ANNEXES

Annex No. 1

TERMS OF REFERENCE FOR THE REVIEW AND EVALUATION OF THE BLANTYRE CITY FUELWOOD PROJECT (BCFP) PHASE III.

1. INTRODUCTION

The purpose of this exercise is to determine the extent of achievement of the goal and objective of the project and to consider its replicability.

2. BACKGROUND INFORMATION ABOUT THE PROJECT

Blantyre City Fuelwood Project (BCFP) was launched in December 1986 and it has undergone three phases. Phase I started in 1986 and ended in March, 1992 and Phase II started in April 1992 and ended in March 1996. Phase III started in April, 1997 and it is expected to end in June, 2001.

The major objective was to provide fuelwood and poles to the City of Blantyre and Municipality of Zomba. Phases I and II concentrated on forest plantation establishment, including supportive infrastructure such as roads, buildings, electricity and water. Improved harvesting and marketing of wood were also important activities undertaken. In total, 5000 ha of forest plantations were established on customary land in the peri urban areas of the City of Blantyre, Municipality of Zomba and Chikwawa District but 4700ha is considered productive.

The goal of phase III is to improve living standards of communities living in and around the project area while the objective is to empower local communities to manage forest resources sustainably and in an ecologically friendly manner.

The major output of the project is that communities are actively involved in the planning and management of the forest resources for their socio-economic benefit.

The main strategy is handing over 4700ha of forest plantations to the local communities living in the peripheral of plantations.

The project is funded by the Government of the Kingdom of Norway through the Norwegian Agency for Development Co-operation (NORAD). Phase III is expected to cost 12,8 Million Norwegian Kroner.

3. GENERAL SCOPE OF TERMS OF REFERENCE

(i) General design of the project in relation to the current Forest Policy and Forestry Act and the macro policy of poverty reduction and sound environmental management

(ii) Implementation frame work in relation to the stated goal and objective.

(iii) Sustainability of the philosophy, processes and benefits.

(iv) Replicability of the lessons and approaches at grass root level in selected areas outside the project.

(v) Recommendations.

4. METHODOLOGY

The Review/Evaluation team should consult a wide range of stakeholders and publications (both within and outside the project).

5. SPECIFIC ISSUES

The Review/Evaluation Team will look into the following issues, among others:

(i) Project design

- Relevance of the goal, objective, outputs and activities to the current macro policies (e.g. poverty reduction) and other policies such as sound environmental management, the National Forest Policy and Forestry act.
- Practicability of the objective and the goal.
- Suitability of organisational structure in relation to the existing Regional/District Forestry Office structures.
- Staffing
- Incentive structure for project staff.
- Role of the Local Steering Committee and the Project Transitional Monitoring Committee in the project implementation.
- How does the project fit in the decentralisation policy and how it would be affected.

(ii) Implementation frame-work

- To what extent have the physical targets been achieved.
- The process of the formation of VNRMC's/ANRMC.
- Effectiveness of VNRMC's/ANRMC's
- Relevance of training courses to the communities and application of knowledge and skills.
- Participation of communities in decision-making, relating to management of forest resources and use of revenue.
- Benefit sharing among community members.
- Familiarity of staff with project activities.
- Capability of extension field staff in implementing activities.
- Relevance of staff training programmes and their level of application .
- Suitability of community forest management plans and their application and adherence.
- Suitability of community by-laws/constitutions and extent of their enforcement.

- Effective and efficient implementation of the project.
- Presence, use and relevance of the monitoring system, including the reporting system.
- Supportive role of project management unit to the field staff.
- Funding pattern and effect on project implementation.
- Community forest management in relation to ecological aspects.
- Level of involvement of non-governmental and other government organisations.
- Relevance of previous consultancies.
- Implementation of other income generating activities and their relevance to the project.
- Incorporation of gender issues in the implementation process.
- Identification of constraints that have affected the implementation of the project and how they were tackled.

(iii) Sustainability of the Project

- Capacity of the communities to manage forest resources sustainably.
- Capacity of the existing extension delivery system for the District Assemblies, other government departments and NGOs.
- Existing transitional collaborative arrangements between the Regional /District Forestry Offices and the Project to facilitate smooth phasing out of the project.

(iv) Replicability of the Project

Determine whether the project can be replicated elsewhere by indicating some aspects, which can be replicated.

(v) Recommendations

(vi) Time frame of the study

The study should last for 11 days, including the date of submitting the first draft report and thereafter submit a final report within three weeks.

(vii) Expected Output

The study should come up with a comprehensive report of the findings, conclusions and recommendations.

(viii) Reporting channels

The report shall be submitted to the Project Manager, including all administrative issues.

(ix) Composition of the team

-The team shall be composed of not more than four persons, including two Malawian experts and taking into account gender balance.

Annex No. 2: Itinerary of BCFP Evaluation Mission

Monday Sept 17
Arrival of team members

Tuesday Sept 18
Briefing with Project Manager, Team discussions, Work planning
Meeting with Regional Forest Office, Blantyre

Wednesday Sept 19
Team meetings, report outline, further discussions with Assistant Project Manager
Field visit to Namisu Plantation office, Mkwezalamba VNRMC, Blantyre district

Thursday Sept 20
Field visit Zomba BCFP, Katunga VNRMC, Zomba district
Travel to Lilongwe (2 team members)
Visit to Lake Chilwa Wetland Project in Zomba/return to Blantyre (2 team members)

Friday Sept 21
Meetings in Lilongwe (FD, EU project, Norwegian Embassy, Bunda College)
Field visit to Kwitcho + handing over ceremony at Kwitcho, Chikwawa district.

Saturday Sept 22
Field visit to Milare BCFP office and Nsanganiza VNRMC, Blantyre district

Sunday Sept 23
Individual writing assignments

Monday Sept 24
Visit Traditional Authority (T/A) Somba, Blantyre district
Visit to CURE (NGO)
Lunch with Norwegian ambassador
Team discussions on recommendations

Tuesday Sept 25
Team discussions and writing of report summary

Wednesday Sept 26
Team discussions and writing assignments
Afternoon: Wrap up meeting

Thursday Sept 27
Final team discussions and at 11.00 AM: departure of team.

For detailed programme of the handing over ceremony at Namila and Khwitcho, see following page.

FIELD PROGRAMME FOR THE HANDING OVER CEREMONY OF NAMILA AND KHWITCHO FOREST PLANTATIONS IN CHIKWAWA: 21 SEPTEMBER 2001.

8.30AM Departure from Honourable Minister's Office, Kanjedza for Ntchembere Village Community Forest Plantation.

Briefing by Ntchembere Village Community on their activities.

Departure for Namila Plantation.

Briefing by the Project on the Regeneration of Indigenous Woodlands.

Departure for Khwitcho Plantation.

Briefing on the condition of the plantation to be handed over to Khwitcho Forest Plantation

Departure for Dulasanje Under Five Clinic Unit.

Briefing by Chaps (Christian Health Association

Projects) and community on the conduction.

Departure for the main venue of the function.

PROGRAMME OF THE HANDING OVER OF FOREST PLANTATIONS TO NAMILA AND KHWITCHO VILLAGES BY HONOURABLE HARRY THOMSON, MP, MINISTER OF NATURAL RESOURCES AND ENVIRONMENTAL AFFAIRS AT MIKOLONGO SCHOOL, CHIKWAWA : 21ST SEPTEMBER, 2001

12.00PM All invited guests are seated at the venue.

