

SOUTH AFRICAN DEVELOPMENT COMMUNITY



Training Needs assessment for the development of Trans-boundary Conservation and Management of Natural Resources in TFCA's of the SADC Region

Phase I – Country: Malawi

Draft Report



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GOETZ SCHUERHOLZ	1
TABLES	3
ANNEXES	3
ABBREVIATIONS	4
ACKNOWLEDGEMENT AND DISCLAIMER	5
0 EXECUTIVE SUMMARY	6
1 INTRODUCTION	10
1.1 Background of the Study	10
1.2 Objective of the study	10
1.3 Scope of work	10
1.4 Target Group and Beneficiaries	11
1.5 Understanding of Training	11
1.6 Understanding of Conservation Areas	12
1.7 Trans-frontier Conservation Areas and Trans-Boundary Parks	13
2 SITUATION ANALYSIS	14
2.1 Scope of the Training Needs Assessment and Study Area	14
2.2 Framework Conditions for TFCA Training	16
2.2.1 Malawi Department of National Parks and Wildlife	16
2.2.2 Trans-frontier Conservation Areas	18
2.2.3 Malawi Forestry Department and REDD+ Program	20
2.3 Staff Levels and Training	22
2.3.1 Department of National Parks and Wildlife	22
2.3.2 Trans-frontier Conservation Areas	24
2.3.3 Malawi Forestry Department (and CBOs)	25
2.4 Conservation-related Training Facilities	26
2.4.1 Universities	26
2.4.2 Shongone College of Forestry and Wildlife	26
2.4.3 NGOs Involved in CBO-Related Training	28
2.4.4 Magomero College (Community Training Center)	29
2.4.5 Observations on Training and National Training Providers	30
3 GAP ANALYSIS	33
3.1 Qualitative Needs and Gaps in Training	33
3.1.1 Department of National Parks and Wildlife	33
3.1.2 Trans-frontier Conservation Areas	35
3.1.3 Malawi Forestry Department and REDD+	36
3.2 Shongone College of Forestry and Wildlife	36
4 RECOMMENDATIONS	37

Tables

Table 1: Malawi's Protected Forests by Category and Size

Table 2: Malawi's Declining Forest Cover

Table 3: Estimated Training Needs of Malawi's Department of National Parks and Wildlife

Annexes

Annex 1: Key Persons Contacted

Annex 2: Staff Composition of the DNPW by Protected Area

Annex 3: Internal DNPW SWOT Analysis

Annex 4: DNPW -HRM Staff records

Annex 5: SWOT Analysis of the Malawi Forestry and Wildlife College

Annex 6: DNPW Needs Assessment

Annex 7: Magomero College Capacity Assessment

Abbreviations

CBD	Convention on Biological Diversity
CBET	Competence-Based Education Training
CBCM	Community-based Conservation Management
CBFM	Community-based Forest Management
CBO	Community-Based Organization
CBNRM	Community-Based Natural resource Management
CBWM	Community-Based Wildlife Management
CITES	Convention on International Trade in Endangered Species
CM	Collaborative Management
DFID	UK Department for International Development
DNPW	Department of National Parks and Wildlife
FAO	Food and Agriculture Organization
GEF	Global Environmental Facility
GIS	Geographical Information System
GOM	Government of Malawi
GPA	Grade Point Average
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
HRM	Human Resources Management
HQ	Headquarters
IUCN	International Union for Conservation of Nature
KfW	Kreditanstalt für Wiederaufbau
M&E	Monitoring and Evaluation
MFD	Malawi Forestry Department
MOGCCD	Ministry of Gender, Children and Community Development
MOMNREA	Ministry of Mines, Natural Resources and Environmental Affairs
MoTWC	Ministry of Tourism, Wildlife and Culture
NGO	Non – Government Organization
Norad	Norwegian Agency for Development Cooperation
NP	National Park
NRC	NaturalResourcesCollege
PA	Protected Area
PAS	Protected Area System
REDD	Reduction of Forest Degradation and Desertification
SADC	Southern African Development Community
SCTW	ShongoneCollege of Forestry and Wildlife
SPWC	Strategic Plan for Wildlife Conservation
SSLP	Small-scale Livestock Promotion (local NGO)
STA	Senior technical Assistant
SWOT	Strengths, Weaknesses, Opportunities and Threats
TA	Technical Assistant
TBP	Trans-Boundary Parks
TFCA	Trans Frontier Conservation Area
TLC	Total Land Care (local NGO)
UNDP	United Nations Development Program
USAID	United States Agency for International Development
VDC	Village Development Committee
VNRMC	Village Natural Resource Management Committee
WWF	World Wide Fund for Nature

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The views and opinions of the author expressed herein do not necessarily state or reflect those of SADC and the Malawi Government, the German Government, KfW, GIZ or WWF, and shall be treated confidentially and not be used towards third parties. The information presented in the report reflects the data collected from different sources encountered during the mission. No guarantees are given as to the accuracy and completeness of this document and liability for omissions and errors of its contents is disclaimed.

0 EXECUTIVE SUMMARY

Situation Analysis and Background

This report covers the results of a country-wide quantitative and qualitative training needs assessment of Malawi's protected area personnel with emphasis on training needs related to the Nyika TFCA and staff of the Department of National Parks and Wildlife (DNPW). It also provides an assessment of Malawi's training facilities offering training for conservation management personnel, in particular the College of Forestry and Wildlife aimed at training frontline- and mid-management protected area staff. Also addressed in this assessment is the training needed and provided in context with the country's REDD+ initiatives.

a) Malawi Department of National Parks and Wildlife (DNPW) and the Nyika TFCA

The DNPW is the state agency responsible for managing Malawi's 12 protected areas (IUCN categories 2 and 3) which include the Nyika TFCA and candidate TFCAs covering about 11.1% of the total land area. The DNPW reports to the Ministry of Tourism and Culture. Changing its "fence and fines" approach in the Year 2000 with the introduction of a new Wildlife Policy, the DNPW fully embraces the concept of Collaborative Management of protected areas and wildlife involving communities, the private sector, and Non-Governmental Organizations. In accordance with the new Wildlife Policy all protected areas (PA) have a designated support zone of 8 to 10 km subject to CBNRM. The Nyika TFCA enjoys a 10 km wide support zone and a benefit sharing protocol where 25% of revenues generated by the Nyika and Vwaza PAs are channelled to Community-based Organizations of the support zone.

The Nyika TFCA of approximately 19,000 km² created in 2004, includes both Nyika National Parks (on either side of the border between Malawi and Zambia), the Vwaza Marsh, the northern parts of Lundazi-, Mitengi-, and Mikuti Forest Reserves, and the Musalangu Game Management Area. Subsequently, bilateral Ministerial- and Technical Committees and several technical Sub-Committees were established to deal with trans-frontier issues and the administration of the TFCA. Until to date no funding has been allocated by the Government of Malawi for the management of the TFCA.

The DNPW has a total staff of 740 composed of 297 Parks- and Wildlife Assistants, 89 Senior Parks and Wildlife Assistants, 219 mid- and upper Management -, and 135 Support Staff (see Annex 2). The DNPW averages 40 to 60 vacancies per year caused by retirement, illness and persons leaving the organization in search of better career opportunities. The DNPW is significantly under-staffed, budgeted and equipped, providing no career advancement opportunities, in-service training or any incentives which has resulted in a seemingly low staff morale and motivation.

All base- and Certificate training of DNPW personnel is implemented by Malawi's Shongone College of Forestry and Wildlife which in the past has received an average of 10 to 20 students every second year for the wildlife Certificate and Diploma course offered. At current no DNPW funding is available for training at the College.

The quantitative training needs of the DNPW are significant. It involves all front-line staff in need of refresher- and specialty courses, and practically all mid-and upper management staff requiring specialty courses and career advancement training opportunities.

b) Malawi Department of Forestry and REDD+ Program

The Malawi Forestry Department (MFD) is one of three Departments of the Ministry of Environment and Climate Change responsible for the sustainable protection and management of the country's forests (3.3 Mio ha forest cover equalling over 30% of Malawi's land base of which 1.7 Mio ha enjoy designated protection status --mostly on paper only).

The decentralized Forestry Department of about 7,100 staff is represented on all Government levels including the 27 Districts of Malawi. Until 2012 all revenues generated by the MFD had to be returned to Treasury. As of recent and with the establishment of a "Forestry Fund" all revenues are channelled into the Fund used for operations and assistance to the management of community forests and REDD+ initiatives.

The country's forest cover continues to decline (close to 2% loss per year) as a direct result of fire (biggest problem), agriculture expansion, high country dependence on wood for fuel and Key energy source, high population growth, and the high level of poverty.

