Participants were advised that the initial vision for each participant would be compared with the one developed after the training workshop.

3.6 Training Structure

The training was based on an Interactive Experiential Learning Spiral as indicated in Figure 1.

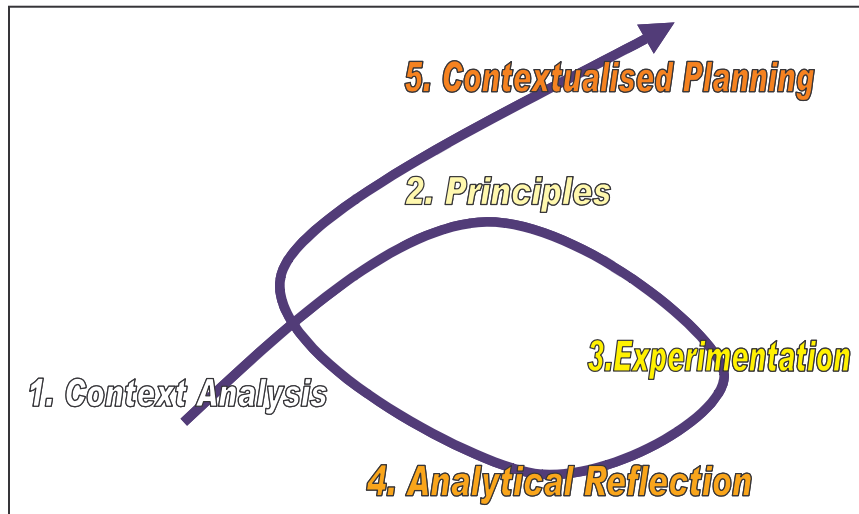


Figure 1: Training Structure of the workshop

3.7 Analysis of the Malawi National Forestry Programme by Workshop Stakeholders

As a pre-workshop assignment, participants had carried an analysis of the NFP using the SWOT analysis. The analyses were grouped and posted on the walls, based on the three groups of stakeholder participants: NGOs/private sector, academia and government. Each group was asked to first reflect on its own group analysis and then move on the other group and raise comments or questions, using sticking pads (Annex 3). The following issues were raised:

- Participants learnt that contribution of the forest sector had long been underestimated to be only 2%, but the latest study (Biomass Energy Assessment Study, 2009) indicated that it was 6%, a large contribution coming from charcoal trade, despite being illegal (sic).
- Some participants observed that inclusivity of different players in the NFP process only occurred at the top level; in most cases, local communities in the rural areas are not adequately consulted in the formulation of the policy.
- The structure of Forestry Department has not been decentralized at the district level, which is not in tandem with the NFP process.
- The structure of the NFP process exists in the Department of Forestry, but what was required was activating it (continuous dialogue and engagement), and that there were gaps in the implementation of the NFP process.
- Monitoring and sector review reports need to be documented.
- There was need to review curricula in Forestry Colleges to align them to the current needs of the society, particularly the NFP process.
- Decentralization of licensing of forest products such as charcoal required rigorous process as it required an assessment of whether the forest resource (where the wood was obtained) was managed sustainably.

4.0 CONTEXT ANALYSIS OF THE NFP

Participants subjected the Malawi NFP to an analysis using the following tools:

- SWOT
- Problem analysis
- Target scoring

(i) SWOT Analysis

Participants were divided into three groups¹ to use the SWOT analysis to assess the Malawi NFP. Details are provided in Annex 4.

(ii) Problem Analysis

Participants used the problem analysis tool to tackle *Insufficient participation in the Malawi National Forest Programmes*, as a key problem.

(iii) Target-scoring

Using target-scoring tool (Fig. 2), participant groups² assessed the Malawi NFP, and results are summarized in Table 1. Scoring involved participants putting a mark in each circle segment of the NFP process stage, and the stages of the NFP process were summarized as:

- Analysis
- Planning/formulation
- Implementation
- Evaluation

Results indicated that the Malawi NFP was generally in a *poor* state of development (9 scores of either *poor* or *very poor* out of 12).

4.1 Lecture on Principles of NFP

A lecture was delivered on principles of the NFP, covering the following areas:

4.1.1 General nature of the NFP

The general nature of the NFP exhibit three main characteristics and these are:

- planning should start from the bottom, i.e., grass root level; there
- are multiple stakeholders and interests; and
- there should be participatory analysis, planning, implementation and evaluation.

¹ The grouping for this exercise comprised members from different sectors

² The groups were formed based on the sector member were coming from (NGO/Private sector, academia and government).

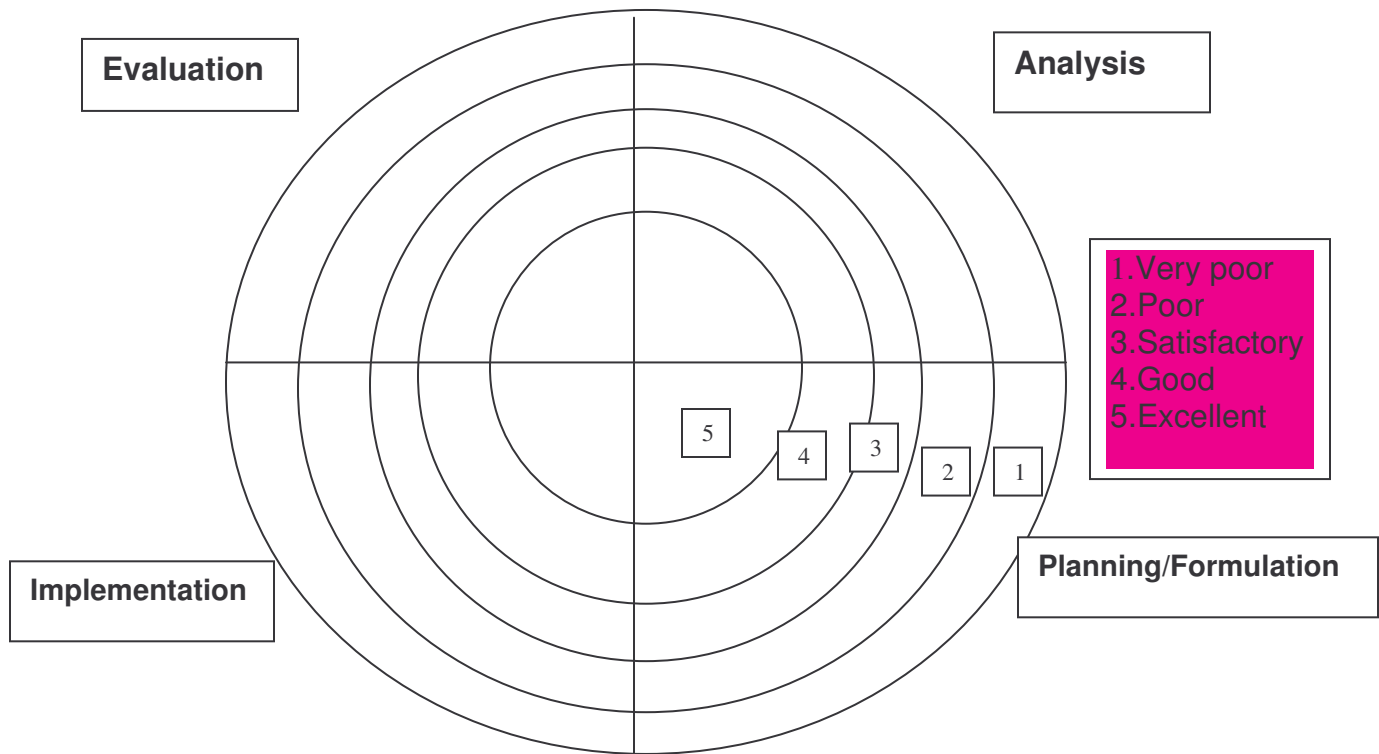


Figure 2: Target-scoring on the performance of the Malawi NFP.

