

**Improving livelihoods
through forestry:
Methodology for
exploring
opportunities and
services**

March 2001

Forestry Sector Co-ordination Secretariat
(address & Logo)

Preface and acknowledgements

The development of this methodology was initiated by the Forestry Secretariat. A ten day experiential learning process to develop, test and refine the methodology was undertaken with the assistance of Khanya – managing rural change cc of South Africa. The methodology is based on work in Kashaka, Nyabubare and Nyakianza Parishes in Bushenyi District, Uganda and has depended on the help and support of a large number of people. Those who were directly involved are community members, government and NGO staff and are included in appendix 2. All the participants have contributed to developing this methodology through practice.

The process was facilitated, and this document was compiled and edited by James Carnegie and Ian Goldman of Khanya-managing rural change cc.



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This work was funded by DFID. However the findings, interpretations and conclusions expressed in this paper are entirely those of the author(s) and should not be attributed to DFID, which does not guarantee their accuracy and can accept no responsibility for any consequences of their use.

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GLOSSARY OF ACRONYMS

CAO	Chief Administrative Officer
DEO	District Environmental Officer
DFO	District Forestry Officer
DfiO	District Fisheries Officer
FO	Forestry Officer
ILM	Integrated Lake Management Project (MRAG/CARE)
LC	Local Council
LGDP	Local Government Development Programme
MAAIF	Ministry of Agriculture, Agricultural Information and Forestry
MTTI	Ministry of Tourism, Trade and Industry
MWLE	Ministry of Lands, Water and Environment
NAADS	National Agricultural Advisory Development Service
NFA	National Forest Authority
NR	Natural resources
NWFP	Non-wood forestry products
PEAP	Poverty Eradication Action Plan
PLA	Participatory Learning for Action
PMA	Plan for the Modernisation of Agriculture
PRA	Participatory Rural Appraisal
UWA	Uganda Wildlife Agency

IMPROVING RURAL LIVELIHOODS THROUGH FORESTRY DEVELOPMENT OPPORTUNITIES IN UGANDA

Report on process for developing a methodology for analysing service needs

SECTION A: INTRODUCTION

I. Introduction to the methodology workshop

1.1 Background

The Forest Secretariat has the responsibility for transforming the forestry sector, creating a National Forest Authority (NFA) and developing a National Forestry Plan with associated legislation to revise forestry policy and the Forest Act of 1964. The NFA's primary responsibility is for national forests, but the issue remains of how best to promote on-farm forestry and processing, and maximising the multiplier effects from forestry related initiatives.

Current forestry extension services in Uganda are not working for reasons including:

- Lack of resources to mobilise extension agents: the Forestry Department has historically been under-funded to deliver the extension services needed.
- Top-down approach: there has been a traditional "we know best in forestry" approach by extension agents, rather than a farmer-driven approach
- Lack of holistic livelihoods approach: the Review of Forestry Initiatives (see below) shows that farm forestry will only work if it is relevant to farming systems and livelihoods, if there is a market, and if land and tree tenure are secure. It is not sufficient simply to supply seed and technical advice, or encourage national tree planting campaigns
- Lack of capacity, amongst beneficiaries, service providers and enablers, to understand this and take a broader approach
- Confusion in the organisation of forestry extension services between central and local governments: currently extension staff are on a mixture of central, delegated and district payrolls and extension budgets, with confused line management reporting to Districts and the Centre.

A parallel initiative in Uganda is looking at how to promote community-based planning, which is being managed by Khanya-managing rural change from South Africa. This also raises the issues of how best to plan for local service provision. The Secretariat and Khanya have collaborated to see how the support for forestry extension could be planned using a community- and livelihoods-based analysis of livelihoods, current use of forestry, potential opportunities, and services that could assist. This would need to link closely to systems for district and community planning, so that the potential support for forestry-related development could be planned effectively at local and district levels.

1.2 Objectives and process

The objective of the methodology workshop (ten day process) was to have:

- a tested and refined methodology for services to support forest-related livelihood opportunities,
- a set of people trained to undertake this methodology in other districts

- a Bushenyi District forestry report
- left the parish with information and a development process to be followed up; and
- a plan for undertaking this process in a series of districts across Uganda.

The overall process included:

Sunday (18 March)	Participants arrive in Ishaka
Monday/Tuesday	Methodology planning workshop in Ishaka, Bushenyi District
Wed-Saturday	Participatory livelihoods analysis in 3 communities(Parishes)
Sunday	Analysis and write-up
Monday	District stakeholders workshop, analysis and write-up
Tuesday/Wednesday	Write-up, refine methodology and further planning
Thursday	Departure, consultant write up
Friday/Saturday	consultant write-up

A detailed programme is shown in Appendix 1 and list of participants in Appendix 2. The methodology workshop was considered a success – the evaluation is in Appendix 3.

1.3 About this report

This report documents the overall process in such a way as to be a methodology for future work. It does not document all the process elements (expectations, workshop exercises, etc) which are purely about the management of an effective planning workshop.

A number of assumptions about the users of this methodology have been made in its compilation, including that the initial users :

- had participated in the 10 day methodology workshop in Ishaka and surrounding parishes
- are versed in the theory of the SL framework and its underlying principles and assumptions as outlined above
- are experienced PRA practitioners, facilitators and researchers;
- are able to communicate and work at the micro-, meso- and macro-levels and are able to recognise the necessary linkages
- are able to plan, organise and manage the research process
- will continue with a development process in the parish of choice, and
- are willing to share costs in its implementation

This report is divided into three sections:

Part A is the introduction and background to the overall study and the methodology workshop, including the Sustainable Livelihoods Approach.

Part B covers the district report contents, and the research methods needed to complete the study and report. This includes the question/method matrix, a chapter on PRA, the necessary checklists, and the objectives and programme for the district workshop.

Part C covers the study itself, including the research process and how to organise, plan and manage the process.

2 Background to the forestry sector

2.1 New context for rural modernisation in Uganda

National Context

- GoU macro-economic and development reforms since 1987 have reduced inflation from 100% in the 1980s to 6%
- National economic growth has averaged 5% per annum
- The country is now recognised as one of the few in Sub-Saharan Africa making real progress towards economic development and assurance of social equity
- However, Uganda's population remains largely poor, with GDP per capita only US\$ 330 and 40% of the people living in poverty
- The economy also remains largely dependent on donor assistance, and on agriculture for both food self-sufficiency and foreign exchange earnings
- Many of the rural poor have not benefited from the economic growth and remain outside the monetary economy, mainly producing for subsistence.
- Food crops production still accounts for at least 65% of agricultural GDP, and agriculture continues to be characterised by low productivity.
- Thus, the challenges of rural economic transformation and poverty eradication are linked to progress in the agricultural sector.
- Forestry contributes about 6% to GDP, and plays an important role in the livelihoods of the majority of Ugandans, especially the rural poor. The development of forestry-related livelihood opportunities, both agricultural and non-agricultural, can play a major role in poverty eradication.

2.2 The Poverty Eradication Action Plan (PEAP)

The four pillars of the PEAP are: a framework for economic growth and transformation, good governance and security, improving the quality of life of the poor, and increasing the ability of the poor to raise their incomes.

2.3 Local Government Development Program (LGDP)

The LGDP is the government's framework for devolving the development budget, and multi-donor financial support, to Local Governments. It has been designed from the experience of the DDP District Development Project (DDP) which developed procedures for decentralised planning, financing and service delivery under the Local Government Act 1997. The LGDP devolves development funds through the Local Development Grant (LDG) and Capacity Building Grant (CBG), currently to 31 districts and 13 municipalities in addition to the 5 districts supported by the DDP. It also aims to enhance the capacity of key central agencies (MoLG and LGFC).

LGDP and DDP set out a single set of **governance access and performance criteria** according to which Local Governments could qualify to access LDGs and CBGs. To access the LDG districts must meet these minimum criteria. Those districts that do not meet the minimum access criteria can however benefit from the CBG.

Sub-county and District Local Governments are also given **incentives for good governance and service delivery** through a reward and penalty scheme. Those that perform well against the performance criteria receive an increase in their allocations in subsequent years (additional 20%), whilst those which perform poorly get a reduction (reduced by 20%).

The following improvements in governance were realised in the districts benefiting from the DDP 1997-2000:

- **Allocative efficiency** has improved, thus Local Government investments are more directly in tune with local priorities.
- **Political Accountability** has improved; as a result of discretionary budget support, local councillors can engage in meaningful participatory planning and investment
- **Horizontal accountability** has improved, increasing the assertiveness of the Local Government political cadre to hold the administrative cadre to account for their investment management processes, based on earlier political choices.
- **Financial accountability** has improved, despite interruptions in funds flow from the centre - financial reporting and compliance of the local governments have improved.

2.4 Poverty Action Fund

In 1998 the Government of Uganda was granted debt relief from donor countries and multilateral agencies under the Highly Indebted Poor Countries Initiative. This led to the formation of the Poverty Action Fund which was set up in 1998/9 as a mechanism to demonstrate that resources from HIPC debt relief and additional donor funds were being channelled, in full, to key sectors in the PEAP.

Over the past three fiscal years the PAF has grown significantly, and now amounts to approximately 30% of the GoU Budget. The PAF represents a sub-set of the budget or Medium-Term Expenditure Framework (MTEF). It consists of 'ring fenced' budget lines which gain particular treatment due to the ring fencing. In addition, an amount equivalent to 5% of the PAF is allocated to support aspects of monitoring and reporting related to the PAF budget lines.

PAF resources are channelled to district levels only, and as conditional grants. However, as the PAF has grown, it has become the main fiscal instrument for targeting resources to sub-national governments for poverty eradication and the achievement of PEAP goals. PAF Grant Transfers to districts have grown by over 300% from Shs 110 billion in 1997/8 to Shs 340bn in 2000/01. The majority of PAF expenditures are recurrent (75%) in nature, however the proportion of 'development' PAF conditional grants has increased significantly and is now Shs 83billion (25%).

Starting this fiscal year MFPED has set up a new process for planning reporting and release of funds for non-wage PAF grants, which:

- Provides Districts with more discretion in the planning for the use of grants.
- Introduces a new structured process of reporting and accounting on the basis of agreed work plans and,
- Provides for a quarterly cycle of release of funds, conditional on reporting/accounting.

It is hoped that greater discretion will improve Local Government ownership of PAF programmes through more participatory planning, whilst improving accountability, and improving the centre's ability to track progress in PEAP programmes and target technical support to districts.