Malawi is one of the four countries of the SADC Region selected as a REDD+ Pilot country. REDD+ related initiatives, however, are still in an embryonic state pending the outcome of the REDD+ Strategy, and a better understanding of the meaning and implication of REDD+ by the country's resource agencies and the society. A concerted and synchronized donor effort is required to provide funding for the enormous training- and capacity development needs of the MFD staff and the rural population depending on forests for their livelihood

c) Malawi's Conservation-orientated Training Facilities

Malawi has three University-Colleges providing degree programs and ample capacity to meet the upper management personnel needs of the DNPW on a sustainable basis. The Bunda College has an accreditation agreement with the Malawi's Shongone College of Forestry and Wildlife (SCFW), the only facility providing basic Certificate and Diploma level training to junior protected area personnel of the DNPW and the MFD. The SCFW operates as a training facility of the MFD (and the DNPW) under the umbrella of the Ministry of Tourism and Climate. The College' staff of 57 is composed of 12 full time trainers with MSc or BSc degrees, 5 professionals and 40 support staff. Part of the facility operating on average at less than 50% of its capacity, is leased out full-time to the US Peace Corps.

The College is significantly under-funded, -staffed and equipped with infrastructure in disrepair and poor opportunities for field-related training due to shortage of adequate equipment, mode of transport and the chronic lack of funding. With a capacity for 120 trainees the SCFW has never catered to more than on average 10-20 DNPW students and 40 MFD students every two years due to the lack of Government funding.

d) Training Community-based Organizations

Capacity development and community-based training needs of the population living in the designated support zones of the Nyika TFCA and Malawi's protected areas, the designated forest reserves, and training needs related to community forests and REDD + are staggering. To date corresponding training needs are mostly addressed by NGO initiatives sponsored by international donors. The Magomero College, geared primarily towards social development training, constitutes the only (Government) facility remotely related to the area of interest.

Results and Recommendations

a) Training Providers and Training Venues

There is agreement amongst Key persons contacted for this assessment that base-training and in-service training of frontline personnel related to protected areas and TFCAs and all training and capacity development related to communities of designated PA Support Zones and TFCAs is best to-be delivered inside the country. The reasons: cost effectiveness; socially and culturally most appropriate; most beneficial to local trainers and trainees to keep jobs in the country; and training, skill-development and capacity-building needs can best be custom-tailored to local needs and target groups inside the country.

The Shongone College of Forestry and Wildlife constitutes the country's only facility providing training to PA frontline personnel. It requires major upgrading in terms of infrastructure, staff quality and equipment at an estimated cost of EUR 700,000 in order to become fully operational at a level of acceptable standards. It is suggested to attach a well-trained,-staffed, and equipped mobile training unit to the SCFW to provide much-needed refresher courses and specialty courses on-site throughout the country on demand.

Long-course degree training and refresher-seminars as required by upper DNPW Management and TFCA staff may best be delivered by Malawi's Lilongwe- and Bunda Colleges. Alternatively, degree courses are available at the regional training facilities of Mweka and SAWC.

b) Funding of Training

The training needs assessment has substantiated the magnitude of quantitative training needs related to the staff levels of mid-and upper management personnel of the country's protected areas and the Nyika TFCA. It also has shown the extremely high demand for training and capacity development of people and CBOs residing in the designated support zones of protected areas, in particular related to sustainable forest management and resource use. The enormous training needs affiliated with the REDD+ Program are of special concern.

In light of the chronic shortage of Government funding and decreasing availability of donor-funded fellowships and bursaries constituting the most serious bottleneck to training in Malawi it appears prudent to fully concentrate donor support on the issue of how to fund the training requirements.

It appears that the shortage of funds for training is the main barrier to the full use of existing training facilities in Malawi, not the lack of training providers or the lack of suitable curricula. It is for this reason that it is recommended to investigate the option of establishing a SADC-wide "**Conservation-TrainingEndowment Fund**" most appropriately under the umbrella of the SADC Secretariat which could eqally serve all SADC member states facing the same problem as Malawi. This appears to be a feasible and sustainable long-term solution to overcome the chronic funding shortage for the large training demand of PA- and TFCA personnel in the SADC region.

It is self-evident that the most generous investments into infrastructure development of regional and/or sub-regional training centers is of no use if no sustainable

funding for trainees to be trained at these centers can be secured.

1 INTRODUCTION

1.1 Background of the Study

In order to support Trans-frontier Conservation Areas (TFCA) Germany's Financial Cooperation with the Southern African Development Community (SADC) committed 10 million € for the improvement and expansion of existing training providers and the establishment of a regional / sub-regional Training System to enhance skills and knowledge for wildlife managers and rangers in Trans-frontier Conservation Management and beyond.

1.2 Objective of the study

The main outcome of the overall consultancy is a report on training needs for Trans-frontier Conservation and Protected Areas to facilitate the sustainable conservation and management of natural resources in the SADC Region.

The Malawi Country Report is expected to provide an overview of training needs of protected area personnel and affiliated communities -where quantifiable- related to the country's protected area system under the authority of the Ministry Tourism and Culture; furthermore, the results of a brief assessment of major training facilities, their training programs, delivery, and capacity. Additional information is provided on identified training gaps including country's REDD+ Program.

The report provides summary observations on Malawi's perceived position on TFCAs and a more detailed analysis of the Malawi College of Forestry and Wildlife.

1.3 Scope of work

According to the TORs approved by SADC, the geographical focus of the study will be

A) On SADC TFCAs including key regions of German development cooperation in southern Africa to date (Limpopo, KAZA, Nyika-Vwaza and Selous-Niassa) and B) On existing training providers at the sub-regional and national levels in the respective countries of the geographical focus.

Therefore the following countries have been visited by the Study Team:

- KAZA: Angola, Botswana, Namibia, Zambia, Zimbabwe
- Limpopo: Mozambique, South Africa
- Nyika-Vwaza: Malawi, Zambia
- Selous-Niassa: Tanzania, Mozambique

It is relevant to mention, that the above listed TFCAs are all in a different development stage and so will be other conservation areas of the respective countries. In order to be able to assess current and future training needs, it is crucial to take stock not only of the established (i.e. the formally proclaimed) conservation areas but also of the pending ones (waiting for proclamation) as well as the ones emerging (i.e. in the conception phase).

In the above mentioned countries the study will look at relevant national training providers as well as relevant sub-regional training providers.

Where appropriate the geographical focus and scope of the training assessment is widened in order to include aspects relevant to the Training Needs Assessment for Wildlife Managers and Rangers and specific target groups of communities affiliated with protected areas.

1.4 Target Group and Beneficiaries

The ultimate beneficiary group of the study is wildlife managers and rangers managing conservation areas in TFCAs and beyond. Other beneficiaries are communities located in support zones of protected areas, in particular communities entering into official conservation agreements with Protected Area (PA) authorities and the Government. Special attention in Malawi is given to Community-based Organizations (CBO) established in designated support zones of the country's protected areas.

The intermediaries to the beneficiary group are the national and sub-regional training providers of higher education, further education, skills-based training and short courses to wildlife managers, rangers, scouts and affiliated target groups with the objective to strengthen their knowledge, skills and capacities to implement their duties in conservation areas of TFCAs and the country's protected area system at large, and to facilitate sustainable development of PA support zones.

Further intermediaries to the beneficiary group are the relevant Directorates and their staff in the SADC Secretariat as well as in the member states of the geographical focus of this study who are in charge of Trans-frontier conservation and management of natural resources.

Important stakeholders are the related Human Resources Management Departments (HRM) of the Ministries in charge of national protected area systems and TFCAs in the countries of the geographical focus of this study as well as the related sub-sectors of the HRM Sector in the SADC Secretariat, dealing with co-operation in training for TFCAs and protected areas.

Other identified important stakeholders identified by the SADC Secretariat are institutions in charge of forest management in particular in context with country-specific REDD+ Initiatives and Programs.

1.5 Understanding of Training

Training is understood to encompass different categories of themes, courses and learning. The kind of training which is relevant for this study is the training, which is targeting skills and knowledge enhancement for better job fulfillment by wildlife managers and rangers, village scouts and other target groups associated with national PA Systems. The relevant training categories encompass:

Training category	Target group
Intermediate education and training: certificate levels and technical training	Rangers, Scouts level
Higher education and training: certificate and Diploma levels and access to further education (e.g. qualifications for Universities)	Wardens, Senior Managers and Directors level
Lifelong learning: short courses and workshops on relevant thematic areas	In-service training: Anybody at any level, specifically tailored for a focused need
Community-development: custom-tailored short-courses and workshops, hands-on training	Community leaders, scouts and specific target groups (livelihood stabilization) of WMAs, Conservancies

Training infrastructure is understood as encompassing all relevant physical structures to accommodate students, trainers, staff; deliver basic services (water, electricity, food, hygiene) and provide relevant equipment as well as material for training on-site as well as off-site.

On-site and off-site refers to the physical location of the classrooms of the institution delivering the training.

1.6 Understanding of Conservation Areas

Conservation areas are to be understood as any kind of gazetted protected area of any category included in the respective country PA System (PAS) and other areas set aside *inter alia* for sustainable conservation (e.g., Conservancies, Wildlife Management Areas, Game Reserves, Ecological Corridors, etc.).

Three main categories should be differentiated according to their different management regimes and legally constituted basis, because the needs for training might be hugely varying.