Arrival of the Honourable Minister at the venue.

Opening prayer.

Introductions.

Traditional Dances.

Speech by Traditional Authority Mulilima,

Speech by The District Commissioner

Speech by the Project Manager, BCFP

Handing over of the Hand tools to the Communities

by the Honourable Minister.

Speech by the Director of Forestry.

Speech by the Honourable Minister.

End of Programme.

Annex No. 3

List of persons met

1.	Asbjorn Eidhammer	Norwegian Ambassodor to Malawi
2.	R.F.E. Mumba	Programme manager
3.	C.G Mwato	Assistant programme manager
4.	S Chilikumnzako	Administration
5.	Mrs muronya	Accountant section
6.	L Staubi	Deputy director forestry department
7.	T Makhambera	Regional Forestry Officer (RFO) South
8.	T Zulu	RFO South Extension
9.	J Kambauwa	RFO South Plantation
10.	P Masupayi	RFO South Forest Reserves
11.	W.M Tembo	Blantyre District Office
12.	Mr Kanyanda	District Officer Zomba
13.	Mr Malakamu	BCFP station officer Zomba
14.	Mr. Chekani	Forest assistant Zomba
15.	Mrs. Thanganyika	Forest assistant Zomba
16.	Mr Kambewa	Lake Chilwa project Zomba
17.	Mr Maloya	Lake Chilwa project Zomba
18.	A Anton	Extension advisor EU Social forestry Project
19.	Dr C Mataya	APRU Bunda College of Agriculture
20.	Mr Skara	Norwegian Permenent Secretary
21.	Prof L. Kamwanja	NORAD coordinator, Bunda College
22.	Prof G Y Kanyama Phiri	Principal, Bunda College of agriculture
23.	Harry Thomson	Minister of Natural Resources and Environmental Affairs
24.	Kenneth Nyasulu	Director of Forestry
25.	Mr Lodzeni	Director of Administration in the Ministry
26.	Mr R Luhanga	BCFP office Namisu Station
27.	Hazwell Mughogho	Idem
28.	David Bello	idem
29.	Mr Ntungila	BCFP office Milare Station
30.	Mr Thanganyika	idem
31.	Mr Juma	idem
32.	Mrs Juma	idem
33.	Mrs chilingulo	idem
34.	Mrs Bulilanga	idem
35.	T/A Somba	Traditional Authority
36.	Mr Masanjala	Standing in for VHp Nsanganiza
37.	Mr Matope	VNRMC Member Nsanganiza
38.	Mr Kazembe	idem
39.	Mr Disco	idem
40.	Mr Khama	idem
41.	Mrs Pondo	idem
42.	Mrs sapuni	idem
43.	Mr Pote	idem
44.	Mr Jimu	idem
45.	Mr Epiyala	ANRMC member Katunga Zomba
46.	Mr Chipetu	idem
47.	Mr Malemia	VNRMC member Katunga Zomba
48.	Mr Nachibwe	idem
49.	F Manemba	idem
50.	S Ted (Mrs.)	idem
51.	Mrs Ganya	idem
52.	Mrs Masanjala	idem
53.	Mrs Matchado	idem

54.	Mr Mbera	idem
55.	Mrs Kanjaluka	idem
56.	Mrs Nandolo	idem
57.	Mrs Silika	VNRMC Member Mkwezalamba Namisu Blantyre
58.	Mrs Mkwezalamba	Village head persons' wife
59.	Mrs Moyenda	VNRMC member
60.	Mr Ndinda	idem
61.	Mrs Tsokota	idem
62.	Mrs Ngozo	idem
63.	Mrs Limbe	idem
64.	Mrs Joster	idem
65.	Mr Black	idem
66.	Mrs Makawa	Village representative
67.	Tadeo Shaba	CURE
68.	Ulemu munthali	CURE
69.	T/A Kunthembwe	Traditional Authority - Blantyre

Annex No. 4

Map of Malawi

Annex No. 5

Simplified map of Blantyre City Fuelwood Project (BCFP) area

Annex No. 6

Documents consulted

1. Completion plan of operation phase III, 1999-2001, Zomba Feb 1999
2. Review of Blantyre City Fuelwood Project, Phase III, Final report. October 1998.
3. Blantyre City fuelwood Project, Progress Report. January – March 2001.
4. Blantyre City fuelwood Project, Progress Report. April – June 2001.
5. Blantyre city Fuelwood project, Report on Training of Trainers course at Works Training Centre. Zomba (G.K Gompho) August 2001.
6. BCFP, By Laws on Management of Forest Resources In Traditional Authority Areas.
7. Malawi's National Forestry Programme, Priorities for improving forestry and Livelihoods, Government of Malawi, Ministry of Natural resources and environmental Affairs, Department of Forestry, 2001.
8. Joint Review of Blantyre City Fuel wood Project, Final report 1994. Nordic Consulting Group.
9. Study of the Employment of Women in Blantyre City fuelwood Project (BCFP) Limbe Malawi. 1994 (L. Zulu et al).
10. Frim Report NO. 92002 by P.W. Chirwa. Some Research Results from Blantyre City Fuelwood Project Area.
11. Land Suitability classes in the Blantyre City Fuelwood Project Plantation Area, Blantyre - L.A. Sitaubi.

12. Frim Report No. 97002 by R. Bone and C. Khifo Community use of Eucalyptus Plantation and regenerating Miombo woodland resources at Aliseni Village, Ulumba mountain, Southern Malawi.
13. Financial management Review for BCFP 199.
14. Handing over Development centre Dec. 2000 a Government top down project to local communities: Department of Geography University of Illinois at the case of the BCFP Urban Champaign. Paper presented at the conference on Historical and Social Science. Research in Malawi June 2000 Chancellor College Unima, A.E. Kalipeni L. Zulu.
15. Community forest consultant, interim Progress Report, Jan-July 1998.
16. Malawi National Forest Policy Ministry of Natural Resources and Environmental Affairs Governments of Malawi Jan-1996.
17. Malawi Forestry Act 1997 Ministry of Natural Resources and Environmental Affairs, Malawi Government.
18. Malawi Local Government Atc, 1998 Republic of Malawi
19. Evaluation of Development Assistance - Handbook for Evaluators and Managers Nov. 1993.

