# Darwin Initiative Annual Report

# Important note:

To be completed with reference to the Reporting Guidance Notes for Project Leaders – it is expected that this report will be about 10 pages in length, excluding annexes

### Submission deadline 30 April 2008

# **Darwin Project Information**

Project Ref Number	14 - 033
Project Title	Darwin Training Programmes for Integrated Protected Area Management: Ghana
Country(ies)	Ghana
UK Contract Holder Institution	Living Earth Foundation
UK Partner Institution(s)	Living Earth Foundation Ghana
Host country Partner Institution(s)	Wildlife Division (Forestry Commission) Ghana
Darwin Grant Value	£180,542
Start/End dates of Project	October 2005 to March 2008 (extended to September 2008)
Reporting period (1 Apr 200x to 31 Mar 200y) and annual report number (1,2,3)	1 April 2007 to 31 March 2008. Annual report 3
Project Leader Name	Javier Alvarez
Project website	http://www.livingearth.org.uk/africaprogrammes/ghana/darwintraining.html
Author(s), date	Javier Alvarez and Afia Asamoa Owusu. (Date: 29 April 2008)

# 1. Project Background

The project is being implemented in Ghana. The local Wildlife Division WD (Forestry Commission – Ghana Government) has developed a Collaborative Wildlife Management Policy, which gives a more practical meaning to the 1994 Forest and Wildlife Policy. One of the eight 'Objectives and Strategies' of the Wildlife Division is to 'foster closer collaboration with communities close to Protected Areas through the promotion of community resource management areas (CREMA)'. Because it transfers power over resources, the CREMA process is fraught with potential misunderstandings and tension on both sides and can only succeed if the implementing agency has well-trained and motivated staff at its disposal.

The project meets the pressing need to develop the community liaison function of the WD around protected areas so that mutual trust can be established. It will also promote closer collaboration between the WD's protection and community liaison functions.

The project is locally implemented by the Living Earth Ghana Foundation in Accra.

QuickTime™ and a TIFF (LZW) decompressor are needed to see this picture.

Map: natural protected areas of Ghana.

### 2. Project Partnerships

Living Earth Foundation (LEF) UK helped to establish Living Earth Foundation Ghana (LEFG) in 1998. LEFG has an independent Board of Trustees and has been working in partnership with LEF UK in the Western Region supported by the EU PADP I and later in developing a environmental education programme at Ankasa Base funded by Conservation International

The partnership between the UK institution and the host partner Living Earth Foundation Ghana has been enhanced during the project period, the host partners had the opportunity to interact with consultants from the UK during several working visits to Ghana during 2007 and 2008. Additionally LEF UK, in order to promote the exchange of ideas and lessons on project implementation, invited the Training Manager of this Darwin project to visit its partners and projects in Nigeria.

LEF UK and LEFG have been working in partnership with the WD on the implementation of the project; the project will positively impact the capacity of the WD (Government agency) to contribute to the delivery of the national objectives on the CBD. The improvement of the natural resource management on the buffer zones of natural protected areas will reduce the loss of biodiversity.

LEFG has organized a special Board of Trustees meeting aimed at promoting linkages between its projects and other conservation initiatives in Ghana. This meeting was held last March in Accra and it was attended by:

- Dr. Paulinus Ngeh BirdLife International
- Dr. Rosina Kyerematen Department of Zoology; University of Ghana
- David Kpelle Wildlife Division
- Moses Sam Wildlife Division
- Francis Ankrah Ghana Academy of Arts & Sciences
- Nuna Senaya African Women's Development Fund
- Gerard Boakye Goldfields Ghana Ltd
- Kenneth Ofori Amanfo Ghana Wildlife Society

Additionally, WD and LEFG invited a group of NGOs working in Ghana to send officials for attending the Darwin Training workshops; there are details of these institutions in Annex 3.

LEF UK has conducted an internal planning meeting last October for discussing strategies for its institutional plans in Cameroon, Nigeria, Uganda and Ghana. During this meeting the lessons learn from the Ghana partnership with LEFG have been specially analysed and took into consideration for future actions within the Region.