Protected areas	National Parks, Reserves and other IUCN categories of gazetted conservation areas
Community managed areas	Community managed areas, proclaimed by the government and delegated to communities for conservation and income generation, such as: Trust (Botswana); Conservancies and Community Forests (Namibia); Coutada (Angola); Game Management Areas (Zambia), wildlife conservancies (Zimbabwe); Wildlife Management Areas (Tanzania); designated PA support zones (Malawi)

Commercial game or tourism areas	Land with any kind of title deed held by third parties and managed for commercial purposes such as: Game farms, commercial conservancies, private reserves, tourism concessions
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1.7 Trans-frontier Conservation Areas and Trans-Boundary Parks

(a) Trans-frontier Conservation Areas by definition are generally large sections of a landscape straddling international boundaries of two or more neighbouring nations. TFCAs are characteristically composed of designated Protected Areas (any IUCN category) forest reserves, designated ecological corridors and other multiple use areas.

The nature of TFCAs and the planning and management approach is similar to UNESCO Biosphere Reserves (landscape planning approach); the latter are composed of core areas (IUCN categories 1 and 2), a transition zone, and a multiple use zone.

Due to their generally large size and complexity both TFCAs and Biosphere Reserves require integrated spatial land use planning (ISLUP) on a landscape level as basis for optimum land use decisions. The rather complex planning process related to ISLUP is multi-disciplinary, participatory and transparent involving all key stakeholders affiliated with the target area.

TFCAs require an administrative structure involving mandate-specific Line Ministries, research institutions, the Private Sector, communities and other stakeholders as well as inter-disciplinary technical expertise. The establishment of an operational and sustainable trans-boundary administrative structure of a TFCA and/or Trans-frontier Biosphere Reserves constitutes one of the biggest organizational and legal challenges.

Special training requirements for TFCAs over and above traditional training of PA personnel are mostly related to ISLUP processes, Community-Based Organizations (CBOs), Community-based Natural Resource Management (CBNRM), and trans-frontier administration (management).

(b) Trans-boundary Protected Areas (TBP) on the other hand are simply two designated protected areas within the same ecosystem (mostly IUCN Category 2 Categories) straddling an international boundary. TBPs generally do not require complex ISLUP processes; designated support zones affiliated with the PAs, however, may also require some participatory spatial land use planning as basis for sustainable economic development planning.

Common to both TFCAs and TBPs is the need for state-of-the art “Integrated Management Plans” and “Business Plans” and a “Sustainable Development Plan” for the affiliated multiple use areas. The administrative structure for TBPs can be rather simple, and is usually confined to a Ministerial Memorandum of Understanding (MoU) describing the nature of cooperation, a Technical Committee with representatives from the countries involved elaborating joint synchronized management policies and guidelines for on-the ground operations, and good communication between the neighbouring PAs enabling the implementation of joint policies and management activities.

2 SITUATION ANALYSIS

2.1 Scope of the Training Needs Assessment and Study Area

This report covers the results of a country-wide quantitative and qualitative training needs assessment of protected area personnel with emphasis on training needs related to the Nyika TFCA and other TFCA efforts by the DNPW. It also provides an assessment of Malawi's training facilities offering training for conservation management personnel, in particular the College of Forestry and Wildlife aimed at training frontline personnel and mid-management staff. Also addressed in this assessment is training provided and needed in context with REDD+ Programs of Malawi.

Relevant Facts about Malawi

British Protectorate of Nyasaland became the independent nation of Malawi in 1964.

April 2012 Joyce BANDA elected President.

Size: 118,484 km²

- Land 94,080 km²
- water: 24,404 km²

Land-locked.

Arable Land 20%.

Population: 16 Million (2012).

Growth rate 2.8%.

Urban population 20%.

Average life expectancy 52 years.

HIV/AIDS major problem (11% of population infected).

Malawi ranks as one of the world's most densely populated and least developed countries.

Economy predominantly (subsistence) agriculture for 80% of population.

53% of population living below poverty line.

Key challenges:

Population growth, increasing pressure on agricultural lands, deforestation, environmental degradation, and spread of HIV/AIDS



Source: CIA

2.2 Framework Conditions for TFCA Training

2.2.1 Malawi Department of National Parks and Wildlife

In 1973 the Wildlife Management Section of the Forestry Department became a self-supporting autonomous agency - the new „Department of National Parks and Wildlife“(DNPW). Since its establishment the DNPW has repeatedly been shifted between Ministries. At current it is integrated into the Ministry of Tourism, Wildlife and Culture (MoTWC).

The DNPW is the state agency responsible for managing Malawi’s protected areas (including TFCAs) covering about 11.1% of the total land area. (See Annex 2 for details):

- Five National Parks (Nyika, Kasungu, Lake Malawi, Liwonde and Lengwe)
- Four Wildlife Reserves (Vwaza Marsh, Nkhotakota, Majete and Mwabvi) and
- Three Nature Sanctuaries in the three regional capitals (Michiru, Lilongwe and Mzuzu).

Malawi’s management of protected areas until the Year 2000 was typified by the „fence and fines” approach, characteristic to many Anglo-phone African countries. It implied that communities, who for centuries depended on the areas later converted into protected areas, were not allowed access to the use of wildlife resources any-longer.

The DNPW’s new Wildlife Policy of 2000 introduced substantial strategic changes, most noteworthy changes in favour of “Collaborative Management” (CM) of protected areas and wildlife involving numerous stakeholders, particularly communities, the private sector, Non-Governmental Organizations (NGOs) and others. The principle of collaborative management provides for sharing of roles and responsibilities with major stakeholders, among them community-based organisations (CBOs). CM allows for sustainable utilisation of harvestable resources from national parks and wildlife reserves such as thatch grass, fruit resources and honey collection. Partnerships with private operators allow their participation in tourism development in protected areas.

All of Malawi’s protected areas enjoy a designated 8 km-wide support zone which has been extended to 10 km for the Nyika TFCA. All revenues generated from gate fees and concessions (approximately \$ 262,000/a) are returned to Treasury except for revenues from the Nyika-Vwaza PAs. Of the approximately \$ 82,000 generated annually through gate fees and concessions operated by the Private Sector, 25% are returned to the Government, 25% distributed amongst CBOs located within the 10 km-wide support zone, and 50% are retained by the Nyika-Vwaza conservation areas for operations). In addition Treasury covers wages and operational costs of the Protected Areas located within the TFCA (approx. USD 260,000/a).

In 2007 the DNPW with technical and financial support of USAID elaborated a comprehensive, progressive and ambitious “Strategic Plan for Wildlife Conservation in Malawi for the Period 2007 to 2012” (DNPW, 2007). Based on a critical analysis of the DNPW performance in implementing the Wildlife Policy of 2000 the Strategic Plan provides guidance and direction to the DNPW on how to improve its performance and management responsibilities related to the following Key functions (Source: DNPW Strategic Plan, 2007):

- Protected Area Management and Law Enforcement.
- Community Extension and Conservation Education (involves neighbouring communities as partners and beneficiaries in the ownership and management of PA resources, promoting Collaborative Management (CM) with local communities and the sustainable use of wildlife resources. In particular it facilitates the

participation of these communities through the development of village-level institutions capable of exercising community rights and responsibilities. Benefits include revenues, jobs, material resources and opportunities for development of local enterprises. To improve public understanding of and subsequently their support for the objectives of DNPW and environmental conservation in general. This will be achieved mainly by providing opportunities and facilities within PAs for conservation education, particularly for school children and teachers. The focus will be at the three urban Nature Sanctuaries and on providing interpretative material for park visitors.

- Planning, Monitoring and Research (to provide and analyze the technical information needed to plan and manage DNPW's Protected Areas, in particular the status and trend of wildlife populations and habitats, the status and trend of nature-based tourism in PAs, and the status of community involvement in CM and the trend in their acquisition and use of resources and other benefits from PAs).
- Problem Animal Control (to minimize, conflict between wildlife and the interest of people. Increasingly, game control fencing is being used to separate wildlife from people and their agricultural land).
- Organizational Management and Administration (to administer and manage the Department, its staff, its finances and all its functions and operations, so as to achieve its objectives; to manage staff and administer all personnel matters including conditions of service, training, discipline, staff advancement and succession).

Within the past three years Malawi went through a period of serious recession. Although the budget of the DPWM did not change on paper during this time the proposed allocations could frequently not be met by Treasury. This crisis has had severe impacts on conservation and the performance of the Department. PA management personnel had been largely immobilized, unable to comply with their basic functions and responsibilities due to the lack of funds, transport and fuel (L.Sefu, pers. Comm.).

Strategic challenges facing the DNPW are highlighted as follows:

- Inadequate financial resources and infrastructure (e.g., most roads of PAs become impassable during rainy season, poor quality staff houses etc.).
- Inadequate equipment for field staff (e.g. computers, vehicles, binoculars, GPS, uniform, camping gear etc.).
- Inadequate training and experience in all specialized functions.
- Inadequate political and social support (conservation is not appreciated by politicians and communities due the lack of understanding of the goods and services delivered by protected areas)

These inadequacies have resulted in:

- Failure of adequate PA protection.
- Continuing high levels of poaching which have degraded and devalued PAs.
- Encroachment by human settlement and other activities into PAs.
- Difficulty in establishing sustainable collaborative management activities and delivery of any significant benefits to rural communities.