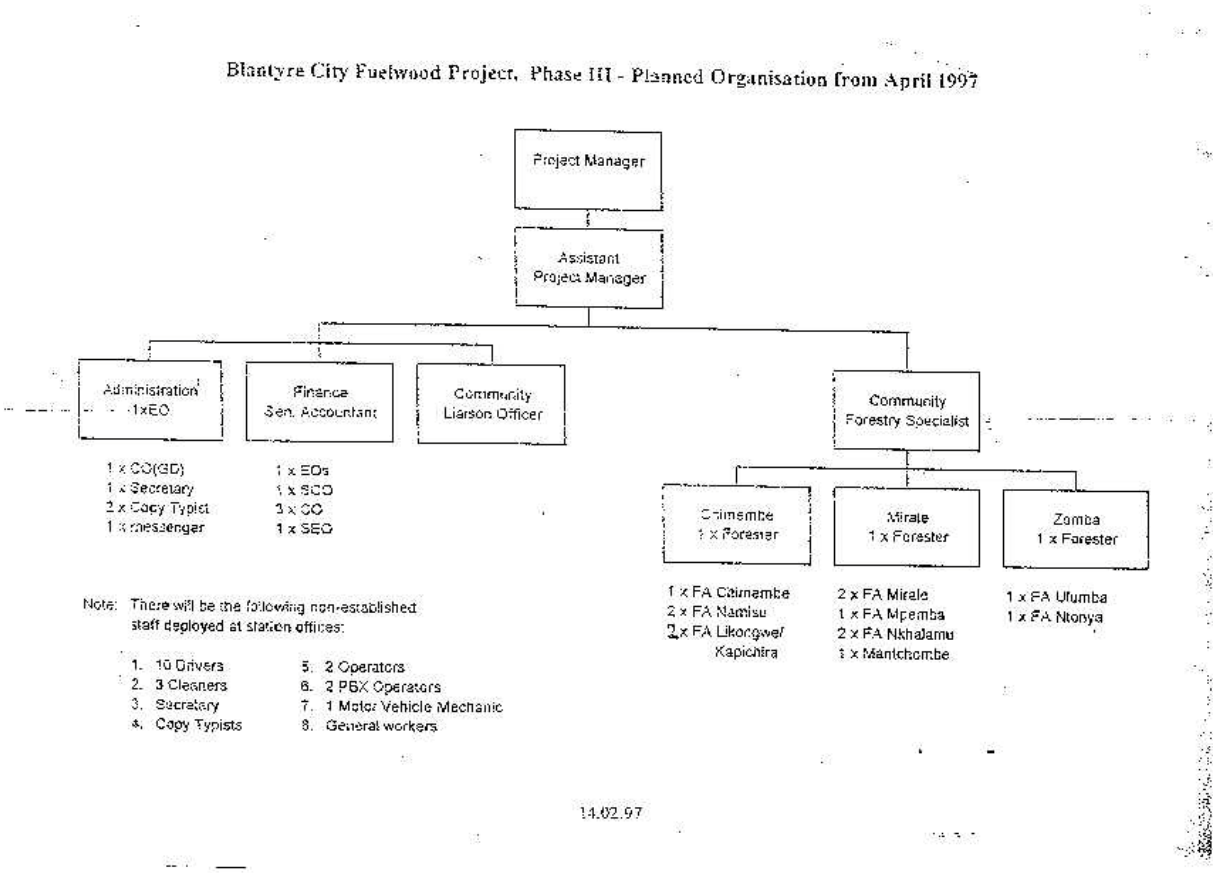
Annex No. 7:
Logical Framework Approach for the BCFP, Phase III

Goal (Development Objective)	Indicators	Means of Verification (MOVs)	External factors
* Improved living standard for the local communities within and around the BCFP areas Target group: The community population	Increased/improved: - standard of housing - clothes - food security - schools and clinics - transport facilities	- No. of poles for house construction reported in sales reports - Proportion of budget spent on clothes by beneficiaries as reported on social research surveys - Expenditure on agriculture inputs by beneficiaries through surveys. - Adoption of agroforestry technologies through field visits - Expenditure on food from wood sales income - No. of schools and clinics constructed and/or supported by VNRMCs - No. of access roads and bridges	
Purpose (Immediate Objective)	**Indicators**	**Means of Verification (MOVs)**	**External factors**
* Forest resources managed by the communities, in an ecologically sustainable way. Target group: The community population	1. Growth measured as Mean Annual Increment (MAI) must be equal to or more than the volume harvested 2. Change in species richness as measured by the TRASECT method 3. Change in vegetative cover, soil conditions, pollution of rivers, etc. as observed by communities and/or FD staff 4. Decreased encroachment 5. Active Village Natural Resource Management Committees kept or increased satisfactorily 6 Ecological demonstration areas 7 Improved awareness 8 Improved sources of employment and income	1 Physical monitoring reports 2 Physical monitoring reports 3 Physical monitoring reports 4 No. of hectarage encroached in the plantations and indigenous woodlands 5 No. of active VNRMCs from monitoring reports. 6 No. of established ecological demonstration areas 7 Level of understanding 7 No. of respondents to BCFP questionnaires 8 No. of employees & IGA introduced	1 No scramble over forest resources and revenue among chiefs and their subjects 2 VNRMCs not misusing funds 3 Plantations on marginal land will coppice to produce expected yield 4 There will be equity in sharing resources and revenues 5 Relevant authorities will maintain roads and bridges in future 6 Reduced abject poverty 7 Political stability and favourable macro-economic conditions 8 Communities will generate adequate revenue 9 Increased population will not cause excision of plantations 10 Communities will be able to reinvest part of the income for development venture in the area
Outputs	**Indicators**	**Means of Verification (MOVs)**	**External factors**
1. Winding up the BCFP project by the year 2001 planned and implemented 2. Handing over infrastructure to the communities planned, agreed and implemented 3. Community involvement in planning, implementing and monitoring of the project effected by the project 4. Programme for training of project staff and the communities prepared	1 No. of plantations handed over 1 Staffing levels 1 Budget levels 2 Plantations and buildings handed over 3 Communities trained and application of knowledge and skills acquired 3 Quality of plantations 4 No. of courses	1 Progress reports 1 Annual reviews 2 Signed Agreement documents 3 Monitoring and evaluation reports 3 Revenue collected by the communities 3 Presence of Management plans and their adherence 4 No. of communities and staff trained 4 Annual Training plans and their	1 Sustained willingness of the communities to work together 2 Community leaders enforce by-laws 3 No conflicts on original boundaries against those determined by the project 4 Significant fire damages avoided 5 Responsible ministries agree to take over responsibility for the infrastructure 6 Communities within BCFP are literate 7 VNRMCs co-exists with other