Table 1: Target scoring by participants on assessment of the Malawi NFP

Stage of the NFP	Scoring by participant stakeholder groups		
	Govt.	NGOs/Private sector	Academia
Analysis	Poor/satisfactory	V. poor	Poor/good
Planning/Formulation	Poor	Poor	Good
Implementation	Satisfactory	Poor	Poor/satisfactory
Evaluation	V. poor	V. poor	V. poor/satisfactory

4.1.2 Core Principles of the NFP

There are three core principles:

- *Sovereignty and country leadership:* In the context of NFP, nation states have an acknowledged right to manage and use the forests within their boundaries in accordance with their own environmental policies and development needs. On the other hand, country leadership denotes that the country assumes full responsibility for preparation and implementation of an NFP. However, this should not be mistaken for exclusive government leadership; other stakeholders should participate in the process of the NFP.

- *Consistency within and integration beyond the forest sector:* The NFP should be coherent with the economic, environmental and social objectives and roles assigned to forest in a country.
- *Partnership and participation:* Partnership in the NFP context means bringing stakeholders together to implement joint activities. While participation in the NFP recognizes that forests are important not only for their owners and government, but also for a broad range of groups/individuals and the society as a whole. Hence, stakeholders need to be consulted in decision-making. Figure 3 illustrates the principles.

4.1.3 Stakeholder analysis

Implementation of the NFP requires identification of stakeholders and their level of importance and degree of influence. The following tools were used in the stakeholder analysis in the NFP process.

(i) Relationship mapping

This tool involved participants listing the stakeholders in the forest sector, both negatively or positively, followed by evaluating their relationships by drawing linking lines (representing relationships). Annex 5 illustrates the process.

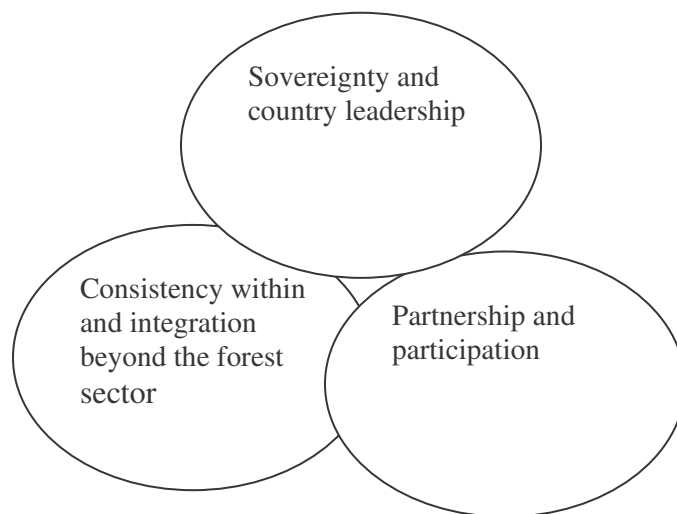


Fig 3: Cluster of NFP Principles

(ii) Use of matrix

Different stakeholders have different degrees of influence on the forest sector, and similarly, some stakeholders are affected differently by decisions made in the forest sector. Participants used the matrix tool to analyze stakeholders in the Malawi NFP process (Annex 6).

4.1.4 Attitude, skills and methods for facilitating NFP.

Facilitation of the NFP process requires participatory approaches, and facilitators' skills, attitudes, and behaviour are more important than methods. Figure 4 explains how the approaches are configured.

4.1.6 Positions, Interests, and Needs in Facilitating Negotiations in NFP

Stakeholder participation requires good negotiation skills, as it can be difficult to identify and understand different views of forestry stakeholders since they occur at various levels or layers. Participants were introduced to the key issues that the facilitator should focus on during negotiation (Figure 6). The surface layer is the position, which the stakeholder group perceives as the ideal solution. The next layer, interests, is the underlying reasons for holding a position, while the innermost layer, the needs, include security and livelihoods, and this is usually non-negotiable.

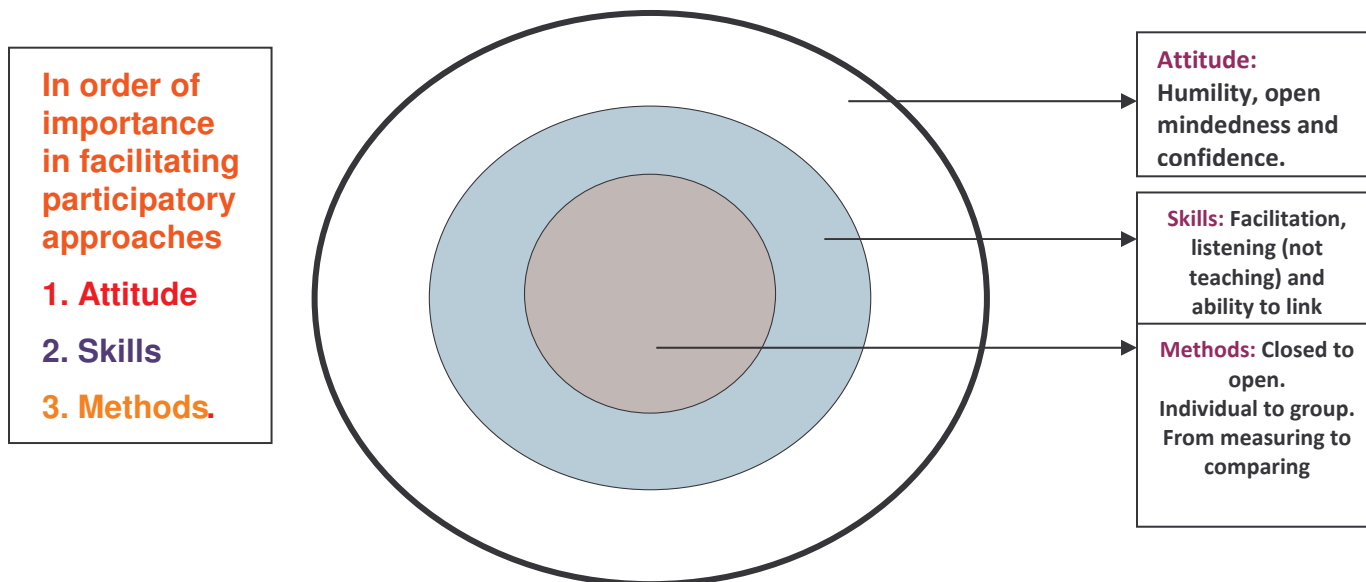


Figure 4: Attitude, skills and methods for facilitating the NFP.

4.1.5 Spectrum of Participation

A lecturette was given on the spectrum of participation of stakeholders in the NFP process, and Table 5 demonstrates the spectrum.