Annex 3 provides the results of an internal institutional SWOT Analysis of the Department of National Parks and Wildlife carried out in support of the DNPW's Strategic Plan 2007 to 2012. It appears that the SWOT analysis still applies today, aptly describing the current situation of the DNPW where little has changed within the period covered by the Strategic Plan. Of course some of the shortcomings listed by the SWOT analysis are directly linked

to the lack of training. This combined with factors such as inadequate equipment, insufficient/no operational funds immobilizing PA staff, etc. all leading to poor work performance and low staff motivation. Also the lack of career development opportunities causes staff to look for greener pastures etc. etc. this is all part of the picture; it all boils down to the chronic lack of funds. Sound training, incentives provided for career development inside the organization and sufficient operational funds would help a lot!

2.2.2 Trans-frontier Conservation Areas

Malawi and Zambia formalized a Trans-frontier Cooperation Agreement in 1980 by creating a “Cooperative Commission” that specified the areas of cooperation --*inter alia* wildlife conservation and tourism. The cooperation agreement however did not become operational until both countries decided on the creation of the Nyika Trans-frontier Conservation Area in 2004.

The corresponding Memorandum of Understanding (MoU) elaborated an institutional framework within which the development of the TFCA would take place. It made provision for a Bilateral Ministerial Committee, a Bilateral Technical Committee, national TFCA committees and bilateral working groups. The primary objective of these various groups was to work towards the drafting, signing and ratification of a formal treaty between Malawi and Zambia that would provide the legal foundations of the TFCA which included the Nyika National Park, Kasungu National Park and Vwaza Marsh Wildlife Reserve of Malawi. The Zambian areas listed were Nyika National Park, Lukusuzi National Park; Lundazi, Mitengi and Mikuti Forest Reserves and the Musalangu Game Management Area (NTCA, 2007).

The Bilateral Technical Committee resolved that the Malawi-Zambia TFCA, as described in the MoU, would be developed in phases determined by the availability of support and funding. Although the MoU applies to both a distinction was made between:

- **Nyika TFCA** (approximately 19,000 km²) including both Nyika National Parks (on both sides of the border), Vwaza Marsh, the northern section of Lundazi, Mitengi and Mikuti, and Musalangu Game Management Area, and
- **Kasungu/Lukusuzi TFCA** (approximately 6,000 km²) including Kasungu and Lukusuzi National Parks, the southern and central sections of Lundazi and a still to-be defined 9km- wide corridor through the Mwasemphangwe/Chikomene area of Zambia linking the national parks.

In contrast to the Malawian section of the Nyika TFCA which has received continuing donor support since the late 90s (Germany, USAID, NORAD, national and international NGOs etc.), the Kasungu/Lukusuzi TFCA has not received any international funding yet. The reasons given for the lack of donor interest and support are the perceived problems related to the rather densely populated corridor separating the neighbouring PAs (Nzima pers. comm.).

According to the same source, the institutional structure of the Nyika TFCA is in place but requires funding to become fully operational and effective. The Committee of Senior Officials, all technical committees and ad hoc working groups, as well as the Bilateral Joint Technical Committee (composed of senior technicians) lack funding for much needed regular working meetings.

Although a first management plan for the Nyika TFCA had been produced in 2007 under the tutelage of the Peace Parks Foundation (PPF), the plan needs major revisions, upgrading and quality control prior to implementation. The ultimate goal of the TFCA is to produce an integrated management plan for the Nyika TFCA to-be based on the work and

recommendations of the Joint Technical Committees. Although much progress has been made by the various Committees, security and immigration issues in particular still have to be resolved.

The Nyika TFCA has its own independent budget provided by the PPF. At current however it is confined to covering the wage and operational costs of the TFCA coordinator who has been contracted for eight years by PPF. His office is located at the HQ of the NPW Lilongwe. PPF has pledged to raise \$ 5 Mio for the Nyika TFCA's estimated future budget but so far has been unsuccessful with its fund- raising efforts.

The budgets of the respective protected areas included in the Nyika TFCA are subject to the allocations provided by the DNPW and revenues generated by Nyika NP of which a portion is retained by the NP for operations.

There are no allocations by the DNPW for funding TFCA activities which to date continues to depend on donor-funding.

Starting in 2012 a Global Environmental Facility (GEF)-funded project totalling \$ 4.8 Mio in support of the Nyika TFCA will be implemented by the World Bank, equally divided between Malawi and Zambia. The project timeline is eight years.

The GEF project is composed of three components: (a) strengthening institutional framework and planning, (b) protected area management (includes capacity development), and (c) sustainable financing. The overall goal of the GEF project is to produce an integrated management plan for the Nyika TFCA.

In July 2011 the DNPW submitted a funding proposal in support of the Nyika TFCA to the German Government via SADC Secretariat. The proposed project addresses conceptual and financial gaps and shortfalls not covered by the GEF-funded project, especially pertaining to infrastructure development, joint management operations and socio-economic developments with private sector partners to address poverty alleviation in the support zone of the TFCA. It proposes that the German Financial Cooperation investments will be implemented through three main components: institution building, protected areas management and community livelihood.

According to the TFCA Coordinator (Nzima 2012) and the Director of the DNPW (Sefu 2012) it is expected that Malawian TFCAs will remain mainstream and as such part of the Government structure under the authority of the DNPW.

The Malawian part of the Nyika TFCA is currently the recipient of funding from the "Kuklera Biodiversity Project" (\$ 7 Mio USD, 3 years timeline remaining) in support of five protected areas in Malawi. The project is spearheaded by the USA International Development Agency (USAID), financial contributions from the Norwegian Agency for Development Cooperation (Norad), and the UK Department for International Development (Difid), as well as contributions from the tobacco industry (Malawi is a major producer of tobacco).

The project is composed of 22 sub-projects mostly aimed at sustainable economic development of support zones of protected areas. Activities targeting the Nyika TFCA under this project are implemented by the local NGO "Total Land Care" (TLC), focusing on Community-based Natural Resource Management (CBNRM) measures in cooperation with the CBOs that had been created by the highly effective "Buffer Zone Development Project" implemented by the German Technical Cooperation Agency (GTZ) in the late 90s, terminating in 2004. Part of this support to the TFCA support zone finances a pilot project related to REDD+ with focus on awareness building associated with carbon-related issues, knowledge transfer in identification of carbon sequestration, and access to carbon

trade benefiting local CBOs, and related issues of REDD+ such as sustainable forest management, sustainable use of minor forest products, agro-forestry, small animal husbandry and cooperative law enforcement. This project builds on the well-established GTZ-created CBOs of the Nyika-Vwaza support zone as key counterparts of the bilateral aid initiatives.

2.2.3 Malawi Forestry Department and REDD+ Program

The Malawi Forestry Department (MFD) is one of three Departments of the Ministry of Environment and Climate Change; the other two: Department of Climate Change and Ecological Services and Department of Environment. On-going structural changes within the Malawi Government, however, are expected to result in more structural changes of Ministries that may also affect the MFD. One option under discussion is the conversion of the MFD into a parastatal agency. There is no certainty about the future of the Forestry Department.

The Forestry Department is composed of five Sections: (a) Forest Development, responsible for Forest Lands, Forest Reserves and Plantations; (b) Planning and Training Services including the College of Forestry and Wildlife, and the Forestry Institute of Malawi; (c) Forest Extension Services including capacity development and training related to Community Forests; (d) Forest Policies, Legal Framework and Enforcement –including licensing, concessions, and forest use permits; and (e) Biodiversity Conservation and Ecosystems Services including the country’s REDD+ Program, now also forming part of the responsibilities of the former “Forest Research Institute” which recently has been upgraded into a “Division” of its own with three strategic directions:

- Agro-forestry and Carbon Sequestration
- Indigenous Woodland Management (National Forest and Forest Reserves), and
- Plantation Forests (exotic fast growing species)

(f) the fifth Section constitutes “Support Services” including pathology, wood science, soil science etc.).

The Forestry Department is de-centralized. It is represented in all three Regions of the country. The majority of the Department’s 7100 employees work on the district- (total of 27 Districts) and community levels.

Since 1997 all revenues generated by the MFD had been returned to Treasury. Following the Government change in 2012 an independent Fund was established in favour of the WD which now receives all funds generated to be used for the MFD’s operational budget.

Of Malawi’s approximately 10 Mio ha land surface area roughly 3.3 Mio ha are under forest cover of which approximately 1.7 Mio ha are protected in form of “Forest Reserves”, “Game Reserves” and “National Parks” (s. Table 1).

Table 1: Malawi’s Protected Forests by Category and Size

Source: FAO 2010 Malawi Forestry Country Report	Area in ha
Forests in Forest Reserves	768 594
Forests in National Parks	398 454
Forests in Game Reserves	359 439
Forests in Proposed Forest Reserves	144 511
Total	1 670 998

The country's forest cover continues to decline as a direct result of fire (biggest problem), agriculture expansion, and very high dependence on wood for fuel (Key energy source), high population growth, and the high level of poverty. Although efforts are made by Government and donors to replace exploited and destroyed forests, the forest decline continues as shown by Table 2.