2.5 The Plan for the Modernisation of Agriculture (PMA)

The Plan for the Modernisation of Agriculture (PMA) is GoU's strategic framework for eradicating rural poverty through agricultural transformation. The objectives of the PMA are:

- To increase incomes and quality of life of the poor through increased productivity
- To improve household food security through the market
- To increase employment through secondary processing and services
- To promote sustainable use and management of natural resources

These can be summarised as “eradicating poverty by improving the **natural resource-based livelihoods** of the rural poor in a sustainable manner.” This is a key component of the Poverty Eradication Action Plan, contributing to all four pillars of that plan but most fundamentally to ‘Improving the incomes of poor people’.

The PMA seeks to place the poor at the centre of the poverty eradication process, and to empower the poor to take advantage of a wide range of livelihoods opportunities. The PMA recognises that farmers needs and opportunities are not always dealt with effectively through existing sectorally defined, and essentially supply-driven programmes. Rather, information, services, skills and capital investments should respond their priorities and needs. This challenges sectoral thinking, demands co-ordinated and effective government, and requires participatory and gender-focused planning and implementation of programmes.

The proposed mechanisms for PMA implementation are:

- **non-sectoral grant transfers, through the LGDP system**, to the lowest levels of local government within an incentive framework that promotes participatory and environmentally sustainable planning and good governance. This deepening decentralisation to lower levels of Local Government aims to empower local governments and farmers to address their non-sectoral challenges, capitalise on farm and non-farm opportunities that arise and improve efficiency of service delivery.
- **realignment of existing sectoral strategies**, set out in 7 main areas of priority action:
 - **Research and technology** development, supporting the dissemination and adoption of productivity-enhancing technologies
 - **National Agricultural Advisory Service (NAADS)**, reducing public sector involvement and promoting the role of the private sector in service delivery
 - **Education** for Agriculture, incorporating agriculture into all levels of primary, secondary and tertiary education.
 - **Access to rural finance**, building institutional capacity and enabling regulations that encourage the private micro-finance sector
 - **Agro-processing and marketing**, to improve skills and technologies that guarantee food security through the market and improved incomes, thereby allowing households to specialise rather than through household self-sufficiency
 - **Sustainable management of natural resources**, including land, water, forestry, wetlands and the environment, encouraging improved technologies, skills, practices and policies
 - **Physical infrastructure**, developing improved roads, communications, water and electricity
- a high level **multi-stakeholder forum** to ensure lesson learning at the periphery translates into policy adjustment at the centre. This will ensure the **co-ordination** of multi-sectoral interventions to remove any constraints to agricultural modernisation.

2.6 National Agricultural Advisory Services (NAADS)

Under the PMA umbrella, the GoU has undertaken to reform agricultural extension services and develop the National Agricultural Advisory Service (NAADS). This will eliminate public extension delivery and empower poor farmers to purchase privately-delivered, publicly-funded advisory services. The principles that guide public funding of agricultural advisory services include the following:

- **focusing on enhancing intensification and productivity of small-holder agriculture;**
- **bringing research closer to male and female farmers fields;**
- **making linkages between farmers, extensionists and researchers more demand driven;**
- **decentralising responsibilities for extension to sub-counties;**
- **moving from a civil-service based extension service to contracting out agricultural advisory services, technical-backstopping, and the training of agricultural advisers;**
- **allowing for a plurality of providers and methodologies at the field level;**
- **learning from successful programmes and experiences; and**
- **harmonising donor-supported programmes with PMA principles.**

Objective: the objective of the NAADS programme is to establish an effective and sustainable demand-driven agricultural advisory service that will enable farmers to identify and pursue opportunities to increase their own productivity and incomes in a sustainable manner.

Actions: The NAADS programme envisages the following actions:

Component 1: Advisory and Information Services to Farmers. Support initiatives by farmer groups, working with their Sub-county government, to contract agricultural advisors to deliver priority services. Matching grants would be made available from the District and Central Government. Activities will include mobilisation, participatory planning, technical advisory service, and information and communications

Component 2: Technology Development and Linkages with Markets. Support the multiplication of technologies at sub-county and district levels, creation of linkages among farmers, advisers and researchers, funding contract researchers to work with them on technology development and adaptation and also to link with markets.

Component 3: Quality Assurance – Regulations and Technical Auditing of Service Providers. Provide a regulatory framework for service providers by setting and enforcing standards for qualification and performance.

Component 4: Private Sector Institutional Development. Assist private service providers to retrain and up-grade their skills, train leaders of farmers' organisations in management and leadership, facilitate the restructuring of the Local Government staffing following privatisation of services.

Component 5: Programme Management and Monitoring. Support public institutions in both National and Local Governments to play their statutory roles with respect to the NAADS, including monitoring and evaluation of programme activities, and establishment of Management Information Systems.

Financing: The proposed modalities for the NAADS grant by which advisory services will be purchased includes:

- 1) support to the establishment of farmer groups and farmers' fora (comprised of group representatives) that will work together with their sub-county government, to contract agricultural advisory services
- 2) matching grants would be made available from the district and national levels of government to help farmers finance such contracts.
- 3) additional funds may be made available to support natural resource management, through incentive schemes for NR management evident in sub-county plans.

Testing: "trailblazing" districts and sub-counties have been chosen according to criteria designed to reflect variety with respect to the nature of the local agricultural economy and agro-ecological zones, compliance with PAF/LGDP standards with respect to financial management and reporting capacity, as well as willingness to accept NAADS specific conditions. The 7 trailblazing Districts are: Arua, Soroti, Kabale, Kibale, Mpigi or Mukono, Luweero, Tororo - working in 3 sub-counties per District. During trailblazing, a number of contracting modalities will be tested: direct contracting between a Farmer Forum and a service provider; direct contracting between a Farmer Forum, sub-county government and a service provider; and direct contracting between a Farmer Forum, district government and a service provider.

NAADS mechanisms:

- To participate in NAADS each District and Sub-county will be expected to satisfy **criteria** laid down by the Government's Poverty Action Fund and the Local Government
- Expenditures for **subsistence farmers** will be largely supported from public resources while the commercial or **market-oriented farmers** will be supported through cost-sharing mechanisms.
- **Farmers' institutions** will be the core institution of the NAADS Programme
- The groups will aggregate into **Forums** at Parish, Sub-county, District and National level. The National Farmers Forum will be the apex body. The Forums will be the major points of leverage between farmers and Government institutions
- The **MAAIF** will have overall national responsibility, constituting a NAADS Board supported by a Secretariat to guide and advise at national level. Local Councils will advise and guide at sub-county and district levels
- Key **partners** will be private sector organisations, professional bodies, research and training institutions, NGOs, CBOs, Local and Central Government agencies, development partners and donors
- Services will be contracted from **private service providers** who may be individuals, small groups of advisers, professional companies, parastatal agencies, academic institutions or commercial companies.
- Award of contracts will reflect expressed needs of the farmers, and will be through **competitive tendering**. Farmers - through their institutions - will be involved in the award of the contracts and the subsequent monitoring and **evaluation of performance**.
- The preliminary NAADS Programme **cost** is estimated at US\$108 over seven years, funded from the revenues of Central Government, Districts and Sub-counties, donors and the farmers themselves.
- The funds shall be pooled into a common '**basket**' from which they will be allocated to Districts and thereafter to Sub-counties. The release of funds shall be triggered by the plans of the farmer groups aggregated through the Forums and submitted to the MFPED through the NAADS Secretariat. Thus funds will flow directly through Local Governments to farmers.
- Further allocation will be subject to **annual performance evaluation** against work-plan and accountability criteria. Donors will plan, budget and mobilise their support in line with Government's planning and budgeting cycle.

- Launching of the NAADS programme is targeted for **January 1, 2001** with the establishment of the Interim Secretariat and Steering Committee.
- The first two years of the Programme are for **trailblazing (piloting) activities**. Full implementation of NAADS fully requires the proposed **NAADS Organisation Bill** to establish the NAADS Board and Executive as statutory entities, create legally recognised farmer institutions, and amend tendering and contracting regulations to allow sub-counties to issue contracts of up to US\$50,000.
- The economic analyses undertaken using a sector program approach and farm enterprise based analysis indicate that the NAADS program is **economically viable and will be valuable in reducing rural poverty**. It will also generate a range of other benefits including improved human resource skills in rural areas.

2.7 New understanding from Review of Forestry Initiatives

The Review of Forestry Initiatives undertaken by the Forest Sector Co-ordination Secretariat provides an overview of the main forest stakeholders in Uganda and the constraints they face. The group of stakeholders with a particular interest in improved planning and advisory services (in the context of the PMA and NAADS) are the small-scale rural producers and users. These include small-scale tree-farmers, subsistence fuel wood users, non-wood forest products users, collaborators in Forest Reserve management, pastoralists, brick-makers, lime-burners, fish dryers and commercial nursery operators. Others include private forest owners and larger-scale processors such as charcoal producers, pit-sawyers, saw millers and traders.

The key constraints identified by the review were:

- Insecure, or poor awareness of, land and tree **tenure** regulations
- Insufficient high quality tree **seeds** of appropriate species
- Lack of accessible technical **advice** (silvi-culture & policy)
- Inadequate recognition of cultural, particularly **gender**, constraints
- Inefficient mechanisms for local control of **problem animals**
- Inefficient **processing technology** (energy, timber & NTFPs)
- Poor **market** structure, low value products & lack of market information
- Lack of **private investor support** (nurseries, plantations & processors)
- Limited high quality information/data available from appropriate & applied **research**
- Ineffective **empowerment** of local government & communities
- Inequitable **distribution** of forestry revenue
- Lack of **organisation** of, and **co-ordination** between, stakeholders

The PMA has identified the following constraints to wider rural livelihoods transformation: poor husbandry, low use of improved inputs, limited access to technical advice, poor access to credit, poor transport, communication and marketing infrastructures, and insecure land tenure rights. Not surprisingly these closely match those found as constraints in farm forestry through the Review of Initiatives.

The design of new approaches to community-based planning and delivering responsive advisory services that support forestry-based livelihoods must recognise these constraints and address them through appropriate new structures and processes.

The purpose of this study is to help elaborate these new structures and processes, and ideas for supporting their development, which will find place in the new National Forest Plan.