HIGH	Degree of participation	Typical role of 'facilitator'
↑	Facilitation	Facilitates stakeholders' analysis and negotiation (e.g. by facilitating collective - analytical participatory methods).
	Consulting	Extracts information from participants. (e.g. by using questionnaires or participatory methods in an extractive way).
	Informing	Presentations and dissemination (e.g. lecturing and giving out leaflets).
LOW		

Figure 5: The Spectrum of Participation

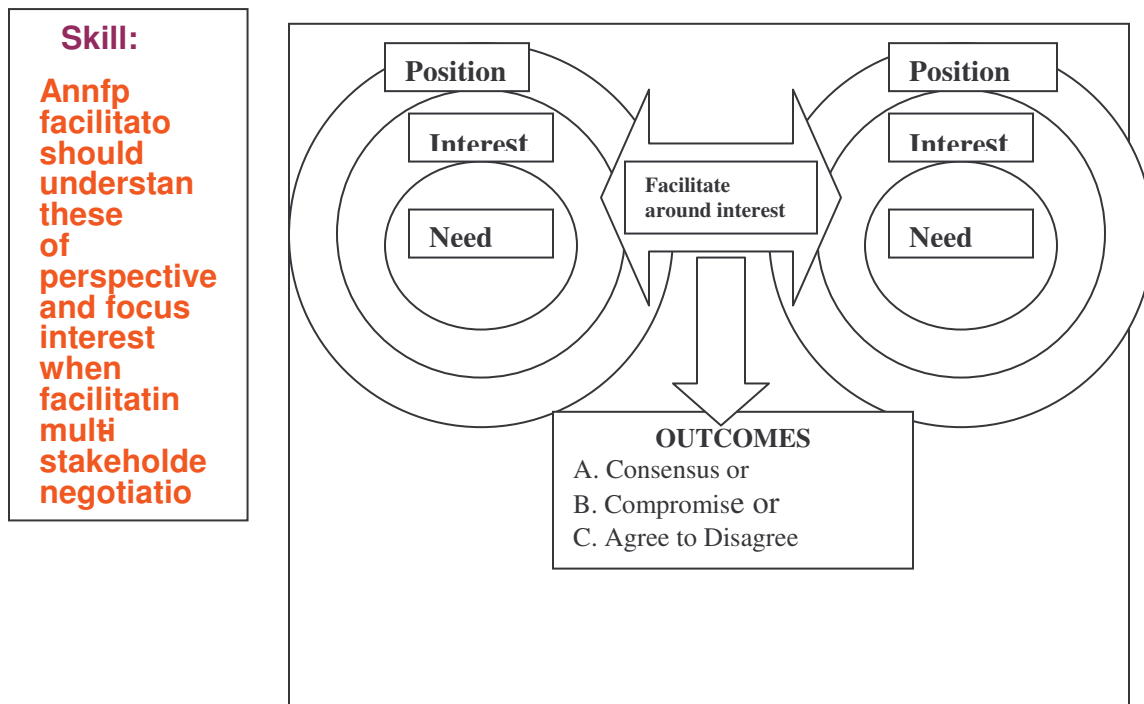


Figure 6: Key issues that need to be focused on to facilitate negotiations in NFP

4.1.7 Matching participatory method to purpose and context

Participatory methods that are used in facilitating negotiations need to be appropriate, i.e., should fit the context (situation). Participants were, therefore, introduced to the *Lock and Key* tool in the negotiation process of the NFP (Annex 7). The tool illustrates the need to choose an effective negotiation method to achieve the desired outcome.

4.1.8 3Rs Method in Stakeholder Analysis

Participants were introduced to the 3Rs tool in stakeholder analysis, in the context of managing a particular forest. The 3Rs stand for *Rights*, *Responsibilities* and *Revenues* accruing from the forest. The tool is used in assessing the incentive balance in forestry from the perception of stakeholders. Table 2 demonstrates the tool, by using a hypothetical situation in which four stakeholders (government (Forestry Department), local community, NGO, and donor) were assessed for the 3Rs. In the demonstration, each workshop participant was asked to assess the incentive balance by putting scores against a box in the matrix, and each of the stakeholders was assigned with 10 points in total.

Table 2: 3Rs Tool in Stakeholder Analysis

Stakeholder	Rights	Responsibilities	Revenues
Forestry Department	*** (3)	***** (5)	** (2)
Local community	***** (5)	*** (3)	** (2)
NGO		***** (10)	
Donor		***** (10)	

4.1.9 Role Play Tool

Participants used a role-play to demonstrate different points of views that may come out of a negotiation process, involving participation of stakeholders in the management of a forest, which was previously owned and managed by local communities, but later it was taken over by government for management. However, this particular forest was later degraded. After the play, participants made some reflections by using the following matrix table for evaluation of the group actors as well as the method itself:

Criteria	Strengths	Weaknesses	Recommendations
Attitudes and Behaviours	<ul style="list-style-type: none"> Managed to listen Respectful 	<ul style="list-style-type: none"> Some protocols were not observed Use of inappropriate language 	<ul style="list-style-type: none"> Observe protocols and use local language
Skills and methods			

The reflections also involved identification of issues that needed to be addressed, such as root causes of degradation of the forest, assessment of the relationship between the local communities and the Forest Department, rights and responsibilities of the stakeholders.

4.1.10 Planning for Field Programme

The third day of the workshop involved making preparations for the field programme. Three stakeholder field groups were identified for consultation, and these were: curio makers that trade near the Livingstonia Beach Hotel, VNRMC for Mchengawamoto forest and Salima District Forestry Office staff. A guide was provided for each group to use in processing the facilitation process (See Table below for a guide):

Purpose/Guiding question	Context: Stakeholder location	Possible methods and steps to use	Who will be responsible for facilitation	Materials needed

The output of the field experimentation was that each stakeholder group consulted had to come up with a key summary statement on the root cause of deforestation and identify two recommendations to address the root cause. Each workshop participating team was asked to bring the field stakeholder group consulted to the venue (hall) of the workshop to present the tools used, findings and recommendations.

4.1.11 Presentation of field programme experiences

The VNRMC and Salima Forestry Staff made presentations, but the Curio makers group refused to come to the hall, because they argued that as they were business persons, their going away from the business premises would be a loss to them.

4.1.12 Fishbowl debate

The two stakeholder groups that were invited to the workshop hall participated in the fishbowl debate, focusing on the root causes of deforestation and identifying strategies to tackle the problem. Each stakeholder group identified the initiator of the debate, who would sit in the middle of the circle, and other participants would come in to join in the debate of either supporting or opposing the proposition and justifying it. Annex 8 illustrates the process

The following issues were identified during presentations by the field stakeholders during their presentations and discussions in the fishbowl debate:

- involvement of a wide range of relevant stakeholders in managing forests was the only way deforestation could be reduced;
- identification and understanding of root causes of deforestation by stakeholders was critical in devising effective strategies to reduce deforestation;

- involvement of Rastas in forest conservation was necessary as they are believed to venerate nature;
- Forestry Department staff should work closely with other stakeholders in meeting forest input needs such as seed, polythene pots requested by the local communities;
- It was observed that men were less active than women in forest conservation and tree planting, and one of the main reasons was that men were busy fishing.

After presentations, stakeholders presented and ranked recommendations for addressing deforestation, and Table 3 summarizes the ranking.

4.1.13 Analytical Reflection of the Field Programme

Workshop participants carried out a reflection analysis of the methods and tools used in facilitating discussions in the field. The table below summarises methods of assessment.