Table 2: Malawi's Declining Forest Cover

Area 1000 ha (Source: FAO Malawi country report 2010)						
	1973	1991	1990	2000	2005	2010
Forest	4 456	3 863	3 896	3 567	3 402	3 237
Other wooded land						
Other land	4 952	5 545	5 512	5 841	6 006	6 171
Inland water bodies	2 440	2 440	2 440	2 440	2 440	2 440
Total	11 848	11 848	11 848	11 848	11 848	11 848

Malawi's 82 Forest Reserves, comprising 17 % of the country's forest cover, are managed by the MFD. Forest Reserves are mostly established for the protection of water catchment areas and prevention of erosion in mountainous terrain. Forest Reserves indirectly form part of the national protected area system and are considered extremely important to biodiversity conservation in the country. Most Forest Reserves are without management plans and numerous others enjoy only minimum protection. The training needs of personnel responsible for Forest Reserves are extremely high according to the Director of the Forestry Division (pers. Comm.).

Forests in Malawi are traditionally owned by small landholders constituting 63% of the total forest cover of which 22% are estimated to be "un-disturbed" and 41% "disturbed" (i.e., 70% of disturbed forests are under cultivation). Plantation forests amount to a mere 1.8% of the total forest cover.

Community Forest Management is gaining momentum in many parts of the country. Originally promoted by Government, communities slowly begin to appreciate the concept and benefits of sustainable management leading to a steadily growing number of CBOs formed to manage community designated forests. The training needs of CBOs are very high. At current numerous local NGOs and several donor-supported projects focus on the establishment of CBOs and training and capacity development of their people to effectively manage multi-use community forests. Numerous community forests are located within the 8 km support zones of designated protected areas and the 10 km support zone of the TFCAs respectively. Due to the large number of past and current activities involving numerous NGOs and donors in the support zones time constraints did not permit a detailed assessment of the number of community forests currently managed by which CBO.

Malawi is one of the four countries of the SADC Region selected as a REDD+ Pilot country. The others are Mozambique, Botswana and Zambia. First REDD initiatives started in 2006 by the MFD with focus on tree farming on private land in cooperation with small landholders (i.e., total planted to date 500 ha, minimum size 1 ha). A technical team has been assembled by the MFD to supervise and monitor related REDD activities. USAID has selected two sites in Malawi to pilot REDD+ activities with current focus on capacity development of CBOs engaged in sustainable community forest management.

An EU-financed EUR 12 Mio Project indirectly related to REDD+ just entered its final three-year phase also focusing on sustainable community forest management with emphasis on extension services, capacity development and participatory elaboration of

management plans for community forests. In the current phase the project closely cooperates with local NGOs (TLC and SSLP) which have proven very effective in working with CBOs and communities. One of the Key problems identified by the EU project is the lack of law enforcement related to forest protection and management throughout the country.

The current USAID-sponsored Biodiversity Project (see Chapter 2.2.2) concentrates its REDD+ related initiatives primarily on the 10 km-wide support zone of the Nyika TFCA in close cooperation with the NGOs “Terra Global Capital” (carbon sequestration related issues), SSLP (highly successful introduction of small livestock to communities formerly dependent on bush-meat), Muzuzu Coffee Cooperative (addressing value chain), Himacul Cooperative (Macademia nut plantations, an alternative livelihood initiative), CARE (addressing community- and CBO good governance- and livelihood stabilization issues), and TLC (concentrating on conservation agriculture, energy-efficient wood stoves, crop irrigation etc.). All REDD+ initiatives are implemented in partnership with the Nyika Wildlife Association, composed of communities located within the Nyika TFC Support Zone and the personnel of the Nyika and Vwaza protected areas. The experience of this project is expected to serve as model to be applied to other areas in Malawi. This project allegedly reaches 45,000 households totalling 225,000 people.

The MFD currently is engaged in elaborating a comprehensive REDD+ Strategy which is expected to provide the impetus needed to more aggressively combat forest degradation in the country. The MFD hopes for the financial assistance of FAO, the World Bank, UNDP and bilateral donor organizations in order to effectively implement priority initiatives as identified by the REDD+ Strategy Document.

2.3 Staff Levels and Training

2.3.1 Department of National Parks and Wildlife

The DNPW supports its own Human Resource Management (HRM) section in charge of all matters related to the DNPW personnel of 740 persons according to the DNPW records. The DNPW staff (according to the HRM records) is composed of:

- 297 Parks- and Wildlife Assistants (PWAs) of Grade Level M (equivalent of Junior Rangers);
- 89 Senior Parks and Wildlife Assistants (SPWAS) of Grade L; (equivalent of Senior Rangers);
- 219 Management Staff of Grade Levels L, O and M; and (Senior and middle Management)
- 135 Support staff of different Grade Levels.

The total of 740 staff on record of the DNPW-HRM archives does not match up with the staff numbers and positions indicated by the 12 Protected Area Directors (see Annex 2) which show a combined total of 952 persons composed of 369 Management Staff, 343 Rangers, and 240 support personnel. The significant discrepancy in staff of 212 positions cannot be explained.

According to the DNPW-HRM records the current vacancies of 60 positions are mostly related to front-line staff. The vacancies are caused through retirement, current recruitment stop, illness, and staff leaving the organization for greener pastures. No information on impacts of HIV/AIDS on the DNPW's relatively high turn-over rate is available.

Although the official minimum entry requirement of a Parks- and Wildlife Assistant is a basic wildlife certificate, HRM is forced to recruit PA staff with no wildlife background as most local institutions do not provide training in wildlife management (Ms. Chata Gama, HRM Coordinator of the DNPW, pers. comm.).

Providing available funding Junior Parks and Wildlife Assistants are sent to the Malawi Forestry and Wildlife College on an eight-week basic training course in wildlife management subsequent to recruitment. For the past years, however, there has been no follow-up or in-service training of any staff member due to the lack of funds. Lack of much needed refresher courses, special training, and the total absence of incentives for in-service career advancement has resulted in low staff morale. At current no funding for urgent training of DNPW staff is available from the international donor community or any other source.

In the past the DNPW has sent on average two students every two to three years to SAWC on a Diploma course as per Memorandum of Understanding between the DNPW and SAWC. Due to the lack of bursaries and funds, however, at current no students can be sent by the DNPW to SAWC (Mr. Sefu, pers. comm.)

The Grade Scale of the DNPW is described as follows:

- Grade M minimum of High School Completion
- GRADE L minimum of base Certificate (preferably in a natural resources-related field)
- Grade J minimum of a bachelor degree

According to the DNPW Director, the minimum number of PWAs needed to safeguard the protection of the 12 PAs is 450 and an additional 50 SPWAs. This compares unfavourably with the current number of 297 PWAs and 89 SPWAs.

At present the DNPW has no “scouts” who all have been upgraded to “ Parks- and Wildlife Assistants”. Although the minimum entry requirements of “scouts” (lowest entry level of front-line personnel) in the past is a wildlife certificate or excellent scores in High school science courses, these stipulations allegedly are not being applied.

All base- and Certificate training of DNPW personnel is implemented by Malawi’s Shongone College of Forestry and Wildlife which in the past has received an average of 10 to 20 students every second year for the two-year Wildlife Certificate offered. At current no DNPW funding is available for training at the College.

The current quantitative training needs of the DNPW are significant, exacerbated by the recruitment stop during the past years which has caused a backlog in vacancies, and due to the lack of funding which did not permit any in-service training, refresher courses, and/or specialty training for several years.

As a rule of thumb protected area personnel is generally entitled to 2 weeks in-service training per year. In service-training serves personnel to get familiarized with new internal policies, issues and developments affecting their work place, and as an important part of career path development. It also serves as an incentive increasing staff performance and motivation.

Table 3 provides an overview of the estimated training needs of the DNPW (Ideal scenario).

Table 3: Estimated training needs of Malawi’s Department of National Parks and Wildlife

Number of Trainees	Position of Trainee	Refresher course 2 weeks	Base course 8 weeks	Annual in-service 2 weeks (5*)	Certificate course 1 year	Diploma course 2 years	Short-term specialty course
50 vacancies	Junior Rangers (1*)		x	x			
10 vacancies	Senior Rangers (2*)			x	x		
297	Junior Rangers	x		x			
219	Senior Rangers			x			x
35	Senior Management (3*)			x			x
40 replacements annually	Junior Rangers		x	x			
6 replacements annually	Senior Rangers			x	x		
4 annually	Mid- Management (4*)			x		x	
1* Parks and Wildlife Assistants (currently 50 vacancies)							
2* Senior Parks and Wildlife Assistants (currently 10 vacancies)							
3* Mostly Headquarter Management Personnel							
4* Mid-Management Headquarters Positions and staff to be groomed for key senior rangers positions							
5* annual in-service training mandatory for all personnel (career path development, updating and incentive)							

Annex 4 constitutes a detailed record of all DNPW personnel, by gender, year of employment, entry level qualifications and training received. It is noteworthy that no entry can be found under the column “Training received”. This sums up nicely the dilemma the DNPW is facing related to in-service and any other training which cannot be supplied due to the chronic lack of funds.