### 3. Project progress

### 3.1 Progress in carrying out project activities

All the *Training Courses for the WD staff* have been delivered involving the participation of 165 trainees, within the timeline described at the last annual report, and using the training modules prepared by the training team (TT) integrated by:

No	Name	Organisation	Status
1	Nana Kofi Adu Nsiah	Wildlife Division	Executive Director
2	Andrew Agyare	Wildlife Division	Manager (CRMU unit)
3	Kofi Sam Moses	Wildlife Division	Manager Western Region
4	Cletus Nateg	Wildlife Division	Manger Legal
5	Alex Asare	RMSC	Deputy Manager
6	Edward Craven	LEF UK	consultant
7	Afia Asamoa Owusu	LEF Gh	Training Coordinator

The Learning Outcomes (LO) defined by the TT are in Annex 4. As mentioned in section 2, the TT decided to invite to the training session officials from relevant NGOs working in projects with links to CREMA implementation (see Annex 3). The composition of the staff from WD, Forest Division and NGOs trained was integrated as follows: Wildlife Division: regional Managers, assistant regional officers, PA managers and assistant PA managers. Forest Services Division: Regional managers, district managers/assistants, costumer Service officers/range supervisors. RMSC officials. Regarding the participants from NGOs, there were mainly project officials and project managers.

The selection of the workshop's participants have been implemented by the TT following geographical and ecosystem approaches; the courses were implemented in different ecoregions of Ghana: Northen Sector, Middle Zone (Sunyani), Southern Sector (Bonsu), Transitional/Savannah Zones (Mole National Park)

The Community Training Programme structure has been agreed by the TT in discussion with other local stakeholders and the implementation is delayed and expected to be completed by July 2008. For the *Community liaison WD staff handbook output* the TT is going to update a previous version prepared by the WD and is also preparing posters and awareness leaflets (local NGOs have been invited to provide inputs for these materials). The printing of the material is expected to be ready by June 2008.

A working version of the *Training Course Book* was prepared and printed for conducting the training. The TT decided to work with this version before a final print due to be completed in June 2008 (including changes and additions generated from the trainees).

# 3.2 Progress towards Project Outputs

The training courses for the WD (and associated agencies at the Forestry Division) have been completed (including the modules required for the training). Despite of the delays experienced by this project the training outcomes are very positive and are explained by the level of trainees (165 trainees compared with the original target of 80). The indicators for this output are the registration forms plus the evaluation forms. LEFG has a record of the forms. The evaluation forms show a high level of satisfaction regarding the training experience; this information has been also analysed by the TT.

The final printing of the handbook and community materials are delayed.

Regarding the output: Ongoing processes for registering 4 CREMAs with agreement letters from Local Communities, Local authorities, NGOs and the WD (Forestry Commission), the courses delivered in four regions of the country have contributed to the capacity building (regarding human resources in relevant Government bodies) for the process of registration of CREMAs.

### 3.3 Standard Measures

Table 1 Project Standard Output Measures

Code No.	Description	Year 1 Total	Year 2 Total	Year 3 Total	Year 4 Total	Total to date	Total planned from application
Establishe d codes							
6A	Training workshops for WD staff and NGOs		8	165			
6B	Training workshops for WD staff and NGOs			8			
7	Training Modules Handbook		1	1			
7	Community Training handbook and posters			3			
8	Technical visits from the UK team	4	4	4			
23	Matching funds	£9,050	£28,090	£14,000		£51,14 0	£51,455
New -							

Project specific				
measures				

In Table 2, provide full details of all publications and material produced over the last year that can be publicly accessed, eg title, name of publisher, contact details, cost. Mark (\*) all publications and other material that you have included with this report.

Table 2 Publications

Ī	Type *	Detail	Publishers	Available from	Cost £
	(eg journals, manual, CDs)	(title, author, year)	(name, city)	(eg contact address, website)	
Ī					

# 3.4 Progress towards the project purpose and outcomes

The project has generated an important critical mass of training activities and materials for supporting the CREMA processes in Ghana. So far 165 people (mainly from the WD and Forestry Division of the Ghanaian Government) have received specific training through courses organized in four regions of the country. The change of the intentions of the Government regarding starting new CREMAs - discussed in previous reports - has changed the expected outcome of this project regarding the registration of new CREMAs. However a considerable part of the staff from the Government plus relevant NGO officials have accessed to training on community resource management areas and we expect that this critical mass will encourage the strengthening of current CREMAs and the creation of new ones in the near future.