3 Study and pilot programme

3.1 Purpose and logframe

Given the above context, there is a need to explore a reformed community-based planning and service delivery system that can reach rural people cost-effectively and make a significant difference to livelihoods. This section sets out a framework for a study and follow-on pilot programme to develop this new approach - specifically in the context of forestry-related livelihood opportunities.

Goal: Rural poverty eradicated through improved planning and service delivery strategies

Purpose: New structures and processes elaborated for effective community-based planning and responsive service delivery that improve rural livelihoods through forestry development opportunities

Main indicator = a sectoral interpretation of the PMA that leads to better understanding of how forestry integrates with the PMA and NAADS framework for rural poverty eradication

Outputs:

1. Agreement among stakeholders and partners on the **concept and programme** for the study (done already)
2. **Livelihoods analysis** in a set of partner districts that explores forestry-related livelihood opportunities through an improved, asset-based planning methodology (the main element of this report)
 - Developing the methodology (what was done at the methodology workshop)
 - Piloting and refining it in Bushenyi
 - Continue to other districts
 - Analyse the data
 - Debate results with stakeholders at national workshop in May
3. Follow-up **pilot programme** in partner districts that explores new mechanisms for service delivery
 - Developing the models
 - Agreeing funding
 - Start the pilots

3.2 Critical questions to be addressed by the study

There are a number of critical issues relating to all of the above, which have been incorporated into the study:

Community level

- **Farmer Groups:** how will Farmer Groups be formed? Who pays for and facilitates this? Do we need "formal groups" for all areas - subsistence farmers may be better in informal groups discussing technologies, market-oriented groups may be better in organised co-operatives? How will these fit with the PECs as planning groups? How do we ensure that richer groups do not dominate (as "islands in development"), and that poorer groups have access to advisory services (as "bridges to development")?

- **Planning:** Some community-based planning system is needed, where communities are actively planning, implementing, and monitoring livelihood development (including forestry), and feeding information on their assets, needs, preferred outcomes and strategies to service providers. What kinds of new planning approaches are needed? Who will facilitate this and build capacity? How will "sectoral support" be provided in a non-sectoral livelihoods approach?
- **Non-farming stakeholders:** there are many poor stakeholders who depend on forestry for their livelihoods (landless poor, small private nursery or seed businesses, charcoal makers, lime and brick makers, etc.). How will these groups be organised (not around farming systems)? Are they catered for in the NAADS Bill, which specifies "Farmers Fora"?

Service providers

- **Capacity for service delivery:** Is there government, NGO or private sector capacity to deliver services? Distinguish between group formation / community development skills (more likely in NGOs) and technical extension skills (more likely in government extension staff). What to do in areas where there is very limited extension capacity?
- **Forestry Extension staff:** will existing Forestry Extension staff be taken on by the Districts under their present payroll arrangements? How will the anomalies between central, delegated and decentralised payrolls be sorted out? How will this relate to the NAADS model of contracted service providers, when this eventually rolls out across the country (2002 and beyond)?
- **District staff:** If there are to be District subject matter specialists, will these posts be advertised and filled by District administrations? FD extension staff would be interested in opportunities as General Agricultural Advisers, and keen to hear about the timing and methods of operation as soon as possible.
- **Community Development Assistants:** what is the role and the skills requirements of the CDAs in supporting the sustainable livelihoods approach? Ministry of Gender is developing a set of "cardinal tasks" for CDAs.

Local governments

- **Fund management:** Is there local capacity (LC3 and LC5?) to manage large amounts of money, to pay for extension services? Who will build capacity for this, monitor this? How will priorities be allocated for these funds?
- **Relations with the NAADS programme:** What assumptions are being made about the provision of extension services in Districts that will have to wait to join the NAADS Programme? Will existing services remain as they are, or will there be a transition service? Should the NFA consider establishing a capability to support such activities, and if so who would pay for it?
- **District Development Plans:** can greater influence be brought to get forestry into the DDPs and influence district spending? What ways to influence planning systems, advocacy, grant conditions?

National / provincial level

- **Supply-side promotion:** Will farmers be able to articulate what they need, without some supply-side "push" - who will expose farmers to new opportunities, markets and forestry technologies? Who can provide this push, and communicate and "sell" ideas to farmers? Who collects and provides market information to assist this? In poorer areas (with insufficient for domestic needs) technologies need promoting, while in richer areas (with surplus to market) assistance with marketing may be a priority. How will the poor be helped with market information - help in understanding how to use the information, in linking it to new opportunities and technologies?
- **Funding:** who will fund the NFA Private Forestry operations - a contract under NAADS funding, and if so who will be the contractor? How will this relate to the NARO Outreach

programme? When will this be in place, given that NFA starts in July 2001 and NAADS has yet to start? Or will GoU fund this through the MWLE budget? Can MWLE be sure of such a budget, given that MoFPED and donors have now set PMA as the priority programme for rural livelihoods development (see Ministry, below)?

Ministry

- **Supervision:** What capacity and resources will MWLE have for supervision of forestry extension? What programme will there be to explain the implications of PMA/NAADS to MWLE staff? How will MWLE and MAAIF relate with regard to supervision of extension services?
- **Funding:** Cabinet has agreed that a number of sectoral programmes that impact on the PMA should be re-aligned with PMA principles as a matter of priority, including natural resource management programmes. Does this mean that all funding for extension work will come through the PMA budget lines? What budgets can MWLE get for extension? If existing extension staff are decentralised, will districts allocate resources for extension? If they are delegated, with salary pay from the centre, who will they report to and who will pay for extension operations (given that extension workers have had virtually no resources for operations in the past)?

These critical issues have been built into the methodology so as to ensure the process will begin to address them.

4 Introduction to the Sustainable Livelihoods Approach

4.1 What is the sustainable livelihoods approach?

Sustainable livelihood approaches are being used as one of the human development approaches to addressing poverty. The approach is not in itself new, and builds on much best practice being used by many agencies around the world. However the bringing together of the different elements into an approach for poverty eradication is new. This means that the approach is inclusive, building on work such as on participatory approaches, governance, decentralisation, and sustainability.

A livelihood can be defined as:

“ the capabilities, assets (including both material and social resources) and activities required for a means of living. A livelihood is sustainable when it can cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future, while not undermining the natural resource base”.

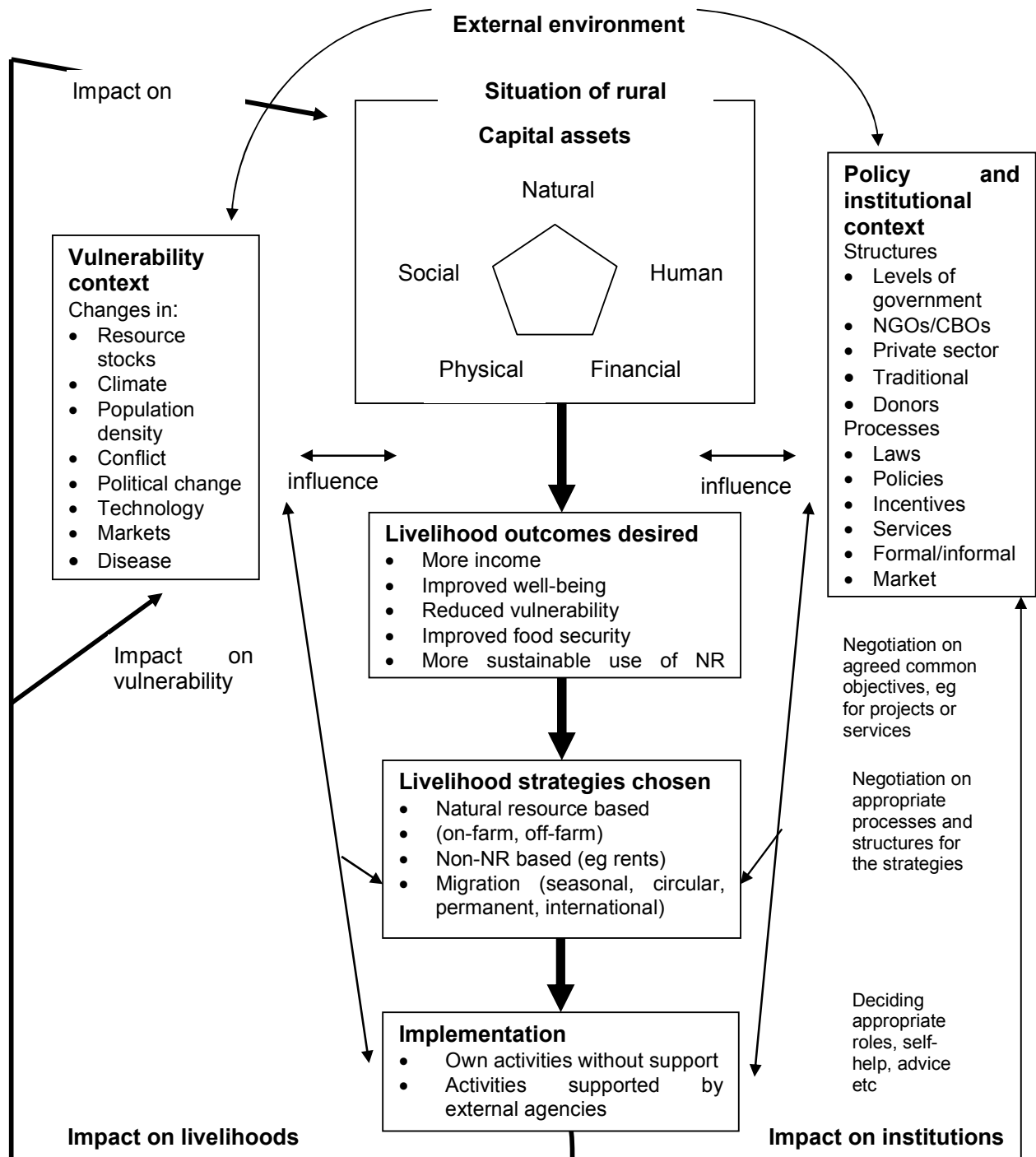
The different elements in the framework can be summarised as the Context - - *in which exist* - - assets - - *access to which is critically influenced by* - - policies and institutions - - *which also serve to influence the* - - strategies - - *which people adopt in pursuit of livelihoods and eventual* - - poverty elimination. These elements make up what is sometimes referred to as the **SL Framework** (figure 1). It is critical to understand the **Principles** behind the SLA which are covered in 4.4.