2.3.2 Trans-frontier Conservation Areas

i) Nyika TFCA

The Malawi section of the Nyika TFCA encompasses the two protected areas Nyika National Park (313,400 ha with a total staff of 159) and Vwaza Game Reserve (98.800 ha with a staff of 57) and a 10 km- wide support zone linking the two protected areas (see Annex 2). The Nyika NP-related support zone encompasses 91 Village Natural Resource Committees (VNRC) and the Vwaza Reserve 26 Community-based Organizations (CBOs).

In spite of substantial past technical and financial support to both PAs, both the Nyika and Vwaza areas remain under-staffed, under-equipped and under-budgeted. The support zone of the PAs has and continues to be subject to substantial donor support mostly focused on CBNRM measures.

In this context it is noteworthy that the joint pilot law enforcement and anti-poaching control initiative applied to the Nyika TFCA is widely considered to-be highly successful. The joint enforcement groups involve CBO-scouts, local police and PA frontline staff. It could serve other TFCAs in the region as a working model.

Because of the numerous diversified NGO-and international donor activities in this TFCA it is very difficult to quantify and/or qualify any additional training and capacity development needs, an issue also addressed by the current TFCA GEF-Project.

The following quantitative training needs of the Nyika TFCA constitute rough “guesstimates” only, based on the discussions with the TFCA Coordinator (Nzima, pers. comm.) and the USAID Biodiversity Project Manager (Whiteman, pers. comm.) working in the Support Zone of the TFCA. No attempt is made to quantify training needs of communities and other target groups of the TFCA’s Support Zone because of the rather confusing number of on-going donor- and NGO-supported and implemented initiatives all entailing capacity development components. Table 4 provides an overview of estimated training needs related to the Nyika TFCA (Extract from Table 3).

Table 4: Estimate of Training Needs of the Nyika-Vwaza TFCA

Number of Trainees	Position of Trainee	Refresher course 2 weeks	Base course 8 weeks	Annual in-service 2 weeks (5*)	Certificate course 1 year	Diploma course 2 years	Short-term specialty course
180	Junior Rangers (1*)	x		x			
20	Senior Rangers (2*)			x			x
16	Senior Management (3*)						x
Additional staff needs							
18	Junior Rangers		x	x			
5	Senior Management			x	x		
Average replacement per year							
7	Junior Rangers		x	x		x	
3	Senior Rangers/Management			x	x		
1* Parks and Wildlife Assistants (currently 50 vacancies)							
2* Senior Parks and Wildlife Assistants (currently 10 vacancies)							
3* Park Directors and other Senior Management							

ii) Kasungu-Lukusuzi TFCA

No training needs- or any other information has been available on the proposed Kasungu-Lukusuzi TFCA for this assessment. As mentioned before the Kasungu-Lukusuzi TFCA to date has not received any donor support and/or interest believed to be caused by the complexity of the densely 6 km- wide corridor dividing the PAs of Zambia and Malawi posing an challenge to the expected capacity- and training needs of the corridor communities.

2.3.3 Malawi Forestry Department (and CBOs)

i) MFD staff

Practically all of the MFD front-line staff (approximately 6000) is in need of short-term refresher courses and specialty training related to emerging issues. Most of the required training is knowledge-based and affiliated with REDD+ issues. According to the Director of the MFD (pers.comm.) refresher courses and specialty training also has to address management of Forest Reserves and Protected Forests, participatory elaboration of management plans for community forests, extension services skills, and how to communicate, interact and cooperate with CBOs and forest users.

All mid-and upper MFD management staff (approximately 1000) is in need of exposure to emerging issues, especially with regards to REDD and REDD+.

ii) CBOs and CBNRM related to forest protection, sustainable forest management and resource use

Identified training needs and knowledge gaps as defined by Dr. Whiteman, Chief of the Kulera Biodiversity Project, and Dr. Kayambazinthu, Director of the MFD (pers. comm.) include the following priority capacity development- and training needs:

- Knowledge of legal framework and policies related to protection forests, production forests and community forests.
- Environmental education of elementary school teachers (training trainers) with emphasis on role and functions of forests (goods and services, conservation needs etc.).
- Creation and training of wildlife-clubs.
- Education and awareness campaign on effects of climate change and how to adapt (increasing water shortage with dramatic effects on rural livelihoods).
- Development of sound and hands-on oriented environmental education materials including text books for elementary school education.
- Life-skill training related to sustainable rural livelihood to be introduced to elementary school curricula.
- Participatory law enforcement including local police, community leaders, village scouts and frontline forestry personnel.
- Communication skills of community leaders and CBO representatives, especially in dealing with government agencies.
- Training of trainers regarding REDD+ related capacity development of CBOs and communities.

2.4 Conservation-related Training Facilities

2.4.1 Universities

Malawi has three Universities providing degree programs and ample capacity to meet the upper management personnel needs of the DNPW on a sustainable basis:

- i) Natural Resource College in Lilongwe (Private College, considered very expensive)
 - Diploma in Natural Resource Management and Wildlife Management
- ii) University of Muzuzu
 - BSc in Forestry
- iii) Bunda College
 - BSc in Natural Resource Management

2.4.2 Shongone College of Forestry and Wildlife

The Shongone College of Forestry and Wildlife (SCFW) were created in 1952 to train forest rangers. As of 1976 the College expanded its training program by offering an additional 3-year Diploma Course in forest management. The College always has operated as a forestry training facility under the umbrella of the Malawi Forest Division of the Ministry of Tourism and Climate. This institutional arrangement continued until 1997 when the Department of National Parks and Wildlife of the Ministry of Tourism, Wildlife and Culture entered into an agreement with the SCTW to expand the curricula offered in support of DNPW ranger training needs. Subsequently the College changed its name in

1997 to “Malawi College of Forestry and Wildlife”, catering to both the MFD and DNPW training needs. Some facts related to the SCTW:

- Located 90 km from Lilongwe; 65 km all season hard-top road, last 20 km (seasonal) gravel road in extremely poor condition.
- The College has a total full time staff of 57 composed as follows:
 - 12 teaching staff (called “trainers), of whom 5 hold an MSc and 7 a BSc degree
 - 5 professionals (administration, library etc.)
 - 40 support staff
- All College staff wages are covered by Government (low wages of USD 200/month/trainer).
- No career advancement/development opportunities available for professionals and trainers; no opportunity to upgrade; no exchange program with other training providers; no trainer exchange for past 10 years although specifically included in the existing MoU with SAWC.
- Current allocated SCTW budget by Treasury constitutes only 25% of the requested (needed) budget (College therefore not fully functional and/or operational); some funds received from the “Forestry Development and Operations Fund” established by the MFD and minimum contributions received annually by the DNPW.
- One part of the College facilities including student dorms, class-rooms and other infrastructure are rented out by the Government to the Malawi US Peace Corps Unit used for the training of Peace Corps Volunteers.
- College has capacity of 120 students but has been working in the past mostly at about 50% of its capacity, every third year offering two-year Diploma courses in forestry and wildlife to an average of 40 forestry- and 15-20 wildlife students (due to chronic fund shortages of the MFD and DNPW).
- Entry requirements of students for both programs forestry and wildlife are a secondary school degree with a high score in science subjects.
- Diploma graduates from the College can continue with tertiary education degree programs (BSc and MSc) at the Bunda College (accreditation agreement in place).
- All training of students paid by the respective Departments (MFD and DNPW).
- The College has no regular calendar or starting dates due to the uncertainty of regular funding being available for students.

Infrastructure

- 4 class rooms mostly without furniture and in disrepair (ceilings falling off due to leaking roofs, walls covered by mould, etc.).
- Practically no teaching equipment available (i.e. no LCD projectors, flip charts etc.).
- 1 library and computer room with four computers.
- Student dorms in need of upgrading; currently sub-standard in terms of furnishings, space and hygienic facilities.
- Rudimentary recreational facilities confined to open space soccer/volleyball court.
- Insufficient staff quarters on site, some in disrepair.
- College has full time electricity and a sustainable good quality water supply (i.e., gravity-fed through pipeline from neighbouring mountains).
- College has access to low-speed internet services.
- No or only rudimentary equipment and/or vehicles available for field-work.

The College is very isolated. Most of its infrastructure is old and in disrepair. In 2002 the Finnish Government implemented a training and infrastructure need assessment related to the College, but nobody has acted yet upon the recommendations of the assessment.

Courses offered by the SCTW:

- Diploma in Forestry (3 years) with the opportunity to finish with a Certificate degree after 2 years;
- Certificate degree in Wildlife Management (2 years) which in the past focused on law enforcement and anti-poaching training only. At current however wildlife management forms an important part of the curriculum.