# 3.5 Progress towards impact on biodiversity, sustainable use or equitable sharing of biodiversity benefits

The project seeks to enhance the capacity of Wildlife Division staff to implement community-based wildlife management approaches in an effective, participatory and sustainable way. One of the nine 'Objectives and Strategies' of 1994 Forest and Wildlife Policy in Ghana is to 'foster closer collaboration with communities close to Protected Areas through the promotion of community resource management areas (CREMA)'. Given that it transfers power over resources, the CREMA process is fraught with potential misunderstandings and tension on both sides and can only succeed if the implementing agency has well-trained and motivated staff. The Darwin training modules, in response of the current challenge, were developed under these three may headings— understanding the CREMA approach; working effectively with communities, and practical implementation and management of CREMAs.

The content of the training programme highlighted and emphasised how to work effectively with the local communities and the role local communities play in helping biodiversity conservation. The training incorporated the need for mutual trust establishment between the locals and the Government officials.

The professional capacity and knowledge base of the 165 participants on CREMAs had been raised to be able to deliver effective guidance/training programmes to other stakeholders. As a result relations will improve between stakeholders, the establishment of effective Community Resource Management Areas will be encouraged and biodiversity around Ghana's protected areas for now will be protected. In the long term it is anticipated that a lot more communities will be involved as the impact of its benefits is felt in the communities involved.

# 4. Monitoring, evaluation and lessons

The community of 165 officials and managers trained at the WD and Forestry Commission of the Ghanaian Government constitute a new driving force for encouraging new CREMAs in

Ghana. The publications of this project will also promote the understanding of CREMA for a wider audience and therefore promote future

The main indicators for the training actions are the number of participants of the workshops and the evaluation forms that they completed. These feedbacks have been brought to the

One of the most important lessons from this project is linked to the need of a comprehensive planning for the institutional relationship between the UK partner and the local partner (considering different assumptions and potential scenarios) and the need of an initial process for common understanding of the key concepts related to the project's objectives and implementation. In this case, differences in project interpretation had serious consequential effects on the understanding and expectations of the Wildlife Division which required substantial efforts to resolve and re-align and which effectively halted progress for several months.

### 5. Actions taken in response to previous reviews (if applicable)

Partnerships with other local organization has been promoted in order to expand the impact of the project through other institutions and projects. In the Section 2 and in the Annex 3 of this report there is information on the institutional links established. In addition, LEFG has invited Conservation International Ghana and the Wildlife Conservation Society to work together in the preparation of posters and leaflets for the community training.

# 6. Other comments on progress not covered elsewhere

\_

# 7. Sustainability

This project was due to finish in March 2008 and has recently obtained an extension to September 2008.

The community of trainees who attended the training workshops of this project (so far 165) is the stronghold for expanding the capacity of the Wildlife Division to promote and improve the CREMA concept.

LEFG has been establishing links with NGOs and Institutions associated to other projects working on CREMAs, during the last year, in order to identify ways to ensure the projection of the project's legacy.

### 8. Dissemination

A group of NGOs working on related issues to CREMAs in Ghana has been involved into the project through the allocation of training opportunities in the workshops originally meant just for the WD. This step has supported the specific dissemination of the project within key stakeholders and encouraged future steps on partnerships for LEFG. Details of the NGOs are detailed in Annex 3. LEFG is working on ideas for developing new projects for continuing with actions linked to this project when the project finishes.

Posters and leaflets in CREMAs are being prepared as awareness tools after the project life.

# 9. Project Expenditure

Please expand and complete Table 3.

Table 3 Project expenditure <u>during the reporting period</u> (Defra Financial Year 01 April to 31 March)

Item	Budget (please indicate which document you refer to if other than your project application)	Expenditure	Balance
Rent, rates, heating, overheads etc			
Office costs (eg postage, telephone, stationery)			
Travel and subsistence			
Printing			
Conferences, seminars, etc			
Capital items/equipment			
Training Workshops			
Salaries (specify)			
TOTAL			

# 10. OPTIONAL: Outstanding achievements of your project during the reporting period (300-400 words maximum). This section may be used for publicity purposes

I agree for ECTF and the Darwin Secretariat to publish the content of this section (please leave this line in to indicate your agreement to use any material you provide here)

In this section you have the chance to let us know about outstanding achievements of your project over the year that you consider worth highlighting to ECTF and the Darwin Secretariat. This could relate to achievements already mentioned in this report, on which you would like to expand further, or achievements that were in addition to the ones planned and deserve particular attention eg in terms of best practice. We may use material from this section for various promotion and dissemination purposes, including e.g. publication in the Defra Annual Report, Darwin promotion material, or on the Darwin website. As we will not always be able to ask projects on an individual basis for their consent to publish the content of this section, please note the above agreement clause.