4.2 The SL Framework

Using the concept of assets and vulnerabilities

Rural people not only have needs but also resources or assets. Recognising this provides a much more respectful and positive framework for dealing with rural people. The five types of assets in this model are natural, social capital, human, physical and financial.

Figure 1 The sustainable livelihoods framework¹



¹ Adapted from DFID by Khanya following research and practical use of the approach and framework in Zambia, Zimbabwe and South Africa.

Rural people are vulnerable to a range of challenges and reducing vulnerability may be a higher priority than increasing production (or the quantity of their assets). Therefore when looking at the situation in a community it is very important to consider the priority attached to reducing vulnerability, which may well force trade-offs in other objectives (such as maximising production).

Livelihood outcomes

Rural people have their own view about what they aspire to. It is important that government or programmes do not impose outcomes, but negotiate with communities to find out what their aspirations are, and what may be achievable outcomes, bearing in mind the external resources that government and other agencies may be able to provide. Participatory appraisals can provide tools for finding out what people's desired outcomes are, in terms of increased assets, or reduced vulnerability, or such higher order concerns such as self-esteem, happiness, etc.

Institutional structures and processes

A variety of organisations provide services to rural people, and both people and organisations operate within a set of laws and policies or processes. These define the options which are available. Depending on this institutional environment, the outcomes desired and the vulnerabilities people then select livelihood strategies.

Livelihood strategies

Based on their awareness of the above, rural people adopt a strategy or strategies to cope with their lives. One of the most important things development can do is increase the options and choices people have, which increases the power they have over their lives. The key strategies in rural areas can be categorised as on-farm, off-farm or migration.

4.3 Applying the SL framework

Some of the issues the methodology incorporates are:

- **Assets** – do we understand the resources, not just needs, that different rural people have, and how is this information gathered in terms of a planning system, rather than ad-hoc PRAs? How can we understand the holistic nature of people's lives?
- **Outcomes** - how do different people's priorities vary? How should these be ascertained, once again in a systematic way?
- **Livelihood strategies** – in the light of the previous two, what are appropriate livelihood strategies that are likely to achieve the outcomes that rural people desire? What does this mean for services, policies and programmes?
- **Institutions and processes** – what institutional structures are appropriate to creating this holistic people-centred approach?

4.4 Principles behind the SLA

The principles behind the SLA are as important as the framework. Most people involved in poverty eradication can agree to the principles, but they do have significant implications in how process and future interventions are conducted.

- **People-focussed:** sustainable poverty elimination will be achieved only if external support understands the differences between various groups of people and works with

them in a way that is congruent with their current livelihood strategies, social environments and ability to adapt.

- **Participatory:** working with people, unlocking their assets, energy and creativity
- **Build on strengths** – a respectful approach to rural people as people with strengths (assets) and opportunities and not just needs. It is important also in working with institutions to build on positives/strengths.
- **Multi-level and the need to link micro and macro:** the scale of the challenge of poverty elimination is enormous, and can only be achieved by working at multiple levels, ensuring that micro level activity informs the development of policy and an effective enabling environment and that macro and meso level structures and processes support people to build upon their own strengths.
- **Holistic:** It recognises the holistic nature of people's lives, their use of multiple livelihood strategies, and so the need for holistic responses, rather than organisation-driven sectoral approaches
- **Partnerships:** making use of the capacity and competencies of all stakeholders, working from their strengths.
- **Sustainable:** there are four key dimensions to sustainability – economic, institutional, social and environmental sustainability. All are important – a balance must be found among them.
- **Dynamic:** external support must recognise the dynamic nature of livelihood strategies, respond flexibly to changes in people's situation, and develop longer-term commitments of support.

SECTION B: RESEARCH METHODS

This section covers the district report contents, and the research methods needed to complete the study and report. This includes the question/method matrix, a chapter on PRA, the necessary checklists, and the objectives and programme for the district workshop.

5 Content of the district report

A suggested contents of the district report is outlined below. This is to ensure all the key topics are covered and to guide the research. The information should be presented in an appropriate form including text, tables figures and matrices.

Title: X District: Improving Livelihoods through Forestry: exploring opportunities and services

Acknowledgements
Table of contents
List of acronyms

Executive Summary

1 Introduction

- 1.1 Background to the study
- 1.2 Objectives of the exercise
- 1.3 Methodology

- selection criteria for village
- process undertaken
- main tools used

2 Background to the district (brief to see how target parish fits in and is representative)

- Map (administrative with forest reserves and national parks, and other forestry features)
- 2.1 Population
 - 2.2 Natural resources and land use (including forestry, public/common, private, reserves)
 - 2.3 Infrastructure
 - 2.4 Economy
 - 2.5 Numbers of LCs at different levels

3 The case study community and their livelihoods (detailed)

3.1 Background to the case study parish/village

- Natural resources
- Population
- Infrastructure
- Land use, forest cover (public, private, reserves)
- Economy
- Trends (including related to forestry)

3.2 Characterisation of different social groups

- Wealth categories and their local interpretation
- Social differentiation and different groups in the community
- Gender relations

3.3 Livelihoods of different social groups

- List the different social groups
- Social group 1 (Assets, Vulnerabilities, Preferred outcomes, livelihood Strategies)
- Social group 2
- etc

3.4 Role of forestry/trees in livelihoods

- How using forest/tree products
- Problems in using
- Under/overused forest/tree resources
- Trends
- Uses of different categories of forest
- Values and beliefs re trees

4 Services/projects people are involved in or receiving (detailed)

4.1 Activities/projects by the community

- List of different projects, groups, organisations
- Consider projects etc, one by one
- Their importance/accessibility
 - Differentiation of projects by gender or interest group
 - How are projects developed, who initiates and manages
 - How are groups formed, and are they dominated by richer groups
 - How do people decide what projects to be involved in
 - How are benefits generated/shared amongst members

4.2 External services being provided

- List of different projects, groups, organisations
- Their importance/accessibility
- Differentiation of projects by gender or interest group
- How are projects developed, who initiates and manages
- How do people decide what projects to be involved in
- How are benefits generated/shared amongst members

5 Opportunities for forestry-related activities

5.1 List of opportunities

Do table with priority ranking by the community

5.2 Opportunity 1

- General description (including all activities)
- Potential for development/Relationship to resources available
- Who are likely to benefit
- Constraints
- Likely impacts

5.3 Opportunity 2

etc

6 Services required to exploit these opportunities and build on assets

6.1 Opportunity 1

- How will groups be formed (if appropriate) and how do we ensure richer, dominant, etc groups don't dominate?
- Services required to support it (refer checklist)
- What is potentially available (from village, parish, LC3,LC5)
- What organisations have the skills and competence to deliver this?

- If none exist, consider how the gaps should be filled
- What policies enable or constrain this service
- How do they need to change

6.2 Opportunity 2, etc

7 What institutions and capacities in the district are required to support these (summarising overarching issues and roles, and what will be required of the different sectors)

7.1 Coordination roles

- How are forestry services coordinated?
- What level of coordination, between who and who?
 - information
 - control
 - implementation
- Are all forestry projects in the district plan?
- What are the implications for PMA/NAADS

7.2 District government

- Planning - Are all forestry projects in the district plan? What component is there for forestry in district plan? How much is the district investing? If low why has forestry got such a low priority? What would be needed to increase its priority? What do they see as the role of forestry in district development?
- What revenues is the district getting from forestry and how are they reinvesting? Is the district a NAADS trailblazer?
- What assumptions is the District making about the provision of extension services in the light of PMA/NAADS?
- (What about if your district will have to wait to join the NAADS Programme?)
- Will existing services remain as they are, or will there be a transition service?
- Would they consider taking on support for forest extension services?
- What do they see as the District Council's role in the local and central forest reserves – currently, and what they would like to have?
- Have they passed the LGDP criteria for support?
- If yes does the LC3 have capacity to manage large amounts of money, to pay for extension services? If not who will build capacity for this, monitor this? How will priorities be allocated for these funds?
- If not how are they planning to get that capacity?
- What are the skills and requirements of CDAs to support these sort of livelihoods-based approaches?

7.3 Private sector

- Overall how do you see the role of the private sector coming out of all the opportunities you have identified

7.4 NGOs

- Overall how do you see the role of NGOs coming out of all the opportunities you have identified

7.5 Parastatals (eg UCDA, UWA)

- Overall how do you see any role for parastatals coming out of all the opportunities you have identified

8 Constraints on these opportunities from policies, laws and programmes

8.1 Forestry

- draw on constraints analysed in section 6 and summarise as to the implications for the Forestry Act, NFA etc

8.2 Land

- draw on constraints analysed in section 6 and summarise as to the implications for the Land Act etc

8.3 Environment

- draw on constraints analysed in section 6 and summarise as to the implications for the NEMA etc

8.4 Decentralisation

- draw on constraints analysed in section 6 and summarise as to the implications for decentralisation policy

9 Resources/action needed to take these forward in X village/parish

9.1 Opportunity 1

Use a table such as below to construct what is needed to make this happen, showing actions required at different levels.

Service	Community role	Role of Service providers			Central / national role
		CBOs, NGOs, & pvt sector	Local government		
			LC3	LC5	
e.g. Technical extension	Mobilisation into interest groups	UCOTA, & Zwillling to provide technical information support			QEPA to make information available

9.2 Opportunity 2, etc

Appendices

- Research programme
- List of people met, when and for what reason
- Map, transect and community venn diagrams etc. which are not used in main text.
- Livelihoods analysis of each social group

6 The question/method matrix

The matrix below is based on the report contents above. The 'questions' refers to those that need to be answered in order to complete the report and the 'methods' are the suggested research methods to assist in the answering of the questions. This matrix serves as a guide to achieving one of the outputs of the study – the district report.