Challenges

- The College is significantly under-financed and -equipped.
- No equipment and/or vehicles for field training (occasionally a bus from the Department of Forestry is available), and practically no equipment for teaching.
- No opportunities for staff to upgrade; no exchange program with other training providers; no exchange for past 10 years.
- No incentives or funding for career development; staff left to its own devices in privately financing additional training and distance education.
- No awareness by trainers of emerging issues and training needs due to the isolation of the College and the lack of funds for in-service knowledge-based training.
- Outdated curricula and no opportunity to adjust curricula to changes and new challenges due to the lack of access to and knowledge of current and emerging issues in the areas of forestry and conservation (Climate change, TFCAs, CBNRM, community forests, participatory conservation management etc.).
- Low staff morale, no motivation.
- Critical shortage of funds for past years problematic for basic College operation.
- No money for fuel seriously affecting operations and management of College.

Annex 5 offers a SWOT analysis of the College of Forestry and Wildlife.

2.4.3 NGOs Involved in CBO-Related Training

To the best of the author's knowledge Malawi has no designated facility for CBO and/or CBNRM training except for the Magomero College operated under the Ministry of Gender, Children and Community Development (MOGCCD) which mostly caters to trainees related to social services.

All community-related training, skill and capacity development linked to the Nyika TFCA, the designated Support Zones of Protected Areas, Community Forests and Forest Reserves in Malawi appears to be the domain of NGOs and bilateral aid agencies. The training delivered to date and on-going initiatives are very difficult to quantify and qualify. Equally problematic are estimates of quantitative and qualitative estimate needs in this sector.

As mentioned in context with the proposed Kazunga TFCA, capacity and skill development and training needs are major challenges possibly involving several hundred CBOs which still have to be created and countless rural communities depending on the resources and goods and services of forests providing their livelihood. It is apparent that the greatest training demand is related to the REDD+ Program and forests not subject to special protection. It only can be hoped that the currently developed REDD+ Strategy for Malawi will shed some light on CBO- and CBNRM specific training requirements.

2.4.4 Magomero College (Community Training Center)

Malawi Magomero Community Training Facility operates under the umbrella of the Ministry of Gender, Children and Community Development (MOGCCD). It was established in 1963 by the MOGCCD. It is the only College in the country that offers courses for trainees engaged in social work and community development. The College also acts as a resource centre for appropriate technologies in various income-generating activities and integrated farming. In addition to training Ministry staff, the College caters to staff from other government departments and NGOs involved in delivery of social work services and community development.

A recent capacity assessment of the College (Anonymous, 2009) shows that the academic staff of the College consists of the Principal and four tutors only. The tutors do not possess the minimum qualifications required for teaching at diploma or degree levels as required by the Ministerial upgrade proposal. Only the Principal has a degree (BSc in Agriculture). One tutor has a Diploma in Agriculture and another a Diploma in Gender and Social Development. The other two tutors have an Advanced Certificate in Community Development obtained from the Magomero College.

In terms of infrastructure, Magomero has adequate accommodation for staff although some renovations are required. The library is too small and can accommodate only 23 students at a time. There are no internet facilities at the College. There are four classrooms with a sitting capacity of 65 students each and student hostels which can accommodate 40 females and 40 males. The student hostels are, however, poorly furnished.

In summary, although the Magomero College could serve Community-based Conservation and CBNRM needs in principle, this currently is not part of the College's agenda and/or rationale geared more towards education related to social issues. The College however could be a suitable venue for use by NGOs providing basic CBO, CBWM, CBFM and CBCM-related training.

2.4.5 Observations on Training and National Training Providers

There appears to be unanimous agreement amongst the Key persons contacted for this assessment that base-training and in-service training of frontline personnel related to protected areas and TFCAs and all training and capacity development related to communities of designated PA Support Zones and TFCAs is best to-be delivered inside the country. Main reasons given are (a) cost effectiveness; (b) socially and culturally most appropriate; (c) most beneficial to local trainers and trainees to keep jobs in the country; and (d) training, skill-development and capacity-building needs can best be custom-tailored to local needs and target groups inside the country.

i) Training of PA Frontline Personnel

Malawi's only Training Facility providing the training of PA frontline personnel at current is the Shongone College of Forestry and Wildlife. In order to fully comply with this challenge, the College needs major upgrading in terms of infrastructure, staff quality and equipment. The total cost of bringing the College up to acceptable standards is an estimated EUR 700,000.

The extremely high quantitative need for refresher courses and annual in-service training of frontline personnel may best be delivered on-site by a well equipped and well trained Mobile Training Unit operating under the umbrella of the SCFW. The Mobile Training Unit could be composed of full time staff (4 persons) complemented by DNPW, MFD or other agency specialists as required. A Mobile Training Unit could easily and cost-effectively maintain updated training materials in step with emerging needs; it may well be one of the most attractive, practical, and cost-efficient option.

Several options are offered for anti-poaching training requirements.

- Option 1: anti-poaching training to form part of an expanded training package delivered on-site by the proposed Mobile Training Unit described above. This implies design and delivery of a special stand-alone anti-poaching module covering all aspects and steps of anti-poaching work (e.g., intelligence gathering, anti-poaching field work, cooperation with other enforcement agencies, processing of violators, prosecution etc., except for boot camp training). Training delivery would require 2 to 3 full-time specialty trainers complemented by part-time specialists drawn from enforcement agencies as required.
- Option 2: creation of two to three well trained, equipped and highly mobile anti-poaching units (approximately 10 persons/group) to operate throughout the country on short notice (A more costly option due to expected down-times, although a separate well trained stand-alone Unit could take over the delivery of all anti-poaching training for each PA and TFCA to be delivered on-site).
- Option 3: a combination of Options 1 and 2, whereby a separate Mobile Anti-Poaching Unit would be part of the Mobile Training Unit. The advantage: trainers could be used for both types of training, refresher courses and anti-poaching as required, and/or both training modules delivered piggy-back at the same venue facilitating logistics, hence lowering costs.

- Option 4: Required training provided by the SCTWA in form of short-courses at the College. This option is the least favourable since boot-camp training and weaponry usually affiliated with anti-poaching training does not fit well into a College ambience.
- i) Middle and Upper Management Personnel of the DNPW and TFCA's

Long-course Training of Middle and Upper Management Personnel and refresher courses for the same target group could be delivered by the three Malawi Colleges of:

- Shongone College of Forestry and Wildlife (3 year Diploma course; custom-designed refresher courses as required); which requires upgrading the facilities, designing special modules and short course materials, and adding well qualified personnel);
- Private Lilongwe College offering Certificate courses and BSc degrees (advantage: existing and sufficient infrastructure to handle both good quality degree courses in Natural Resource Management and Wildlife Management, and short-term specialty refresher courses to-be custom-tailored to client's demand). The disadvantage is that training at the College is costly.
- Bunda College offering a BSc degree in Natural Resource Management. The College is fully equipped with sufficient infrastructure to also handle refresher-training and specialty courses that would have to be custom-tailored to the DNPW needs. One advantage of the Bunda College is the existing MoU between the Bunda and Shongone College offering opportunity of "cross-fertilizing" through regular staff exchange.

- ii) Upper Management Personnel long-course training at Regional Training Centers.

All pros and cons considered, the preferred option for long-course training of Key DNPW personnel leading to a Diploma degree are the two Anglo-phone Regional Centers Mweka and SAWC. It is a matter of choice and funding which of the two centers to use. Malawi at current has opted for SAWC as part of the MoU signed between the DNPW and SAWC. Whichever facility chosen, shortage of funds to send trainees to a regional centre is costly, requiring fellowships and bursaries which are currently not available if to be financed by the DNPW. Fellowships allegedly to be provided as of 2013 by the Peace Parks Foundation are all channelled to SAWC. At this point it is not known how these fellowships will be allocated. At current, however, SAWC appears to be catering mostly to South African training needs.

It is self-evident that the best training facilities are of no use if no funding is available for trainees. There is no shortage of trainees in Malawi and no lack of a suitable facility provided that the Shongone Forestry and Wildlife College can be upgraded, but funds are needed to pay for the training.

In summary, it is the author's recommendation to provide all frontline staff-related training (baseline- and degree training as well as refresher-courses and specialty training) of DNPW and TFCA staff inside the country making use of existing training facilities and training providers. The same applies to the bulk of middle-and upper management personnel in need of degree courses and refresher- training which both could be provided by local facilities requiring modest investments to be upgraded to acceptable standards.

It furthermore is recommended to provide training opportunities (fellowships) to a small number of middle management personnel and candidates for future upper management personnel of the DNPW and TFCAs (i.e., 4 to 5 persons/a) at a regional training facility.

3 GAP ANALYSIS

3.1 Qualitative Needs and Gaps in Training

3.1.1 Department of National Parks and Wildlife

A qualitative internal training-needs assessment (TNA) of Malawi's Department of National Parks was conducted in 2008. The very comprehensive TNA covered staff members of all ranks, from PWAs to the Deputy Director. Respondents were drawn from all protected areas including National Parks, Wildlife Reserves, and Nature Sanctuaries including the PAs associated with the Nyika TFCA as well as from the DNPW Headquarters (DNPW, 2008). Objectives of the TNA:

- To identify capacity gaps in staff
- To propose areas, duration and type of training
- To make recommendations in terms of institutions and selection of beneficiaries, and
- To establish baseline in terms of staff capacities in the DNPW.