# Annex 1 Report of progress and achievements against Logical Framework for Financial Year: 2007/08

Project summary	Measurable Indicators	Progress and Achievements April 2006 - March 2007	Actions required/planned for next period
Goal: To draw on expertise releve United Kingdom to work with local biodiversity but constrained in restriction of biological diversity of the composition of the constrained by the constrain	community relations around 4 protected areas improved to the extent that WD Community Liaison staff can facilitate Community	(report on any contribution towards positive impact on biodiversity or positive changes in the conditions of human communities associated with biodiversity eg steps towards sustainable use or equitable sharing of costs or benefits)  165 staff from WD, Forestry Division and NGOs have been trained in workshops held in the Northen Sector, Middle Zone (Sunyani), Southern Sector (Bonsu), Transitional/Savannah	(do not fill not applicable)  - Evaluation and final report.
training programmes to improve community liaison and biodiversity protection through promoting the establishment of Community Resource Management Areas around Ghana's protected areas.	Resource Management Areas (CREMAs) with the full support and involvement of communities.	Zones (Mole National Park).  Contacts and meetings with leaders of local communities have been concreted for planning the community training workshops	
Output 1. Structured training programme consisting of three progressive oneweek courses developed.	3 modules written up & submitted to WD senior management.	A Technical Team (integrated by exp was set up. The Team has discussed which lately have been approved form	and agreed the modules contents

Activity 1.1 Technical Team meetings and workshops		The ToT workshops have been completed during the last quarter of 2007 with the participation of the Training Consultant from the UK.
Activity 1.2 Presentation of the modu approval.  Activity 1.2 Final preparation for send		Training modules have been approved by the WD and used for the training courses.  Copies of the modules handbook have been printed and used for training proposal. A final version of the handbook (including corrections and the inclusion of feedbacks made during the training courses) is going to be printed by June 2009.
Output 2 and Output 3  - Training courses delivered to WD field staff in 4 protected areas.  - Community training programme delivered.	<ul> <li>60 training days delivered to 80 WD field staff.</li> <li>48 training days delivered to 320 community members</li> </ul>	165 staff from the Government and NGOs trained.     Community training workshops planned and due to delivery by July 2008
Output 4 and Output 5  - Training course book published.  - Community liaison WD staff handbook published.	<ul> <li>1,000 WD training course books published &amp; adopted by WD training unit.</li> <li>1,000 handbooks explaining &amp; popularising CREMAs</li> </ul>	- Working edition completed. The final edition it is due to be printed by July 2008  -The publication of the handbook plus a poster and leaflet are delayed and due for completion by June 2008.

	published and distributed through WD.	
Output 6  - The establishment of 4 CREMAs enhanced and facilitated by newly trained WD staff and aware communities.	Ongoing processes for registering 4 CREMAs with agreement letters from Local Communities, Local authorities, NGOs and the WD (Forestry Commission).	A community of people trained on CREMA has been established (official and managers from NGOs, WD and Forestry Commission). The workshops gave the opportunity to re-open discussions and ideas on CREMAs.  A final Workshop in Accra is planned to bring together several stakeholders to discuss the legacy and follow up of the actions of this project.
Output 7 - Evaluation report published	- Report on experience written up and submitted for publication	To be completed at the end of the project.