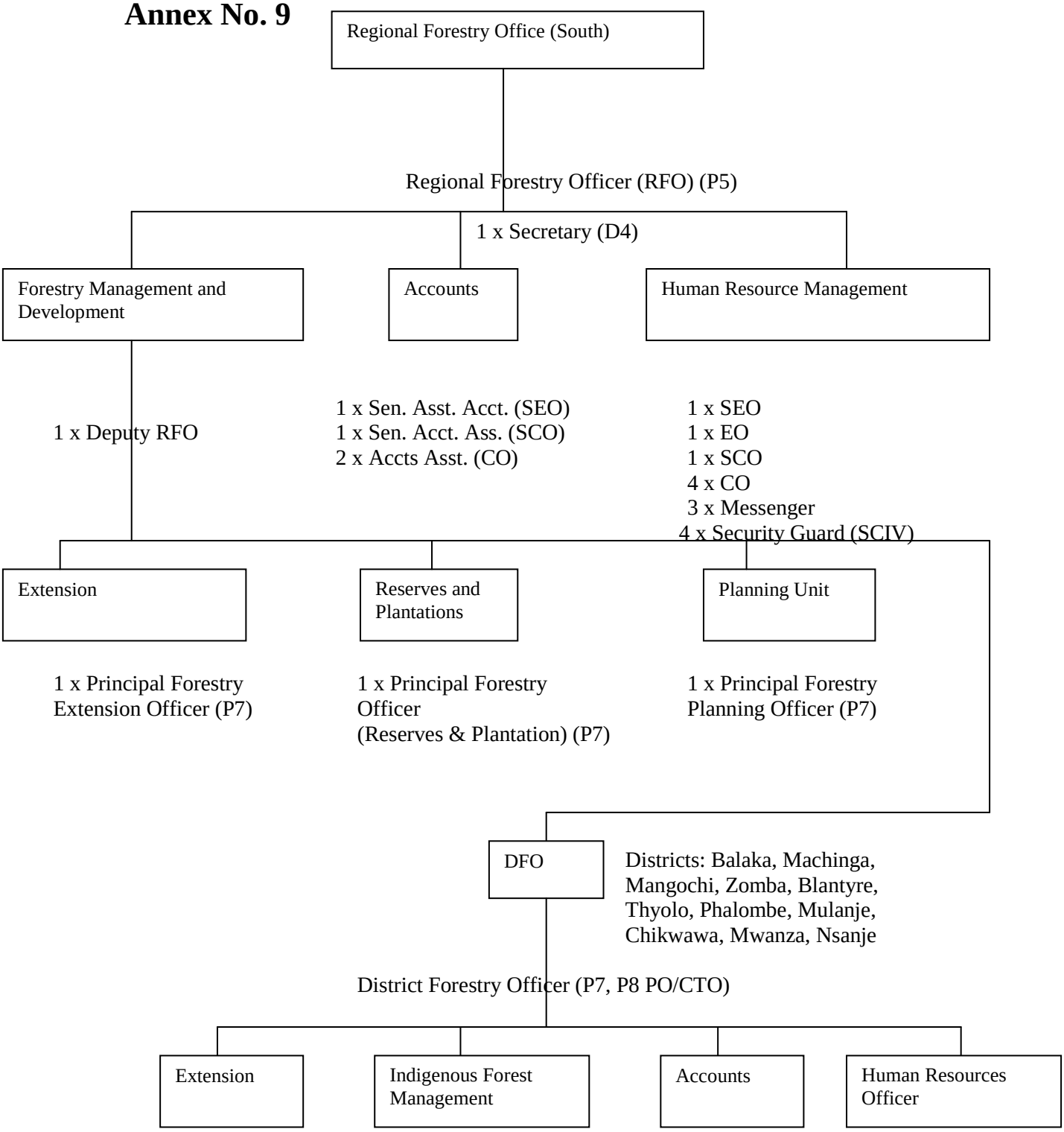
and implemented	5 A monitoring programme established	respective reports	development organizations
5. A system for monitoring the communities' management of the forest resources planned and implemented	5 Effective control being undertaken	4 Physical check on application of knowledge and skills acquired	8 Availability of markets
6 Other Income Generating Activities IGAs started	6 No. of other Income Generating Activities (IGAs) introduced	5 Quality of outputs as reflected in monitoring and Review reports	
7 Publicity material produced and delivered.	7 Methods of publicity established	6 Physical presence of other IGAs	
		7 No. of electronic and print media developed and delivered	

Annex No. 8

Organisation chart for the Blantyre City Fuelwood Project (BFCP)



Annex No. 9



CTO Chief Technical Officer
SEO Senior Executive Officer
SCO Senior Clerical Officer
CO Clerical Officer
EO Executive Officer

Annex No. 10: List of VNRMCs showing handing over status

DISTRICT	BLOCK	VNRMC VILLAGE	POP.	PLANTED (HA)	NDIGENOUS (HA)	TOTAL AREA	REMARKS
Chikwawa	Nkhalamu	Ntchembere	920	245	04 9	294	handed over
		Kajawo	839	220	111	331	handed over
		Nkhwicho	167	06 4	270	168	handed over
		Namila	856	09 6	341	437	handed over
TOTAL			**2782**	**625**	**771**	**1 229**	
Blantyre	Milare	Solomoni	315	03 8	05 2	09 0	handed over
		Sikoti	373	03 0	110	140	handed over
		Khunju	527	02 9	06 0	08 9	handed over
		Chamba	762	04 2	04 4	08 7	handed over
		Nsanganiza	731	05 2	0 09	06 2	ot handed over
		Davide	563	04 0	01 1	05 1	handed over
		Luwayo	389	03 7	01 2	04 9	handed over
		Kapuchi	212	02 6	02 2	04 9	handed over
		Njowe	790	04 6	0 05	05 1	handed over
		Mawangata	n/a	02 9	01 3	04 2	handed over
		Kambalame	n/a	05 9	0 07	06 6	handed over
		Namonde	394	02 8	0 08	03 5	handed over
		Matowa	454	02 2	0 07	02 8	handed over
		Binali	n/a	03 6	0 06	04 2	handed over
		Kanyola	414	02 5	07 9	104	handed over
		Kakodwa	n/a	03 0	03 2	06 2	handed over
		Katsalabande	898	05 0	01 6	06 6	handed over
		Kapalaliza	959	02 6	01 1	03 7	handed over
		amanammodzu	1686	05 5	000	05 5	handed over
TOTAL			**9467**	**701**	**503**	**1 205**	
Blantyre	Mpemba	Kalitsilo	330	01 7	000	01 7	handed over
		Jossam	490	01 5	000	01 5	handed over
		Kuloya	269	02 0	000	02 0	handed over
		Ruben	325	03 2	000	03 2	handed over
		Tambala	312	03 6	000	03 6	handed over
		Dancan	419	03 0	000	03 0	handed over
		Mwambula	374	03 2	000	03 2	handed over
		Kantukule	1768	08 4	000	08 0	handed over
		Disilundu	1120	07 6	000	07 6	handed over
		Malekano	212	06 6	000	06 6	handed over
		Mboola	330	07 9	000	07 9	handed over
		Mwembele	480	09 0	000	09 0	handed over
		Mpingo	805	04 4	000	04 4	handed over
		Khudu	438	03 4	000	03 4	handed over

TOTAL			**7672**	**655**	**000**	**651**	
Blantyre	Chimembe	Ulaya	150	07 7	04 8	125	handed over
		Kajawo	591	05 8	106	164	handed over
		Adam	395	04 2	0 08	05 1	handed over
		Kamwendo	208	06 8	03 5	104	handed over
		Kundeketa	191	05 7	01 6	07 3	handed over
		Tsoka	150	08 9	03 7	126	handed over
		Chimutu	612	06 3	01 8	08 1	handed over
		Mazongoza	369	04 5	04 0	08 4	handed over
		Kambuzi	815	08 3	04 3	126	handed over
TOTAL			**3481**	**581**	**352**	**933**	
Chikwawa	Likongwe	Mpiniza	278	04 9	01 4	06 3	not handed over
		Chabvala	578	02 8	01 0	03 8	not handed over
		Imbwa	409	07 5	02 9	105	not handed over
TOTAL			**1265**	**153**	**05 3**	**206**	
Blantyre	Mantchombe	Bwanasompho	2482	08 4	139	223	handed over
		Chamba	342	05 9	04 6	105	handed over
		Kapenuka	166	04 1	06 8	109	handed over
		Chibwana	714	08 6	08 5	171	handed over
		Jumbe	347	05 2	08 2	134	handed over
		Chimwanga	1112	115	04 3	158	handed over
TOTAL			**5163**	**438**	**462**	**900**	
Blantyre	Namisu	Chasokela	108	04 8	0 07	05 4	handed over
		Chazemba	624	05 4	02 6	08 0	handed over
		Chiuziliro	203	03 6	0 04	03 9	handed over
		Chikumbu	261	03 9	01 7	05 6	handed over
		Chimpango	464	05 8	01 3	07 1	handed over
		Ganda	98	03 8	01 0	04 8	handed over
		Kamoyo	303	04 9	01 4	06 3	handed over
		Makunje	638	03 0	01 1	04 1	handed over
		Kunthawira	320	05 0	04 3	09 4	handed over
		Kusena	190	03 7	02 5	06 2	handed over
		Lubaili	135	05 3	01 3	06 6	handed over
		Makanda	400	04 1	01 1	05 2	handed over
		Makanjira	651	04 4	0 07	05 4	handed over
		Mpakuleni	350	04 5	0 08	05 3	handed over
		Mkwezalamba	350	03 0	0 09	04 1	handed over
TOTAL			**5095**	**651**	**218**	**874**	
Zomba		Chikumbeni	1112	03 6	02 7	06 2	handed over
		Chidyaonga	406	03 7	01 8	05 5	handed over
		Chibade	221	02 9	04 8	07 6	handed over
		Mtunga	n/a	03 6	000	03 6	handed over
		Aliseni	111	06 1	01 2	09 3	handed over
		Kagaso	275	02 9	0 08	03 7	handed over
		Kampaliro	377	05 1	03 8	09 1	handed over