Method used	Purpose the method was used	Basic outline of how method was used	Strength of the method application	Limitation of method application	Recommendation

Table 3: Identification and ranking of recommendations for addressing deforestation

Recommendation	Ranking by Field Stakeholder			Total Scores	Ranking
	VNRMC	Salima DFO staff	Curio Makers		
1. The government should empower communities through their forest management committees to actively participate in forest management	7	5		12	1
2. Rural electrification projects	1	1		2	6
3. Enhance NGO support to communities	6	2		8	4
4. Institute community forest management plan	4	6		10	2

5. Encourage and promote participatory forest planning and management	2	7		9	3
6. Encourage public awareness and communication on forest management	5	4		9	3
7. Incorporate community leadership and user groups in sustainable forest management.	3	3		6	5

4.1.14 Evaluation of Teams' Presentations

Workshop participants evaluated each other's presentation methods and tools used in the field by a panel of "judges", while a group member representative made a presentation of the reflection analysis of approaches used. Annex 9 provides results of evaluation.

4.1.15 Assessment of workshop training participants by field stakeholders

The field stakeholders assessed workshop-training participants on the methods used, skills, attitudes and behaviour during facilitation. The assessment was presented to the workshop participants by the workshop facilitators. The aim was to enable the training participants improve their facilitation skills. Details are provided in Annex 10.

4.1.16 Self and peer evaluation of workshop participants

Each participant was asked to evaluate oneself on facilitation capability for the NFP, using **personal reflection form** presented in Annexes 11(a). On the other hand, **Peer evaluation forms** (Annex 11(b)) were placed in a box for each of the three groups, bearing names of group members, and a member of the group was asked to pick any form apart from that bearing her/his name and carry out the evaluation. Later, participants returned the peer forms to the group respective boxes. Finally, each participant had to pick his/her form that had been evaluated by the peer, and compare it with his/her personal evaluation form.

4.1.17 Identifying qualities of a good NFP facilitator

Using cards, each participant wrote an attribute under each of the following main themes:

- Suitable background (what should be suitable background for an NFP facilitator?)
- Suitable attitude and behaviour (what attributes go with suitable attitude and behaviour?)
- Unsuitable attitude and behaviour (what attributes characterize unsuitable attitude and behaviour?)
- Suitable skills (what are the suitable skills for an NFP facilitator?)

It was observed that most participants did not differentiate between attitude/behaviour and skills.

5.0 IDENTIFICATION OF KEY STRATEGIES TO ENHANCE nfp PROCESS

Each participant was given three cards on which to write a strategy to enhance NFP process. Thereafter, the cards/strategies were grouped into themes, incorporating the recommendations identified by the three field stakeholders (VNRMC, Curio makers, and Salima DFO staff). Participants discussed the strategies and came up with a consensus on the wording and relevance. Later, participants re-grouped into NGO/Private sector, academia and government to prioritize the strategies. Table 4 provides list of priority strategies and the ranking.

Table 4: Identified and Ranked Strategies for Enhancing Malawi NFP Process

Strategy	Ranking
Establish NFP coordination units at district and national level	1
Mobilize resources for NFP	2
Carry out stakeholder capacity building	3
Carry out policy review, advocacy and lobbying	4
Mobilize stakeholders through awareness creation	5
Provide enabling environment in decentralization of forest management	6
Development of documentation and monitoring and evaluation frameworks	7

Later, while participants were in their groups, the strategies were mock-auctioned by having the highest bidder picking the strategy and developing the action plans for enhancing the NFP process.

6.0 ACTION PLANS

The workshop participants formulated and presented the action plans based on the strategies above. Table 5 provides details of the action plans.

7.0 ACTION PLAN AND METHODS TOOL BOX ASSESSMENT

Participants assessed the action plans presented by each group (government, academia and NGO/Private sector groups), using the following criteria:

- How participatory?
- Potential positive impact on Malawi forestry sector
- Do methods fit purpose?
- Feasibility / How realistic?

By using “mock judges”, the plans were assessed by awarding points. Results of the assessment are presented in Annex 12.

8.0 WORKSHOP EVALUATION

The participants evaluated the workshop using the Point-Scoring tool and cards. Areas of evaluation were:

- Better understanding of the rationale and principles of participatory national forestry programmes;
- Enhanced skills and methods to promote more participation in the Malawi NFP;
- Workshop facilitation methods; and
- Logistics and organization

Details of evaluation results and justification are provided in Annex 13.

9.0 POST-WORKSHOP PLANNING

After presentation of work plans to implement the strategies of enhancing the NFP process, participants developed follow-up actions to ensure that what had been agreed during the workshop was implemented. Details of the follow-up actions are provided in Annex 14.

10.0 CLOSING AND PRESENTATION OF CERTIFICATES

Before closing the workshop, certificates of attendance were presented to the workshop participants by Ms Trintus Senganimalunje, as guest of honour, representing the Director of Forestry, assisted by Mr. Jando Mkhwazi, as board member of CURE.

In the closing remarks, the Executive Director of CURE, Mr. Christopher Mwambene apologized to the participants for the inconvenience caused in the travel arrangements, as participants were asked to share vehicles due to budgetary constraints. On his part, the CURE board member, Mr Jando Nkhwazi, thanked participants for actively participating in the workshop. He also thanked the Department of Forestry for entrusting CURE to organize the workshop. The representative of the Director of Forestry thanked the FAO for providing financial assistance to hold the workshop. She also thanked the facilitators for the job well done. She assured the participants that the actions put forward would be implemented. Finally, the workshop was officially closed at 12:30.

Table 5: The Malawi Draft NFP Strategic Plan for 2011-2015 Formulated by the Workshop Participants

COMPONENT ACTIVITIES.	METHODS	TARGET	JUSTIFICATION.	LIMITATIONS	Time frame	RESP.
Strategy 1: Set up National Forest Program units at national and district level						
Appointment of National Forest Program Coordinator	- Interview - Nomination			Costly	3rd quarter 2011	Director of forestry
Develop terms of reference for the national and district coordinators	Meetings	Relevant stakeholders	Participatory	Costly	Jan-Mar 2011	Co-coord.
Orientation of national and district coordinators.	Training	Coordinator	Clear definition of scope of work	Costly	Apr – Jun 2011	DOF
Procurement of capital assets	National Advertising/tendering	Coordination Unit	Transparency & Accountability	Costly	Apr-Sep 2011	Co-coord.
Strategy 2: Mobilization of stakeholders						

Stakeholder Identification	- Meeting, - Reports - Stakeholders directory	Potential stakeholders	Cheaper, Allows for screening		Apr-Jun 2011	Coord.
Facilitate awareness of stakeholders in NFP	Workshop	Identified stakeholders	Participatory		2011-2015	Coord.
Publicity of NFP	- IEC material - Radio program. - Newspaper	Identified stakeholders and general public	Wide coverage	Costly	2011-2015	Stakeholders
Monitoring and evaluation	- Quarterly review meetings	Stakeholders	Accountability	Complex	2011-2015	Coord.