# Project's full current logframe

Project summary

Goal:							
To draw on expertise relevant to biodiversity from within the United Kingdom to work with local partners in countries rich in biodiversity but poor in resources to achieve							
<ul> <li>the conservation of biological diversity,</li> <li>the sustainable use of its components, and</li> <li>the fair and equitable sharing of benefits arising out of the utilisation of genetic resources</li> </ul>							
Purpose							
To build the capacity of Wildlife Division, Ghana to deliver effective training programmes to improve community liaison and biodiversity protection through promoting the establishment of Community Resource Management Areas around Ghana's protected areas.	Community relations around 4 protected areas improved to the extent that WD Community Liaison staff can facilitate Community Resource Management Areas (CREMAs) with the full support and involvement of communities.	Intention letters from stakeholders linked to 4 CREMAs around selected protected areas.	Current positive government rhetoric translates to investment of substantial human and financial resources in CREMA. (+)				
Outputs Structured training programme consisting of three progressive one-week courses developed.	3 modules written up & submitted to WD senior management.	Modules signed off by WD management	Working relationship between LEF UK And LEFG ensures an acceptable working atmosphere for project implementation;				
Training courses delivered to WD field staff in 4 protected areas. (*)	60 training days delivered to between 60 to 80 WD field staff and Forestry Commission staff.	Mobile Training Unit reports and project M&E reports	The WD is flexible and accepts the interaction with NGOs for implementing its CREMAs initiatives				
Community training programme delivered. (*)	48 training days delivered to 320	Community Liaison Unit reports and M&E reports	Other Key institutions linked to initiatives on CREMAs are interested to cooperate and participate in the project				

Measurable Indicators

Means of verification

**Important Assumptions** 

Training course book published. (*)	community members,	5	Logistical arrangements (staff, vehicles, etc.) available for use
	1,000 WD training course books published & adopted by WD training unit.	Project reports and signed receipts from Park Mgmt.	in line with project timetable.
Community liaison WD staff handbook published.		Report available in	Peer-reviewed journal accepts paper as significant
(*)	1,000 handbooks explaining & popularising CREMAs published and distributed through WD.	peer-reviewed publication	contribution to the field
Ongoing processes for registering 4 CREMAs with agreement letters from Local Communities, Local authorities, NGOs and the WD (Forestry Commission).  Evaluation report published	4 ongoing processes on CREMAs establishment	Intention letters from stakeholders linked to 4 CREMAs around selected protected areas.	
Evaluation report published	Report on experience written up and submitted for publication		

# Annex 2 onwards – supplementary material (optional)

### **Profiles of some of the NGOs that participated in the Training Programme:**

#### 1. Central Region Youth In Development-Greening Ghana

The above organisation is an NGO which has organized about twenty-six thousand youth in central region on the planting of trees. Since the establishment of the organisation, we have planted one hundred and ninety-five cassia seedlings of which the survival rate is 70 per cent.

### Main Objectives are:

- To provide a framework for local communities involvement in afforestation, modern agriculture, trade and small-scale industry.
- To make individual aware of the causes of deforestation and their roles and responsibilities in addressing problems activities through extension education in communities.
- Train the communities to use their own resources in management approach or to provide training and instructions to the youth during the project period leading to a self sufficient approach.
- To introduce species of trees which will provide fuel wood, building poles, improve fertility, provide fruits for profit and better nutrition and beautification in the villages and road side, check erosion and rain damages. Also provide folders for animals and natural medication to promote the planting of native tree species.
- To provide special training to the youth, the techniques of agriculture to increase agricultural productivity.
- To organize regular educational campaigns too intensify the communities' involvement in trade and small-scale industry.

# 2. Nature Conservation Research Center (NCRC)

NCRC is an NGO with its head office in Accra and a zonal office in Techiman. It have projects in 8 regions in Ghana and are basically into conservation, tourism development and research. We do:

- Research-Endangered species
  - Trade e.g. smoke trade
  - o -Environmental
- Sanctuaries Development: developing sites and empowering rural communities to conserve their own wildlife through advocacy, education, capacity building and provision of structures needed for effective and continuity of project.
- **Tourism Development**: Providing capacity building for existing and new developing sites, infrastructure development, advice and marketing of sites.

**3. REEP (Rural Environmental Empowerment Project):** Empowering rural communities through capacity building, provision of equipment, training them on alternative livelihoods and structures to start alternative livelihood activities to enable them protect their environment.

### 4. FRIENDS OF THE NATION (FON)

Friends of the nation is a socio-environmental non governmental organization (NGO) based in Takoradi. It serves as a catalyst towards increased action for sustainable natural resource management and healthy environment. The organization also provides consultancy service to private association or organization.