		Matache	621	03 7	01 1	04 9	handed over
		Mbembesya	128	01 9	0 07	02 6	handed over
		Katunga	257	06 8	01 9	08 7	handed over
		Kalimbuka	201	02 4	02 8	05 3	handed over
		Mwambanji	110	03 1	0 06	03 7	handed over
		Khosola	207	02 3	02 0	04 3	handed over
		Tomasi	396	05 7	01 3	07 2	handed over
		Manolo	206	02 8	01 3	04 0	handed over
		Nankwenya	728	05 1	05 2	104	handed over
		Kankhomba	341	02 0	01 6	03 7	handed over
		Chisuzi	356	02 6	01 5	04 2	handed over
		Mapota	420	03 0	02 3	05 3	handed over
		Mwamadi	267	05 6	02 3	07 8	handed over
		Kadammanja	251	02 4	01 6	04 0	handed over
		Kumilonde	833	02 3	05 8	08 6	handed over
		Ngauma	723	02 4	01 9	04 2	handed over
		Songolo	177	01 4	03 2	04 6	not handed over
		Henderson	n/a	02 4	03 4	05 8	handed over
		Makanjira	858	03 8	01 9	05 7	handed over
		hansimchipanda	187	02 7	150	184	handed over
TOTAL			**9769**	**921,54**	**725,6**	**1682,74**	
RAND TOTAL			**44986**	**4725,92**	**3083,98**	**7681,66**	

Annex No. 11

FORESTRY MANAGEMENT AGREEMENT

(Forestry Act, 1997Section 31)

THIS AGREEMENT is made this .....day of ..... 1998 BETWEEN Director of Forestry representing, Ministry of Forestry, Fisheries and Environmental Affairs, hereinafter referred to as the Government and local residents of …….. village(s) of Traditional Authority …….. and…… District, represented by ..... Village Natural Resources Committee (hereinafter referred to as the VNRC).

WHEREAS the Government wishes to make an agreement with the VNRC to provide for the handing over of …… forest area in order to promote participatory forestry on customary land through protection, management, control and sustainable utilization of forest resources by local communities.

NOW IT IS HEREBY AGREED as follows:

1. The Government shall upon being satisfied with transitional arrangements handover authority to protect, manage, control and utilize sustainably the forest resource for the benefit of the local community of ..... village(s).
2. The VNRC accepts and undertakes to protect, manage, control and utilize sustainably the forest resource in accordance with terms and conditions stipulated in this agreement.

VNRC OBLIGATIONS

3. In particular the Government gives authority to the VNRC subject to the following conditions:

   (a) forest resources shall be properly maintained and managed according to approved management techniques.
   (b) forest area shall not be converted to arable cropping and squatting.
   (c) the forest area shall be protected from fires, pests, diseases, theft, poaching, vandalism and all forms of hazards.
   (d) benefits accruing from the forest resource shall be equitably utilized by the community.
   (e) community propose and enforce rules governing access, use and protection of the designated forest area in conformity with customary laws and existing regulations.
   (f) community establish, administer and account for the operations of the community development account.
   (g) VNRC prepare financial reports to be presented at regular meetings.
   (h) VNRC make accessible records of accounts to a team consisting of Area Natural Resources Committee (ANRC), Director of Forestry or his/her representative, District Commissioner or his/her representative at any time.
   (i) VNRC shall ensure full participation of all members of the community, including women and youth, in the activities in the designated forest area.
   (j) For any report sent out, the T/A shall also be informed

GOVERNMENT OBLIGATIONS

3. The Government shall;

   (a) identify, delineate and designate boundaries of forest areas to be under the control of the local community in collaboration with local leaders.

(b) undertake an inventory of forest resources and develop management plans jointly with VNRCs
(c) provide technical expertise in collaboration with other partners.
(d) undertakes to provide initial equipment required in the protection, management, control and sustainable utilization of forest resources as follows:

- 4 watering cans,
- 1 shovel,
- 5 panga knives,
- 5 slashers,
- 3 bow saws,
- 10 axes
- 2000 Polythene
- 3 torches

(e) continue to supervise, advise and monitor the community in each respective forest area.
(f) provide legal, organizational, marketing and other forms of support to the VNRC in the designated forest area.
(g) organize relevant training courses to enhance organizational, technical and management capacity of VNRC, traditional authorities and other members of the community in designated area.
(h) encourage full participation of all members of the community, including women and youth in the activities of the designated forest area.

COMMENCEMENT, DURATION AND TERMINATION

5. This Agreement shall come into effect when signed by representatives of the parties, and shall be binding indefinitely subject to clauses 6 and 9 below.
6. The Government shall have the right to terminate this agreement and revoke authority to protect, manage, control and utilise forest resources, in any of the following events;

- negligence or failure to protect, manage and control the forest area.
- by written notice if the VNRC is prevented by any cause from carrying out its duties for a continuous period of six weeks
- if the VNRC commits any serious breach of this agreement

7. The powers stipulated in clause 5 above, shall not be exercised unless the Government has tried all efforts to resolve or correct the situation amicably.
8. In cautioning the local community the government shall cite the shortcomings and remedies giving the period within which they should be addressed.
9. The VNRC may terminate this agreement at any time by giving notice of not less than eight weeks, in any of the following events:

- if there is serious breach of this agreement.
- if for any reason the community finds itself unable or unwilling to continue with the activities of the designated forest area.

10. In the event of notice of termination, VNRC shall be under obligation to ensure that the forest area is protected until a Care-Taker Committee or Government has assumed authority over the forest area.

DEMARCATION AND BOUNDARY

11. Division or delineation of forest areas shall not necessarily follow administrative boundaries of villages assigned to a particular chief.
12. The forest area shall be divided on the based on suitability, hectarage and resource needs.

DISPUTES

13. In the event of any dispute arising under the Forest Management Agreement, the matter shall be referred to the Minister of Forestry, Fisheries and Environmental Affairs. If any party is dissatisfied with the decision passed by the Minister he/she may apply for a judicial review to the High Court.