Report structure	Questions	Methods
1 Introduction		
1.1 Background to the study		
1.2 Objectives of the exercise		
1.3 Methodology	(including selection criteria for village, process undertaken and main tools used)	
2 Background to the district		
Map		District office
2.1 Population		District profile/plan
2.2 Natural resources and land use (including forestry, public/common, private, reserves)		District profile/plan plus land use maps
2.3 Infrastructure		District profile/plan
2.4 Economy		
2.5 Numbers of LCs at different levels		
3 The case study community and their livelihoods		
3.1 Background to the case study parish/village	Natural resources Population Infrastructure Land use, forest cover (public, private, reserves) Economy Trends	Transect/map of resources Sub-county development plan Sub-county development plan/ community meeting Timeline in community meeting (with elders)
3.2 Characterisation of different social groups	Wealth categories Social differentiation Gender relations	Group discussion with rep group, case study examples Community meeting Community meeting, meet with men's and women's group separately.
3.3 Livelihoods of different social groups	Assets Vulnerabilities Preferred outcomes Strategies	Group meetings with different social groups, checklist of assets (SL analysis), (support with mapping of resources, activity profiles, interviews, seasonality charts) triangulate with district information
3.4 Role of forestry/trees in livelihoods	How using forest/tree products Problems in using Under/overused forest/tree resources, Trends Uses of different categories of forest Values and beliefs re trees	Produce list of possible roles to use as checklist from checklist Interviews/group discussion Interviews, mapping/transect walk Timeline/trendline with groups including older people Interviews with different categories Interviews & discussions

Report structure	Question	Methodology
4 Services/projects people are involved in or receiving		
4.1 Activities/projects by the community	Inventory of different projects, groups, organisations Their importance accessibility Differentiation of projects by gender or interest group How are projects developed, who initiates and manages How are groups formed and do richer people dominate How do people decide what projects to be involved in How are benefits generated/shared amongst members	Community meetings, key informants Venn diagram Focus group “, livelihoods analysis discussion/community meeting “, key informants from project Benefit and control profile
4.2 External services being provided	Inventory of services (what is provided) Who provides Accessibility How regular is it Value/relevance What are the benefits/how do people benefit Who benefits Resource contribution from various providers to a single services	Community meeting, Venn diagram, interviews with service providers/key informants As above Venn diagram Write up case study of a specific project/provider (use a box) Interview service providers to give resource provision profile
5 Opportunities in X village/parish		
5.1 Opportunities	List opportunities new/expanded forest/tree activities in the village	Community meeting, group meetings, transect/map. Discuss using a pre-prepared list of opportunities
52 Opp 1	How do the opportunities relate to resources (natural and other) available and required? Who are likely to benefit from the opportunity What are the constraints to taking it up Would there be positive/negative impacts	Do matrix of opportunities, resources required, resources available, impacts Focus groups Focus groups, check with sub-county and district As above – also put in matrix
53 Opp 2 etc		
6 Services required to exploit these opportunities and build on assets		
6.1 Opp 1	Services required to support it <i>Who will expose farmers to the opportunity, communicate and sell the idea</i> <i>Will market information be needed to assist with it</i> <i>How will groups be organised, and how do we ensure that richer people do not dominate</i> What organisations have the skills and competence to deliver this? (village/district) Gaps How the gaps should be filled What policies enable or constrain this service How do they need to change	Focus groups Focus groups/district <i>Use checklist in interviews with services providers</i> Users/district/providers <i>Use checklist in interviews with services providers</i>
6.2 Opp 2		

Report structure	Question	Methodology
7 What institutions and capacities in the district are required to support these		
7.1 Coordination	How are forestry service coordinated? What level of coordination, between who and who - information - control - implementation Are all forestry projects in the district plan? What are the implications for PMA/NAADS	Interviews with various stakeholders including the Secretary of Production Committee (note checklists) Check plan
7.2 District government	<u>Planning</u> <u>PMA/NAADS</u> <u>Capacity</u>	Checklist at interview with DDP, Planner, <i>Checklist at interview with CAO, DFO, Sec Prod committee</i> <i>(Note you may have to use the extract from the Concept Note which explains NAADS if the Council wishes to have some information)</i>
7.3 Subcounty	What component is there for forestry in sub-county plan? How much is the sub-county investing? What is the capacity of the sub-county to support/manage PMA/NAADS What other actions will be required from subcounties	Sub-county
7.4 Private sector	Summarise role from the opportunities	Derive from analysis of opportunities
7.5 NGO		
7.6 Parastatal		
8 Constraints on these opportunities of policies, laws and programmes as seen in the district		
8.1 Forestry	Summarise constraints	Derive from policy questions in section 6
8.2 Land		
8.3 Environment		
8.4 Decentralisation etc		
9 Resources/action needed to take these forward in X parish		
9.1 Opportunity 1	Example below	

Service	Community role	Role of Service providers			Central / national role
		CBOs, NGOs, & pvt sector	Local government		
			LC3	LC5	
e.g. Technical extension	Mobilisation into interest groups	UCOTA, & Zwilling to provide technical information support			QEPA to make information available

9.2 Opportunity 2		
9.x Cross-cutting	Eg actions required at district level to be able to take on PMA	

7 Participatory Rural Appraisal

7.1 Introduction

This research methodology is used in the study to get a realistic picture of the livelihoods of poor rural people. As the research process is for the development of government and service provider strategies towards improvement of livelihoods through forestry, it is primarily extractive in terms of information gathering and thus PRA, rather than the more action oriented Participatory Learning and Action (PLA). However if it can be combined with project work that will follow, it can become more of a PLA exercise.

7.2 About PRA

PRA developed as a result of problems with formal questionnaires as a means of social enquiry. Formal questionnaires are time consuming, involve closed questions developed beforehand (and therefore rigid), and usually result in detailed information. PRA is a “quick and dirty” means of gathering information from and with a community. It involves learning with people, jointly exploring the issues that are of importance to the people themselves.

During the PRA process, facilitators (study team) stimulate, probe, observe and share information. The community on the other hand, observe, experiment, add ideas and expertise, contribute, analyse and recommend.

PRA uses a number of participatory methods/exercises to engage people in activities and dialogue towards identifying and discovering issues towards understanding and improving their livelihoods. Some of these are mentioned below.

7.3 PRA process and methods

As outlined in 10.2 the PRA should take at least five days, including an additional half day towards the end of the study process. This day/half day would be used to feed back information to the community, validate findings and explore how to take specific issues forward. A brief description on how the methods outlined in the question method matrix is given below.

Initial community meeting

The objectives of the meeting are to:

- Inform the community of the study and what it hopes to achieve
- Set the PRA process in motion
- Get the cooperation of the people in the study and raise enthusiasm
- Get an understanding of the community dynamic and what is happening there
- Identify the key organisations and projects active in the community
- Identify the key social groups in the community
- Plan and organise meetings with groups/projects

Box 7.1 : PRA principles

- Learning is from, with and by local people
- Learning is rapid and progressive
- “handing over the stick / pen” (try and hand over power and control as much as possible so that community members, by doing the exercises themselves reveal information, but begin to develop a learning process)
- find out only what is necessary (refer to the issues in the sectoral strategies chapters)
- use different methods to cross check and verify information. This is referred to as “triangulation “
- make trade-offs between quality, accuracy, time, relevance.
- Constantly engage in critical self-awareness
- Share ideas and information
- embrace error – learn from mistakes
- recognise and offset biases. These include: incentives, professional, time, culture, race, religion, origin, gender, political affiliation, etc.

The meeting attendees should be a mixed group of men and women, young and old, and different community “leaders”. There should be at least 30-40 people. Facilitators should be aware of the potential biases introduced by the meeting attendees. Often attendants are those who have time, ie unemployed, youth, aged, etc and not necessarily a representative “sample” of the community. The meeting should last about 2-3 hours, ending in the community identifying the major issues and community groupings to be engaged with subsequently during the PRA process.

(1) List projects, organisations operating in the community:

An item on the agenda should be to determine the projects and organisations operating in the community. This should be done by brainstorming with the whole community to get a complete list. Once this has been done you should do a venn diagram (see 6) on these to ascertain their importance and accessibility/availability to the community. This can be done with a smaller number of people from the meeting.

(2) Developing social groups

It is important to establish the social groups in the community. A distinction needs to be made from interest groups and projects in the community. Social groups are those in relation to social criteria such as age, wealth, gender, class, etc. These may include for example: unemployed young men, landless people, unmarried women with children, etc. Interest groups are people who are pursuing a similar interest or livelihood such as bee keeping, fishing, etc and are considered a project once well organised and mutually serving such as a revolving fund group or beekeepers that have formed a cooperative. The community should be encouraged by the facilitators to divide themselves into their social groups. This should be done by explaining social groups and prompting the meeting.

Other techniques to use on community-wide issues

(3) Mapping: Mapping is useful for identifying and locating resources and for discussing future plans within the community especially regarding natural resource utilisation as well as infrastructure. (can also be used with specific groups like farmers on natural resources etc)

(4) Transect walks: Transect walks are very useful in exploring physical features and how they relate to livelihoods. A transect should be included to get an idea of local environmental change and should be linked to the timeline (above). One should probe for seasonal dynamics in resource use.

A transect walk should also be used in order to understand and discuss issues relating to physical infrastructure. Modified transects should be done to different projects in the community, as well as livelihood strategies, such as agriculture, craft making, forestry, etc.

(5) Wealth ranking: This should be done with the community to determine definitions and the categories of poverty, and the people falling into them.

(6) Venn diagram for service providers: Venn diagrams can reveal 3 main issues:

- The organisations the community/project deals with
- The importance of these organisations (and others) to the community/project
- The relationship and/or access the community has with the organisation.

Once the activity is complete, discussion should ensue on specific organisations, access, importance and others, and possible ways to improve the situation. This is an important exercise for understanding the interactions between the community (micro) and the meso

level. This can also be used with specific groups to see how organisations interact with them (eg to probe who serves women).

Follow-up meetings with social groups, interest groups or projects

There should ideally be about 10-15 people in each of the following groups below.

(7) Time lines: This exercise should be carried out as one of the first exercises as it helps in understanding pivotal and important events in the history of the village/community/projects. Probing can reveal interesting forestry related issues. It also focuses attention on the people and their lives, and in this way serves as an “ice breaker”, opening up much discussion.

(8) Livelihoods analyses: This exercise involves understanding the livelihoods of the groupings as identified by the community themselves in the community meeting. The exercise begins with discussion of people’s assets and moves through the framework ending with their desired outcomes. In this way, the outcomes envisaged are realistic as they are based mainly on the combined assets of the people.

The SLA checklists should be used for this exercise, to establish a basis of understanding and ensure issues are covered, providing the point of departure for discussion on many other issues. Researchers need to be aware of the PRA principles and skilled in PRA so as to use the checklists appropriately, and not to revert to an extractive, questionnaire type question and answer mode. Some basic quantitative data can be gathered from participants. It should be realised that this data is not statistically significant. However it can assist in realising issues, as well as triangulation of the formal statistics. Increase attention to environmental issues in the livelihoods analysis to cast more light on the vulnerabilities context.