Strategy 3: Carry out stakeholder capacity building

COMPONENT ACTIVITIES.	METHODS	TARGET	JUSTIFICATION.	LIMITATIONS	Time frame	RESP.
Training workshops in NFP processes.	<ul style="list-style-type: none"> - Contextual analysis - Problem analysis - Relationship mapping - 3Rs - SWOT analysis - Target scoring - Experimentation action planning 	District assemblies, NGOs	<ul style="list-style-type: none"> - The methods bring out realistic scenarios/ evidence for action planning. - Facilitators trained to use the methods 	<ul style="list-style-type: none"> - Some methods are time consuming. - Some may be too familiar to stakeholders and hence become unhelpful. - Some may require significant amounts of materials and 	0-24 months	NFP facilitators

				hence cost implications.		
Training sessions in technical forestry	<ul style="list-style-type: none"> - lectures - demonstrations - practical evaluations - Assessment. 	District assemblies, NGOs, Private sectors, communities.	- require the skills to understand and practice forestry management.	Compensation claims by stakeholders	0-36 months	Training institutions and service providers
Training sessions in institutional organisation and development.	<ul style="list-style-type: none"> - contextual analysis - problem analysis. - Lectures - Role plays - Relationship mapping among producer groups. - 	Community groups, front line staff.	- methods are simple and bring out evidence of power relations and group cohesion.	Time funds and community familiarity	-do-	-do-
Training sessions in participatory methodologies.	- Participatory TOT	District assemblies, NGOs and Community groups	Methods enhance reflection and learning as well as participation.	Time consuming	-do-	-do-
Identify gaps in forestry strategies standards and guidelines	<ul style="list-style-type: none"> - Field study documentation review consultations with key stakeholders. - workshops 	Forestry and NR staff, community user groups , private sector and NGOs.	Effective and ground truth and evidence.	Time	0-12 months	Consulting agencies
Strategy 4: Carry out policy review lobby and advocacy						
Develop policy briefs on benefit sharing	Working groups publications	All stakeholders	Effective and wide coverage.	Literacy levels	0-36 months	NFP units

licensing, and supporting technical orders.						
Lobby for policy implementation in various forestry issues	<ul style="list-style-type: none"> - meetings - press releases - radio adverts 	Key policy makers , development partners and stakeholders.	Effective in getting actions.	Some issues though relevant could be ignored.	-do-	NGOs and working groups.
Strategy 5: Develop a documentation and monitoring and evaluation framework.						
Compile progress reports and lessons learnt	<ul style="list-style-type: none"> - data collection - report writing - Dissemination. 	All stakeholders	Effective in getting action and enhance institutional memory.	Reading culture is low	-do-	NGOs and working groups
Develop a monitoring framework to feed into the NFP process.	<ul style="list-style-type: none"> - workshops - Consultations - Piloting 	Targeted stakeholders	Generate consensus and ground truth evidence.	Time	0-24 months	NFP units
Carry out regular monitoring and evaluation.	<ul style="list-style-type: none"> - data collection and analysis - documentation - Review meetings. 	All stakeholders	Generates evidence for decision making and action.		-do-	NFP units

COMPONENT ACTIVITIES.	METHODS	TARGET	JUSTIFICATION.	LIMITATIONS	Time frame	RESP.
Strategy 6: Provide enabling environment for stakeholders to be involved in the NFP process						
- Implement forestry decentralisation	Through stakeholder analysis.	All stakeholders Central government	Ownership Existing instruments for	<ul style="list-style-type: none"> - Time consuming - Expensive 	1-2 years	Department of forestry and local

<p>processes</p> <ul style="list-style-type: none"> - Obtain appropriate authority for devolution. - Consultative workshops with stakeholders 			<p>implementation of decentralization process.</p>	<ul style="list-style-type: none"> - Inadequate capacity. 		<p>government</p>
<p>Facilitate participation of the stakeholders in forestry co-management</p>	<ul style="list-style-type: none"> - Consultative meeting - Stakeholder analysis - SWOT - 3Rs - Relationship mapping 	<p>All stakeholders identified through stakeholder analysis.</p>	<p>Ownership.</p>		<p>1/2- 5 years</p>	<p>Department of forestry</p>

Strategy 7: Mobilize resources for the NFP						
Support setting up of income generating activities.	IGA training workshops Monitoring and evaluation	Local communities Department of forestry	Ownership Existing M and E framework		2- 5 years	Department of forestry and NGOs
Lobby government to increase funding for NFP activities	<ul style="list-style-type: none"> - Submit proposal to government through cabinet papers . - Facilitate field visits to hot spots by government officials' e.g. parliamentary committee on the treasury. - Sensitize stakeholders through annual events e.g. tree planning day. 	<ul style="list-style-type: none"> - Treasury - Parliamentarian - EP&D (old) - All stakeholders identified through the stakeholder analysis. 	Afforestation among government priority issues.		1-2 years	Department of forestry and NGOs
Develop proposals to seek funding from cooperating	Consultative workshops	Cooperating partners	Ownership	<ul style="list-style-type: none"> - Donor fatigue - Change in international policies 	1-5 years	Department of forestry

partners				ad priorities		
Operationalize forestry development fund	<ul style="list-style-type: none"> - Lobby for appointment of board members. - Lobby for setting up of operational mechanisms 	Director and department of forestry	Existing structures for implementation		1-2 years	

Annex 1: List of Participants the NFP Training Workshop

No	NAME	POSITION	POSTAL ADDRESS	CONTACT NUMBERS & EMAIL.
1	Mr Ramosh M. Jiah	Deputy director	DNPW, PO Box 30131, Lilongwe	Cell:+265 8888 34220 Email: dpw@wildlifemw.net Ramosh@wildlifemw.net
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Annex 2: Workshop Expectations from Participants



Expectations on Training Content

- Experiences NFP in other countries
- NFP principles and how they relate to other sectors
- Current situation on stakeholder participation in forestry decision-making
- Progress of NFP implementation in Malawi
- To know more about the Malawi NFP and the way forward
- To know more about forest management
- Approaches/tactics to enhance participation
- Skills, methods and approaches for participatory processes
- To know the government stand on people who encroach forest reserves

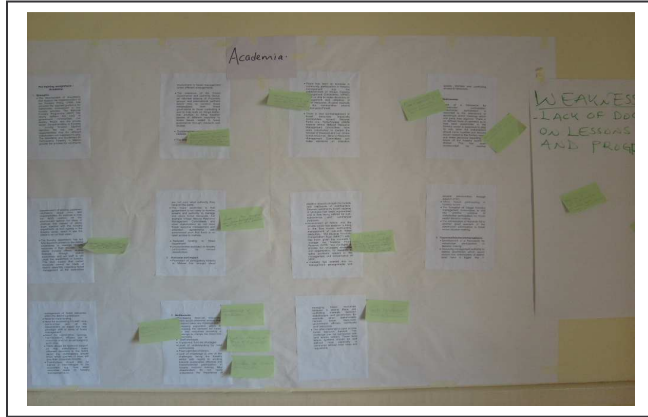
Expectations on training approaches

- Participatory
- Use of case studies and analyzing them
- Use of group work, but not too much
- To be very interactive and use of visual aids
- There won't be unnecessary extension of sessions
- Learning by doing
- Facilitative

Expectations on other issues

- Full attendance of participants
- Provide a reception where people can interact informally
- Sessions not to go beyond 5:30 pm
- Participants to be issued with certificate of attendance at the end of the workshop
- Good meals, with diversity
- Good accommodation facilities, e.g. reliable and clean water
- Workshop to end in good time so that participants drive back in good time
- Participants to be punctual


Annex 3: Reflection on pre-workshop NFP SWOT analysis



Top: Pre-workshop assessment of Malawi NFP posted on the board.