14. SIGNED:

.....	**.....**
DIRECTOR OF FORESTRY	**VILLAGE HEADMAN/WOMAN**
Dated.....1998	**Dated.....1998**

WITNESSES:

.....	**.....**
DISTRICT COMMISSIONER	**TRADITIONAL AUTHORITY**
Dated.....1998.	**Dated.....**

Annex No 12: Project achievements and results

ANNEX NO. PLAN OF OPERATION/ ACTIVITY SCHEDULE

	Outputs/Activities	1997				1998				1999				2000				2001		Comments
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	
1	**Winding up of the project by year 2001 planned and implemented**																			
1,1	Prepare handing-over programme and submit for approval by the Steering Committee		**																	Done
1,2	Obtain approval of handing over programme		**																	Done
1,3	Formal handing over to the TAs				**	*********														Done
1,4	Final winding-up of the Project																		**	Done
1,5	BCFP and RFO(S) to work out modalities of integration									**										
2	**Handing over of infrastructure planned, agreed and implemented**																			
2,1	Demarcated plots shown to communities									**										Done as planned
2,2	Preparation of Hand-over Agreement Form							**												Done as planned
2,3	Communities formulate rules and regulation					*	*	*	*	*	*	*	*	*	*	*	*	*	*	Done as planned and is continuing
2,4	Hand over plantations (to communities)				**	*********														Done as planned
2,5	Hand over hand tools (to communities)				**	*********														Done as planned (5 remaining)
2,6	Hand over roads within plantations (to comm.)				**	*********														Not yet completed (5 remaining)
2,7	Submit project proposal for roads/bridges to NORAD																			Done (rejected)
2,8	Hand over roads and bridges outside plantations (to other ministries)						**													Done as planned but NORAD could not fund
2,9	Hand over buildings to Forestry Department																		**	Not done because the are not maintained to the required standard.
2,10	Hand over buildings to other ministries						**													Being done

2,11	Hand over vehicles to Forestry Department					* *	Being done
2,12	Hand over water systems			* *			Note done
2,13	Hand over equipment to Forestry Department					* *	Done as planned but NORAD could not fund
2,14	Hand over equipment/furniture to Chiefs' HQs		* *				Being done
							not done
3	**Communities involved in planning, implementation and monitoring of the project**						
3,1	Mobilise and organise the communities up to when the Village Natural Resource Committee	**	** **	**			
	has been established						Note done as planned.
3,2	Establish a Project Transition Monitoring	**					Done as planned
	Committee (PTMC)						Done as planned
3,3	Preparation of Management Plans showing		** **	** ** **			Being done
	yield, estimated income and expenditure						Being done
3,4	Motivate communities towards good relationship,						Being done
	perceived benefits and equitable sharing						
3,5	Introduce focused youth programmes						Being done
3,6	Communities enforce by-laws						Being done
4	**Programme for training of project staff and VFC members prepared and implemented**						
4,1	Assess needs and prepare training programme	***					Done as planned
	and course contents						Done as planned
4,2	Plan use of external training resources	***					
4,3	Leadership courses (VFCs)		* * * *	* * * *			Done as planned but for the period Jan-June 2001.
4,4	Leadership courses (staff)	***					Done as planned
4,5	Forest management/harvesting/marketing		* * * *	* * * * * * *			Not done to be done in October, 2001
	courses (plantations) - VFCs						Done as planned

4,6	Training of trainers (staff)	***					Done as planned
4,7	Forest management/harvesting/marketing	***					Done as planned
	courses (indigenous forests) - VFCs						Done as planned
4,8	Training BCFP staff for transformation and		***				Done as planned but not done for the period Jan-June, 2001.
	Participatory Rural Appraisal courses						
4,9	Managing for Impact	***					
4,10	Project management - accounting - staff	**					
4,11	Gender issues in project implementation - staff	**					
4,12	Accounting courses for VFCs	****	*******				
4,13	Bee-keeping courses for communities		***				Done as planned
4,14	Charcoal making for communities		***				Not done because communities feel this could encourage
4,15	Cross-farm visits (communities)	****	*********	*********	*********	****	charcoal burning.
4,16	Computer course for staff	**					Being conducted
4,17	Training course for local leaders	**					Done as planned
4,17	Training course for local leaders	**					
5.	**A system for monitoring the communities' management of the forest resources planned and implemented**						
5,1	Establish and strengthen monitoring systems	** ** ** **	** ** ** **	** ** ** **	** ** ** **	** **	Done as planned
5,2	Regular monitoring and advising the	*******	*********	*********	*********		
	communities by project staff						Being done
5,3	Regular monitoring of the communities by	* *	* * * *	* * * *	* * * *	* *	Being done
	the Project Transition Monitoring Committee						Done as planned
5,4	Local Steering Committee and Annual Meetings	* * *	* * * *	* * * *	* * * *	* *	Done as planned
5,5	Assess project performance:						
	(I) Baseline study		**				Done
	(ii) Review Missions		**	**			Done
	(iii) A possible Final Evaluation of the project					**	Done

6	**Other Income Generating Activities introduced**															
6,1	Facilitate procurement and distribution of bee-hives					**	**									Being done (21 hives so far)
6,2	Facilitate procurement and distribution of guineas fowls					**	**									Done as planned (86 birds distributed)
6,3	Facilitate construction of half-orange kilns for charcoal production on selected sites					**	**									Not done
6,4	Facilitate procurement and distribution of fruit juice extraction equipment					**	**									Not done
6,5	Promote co-existence with NGOs dealing with Credit provision and management					*	*	*	*	*	*	*	*	*	*	Done as Planned but received poor response
7	**Publicity materials produced and delivered**															
7,1	Procure and maintain audio visual equipment					*	*	*	*	*	*	*	*	*	*	Done as planned
7,2	Produce and distribute civic education materials					*	*	*	*	*	*	*	*	*	*	Done as planned
7,3	Advertise forest produce for VNRMCs in both print and electronic media					*	*	*	*	*	*	*	*	*	*	Done as planned
7,4	Show extension films to VNRMCs/communities					*	*	*	*	*	*	*	*	*	*	Done as planned
7,5	Conduct Field days for VNRMCs/communities															Being done
7,6	Facilitate participation in national and inter-national events e.g. National Tree Planting Day, World Forestry Day etc.					*	*	*	*	*	*	*	*	*	*	Being done

8	**Monitoring and evaluation**					
8,1	Plan and implement Baseline Study	**				
8,2	Draft and get approval for regular reporting and monitoring system	**				
8,3	Plan and implement Mid-term Review			***		
8,4	Possible evaluation of the project					Not within the project

Annex No. 13

BY-LAWS ON MANAGEMENT OF FOREST RESOURCES IN TRADITIONAL AUTHORITY

KUNTHEMBWE

SECTION I: INTRODUCTION

We, the people of Traditional Authority/Group Village Headman/woman Kunthembwe have formulated these by-laws in order to protect and guide us on sustainable management of forest resources in our Village Forest Areas and these by-laws shall become effective from date of approval by the Minister responsible.

SECTION II: FORMATION OF VILLAGE NATURAL RESOURCES MANAGEMENT COMMITTEE (VNRMC) AND AREA NATURAL RESOURCES MANAGEMENT COMMITTEE (ANRMC)

This section shall outline procedures in the formation of the Village Natural Resources Management Committee (VNRMC) and Area Natural Resources Management Committee (ANRMC).

(a) The Village Natural Resources Management Committee (VNRMC)

(i) Name of the VNRMC shall be called……

(ii) The Village Headman/woman shall convene a meeting involving all people to form the VNRMC.

(iii) Members of the VNRMC shall be elected democratically.

(iv) The VNRMC shall be functional for a period of five years before a new committee is elected.

(v) Every person shall be eligible for being elected provided she/he is competent, honest and has other good qualities of leadership.

(vi) The VNRMC shall be composed of the following members: Chairperson and Vice, Secretary and Vice, Treasurer and Vice and four committee members. The committee shall not be composed of close blood relatives only.