Box 7.2 Important issues

- Do not just do the PRA methods – be aware of and act out the PRA principles
- Be flexible and open, but remember that we are trying to reveal issues related to forestry.
- Gender does not just mean women. Consider the relationships between genders especially power and access to resources.
- Environment does not just mean “green” (ecology)

(9) Focus group discussions: The livelihoods analyses should be undertaken with important groupings in the community. These will depend on the issues arising, but should consider women, traditional leaders, youth, children, migrant workers, disabled, the aged, business people, farmers, among others. People may be members of more than one group.

(10) Time trends: This exercise is useful in understanding how different issues have changed over time in the community, and so is useful for looking at vulnerabilities. This is particularly important for environmental and sectoral issues such as grazing for livestock, forests, population growth, HIV/AIDS cases, child nutrition, mortality, etc. Environmental trends (resource/forest use trends, climatic cycles and disease outbreaks) and people’s response to them illuminates the dynamic nature of livelihoods.

(11) Seasonality: This exercise is very useful in identifying trends in the calendar, (eg natural resource utilisation) and identifying related issues. For example, when food levels are low, just before harvest, the incidence of illness may increase.

(12) Time use clock: This method can be used to explore how people utilise their time, and is particularly useful in determining how the workload is distributed between genders, as well as child labour.

- (13) Ranking: There is often a need to do some form of prioritisation in the community with the options that arise, for example the forest related opportunities that arise. Pairwise ranking and the use of a matrix with voting using stones, beans or other appropriate device are common and effective methods. The pairwise ranking can be effectively done in plenary, with a show of hands in a tightly contested issue. Voting should be done by giving every member a number of voting objects less than the choices and allowing them to use them as they feel. This will ensure a quick and visual result for all to see.
- (14) Key informants: There are always a number of these that should be used strategically to assist in the triangulation of information. These could include: chief/headman, mayor, councillor, school headmaster/teachers, doctor/nurse, development facilitator, agricultural extension officer among others.

8 Research checklists

Below are the relevant checklists which have been refined for the purpose of the district studies. Copies should be carried to the field to guide discussions, as well as annotate where necessary.

8.1 Categories of forest/tree-related opportunities

This list of forestry related opportunities should be used as a checklist to introduce ideas into the community, but also as a guide to recording the current forestry related activities in the parish.

1. Tree farming – agroforestry
2. Tree-farming – woodlots
3. Collaborative forest management on government reserves
4. Communal management of non-government forests (private, customary)
5. Individual forest owners
6. Forest products – harvesting, producing, marketing, bee-keeping, minerals
7. Silvi-pasture – pastoralists
8. Tree nurseries/seed supply
9. Forest-related tourism
10. Charcoal production
11. Pitsawing
12. Sawmilling
13. Trading in forest products
14. Carpentry/handicrafts/processing
15. Large-scale plantations
16. Research
17. Forest dwellers

8.2 Services to support development of small-scale forestry-related opportunities

Service type	Example of service that may be required	Who might undertake	Source of funds
Support for inclusion of forestry in planning	<ol style="list-style-type: none"> 1. Helping planning process in CBP recognise potential of forestry 2. Similar for district development plan 3. Development of community/interest group plans for NAADS 	<ol style="list-style-type: none"> 1. Community forestry extension worker 2. DFO equivalent at district or regional level 3. Organisational extension officer 	
Development/documentation of opportunities for small-scale producers related to forestry	<ol style="list-style-type: none"> 1. Overview of opportunities nationally for small-scale production, profitability and economic contribution of each, and total for local and national GDP. 2. Production of leaflets on each opportunity 3. Production of simple guide summarising opportunities and contact details 	Secretariat commission	
Market information	<ol style="list-style-type: none"> 1. National enquiry service 2. Export facilitation service (export opportunities, explanation of letters of credit, links with banks, export credit etc) 3. Up-to-date price information 4. Market research into menu of potential opportunities locally and training entrepreneurs 	<ol style="list-style-type: none"> 1-3. NFA or commission organisation such as Agribusiness Development Centre 4. Could be local support organisation such as NGO (eg RUTEC in SA) 	User fees? NAADS
Marketing	<ol style="list-style-type: none"> 1. Assistance with developing marketing plans 2. Assistance with promotion, eg production of leaflets, trade fairs 3. Breaking up of contracts with large buyers and subcontracting (eg poles for electricity company, fairtrade products) 4. Assistance to set up group transport, eg for charcoal producers, so they get bigger slice of middleman's cut 	Local NGO or district-based entrepreneurship dev prog	
Quality control/certification	<ol style="list-style-type: none"> 1. Timber certification as produced from sustainable source 2. Certification as organic production 3. Quality control and certification as part of local quality brand, eg Bushenyi honey 		
New form of extension eg community-based	<p>Consider different types of much wider spread community-based extension, where extension worker is accountable to local community, or interest group, as Env Alert is doing. These would have knowledge of a specific area and also how to link up with wider support. Extension could be:</p> <ol style="list-style-type: none"> 1. Organisational, eg how to set up and manage associations, how to plan for NAADS 2. Specific knowledge of a narrow technical area, eg beekeeping, tree-planting, grafting and aftercare, fruit trees, preparing business plans... 	LC3/LC5/interest groups	NAADS

Service type	Example of service that may be required	Who might undertake	Source of funds
Specialist extension	Specialist extension support that may be required on occasion, but support is only available at district level or above. Could be technical such as forestry, or entrepreneurship development	DFO – LC5 or NFA Entrepreneurship development - NGO	NAADS
Business support	1. Support with business advice, eg see specialist extension above	NGO such as Enterprise Trust	NAADS
Communication	1. Support for use of different media, eg for extension campaigns, promotion etc	Private/NGO	
Finance	1. Microfinance 2. Normal commercial loans (may be supported by guarantee system)	1. Microfinance institutions 2. Commercial banks, perhaps with guarantee fund	1. MFIs, possibly supplemented by donor funds 2. Banks, possibly with donor funds for guarantee
Contractual	1. Developing legal contracts for collaborative forest management 2. Licensing eg pitsawyers 3. Inspection and audit of performance against agreements	1. NFA/LC5? 2. As above 3. As above – could be contracted out	NAADS
Funding flows		LC3/LC5/interest groups	NAADS/FF/EF
Improved technology	1. Development of simple technologies for production 2. Development of simple processing technologies 3. Manufacturing of processing technologies 4. Training in use of technologies	1. NARO? 2. NARO?/NGO such as ITDG 3. Private sector 4. NGO like RUTEC in SA, training organisations	1-2. NARO MTP 3. ? 4. NAADS
Coordination	1. Coordination of support nationally for small-scale forestry 2. Coordination at district level for small-scale forestry	1. Secretariat 2. LC5	1. DFID short-term 2. NAADS?

8.3 Sustainable Livelihoods analysis checklist²

Meeting with group Where.....
 Date..... Interviewers

Respondents	1	2	3	4	5	6
7	8	9	10	11	12	

Item	Respondent no											
	1	2	3	4	5	6	7	8	9	10	11	12
Human												
Age												
Nos child												
Nos per hh												
Primary sch												
Secondary												
Skills												
Disease incidence/issues												

² Adapted from Khanya-managing rural change cc

Physical	1	2	3	4	5	6	7	8	9	10	11	12
Housing												
-mud												
-brick												
Thatch roof												
Iron roof												
Watersource												
Transport												
-car/van												
-cart												
-bicycle												
Livestock												
-cattle												
-pigs												
-goats												
-sheep												
-rabbits												
-chickens												
Equipment												
- oxploughs												
hoe/forkhoe												
- spade												
- saws												
- TV												
- Radio												

	1	2	3	4	5	6	7	8	9	10	11	12
Natural												
Land (units)												
Coffee												
Banana												
Woodlot												
Other												
Irrig water												
Forest												
Wildlife												
Financial												
Social grant												
eg pension												
Remittance												
(from who)												
employment												
t (what)												
Casual												
labour												
Farming												
(what)												
Business												
(what)												
Income-gen												
projects												
Loans												

	1	2	3	4	5	6	7	8	9	10	11	12
Social Social groups												

Social – traditional roles

Vulnerabilities (stresses and shocks they are subjected to)

Organisations working with this group

Desired outcomes

Strategies they propose to reach outcomes

How is forestry relevant to these outcomes/strategies?

8.4 Checklist for service providers

Make sure you note the respondent's name, title, organisation and date of the interview (for inclusion in the appendix of the report).

Their services

What services do they provide that are relevant to forestry?

Where do they operate/coverage?

Do they have technologies they can "sell"?

(How do they complement the public sector?)

Who are their clients?

What involvement of communities in their work?

What resources, capacity and skills (technical and organisational) are available/could be mobilised?

Opportunities

Who will expose clients to new opportunities, markets and forestry technologies?

Who provides market information on forestry-related products?

What do they see as the opportunities for forestry-related enterprises?

If so what services will be required?

Are these available, if not, who has the skills and competence to deliver this?

If no-one, what might be the best way of dealing with this?

(you may later want to test out specific opportunities on them)

Coordination and planning

Are they linked into other service providers for information, research etc?

How do they coordinate with others involved in forestry in the district?

How is this linked with the sub-county and district in reality?

8.5 District Council (CAO, Planners) Checklist

Make sure you note the respondent's name, title, organisation and date of the interview.

Coordination

How are forestry service coordinated?

What level of coordination, between who and who?

- information
- control
- implementation

What forestry issues have the production/environment committees dealt with in the last 3 months?

Planning

Are all forestry projects in the district plan?

What component is there for forestry in district plan? How much is the district investing?

Why has forestry got such a low priority?

What would be needed to increase its priority?

What do you see as the role of forestry in district development?

What are the opportunities for forestry-related development in the district?

What revenues are you getting from forestry and how are you reinvesting?

PMA/NAADS (**note:** you may have to use the extract from the introduction of this report, which explains NAADS if the Council wishes to have some information)

Are you aware of whether the district is a NAADS trailblazer?

What assumptions are you making about the provision of extension services in your District in the light of PMA/NAADS?

(What about if your district will have to wait to join the NAADS Programme?)

Will existing services remain as they are, or will there be a transition service?

Would they consider taking on support for forest extension services?

What do you see as the District Council's role in the local and central forest reserves – currently, and what you would like to have?

Capacity

Have they passed the LGDP criteria for support?

- If yes does the LC3 have capacity to manage large amounts of money, to pay for extension services? If not who will build capacity for this, monitor this? How will priorities be allocated for these funds?
- If not how are they planning to get that capacity?