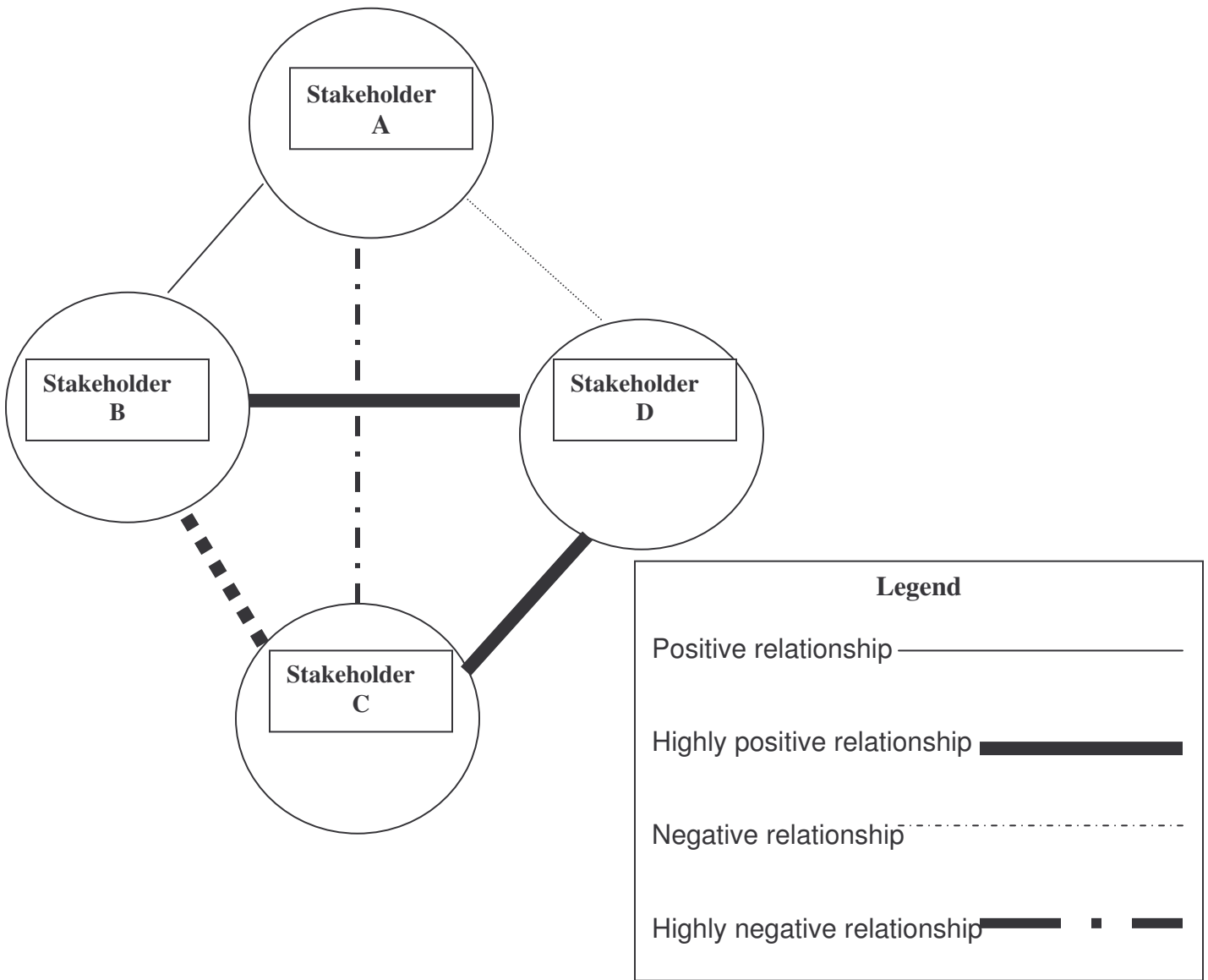
Bottom: Participants viewing and discussing pre-workshop analysis of NFP

Annex 4: SWOT of Malawi NFP with regards to meaningful participation

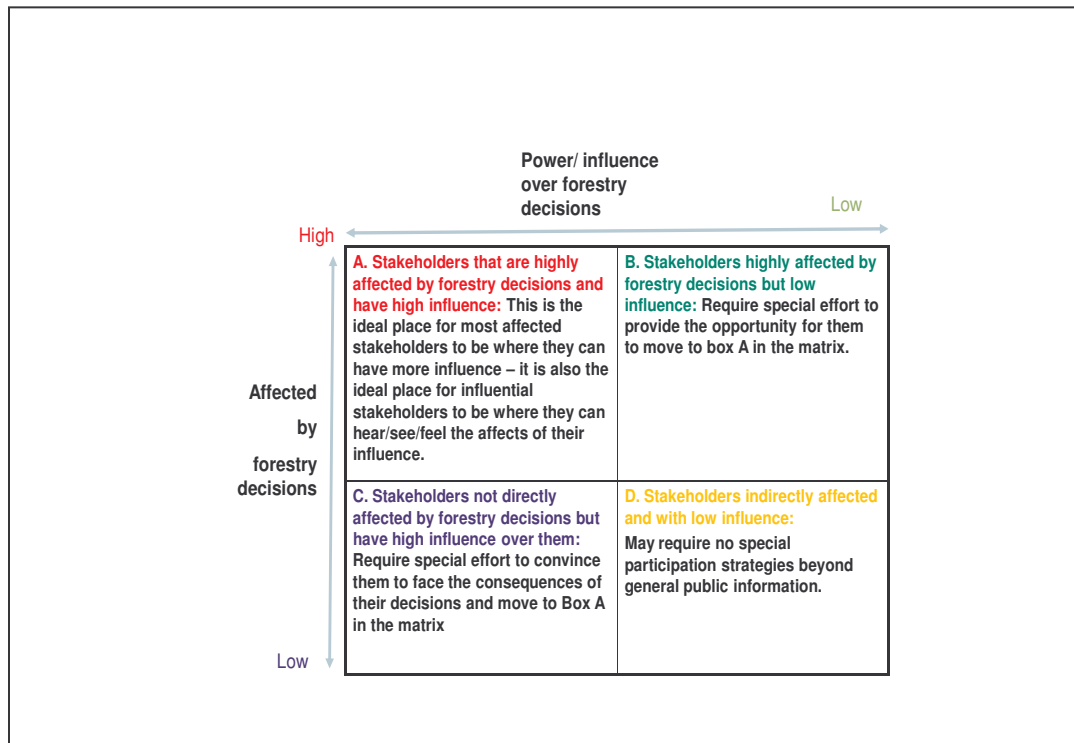


Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Problems being felt and need solution • Comprehensive National forestry policy and Act available • Good governance • Establishment of Village Forest Areas to conserve forests is being done • Active participation by stakeholders in forest management is happening • Malawi has an NFP document • Local communities are trying their best to adhere to the forest rules • Institutional capacity is improving 	<ul style="list-style-type: none"> • There is corruption in other stakeholders • Weak collaboration/coordination with stakeholders • Insufficient patrols being done by Forest Guards to protect forest reserves • Inadequate implementation of the NFP • Lack of capacity building • Fines for non-compliance of the Forest Act are too low • Inadequate funding to implement the strategies outlined in the NFP 	<ul style="list-style-type: none"> • The forest sector offers employment opportunities • International and regional cooperation and sympathy • Government support • Donors willing to fund the NFP process • International conventions and treaties • Good political environment • Willing stakeholders • Availability of unused land • Global call to mitigate climate change 	<ul style="list-style-type: none"> • International donor fatigue • Political interference from politicians • Lack of commitment by relevant stakeholders • Insufficient government support • Lazy and corrupt attitude by implementing agencies • HIV/Aids pandemic • High population growth • Corruption

Annex 5: Relationship Mapping of Stakeholders

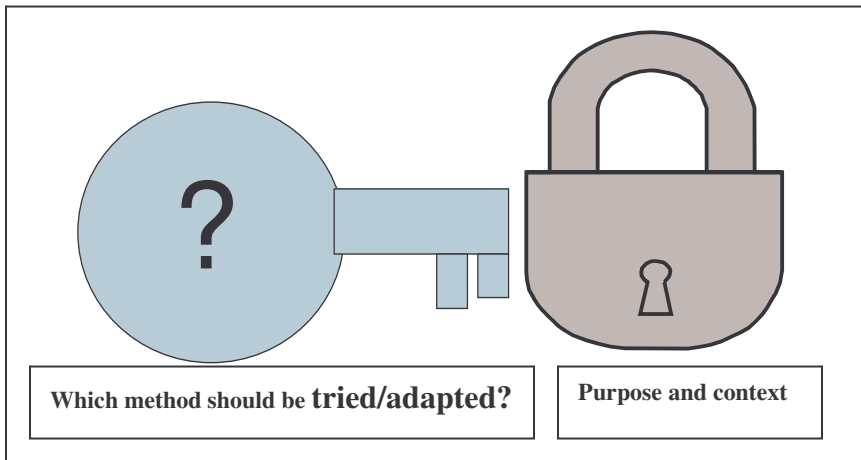


Annex 5: Stakeholder Analysis Using Matrix on the Power/Degree of Being Affected by Decisions made in the Forest Sector.