(vii) The minimum age of committee members shall be eighteen (18) years and there shall be not less than three women in each VNRMC.

(viii) There shall be a by-election in case of a vacancy in the committee and the by-election shall be conducted with authority from the Village Headman/Woman.

(ix) A member shall not be allowed to serve more than two terms consecutively

(x) The VNRMC shall be guided by the Village Headman/woman and the village community in its functions.

(xi) The quorum for the VNRMC meeting shall be six members.

b Area Natural Resources Management Committee (ANRMC's)

There shall be a committee called Area Natural Resources Management Committee and this shall be based at either Group Village Headman/woman or Traditional Authority level and members shall be drawn from villages where there are VNRMC's.

(i) The composition of the ANRMC shall be: Chairperson and Vice, Secretary and Vice, Treasurer and Vice, and other four ordinary members.

(ii) Members shall not be allowed to serve more than two terms consecutively.

(iii) The quorum shall be half of the members of the committee

SECTION III: FUNCTIONS AND POWERS OF THE VNRMC AND ANRMC

The purpose of this section is to stipulate the functions and powers of the Village Natural Resources Management Committee (VNRMC) and Area Natural Resources Management Committee (ANRMC)

Functions of VNRMC

i. To guide the Village Communities on sustainable management of natural resources in the Village Forest Area so demarcated in the village**.**

ii. To assist or co-operate with other development committees in the village.

iii. To formulate a management plan for the village forest area.

iv. To assist the Village Headman/woman in mobilising communities to attend meetings.

v. To encourage people in the village to conserve natural resources.

vi. To develop initiatives in improving livelihoods of the community members in the village.

vii. To deal with cases involving violation of by-laws in consultation with Village Headman.

viii. To issue permits for the forest produce from the Village Forest Area.

ix. To safeguard community stores, moneys and keep records of transactions or accounts.

x. To produce financial accounts of community funds and present them to the village meeting and ANRMC.

xi. To submit major issues to the ANRMC for resolution.

xii. Collaborate with Department of Forestry staff or NGO in Natural Resources Management.

(a) Functions of the ANRMC

(i) To educate people in Traditional Authority Kunthembwe on sustainable management of natural resources.

(ii) To represent VNRMC's at Area Development Committees (ADC's).

(iii) To supervise VNRMC's

(iv) To ensure that village community funds, tools or stores are utilised for the benefit of all village community members.

(v) To provide feed back to the Village community on major issues discussed and agreed at other higher level meetings.

(vi) To resolve conflicts involving VNRMC's.

(vii) To deal with referral cases involving violation of the by-laws.

SECTION III: INCOME GENERATION, ACCOUNTING OF COMMUNTY FUNDS AND BENEFIT SHARING MECHANISMS.

The purpose of this section is to outline procedures on income generation, financial accounting of community funds and benefit sharing mechanisms.

(i) The responsibility of issuing permits or receipts for sales of firewood, poles, bamboos, timber trees and other forest produce shall be given to the VNRMC assisted by other people to be appointed by the village community in consultation with the Village Headman/woman.

(ii) The VNRMC shall issue a valid permit or receipt for the forest produce bought.

(iii) The Village community funds shall be banked at an authorised bank and the Treasurer shall be allowed to keep one thousand kwacha (MK1000) only as cash for emergency cases.

(iv) The Village Headman/woman in consultation with the village community shall authorise the withdrawal of money from the village community fund account. The signatories shall be the Chairperson, Secretary and Treasurer of the VNRMC.

(v) The Treasurer shall be accompanied to the bank by at least two (2) persons appointed by the village community.

(vi) The Village community fund shall only be used for the village development projects, management of the forest resources and other development initiatives agreed by the village community.

SECTION IV: MANAGEMENT OF THE VILLAGE FOREST AREA.

The purpose of this section is to outline the procedures on the management and utilisation Village Forest Area (VFA).

(i) The VNRMC in consultation with the village community shall formulate management plans on establishment of community tree nurseries, tree planting, tending operations, protection, harvesting and road maintenance/construction. The work plans shall specify, among other things, operations to be carried out, magnitude, time and who to carry out the operations. Special attention shall be paid to the protection and conservation of endangered tree species such as *Pterocarpus angolensis (Mlombwa), Khaya atholtheca (Mbawa*) and others.

(ii) Forest operations shall be done by the VNRMC and Village community members, led by the Village Headman/women. Where necessary, some operations shall be contracted out to reputable individuals/organisations.

(iii) The Village community shall be allowed to practice bee-keeping in the Village Forest Area and each bee-keeper shall be required to pay a royalty fee of ……..per annum.

(iv) A headload of firewood shall be charged at MK2.00

(v) A bunch of wood fibre shall be charged at MK3.00

(vi) Honey extractors shall pay K50 per day-extract

(vii) Soil extractors shall be charged MK5.00 per basket.

(viii) Stone gatherers shall be charged MK10.00 per heap.

(ix) Fruit gatherers shall be charged MK5.00 per day.

(x) Firewood from planted wood shall be sold at MK100 per cubic metre (stacked) while firewood from natural trees shall be sold at MK150.00 per cubic meter (stacked).

(xi) Poles from planted wood shall be sold as follows:

6cm-8cm (over bark):	MK3 each
8cm-10cm(over bark):	MK5 each
10cm-12cm (over bark):	MK6 each
12cm-14cm(over bark):	MK10 each
14cm-16cm (over bark):	MK15 each
16cm-18cm (over bark):	MK20 each
More than 24 cm (over bark):	MK30 each

(xii) Timber trees shall be sold at MK1000 each.

(xiii) Grass and mushrooms shall be collected free of charge

Note: These prices shall be subject to change from time to time when need arises

SECTION V: OFFENCES

The purpose of this section is to list offences related to the protection of forest resources in the Village Forest Area (VFA) and Village Fund.

(i) Any person found in possession of forest produce without a valid permit or receipt shall be guilty of an offence.

(ii) Any person opening-up gardens in the VFA shall be guilty of an offence.

(iii) Starting fire or just watch fire burning shall be a prohibited.

(iv) Damping waste in the VFA without authority is prohibited.

(v) Hunting, setting traps and use of poison in the VFA is prohibited.

(vi) Digging soil or removing stones without valid remit shall be an offence.

(vii) Any able-bodied person refusing to work in the VFA shall be guilty of an offence.

(viii) Any person found selling forest produce from the VFA without authority shall be guilty of an offence.

(ix) Misuse of community fund generated from the VFA or any stores shall be an offence.

(x) Settlement or opening play or dance ground in the VFA shall be an offence.

SECTION VI: OFFENCES AND FINES

The purpose of this section is to stipulate offences and fines related to violation of the by-laws.

(i) Any person found guilty of stealing trees (planted or indigenous) shall be fined MK5,000 and / or imprisoned for a term of twenty four(24)months.

(ii) Any person found guilty of opening-up a garden or cultivating or settling in the VFA shall be fined MK5,000.00 and / or imprisoned for a term of twenty four (24) months.

(iii) Any person found guilty of starting uncontrolled bush fire shall be fined ten thousand kwacha (MK10,000.00) and / or imprisoned for a term of twenty four (24) months.

(iv) Any person or organisation found guilty of damping waste digging soil or removing stones in the VFA shall be fined five thousand kwacha (MK5000.00) and / or imprisoned for a term of twenty (24) months.

(v) Any person found guilty of hunting, setting traps or using poison in the VFA shall be fined one thousand kwacha (MK1000.00) and / or imprisoned for twenty four (24) months.