9 District workshop

Objectives

By the end of the workshop we have:

- Raised awareness of the study, methodology and PMA/NAADS
- validated our findings and tested their view on the potential contribution of forestry to district development, and the potential opportunities and services required for the three parishes and the district in general
- developed recommendations as to how these services could be provided and the appropriate role of the district
- created awareness among district service providers of the role of forestry in peoples livelihoods

Process

- 14.00 protocol opening by district person
- 14.05 Introduction to the study and workshop
Objectives and programme
- 14.15 Study approach and methodology (including the SLA)
- 14.30 Presentation of issues emerging from study
- 15.00 Discussion and validation
- 15.30 Drinks
- 15.45 Recommendations
- 16.50 Way forward (overall study)
- 17.00 Closing

Participants

District Council representatives (CAO, Chair/sec of Production Committee, Chair/sec of Environment Committee, Production Coordinator, Planner)

DFO

NGOs

DEO

DAO

District Fisheries Officer

Associations (Beekeepers, pitsawyers)

CDO

Religious organisations

Kingdoms/traditional leaders

Projects

SECTION C: PLANNING THE STUDY

This section covers the overall study process including the district studies to be carried out.

10 District studies

These studies are to take place in April by the attendees of the methodology workshop in their home districts. Planning organising and managing the study is an important component in terms of getting the right information from the right mix of people.

10.1 Study programme

The study will be conducted in the following pilot districts, led by the NGOs that attended the methodology workshop:

District	Study leader	Study partners	Study location
NORTH			
Arua	CEFORD	FD	Vura SC
Lira			
EAST			
Soroti	SOCADIDO	FD (tbc), SOFIDA, HOSU	Otuboi SC
Kumi			
Tororo			
CENTRAL			
Nakasongola	CDRN	FD	Kalunji SC
Luweero	EA	FD	Buntuntumla SC
Mukono	WANDA	FD	Ntenje SC
Mpigi	EA	FD	
Kalangala	DRT	FD (tbc)	Mugoye SC
Rakai	VI	FD (tbc)	Ndolo P
WEST			
Kibaale	URDT	FD	Kasingo P
Masindi	BUCODA	FD, BFEP, BFP	Nyabyeya P
Bushenyi	CARE – ILM, COBS, QENP	FD	

The process is to follow the timetable below:

Date	Action	Resp.
Wed 28 th	Complete Bushenyi workshop	Sec't
By Fri 30 th	Choice of Districts / parishes and financial proposals	Study leaders
By Fri 6 th Apr	Agreements between Study Leaders and Sec't	Sec't
April – early May	District studies	Study leaders
By 9 th May	Study reports due in	Study leaders
16/17 th May	Synthesis workshop and planning pilot phase	Sec't + partners
22 nd May	NFP/PMA/NAADS workshop	Sec't
July	Pilot follow-up phase	

10.2 Time needed

An estimate of the time needed for each study is:

Preparation and team briefing/training	1 day
Briefings in Districts, planning interviews	1
Community, LC1, LC2, LC3 mobilisation	1
Community and group meetings	5
Service provider interviews - district	1
- subcounty/NGOs	1
District workshop	0.5
Analysis and write up	5
TOTAL	15.5 days

Partner organisations are to submit financial proposals to cover:

- Transport (project vehicles, public hire, fuel)
- Accommodation and meals for team (away from home)
- Materials for field work and write up (stationary and computing)
- Facilitation and refreshments (workshops, community “sodas”)

10.3 Logical flow of the analysis

The suggested logical flow for achieving the understanding of improved forestry-related services is:

- (1) Need to **understand the livelihoods** of people using forest products in some way, how these livelihoods are differentiated amongst poorer and richer groups, their assets, vulnerabilities and livelihood strategies
- (2) Be clear on the **role forestry is playing** in these livelihoods
- (3) What are **the activities** people are undertaking for themselves and how effective are they
- (4) What **services** are people receiving from whomever (public, private, NGO) and how important and accessible are they
- (5) What are the **potential opportunities** for forestry-related activities
- (6) What **services would be needed** to enable exploitation of these and build on people’s assets
- (7) Are these **services available** in the parish/district and if not how could they be established
- (8) What are the implications for **government policies** and programmes
- (9) What **resources/action would be needed** to take these forward

This logic is translated into a research process that places people and the priorities they define firmly at the centre of the analysis. The research team will have an understanding of the context, an overview of the main policies and programmes, the general dynamics, and the attitudes and understanding of major stakeholders in the natural resource and forestry sectors.

The team then moves directly to the community level to understand the reality and the issues of the people on the ground. This involves a five day long Participatory Rural Appraisal (PRA) which familiarises the researchers with the main issues (social groups, role of forestry, possible forestry related opportunities, service providers, etc) of the case study area as viewed by the people themselves.

The next step is to take this information and issues and to move up through the layers of government service and support, as well as the private and NGO sectors, using a combination of workshops, semi-structured interviews and key informants. The research team should workshop internally to clarify preliminary findings and the issues arising. The findings are validated and further discussed at a district workshop. The team should return to the case study location for at least a day to validate and triangulate, as well as further explore specific issues identified.

10.4 Organising the study

The methodology workshop carried out a district study and resulted in the following tips for district study leaders/teams:

The Team: It is very important that the core team that is constituted for the district study has the right mix of skills. The team leader should have been through the methodology development workshop and have experience in multi-sectoral work, as well as being able to work at micro, meso and macro levels, understanding the linkages. The leader should have a mix, or at least a knowledge and understanding of the skills listed below. There should be a small core team of ideally 3 members for efficiency and economy, with additional people drawn in for the community PRA work if possible. The team should:

- Have a knowledge and understanding of the principles underpinning the SL framework.
- They should be interested in, and committed to eradicating poverty
- Be multi-disciplinary, and balanced in terms of gender and age
- Have a knowledge of PRA and skilled in the methods
- Have a general understanding of rural development, and
- A specific knowledge of the forestry sector
- Have the ability to plan facilitate and write up workshops
- To ensure ownership, the team should include representatives from LC3/LC5 stakeholders, who participate fully in the study and write part of the final report;
- Have writing skills to be able to contribute to the final report

Training the team: Once the team has been put together, some training should be carried out on the methodology, specifically the SLA, PRA methods and skills. The process and planning should be discussed and done together.

Organising for the PRA: The PRA intervention should be discussed well in advance with the community and its leaders. This should include the aims and objectives, time commitments, who should be present (or who can be present), the possible inclusion of a community representative, and when it will take place. Arrangements should be made for that person to be confirmed, and for an initial community meeting to start the PRA. It is preferable if the study team is able to stay in the village/community for the duration of the research.

Feedback process

The final day of the PRA (return to community) should be spent following up specific issues with individual key informants or groups, and ending with a feed back meeting with the members of the community to validate and discuss the issues that have arisen during the research process.

Setting up interviews: Interviews will be arranged with institutions and service providers operating in the parish, as well as at LC3 and LC5 levels. Normally 1.5 hours should be allowed for an interview, with up to 20 minutes between. If working hours are from 08:00 – 17:00, it is often feasible to have interviews at 8, 10, and 12, 2 and 3.30 or 4, with shorter time slots used for those where less time is needed. It is usually useful for two people to go to each if possible, with the whole team for critical overview meetings.

Organising the District Workshop:

The objectives, process and suggested participants is outlined in chapter 9. The focus of the workshop should be on the production department to ensure policy makers attend and not just district technocrats. Planning and invitations (written) should reach possible participants well in advance. As the workshop has an advocacy objective, the teams should present the information clearly on flipcharts, but should put together a package or the relevant information for the participants.

Writing the report: Although the approach adopted in this process emphasises that maximum learning take place during the research process, the report remains the most important output and therefore care should be taken in its writing. The partner NGO will continue to work with the community, and hopefully their relationship with the community, as well as their understanding of the issues will have improved, resulting in a better joint project. Important issues to consider include:

- Agree within the team on the report outline/contents and where the specific emphases should be
- Decide who will take responsibility for what sections/chapters according to peoples particular strengths and skills
- The team should discuss and agree on all findings and recommendations.
- In this process the linkages need to be made explicit and written into the document to illustrate to the reader how the findings were derived
- Boxes with examples and interesting snippets from local informants should be added.
- It is important that all team members (including community and government staff) make a contribution to the writing as it brings in an element of triangulation (confirmation), as well as encouraging local partners to get involved and hence take ownership.
- The lead consultancy should take ultimate responsibility for the report and hence the editing responsibility.

10.5 Resource documents

The following documents will be made available to the teams by the Forestry Secretariat:

1. The Methodology report
2. Bushenyi District report
3. Background documents
 - NFA, Forestry Policy, NFP, Review of Initiatives
 - PMA, NAADS, LGDP
 - UPPAP District reports
 - Land reforms, Environment statutes
4. Letter to CAO about study and for District workshop
5. Certificates of completion of the methodology process/training
6. Some PRA methods

11 The May workshops

11.1 Plan for comparative workshop 16 & 17 May

Objective

By the end of the day we have compared the studies and drawn out the main lessons, to be used at the workshop the following week.

Programme

Wednesday

- 8.00 Introduction, objectives, programme
 8.15 Presentations by 3 studies from similar areas (15 mins each)
 (while this is happening a matrix is drawn on the wall, one on livelihoods issues structured by district, one on opportunities)
 9.00 Discussion
 9.20 Presentation by 3 other studies from similar areas
 10.05 Discussion
 10.30 *Coffee*
 11.00 Presentation by 3 other studies from similar areas
 11.45 Discussion
 12.05 Presentation by last 2 districts
 12.35 Discussion
 13.00 *Lunch*
 14.00 Discuss cross-cutting issues emerging on role of forestry in livelihoods
 14.45 Discuss cross-cutting opportunities emerging
 15.30 *Tea/coffee*
 15.45 Opportunities continued
 16.00 Discuss services that appear to be needed
 17.00 Close

Thursday

- 8.00 Recap
 8.15 Service providers available to meet these and the gaps
 9.15 What services do we need to develop or commission
 10.15 *Tea/Coffee*
 10.45 How do we make the core services happen – planning what is needed
 13.00 *Lunch*
 14.00 Developing a concept for pilot programmes
 17.00 Close

For section of presentations about role of forestry in livelihoods develop matrix like below and fill in as presentations happen:

Table 1

Social groups	Importance of forestry for				
	District 1	2	3	etc	
Women					
Old people					
Farmers					
Etc					

Starting with session on opportunities develop matrix like:

Table 2

Issue	Opportunity				
	1	2	3	etc	
Services needed					
Services available					
Gaps					
How to fill gaps					
Potential impact of service for poor people					
Likely availability of service to poor people					

For final session on making core services happen, develop matrix like:

Table 3 Service 1

	Community	Service providers	LC3	LC5	Central authorities (NFA, UWA)	Ministries
Role in providing service						
Source of funding						
Capacity to provide service						
Information required						

In terms of thinking of pilot programmes, need to think who takes responsibility and what role further funding might play, so that how pilot programmes will be taken forward can be targeted correctly. The following table documents possible types of services. These concepts should be tested and extended during the participatory research exercise.