Participants practised the tool by placing each of the participating stakeholders (government, academia, NGOs and the private sector) in boxes. There was hot debate on the level of influence for NGOs in the forest sector; whether to place them under category C or D. Finally, a consensus was reached by placing them in category C. While Box “A” is regarded as the desired position for all stakeholders, participants raised reservations, arguing that it is impractical to have this state of affairs, but rather, all stakeholders should target the mid point (centre).

Annex 7: Lock and key tool in choosing appropriate participatory methods in NFP negotiation process



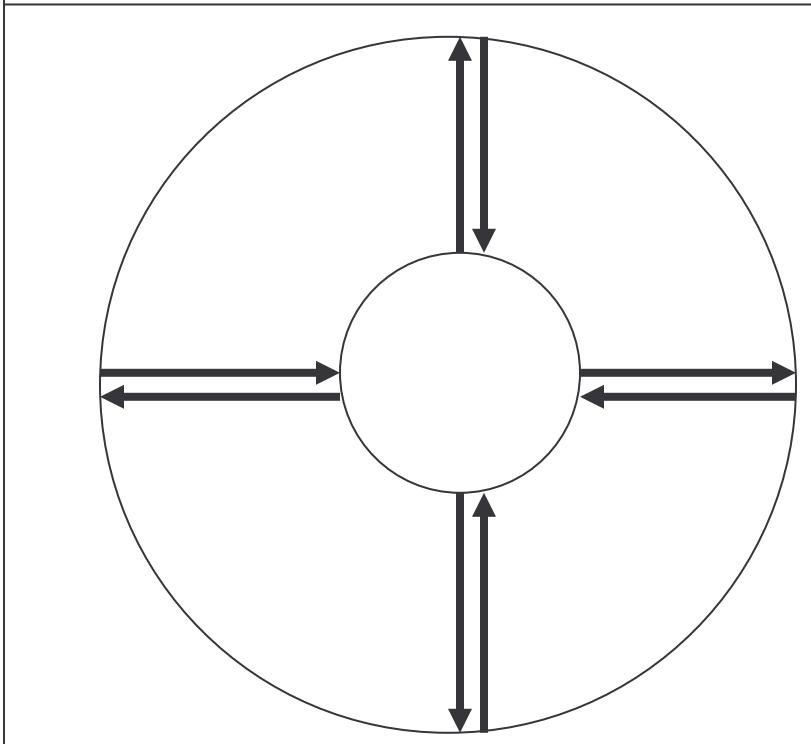
If the key does not fit the lock, try another key
(Similarly, if the method used does not yield positive results, try .. \

Annex 8: Workshop Participants Participating in the Fishbowl Debate Tool



Fishbowl debate rules

- No speaking outside the inner ring
- Justifier- having statements/supporting material on board at front. Then takes seat in middle and remains there throughout debate of this statement.
- Respondents can come to centre but must leave to outside ring after their comment or after one minute



The rings signify the rings of chairs, possibly only four chairs in the centre facing each other. Arrows signify movement of debaters in and out of the

Annex 9: Evaluation of field team presentations

Assessment criteria	Group 1		Group 2		Group 3	
	Comments by the judge	Score	Comments by the judge	Score	Comments by the judge	Score
Do methods fit purpose?	Methods used were suitable as per the society they dealt with	6	- Methods used were good as it allowed members to discuss - Cards were given to the participants without guidelines - The group was manageable	7	- Context of problem changed for the stakeholder, therefore, the methods not connected to the new context-what was it? - Methods do not become obsolete, but context matters.	4
Depth of analysis of methods?	- The first tool was not used properly because of too much interference from the facilitators - The facilitators failed to explain on 3Rs. The community representatives failed to realize the revenue they get from the forest, hence the need for hand outs	7	- Relationship mapping was incorrectly used for stakeholder identification stakeholder analysis should have been used, instead.	8	Analysis of the strengths and weaknesses method was appropriate	8
Level of	The facilitators were	5	- Great	8	- There	4

innovation/experimentation?	generally innovative but the 3Rs tool was not properly explained.		innovation, i.e., different engagement of methods was used before discussion, e.g., cards, listing and scoring. - Good experimentation with skills.		was need to redefine the problem - Need to be persuasive and creative	
How participatory was the method?	Participation was good based on the methods used, but good articulation of ideas during the fishbowl play.	8	- The stakeholder group dealt with was elite, and methods used were appropriate.	8	There was no control over the group.	6
Total scores		26		31		22

Annex 10 (a): Assessment of training participants by field stakeholders (VNRMC)

	Strengths (+)	Weaknesses (-)	Recommendations for next time
Methods and skills	<ul style="list-style-type: none"> • Participatory methods used • Good explanation of how to use the tools 	<ul style="list-style-type: none"> • Late coming • Gender representation was a problem in the group 	<ul style="list-style-type: none"> • The audience should be told about objectives of the meeting in advance.
Attitudes and behaviour of facilitators (training participants)	<ul style="list-style-type: none"> • Being respectful • Patience 		<ul style="list-style-type: none"> • Both facilitators and audience (communities) should be treated as equals, with the same objective of reducing deforestation

Annex 10 (b): Assessment of training participants by workshop facilitators while in the field

	Strengths (+)	Weaknesses (-)	Recommendations for next time
Methods and skills	<ul style="list-style-type: none"> • Fine process 	<ul style="list-style-type: none"> • Dominance by some facilitators • Passiveness by some facilitators • So may facilitators yet a short process 	<ul style="list-style-type: none"> • Share roles and responsibilities • Encourage interaction
Attitudes and behaviour of facilitators (training participants)	<ul style="list-style-type: none"> • Good 		

Annex 11(a) Personal evaluation form

Questions	Response				
	Never	To some degree	Moderately	To a good degree	To an exceptional degree
On the whole, did I listen as much or more than I talked when facilitating? Was I always patient?					
Was I genuinely interested in the issues of others?					
Did I show confidence and assertation?					
Did I show humility?					
Did I show flexibility?					
Did I ensure that my own views did not influence those who I was facilitating?					
Did I show respect and courtesy to those I was facilitating?					
Did I actively involve quiet people or those that were difficult to reach?					
Did I take risks, innovate and try something new?					