(vi) Any person refusing to work in the VFA shall be fined five hundred kwacha (MK500) .

(vii) Any person found guilty of selling forest produce without authority shall be fined five thousand kwacha (MK5000.00) and / or imprisoned for twenty four (24) months.

(viii) Any person found guilty of misappropriating community funds or stores shall be required to pay back the money or replace the stores and shall be fined two thousand kwacha (MK2,000.00) and / or imprisoned for a term of fifteen (15) months.

SECTION VII: HANDLING OFFENCES

The purpose of this section is to stipulate handling of offences.

(i) All offenders shall be taken to police for trial in a competent court.

Signature of Village Headman:……

Date Stamp/Thumb Print:……

Signature of Traditional Authority:……

Official Stamp/Thumb Print:……

Signature of Chief Executive, District Assembly:……

Signature of Minister of Natural Resources and Environmental Affairs:……

Annex No. 14: Management plan

FORESTRY MANAGEMENT PLAN FOR THE YEAR……. TO……

VILLAGE:……. DERA:……. T/A……

YEAR:……BLOCK:…… ……
……

1	2	3	4	5		6	7	8	9		10
AREA (HA)	PLOT	Area of plot (ha)	Year planted coppice	Expected Yield		Operations to be carried out	Time	Who is to do it	Yield		Tools Used
				Mendles	(MK)				Mendles	(MK)	

Annex No. 15

BLANTYRE CITY FUELWOOD PROJECT MONITORING FORM

Name of Staff and Rank……..Station…….. Date of Visit…….
District…… Name of TA…… .. Name of VNRMC……
Purpose of Visit…… Name of Village……

Attendance (N0. Sex)	Activities undertaken by community	Problems encountered by the community	Causes of problems	Solutions suggested by the community	Problems and issues observed by the Extension workers	Solutions agreed by stakeholders
	Action on agreed solutions				Technical advice suggested by the development worker	

Endorsed by Chairperson of VNRMC…… Endorsement by Village Head……
Comments, observation and recommendations by Station Officer……
Signature of FA……
Report Endorsed by (Name)……Station officer sign……Date of endorsement……

Annex No.16

Background note for a potential new programme focused on decentralisation and local governance

1. Programme context

The government has taken a bold step by handing over the resources to communities under the BCFP, and the cost of failure could be high. It is therefore of outmost importance that necessary follow up is ensured. Given the limited capacity of the forest authorities, the building of partnerships with NGO's, TA's, District Councils, other public services and private parties is necessary. In the case of BCFP only few of these partnerships have been secured, and the evaluation team sees handing over the full pack of remaining challenges to the forest authorities as a risky undertaking. There is a considerable risk of resource depletion, development of poor management practices and disempowerment resulting from inadequate access to much needed knowledge and advice. The plantations have been handed over at a high speed to finish before the project closes down, but experience shows that the process is but half way or less at the time of signing the agreements. This poses a great challenge to FD as well as other authorities in Malawi.

The management of natural resources is a key livelihood factor for rural populations of Malawi. Institutions for local management of these are warranted in the new forest policy as well as in the decentralisation policy (ref chapter 2). Transparent, equitable and sustainable management practices for these resources holds a key to development of good governance at the local level. Good governance and local institutions should in the view of the evaluation team be developed around resources and processes of importance for the daily life of local people in order not to end up as theoretical exercises. Support to local institutions involved in forest and natural resource management (VNRMSs, ANRMCs, District councils, NGOs and others) will therefore constitute an invaluable entry point for improved local governance.

This is an exercise that cannot be developed through a sector department alone. It will entail a bold and visionary interaction between key players at the national level. The role of the state is changing from an implementing one to a facilitating one, and intersectoral collaboration is being encouraged. According to the decentralisation policy, local institutions will be given more responsibility, and local communities will be empowered to take more responsibility for improving their own lives. The national level institutions will see themselves more in the role of developing strategies and setting the rules of the game, whereas the local level institutions will be responsible for planning and implementation. A future programme should therefore be vested at the local/regional level, with ministries and departments only in a supportive role.

A programme developed along these lines of thinking could focus on local institutions and their ability to handle the task they have been established to take care of. This could involve training and exposure visits to increase knowledge and skills in e.g. organisation building, leadership, accounting, planning (including e.g. development planning and forest management planning), networking and collaboration with other institutions as well as NGOs. It could also involve implementation of various studies in order to establish sound basis for decision-making. Establishment of routines and regulations for problem solving, appeal/recourse, budgeting etc. will also help improve transparency and help empower the various stakeholders. Improvements of the community institutions involved would also include support to develop locally adapted bylaws and sub-committees to e.g. the VNRMCs (ref chapter 4.1).

Important responsibilities of the traditional authorities (T/As, GVH and VH) include land allocation. District authorities are also gradually becoming involved in land use planning. A relevant topic of training will therefore also include simple land use planning techniques, including e.g. mapping of land use, land categorisation, land conflict analysis and measurement of plot sizes etc.

A programme developed along these lines may have considerable value as a demonstration project also within the SADC region, since similar decentralisation processes are sweeping across many countries in the region. The fact that local communities that have been involved in the BCFP have control over substantial resources provides an unprecedented opportunity to develop local governance systems with a fair balance of power between community, district and national levels.

2. Documentation of BCFP experiences

In addition to the above strategies, it would be of considerable interest to implement a study of the social forestry model developed under BCFP in order to document experiences and options e.g. in the fields of

- factors that determine success and failure in village organisations involved in forestry activities
- options for soliciting support for village development activities from a variety of sources
- models for management of different types of forest
- models for diversifying the benefits from the forests
- experiences in running VNRMCs and ANRMCs
- experiences from participatory management planning

The study should have two outputs; an easy to use manual for VNRMC members and other interested villagers, and a documentation of lessons learned in BCFP (and other relevant social forestry projects in Malawi) for project planners and development practitioners.
The results of the study may also serve as a supporting document for a joint planning session between FD and the Ministry of Local Government in pursuance of the above-mentioned idea for a new programme.

3. Potential elements in a new programme

Some components that could be relevant in a programme of this type are outlined below. The list is not exhaustive.

No	Programme element	Target group	Implementing agent
1	Training in organisation building (leadership, financial management and accounting, organisational development, by-laws and regulations etc.)	Traditional leaders, VNRMC and ANRMC members, DA members, villagers	District Assembly(DA)
2	Training in Natural resource management policies and decentralisation	Traditional leaders, DA members, DC staff	DA
3	Training in land use planning	Traditional leaders, DA members, VNRMC members, DC staff	DA
4.	Training in forest management	VNRMC members	RFO

	techniques (Management planning, silviculture and maintenance, logging ad transport, road maintenance)		
5.	Income generating activities (guinea fowl, bee keeping, utilisation of NWFP etc)	Villagers, VNRMC members	DA, subcontracted to NGOs

None of the activities envisioned are of a nature that requires major investments, but most of them are inputs that need long term follow up in order to become sustainable. A new programme should therefore be long term in nature, but annual budgets can be fairly lean.

Relevant authorities at the national and regional levels should come together to assess the potential benefits and obstacles to an approach as envisaged in this preliminary concept note. If found feasible, a working group could be set up to elaborate the ideas further. The stakes are high, but the result could be an innovative approach to decentralisation, good governance and poverty alleviation.

Blantyre, 27 September 2001
(Kamoto, Kayambazinthu, Høystad, Jørgensen)