11.2 Tuesday 22 May workshop

Objective

By the end of the workshop we have:

- Validated the concept for forestry's contribution to rural livelihoods in the NFP
- Endorsed the proposals in the NFP for supporting this, notably the pilot phase
- Validated how forestry related services could use PMA/NAADS mechanisms

Flow

- Introduction
- Presentations on livelihoods and opportunities
- Discussion
- Presentation on services
- Discussion
- The draft NFP in relation to small-scale rural livelihoods – services, responsibilities, process (including pilot phase), coordination

Programme:

Time	Session	Facilitator/presenter
0830	Registration	(to be decided)
0900	Welcome	
0910	Objectives and programme	
0920	Background to the process - incorporating livelihoods into NFP	
0940	Examples of the role of forestry in livelihoods and opportunities for different social groups - Overview - District example	
1010	Discussion	
1030	Potential services to realise the opportunities - Overview - District example	
1100	Tea/coffee	
1130	Discussion	
1150	The draft NFP in relation to rural livelihoods	
1220	Discussion	
1245	Intro to groups	
1300	Lunch	
1400	Working groups looking at services	
1500	Reports back	
1515	Tea/coffee	
1545	Reports back	
1645	Way forward	
1700	Close	

Logistics:

Resource materials - draft NFP sent earlier; hand out from previous week

Location - room for 80 people

Facilitation – Secretariat and Khanya

Allowances / accommodation - clarify in invitation

Open/Close workshop - Minister / PS MWLE / PS MFPED (to be decided)

Participants	Nos
Sec't	5
FD	5
PMA	2
NAADS	2
LGDP	1
MoLG	1
ULAA	1
Districts:	
CAOs	4
Planners	4
Production Committees	4
Production Co-ordinators	4
DFOs	4
Service providers and associations - wide range of types (ADC, PRIDE, marketing, UFIDA, NGOs etc)	20
Reps from CC Ministries, SG, WGs	20
Total	77

12 Pilot follow on

The process to follow the may workshop will involve the completion of similar studies in NAADS trailblazer districts as a pilot districts. At this stage there is not much planned as the district studies will first take place, be drawn together and evaluated in May and the Pilot follow on process put in motion.

Appendix 1 Detailed programme of the Methodology workshop

Methodology planning workshop

Sunday 18 March

20.30	Objectives and overall programme	Mike Harrison, Forestry Secretariat
20.45	Introductions	James Carnegie

Monday 19 March

08.10	Objectives and programme	James Carnegie
08.20	Principles for the workshop	
08.30	Expectations and concerns	
09.15	Background to the sector	Mike Harrison
09.30	Discussion	Betty Dungu
09.45	Study purpose and critical questions	Mike Harrison
10.15	<i>Tea/coffee</i>	
10.45	Confirm logic of programme	Ian Goldman
11.15	Sustainable livelihoods approaches	James Carnegie
12.20	Report structure	Ian Goldman
13.00	<i>Lunch</i>	
14.00	Question and methodology matrix in plenary	Ian Goldman
15.15	<i>Tea/coffee</i>	
15.45	Question and methodology matrix in groups	James Carnegie
17.00	Close	

Tuesday 20 March

08.00	Recap	James Carnegie
08.10	Question and methodology matrix in plenary	Ian Goldman
10.45	<i>Tea/coffee</i>	
11.15	Developing a standard process for applying the methodology	Ian Goldman
13.00	<i>Lunch</i>	
14.00	Adapting the process to a particular location, and planning the study exercise Separate group planning for district work	
15.15	<i>Tea/coffee</i>	
15.45	Continue	
17.00	Close	

Methodology field work process

Wednesday	
Morning	Afternoon
Team 1 & 3 Preparation for community work General introductory community meeting & PRA exercises Kashaka team leave for field	PRA exercises Team sharing, learning and planning
Thursday	
Morning	Afternoon
Team 1 & 3 Preparation for fieldwork PRA in community LC3 interviews – service providers Kashaka team – community meeting followed by PRA	PRA exercises Team sharing, learning and planning
Friday	
Morning	Afternoon
Teams 1 & 3 – analysis and joint sharing PRA in community District service provider interviews Kashaka team – PRA in community	PRA in community PRA in community
Saturday	
Morning	Afternoon
Teams 1 & 3 Analysis and write up Kashaka Team – PRA, group work and LC 1&2 interviews	Teams 1 & 3 Community work Kashaka team – community meeting, analysis and write up
Sunday	
Morning	Afternoon
Teams 1 & 3 Analysis and write up Kashaka Team – analysis and write up. Return to Ishaka	All teams Analysis and write up
Monday	
Morning	Afternoon
Analysis and write-up Prepare for district workshop	Analysis and write-up District workshop
Tuesday	
Morning	Afternoon
Write-up	Issues regarding methodology
Wednesday	
Morning	Afternoon
Refining the methodology	Planning for studies in own districts Departure (& Thursday morning)

Appendix 2: List of participants

District	Organisation	Name	Address	Tel	Email
1. Arua	CEFORD	Anguzu Dickens	Box 303, Arua	075 628707 (pers)	
2. Arua	FD	Adiribo Edison, DFO	Box 1, Arua	0476 20047 077 489161	
3. Bushenyi	COBS	Patrick Musiime			
4. Bushenyi	District COBS	Tibesigwa Freddie, CF	Box 1, Bushenyi	0485 42037 077 619946 (home)	
5. Bushenyi	District COBS	Tayebwa William, DEO			
6. Bushenyi	District COBS	Atwine Dionysius, CF			
7. Bushenyi	District ILM	Matsiko Semu David, DfIO	Box 1, Bushenyi	077 474835	
8. Bushenyi	District ILM	Karyabahwa Buhanga, CF			
9. Bushenyi	District ILM	Monday Banga, CF			
10. Bushenyi	District ILM	Rutindo Aloysius, CF			
11. Bushenyi	District ILM	Baluku Julius, DfIO			
12. Bushenyi	FD	Levi Etwodu, DFO			
13. Bushenyi	District ILM	Bashaija Deo, CF			
14. Kalangala	DRT	Naomi Nakamatte	Box 1599, Kampala	269495	drt@imul.com
15. Kalangala	DRT	Mbabazi Marion	Box 1599, Kampala	269495	drt@imul.com
16. Kasese	CARE ILM	Kandole Annet			
17. Kasese	CARE ILM	Rusoke John			
18. Kasese	CARE QENP	Wagaba Simplicious,			
19. Kibaale	FD	Charles Kasaija Rukayanga, AFO	Box 24, Kagadi	C/o URDT	
20. Kibaale	URDT	Joseph Wasibi	Box 24, Kagadi or Box 16253, Kampala	0483 22820/1	urdt@swiftuganda.com
21. Kibaale	URDT	Abamwesiga Robinah	Box 24, Kagadi	0483 22820/1	urdt@swift.com
22. Luweero					
23. Luweero	FD	Deogratias Mijumbi, FO			

Methodology for exploring opportunities and services

March 2001

24.	Masindi	BUCODO	Madira Davidson	Box 357, Masindi or c/o CDLangoya at FD Nakawa	077 633927 (077 605432 / 231866 CDL)	
25.	Mpigi	EA	Fred Kafeero			
26.	Mpigi	EA	Byaruhanga Josephat			
27.	Mpigi	FD	Murangira Silvano, FO	Box 75, Mpigi	041 70036	
28.	Mukono	FD	Balimunsi Moses, FO	Box 49, Mukono FD HQ Nakawa	290 276 075 625062	
29.	Mukono	WANDA	Zawedde Catherine	Box 2064, Kampala	077 482162	sekaban@infocom.co.ug
30.	Nakasongola	CDRN	Anthony Okori		077 518080 071 813165	cdm@imul.com
31.	Nakasongola	FD	Mbaziira Josephat, FO	Box Nakasongola	1,	
32.	Rakai	VI	Fred Mawanda	Box 1732, Masaka	0481 20946	viafp@starcom.co.ug
33.	Soroti	SOCADIDO	Ikanut Michael Benard	Box 641, Soroti	045 61505	socadido@infocom.co.ug
34.		FD HQ	Margaret Mwebesa			
35.		Khanya	Ian Goldman			
36.		Khanya	James Carnegie			
37.		SusRo	Simon Kiruluta			
38.		SusRo	Timothy Muwonge			
39.		UFSCS	Betty Dunga			
40.		UFSCS	Mike Harrison			

Appendix 3 : Summary of methodology workshop evaluation

A workshop evaluation was carried out by participants completing an evaluation form. A summary appears below.

Bushenyi methodology workshop summary	Average scores for (Nos of responses)		
	NGO (10)	District staff(12)	Overall (22)
1 Overall assessment of workshop	4.00	4.90	4.48
2 Overall did we reach objectives, and specifically	4.60	4.58	4.59
3 • Develop and refine a appropriate methodology	4.11	4.82	4.50
4 • A parish forestry services report	4.10	3.92	4.00
5 • Planned for field & May workshop	4.50	4.83	4.68
6 • Left parish with info and development process	2.70	3.58	3.33
7 New insights	4.20	4.83	4.55
8 Enjoyed the process	4.20	4.92	4.59
9 Own participation/contribution	4.44	4.17	4.29
10 Facilitators	4.60	4.17	4.57
11 Overall organisation	3.56	4.33	4.00
12 Equipped with process/methodology	4.67	4.67	4.67
13 Preparation for the field work done	4.40	3.83	4.09

In general, participants enjoyed the workshop, learned new skills and participated well. The workshop objectives were obtained, although the parishes in which the work was carried out in were not adequately left with information and a process of development. People felt equipped to carry out the process in their own districts, although felt more planning was needed. Overall comments made on the individual items and the workshop in general were positive.