The findings of the TNA are quite interesting and appear still valid today as substantiated through the current more cursory training needs assessment. It needs to be pointed out, however, that perceptions on priority training needs differ widely between stakeholders and staff interviewed and therefore have to be taken with a grain of salt. A summary of the qualitative training gaps related to the DNPW and the TFCA-PA personnel are highlighted as follows.

- a) Group of Parks and Wildlife Assistant (Grade M/TA) to Senior Parks and Wildlife Assistant (grade L/STA)

This group comprises officers of the rank of technical assistant (TA) to senior technical assistant (STA). It is the lowest rank of the line staff in the DNPW. The main functions or duties of this group are law enforcement, education, extension and research.

Proposed specialty training and short courses related to this category

- Policy and legal issues (Wildlife Policy, Wildlife Act, other policies, Acts and treaties, conventions).
- Community based natural resources management (CBNRM), CBWM, collaborative management (CM) concepts.
- Extension Methods (PRA, PEM) and facilitation skills.
- Environmental Education techniques (interpretation, resource development, mounting displays).
- Problem animal control techniques and law enforcement (investigations, intelligence, anti-poaching, court procedures), fire management and fencing.
- Wetland management.
- Paramilitary short courses (parade & drills).
- Basic computer skills.
- SRH, HIV/AIDS awareness and prevention.
- Skills in wildlife-based enterprises.
- Planning.
- Report writing skills.
- First Aid /life skills.
- Internship.

- b) Group of Assistant Parks and Wildlife Officer, (grade K/TO) to Parks and Wildlife Officer, (grade I/PWO) officers of the rank of technical officer (TO) to professional officer (PO).

It is a group of middle level managers responsible for the implementation of various activities in the three sections (wildlife management, education and extension and research and planning).

Proposed specialty training and short courses related to this category

CBWM/ CBNRM / (Community Conservation Areas)

- Proposal Writing
- Investigations
- Environmental Law
- Protected Area Management
- HIV/AIDs Prevention
- Ecotourism Concession Concepts
- Computer Skills and Desk-Top Publishing
- Facilitation and Communication Skills
- Game Capture /Capture Wild Animal
- Conflict Management
- GIS and EIA
- Extension Methodology
- Interpretation Skills
- Data Collection and Analysis Skills
- Taxidermy.

- c) Group of Senior Parks and Wildlife Officer (grade H/P8) to Principal Parks and Wildlife officer (grade G/P7)

This category is a group of senior supervisors (at grades H/P8 and G/P7) responsible at protected area and divisional levels.

Proposed specialty training and short courses related to this category

- CBWM/ CBNRM / (Community Conservation Areas)
- Proposal Writing
- Training in investigations
- Environmental Law
- Protected Area Management
- HIV/AIDs Prevention
- Tourism Concession
- Computer Skills and Desk-Top Publishing
- Facilitation and Communication Skills
- Game Capture /Capture Wild Animal
- Conflict Management
- GIS
- EIA
- Extension Methodology
- Interpretation skills
- Research methodology and analysis
- Taxidermy Training
- Strategic management.

- c) Assistant Director (grade F/P5) to Deputy Director (grade E/P4)

This category provides an oversight and technical advice on DNPW's core functions.

Perceived Gaps and Need for Specialty Capacity Development

- Negotiation skills, conflict management and resolution
- Policy formulation and analysis
- Strategic planning
- Business planning
- Eco-tourism management
- GIS
- Desk top publishing
- Wildlife reporting
- Web site development for protected area management
- Public relation skills
- TFCA concepts and applications
- Wetland management
- Human and financial resource management
- Resource economics
- Protected area planning
- Game capture techniques
- Participatory Approaches to Wildlife Management and CBWM.

3.1.2 Trans-frontier Conservation Areas

In essence, training and employment entry requirements of all level personnel entrusted with the management of protected areas with or without trans-boundary context should be the same. The only significant difference is that TFCAs require capacity development of personnel entrusted with the participatory elaboration of an Integrated Management Plan requiring Integrated Spatial Land Use Planning as described in Chapter 1.7 a) and capacity development on an operational level, in order to professionally deal with joint implementation of trans-boundary management policies and guidelines as described by the to-be elaborated Integrated Management Plan (i.e., border security, anti-poaching, fire management, tourism, wildlife management, operation of border crossings, etc.). Required specialty training may best be provided through on-site training delivery targeted at mid- and upper PA management staff and frontline personnel from the PAs of the TFCA as required.

Training related to communication-, community mobilization- and conflict management skills needed for improved cooperation with communities located in the support zones of PAs and a TFCA are of equal importance for both TFCAs and protected areas. As mentioned in Chapter 1.7, a participatory interdisciplinary, multi-stakeholder planning approach with focus on optimum land use identification, livelihood stabilization, the design of realistic options for alternative livelihoods compatible with conservation needs, and the sustainable economic development of TFCAs and support zones of PAs characterize training requirements associated with TFCAs and support zones.

The administrative structures and related challenges of TFCAs in Africa compared to other countries of the World are more or less the same, and they all follow similar development procedures:

Step 1: Bi- (multi-) lateral Ministerial agreement regarding trans-boundary cooperation culminating in an MoU

Step 2: Assembling Technical Committees in each participating country dealing with trans-frontier policy and management guideline issues to be based on the work of Sub-

Committees that deal with specific subject matters (Immigration, border control, fire management, anti-poaching etc.).

Step 3: Familiarizing operational personnel of the PAs involved with joint policies and management guidelines.

Step 4: Providing speciality training to frontline personnel related to implementation of joint policies and management (Ecological surveys and monitoring, anti-poaching, tourism etc.).

PAs which form part of TFCAs are centre stage and as such have to prove good governance and cooperation skills more than any other PA. Specialty training for upper management staff has to include inter alia the teaching of principles of good governance and cooperation.

3.1.3 Malawi Forestry Department and REDD+

Sufficient information on quantitative and qualitative training needs and capacity development associated with Malawi's REDD+ Program is provided by Chapter 2.2.3 of this report.

3.2 Shongone College of Forestry and Wildlife

Gaps related to the capacity of the SCFW in delivering quality training to PA personnel have been highlighted by Chapter 2.2.3 of this report.

4 RECOMMENDATIONS

The assessment of Malawi's training needs of personnel related to protected areas, designated support zones, TFCAs and REDD+ has revealed the large magnitude of quantitative training needs of all PA staff, and CBOs related to PA support zones, and in particular to CBOs responsible for community forest management. The training needs related to the forestry-affiliated REDD+ Program appear to be very high and of great priority in light of the growing destruction and deterioration of Malawi's forests.

The findings of the training needs assessment also substantiate the increasing problems of Regional Training Facilities to draw trainees from SADC member states. This clearly is due to the financial inability of member states to pay for out-of country training and, compounding the problem, the widely acknowledged donor-fatigue in supplying much needed fellowships and bursaries.

Malawi has two Colleges/Universities able to meet the DNPW and TFCA demand of University-trained staff. The Malawi College of Forestry and Wildlife could also meet the country's (enormous) training demand of DNPW front-line- and mid- and upper management personnel provided sufficient funds are available to pay for the training and the much needed up-grading of the College in order to meet acceptable standards and create the framework conditions for the delivery of quality training.

Given that the chronic shortage of Government funding and the decreasing availability of donor-funded fellowships and bursaries constitute the most serious bottleneck in the Malawi and possibly the SADC Region at large it would appear logical and prudent to also concentrate donor support on the funding of training instead of focusing entirely on infrastructure improvements of existing Regional and Sub-regional Training Facilities.

At current the shortage of funds for training remains the main barrier to using existing facilities. It is less the lack of training providers or the lack of suitable curricula and short-courses, it is the lack of funds responsible for not being able to meet the training needs of the country.

With due consideration of cost-effectiveness and training-related priority needs in the SADC Region the establishment of a "Conservation Training Endowment Fund" under the umbrella of the SADC Secretariat may be a viable option worthwhile pursuing. Such Endowment Fund could be structured and managed similarly to the Global Environmental Facility (GEF) Fund, although the latter constitutes a "Sinking Fund" that has to be replenished periodically. The great advantage of an Endowment Fund is that the invested capital is not touched and that the interest generated is sustainable.

If an Endowment Fund as proposed proves to be a viable option the Fund should be made accessible to all SADC member states for PA- related training. Member states would have the opportunity to apply for fellowships to be used for candidates to be trained at one of the regional training facilities. Or member states could apply for funding of in-service training, short courses or any other well justified and documented training need.

The application process related to accessing the Fund should be kept simple, transparent and well regulated. Another option for fund disbursement could be to provide allocations to member states on a rotating or priority needs basis.

Regardless of whether the currently available entire grant or parts thereof could be used as seed money for the proposed Endowment Fund, parts of the grant should be allocated to upgrading the Malawi College of Forestry and Wildlife. This College is the only training facility in Malawi which potentially could meet the training demand of the DNPW and TFCA front-line personnel, provided that it is upgraded and equipped according to acceptable standards. The total cost required to bring the facility up to standard is estimated at EUR 700,000.

The biggest problem, however, is how to fund the huge training demand remains regardless of the financial ability to upgrade infrastructure and equipment of existing training facilities.

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