Key recommendation(s) for improvement

Annex 11(b): Peer Review Form

Questions	Response				
	Never	To some degree	Moderately	To a good degree	To an exceptional degree
On the whole, did the person listen as much or more than he/she talked when facilitating?					
Was this person always patient?					
Was this person genuinely interested in the issues of others?					
Did the person show confidence and assertation?					
Did this person show humility?					
Did the person show flexibility?					
Did this person ensure that his/her own views did not influence those who he/she was facilitating?					
Did this person show respect and courtesy to those she/he was facilitating?					
Did this person actively involve quiet people or those that were difficult to reach?					
Did the person take risks, innovate and try something new?					

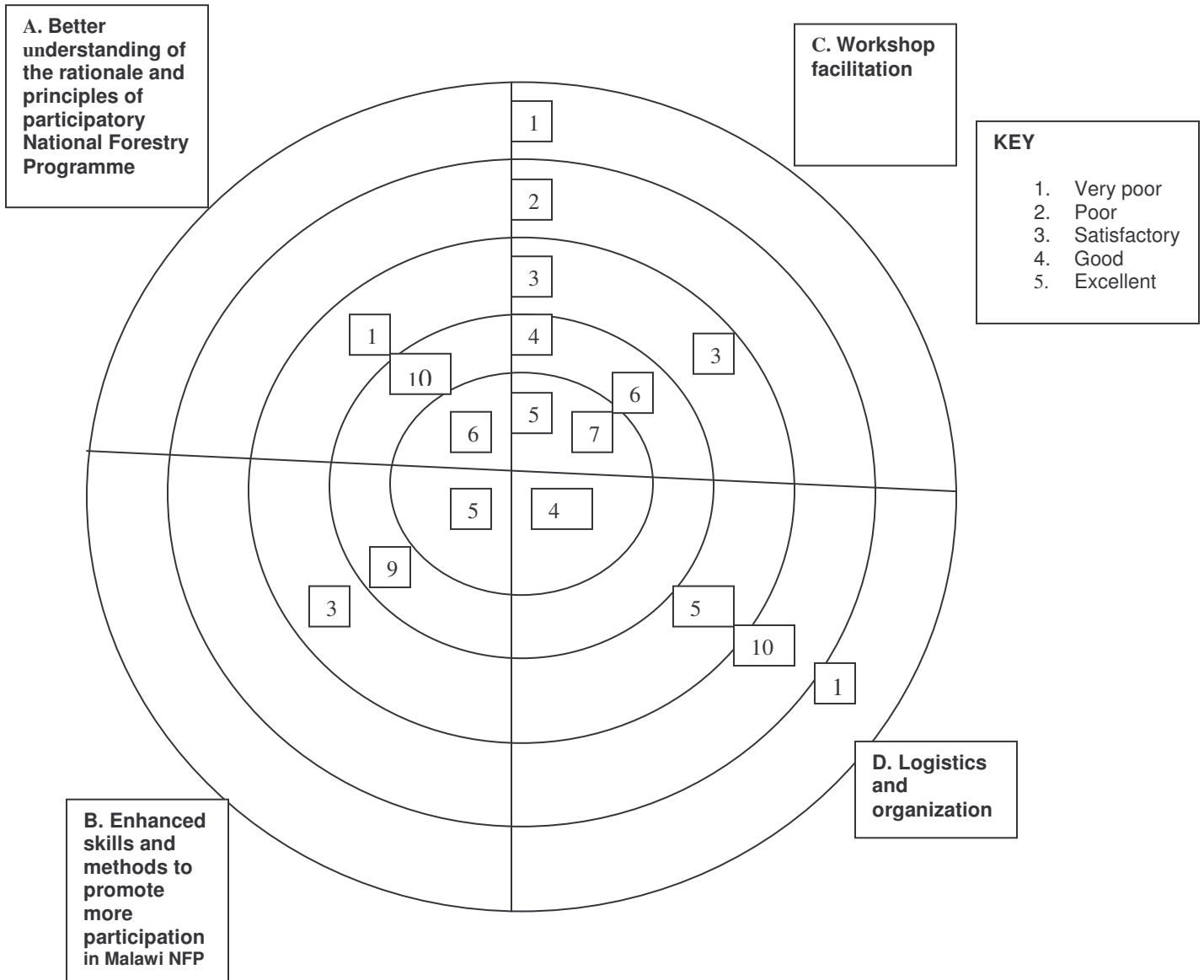
Key recommendation(s) for improvement

Annex 12: Assessment of group action plans

Criteria	NGO/Private sector Team	Score	Academia Team	Score	Government Team	Score
How participatory?	In terms of participatory the plan looks good but lacks some potential for greater stakeholder involvement	6	Though too academic and imaginative, methods proposed are participatory in nature hence the entire plan could be deemed participatory. There seems to be adequate participation.	9	Participation not adequately captured.	6
Potential positive impact on Malawi forestry sector	The potential for positive impact is there since NFP units at national and district level will provide leadership.	8	The proposed capacity building 1 st and 4 th have PRA components as such when combined a good impact can be achieved.	9	There is potential for gradual positive impact but processes of decentralisation need to be heated up and also those for funds mobilisation especially if decentralisation is a priority. Raise NFP profile.	5
Do methods fit purpose?	Training methods not well elucidated in the first part. i.e. method not mentioned	7	Good methods for the proposed activities and target groups.	7	Methods do fit the purpose, however, there is need to be specific on time frame and the	6

					responsibilities should not go to an individual stakeholder.	
Feasibility / How realistic?	Not very feasible because timing is not spread out everything crammed together. Activities not flowing well which can result into failure to implement or excessive use of resources.	3	In general it can be implemented . However the methods may not be feasible due to cost, time and capacity limitations. It will therefore require more prioritizations	8	Decentralization is sometime too political. What are the measures put in place to prevent this interference? The method of participation should be clearly outlined and the work plan responsibly should include diverse stakeholders.	6
Total score		24		33		23

Annex 13 (a): Workshop evaluation using Target Scoring tool



Annex 13 (b): Workshop evaluation indicating general comments to justify the scores

General comments to justify scores	Recommendations for improving the training
<p>Every thing was done properly. Good beginning. A very good understanding of NFPs. Experimentations, reflection cemented skills. Very educative. Clear introduction and learning process. Learnt more skills and methods of facilitation. Very good facilitation. Clear understanding of NFP has been achieved.</p>	<p>Provide adequate means of transport for the experimentation. Another workshop to be held shortly to review this one. Invite more stakeholders next time. Facilitators should maintain their vibe.</p>
<p>Transport to field sites was inconvenient.</p>	<p>Look for alternative venue. Provide better transport. Need to have good communication. Undertake through communication with all stakeholders. Logistical arrangements e.g. fuel once set should never be changed.</p>
<p>More participation during group work.</p>	<p>Judges should be responded to during the panel discussion.</p>
<p>Logistics not well organized. More than economic. The venue was not appropriate- water problem. Some key necessities e.g. water and electricity were unreliable. Ventilation in the rooms was very poor. The hotel lacked capacity but they tried hard.</p>	<p>Co facilitators need to be more involved to build their expertise. Some concepts e.g. causes, core causes and effects were not well explained.</p>

Annex 14: Post workshop follow-up actions

Action	Month 1	Month 2	Month 3	Month 4	Responsible persons
Circulate workshop report	13 th July				CURE / Reginald & Grace
Give comments on the workshop report and send them back to CURE	30 th July				All participants
Give a through briefing to the director of forestry.		First week of August			CURE
Brief FAO		First week of August			CURE
Debrief colleagues back in individual organizations	As soon as members return to office				All participants.
Explore how aspects of the plan can be incorporated into individual organizations plans	As soon as possible				All participants
As part of the website being constructed set up a mechanism for members to share their experiences in engaging with the NFP	As part of the website construction				CURE