- a. Under natural resource management, the organization focus on two main areas:
  - Forestry-Monkey Hill (Reserve Area) in Takoradi
  - Coastal- Working on a project called Right and Voice Initiative (RAVI). The project is designed to:
    - o promote effective collaborative Fishery Resource management
    - contribute to the provision of permanent and effective community right (including responsibilities)
    - o aid voices in the fishery policy and management through the establishment
    - aid strengthening of Community Based Fishery management Committee (CBFMC)
- b. Health Environment-HIV Prevention, Malaria.

All these projects are implemented through education, training, networking and advocacy.

#### 5. Conservation Foundation

Conservation Foundation (CF) is an NGO whose headquarters is in Agona Ahanta in the Western region and is operating in almost all districts in Western region and all districts in Central region. CF's major areas of operation among other areas are:

- 1. Environmental Conservation Projects
- 2. Water, Sanitation and Hygiene projects
- 3. HIV/AIDS programmes

CF also goes into partnership with some international NGOs and is currently establishing CREMA in partnership with CARE International around Cape Three Points Forest Reserve and Krokosue Hills Forest Reserve in Ahanta West District and Juabeso/Bia districts respectively.

# 6. GACON

The Ghana Association for the Conservation of Nature (GACON) is a sub-national, voluntary, community focused NGO which aims at protecting and preventing threatened endangered and rare species as well as their regenerative resources for the preservation of genetic diversity, the maintenance of life support systems and to ensure the sustainable use of species and the ecosystem. This aim is achieved through various means. Paramount among these has been by encouraging the establishment of local (village level) reserves of natural forest, presently serving as sacred groves, burial grounds and watersheds; to be managed by the local community. The local reserves of the remnant forest are rehabilitated and maintained in close consultation with local communities. The association carries out Public Education in Conservation and sustainable management at the local level.

GACON is currently into conserving sacred groves at Tano Boase Jachie Pramso, Kagyase, Buoyem and Enchi through Community Sacred Grove Management Committees. In the Buoyem likelihoods, resulting in reduced pressure on their sacred grove and is enhanced by tree planting in and around the boundaries of the sacred grove.

#### 7. CARE International

# **Programmes**

- Agric and natural Resources
- Forest (Forest Resources and Sustainable Livelihoods)
- CFBP (Community Forest Biodiversity Projects)
- FASE (Sustainable Farming systems)
- FFT (Fair Fruit Trade)
- SLATE (Security of Land tenure Systems)
- TBA (Transboundary NR Management)
- BURNS (Bushfires Central Programmes)
- Water and Sanitation
- HIV and STD education
- Child Trafficking advocacy Campaigns
- Family Planning and Malaria Control programmes

### 8. Resource Conservation Initiative (RESCON)

RESCON is a Non-governmental Organisation based in Kumasi. Its aims and objectives are:

- Conservation and Protection of threatened ecosystems in Ghana
- Developing the potential of local communities to minimize land and natural resources degradation
- Advocacy to establish the right of the rural poor and the marginalized in natural resource policy and decision-making
- Advocacy for community education and promoting research on natural resources exploitation and conservation
- Environmental awareness creation

# Annex 4

### Below is each Training Module content index with its agreed LOs:

Module 1- understanding the CREMA approach. At the end of the module learners will be able to:-

- 1. Assess the place of C-B approaches to natural resource policy in Ghana and internationally
- 2. Explain the philosophy of the CREMA approach
- 3. Define the essence of the CREMA approach
- 4. Outline the main costs and benefits of the CREMA approach for key stakeholders
- 5. Outline ways the costs can be best managed
- 6. Describe the institutional framework for CREMA creation and management
- 7. Assess the key roles played by people and institutions n CREMA implementation
- 8. Demonstrate commitment to the CREMA approach.

Module 2 - practical implementation and management of CREMAs. At the end of the module, learners will be able to:-

- 1. Describe and distinguish between the process of establishing a CREMA and the process for managing it.
- 2. Provide advice on legal aspects especially developing constitutions, making bye laws, forming agreements, devolution of authority
- 3. Demonstrate techniques to lead the community in surveying, mapping and inventorizing its natural resources
- 4. Explain wildlife habitat management and sustainable utilization processes
- 5. Outline strategies to help the local community to identify appropriate sustainable livelihood options, including entrepreneurial development.
- 6. Guide the community to develop a strategic and an action plan for managing natural resources
- 7. Provide expertise for budgeting, budget monitoring, and fundraising.
- 8. Guide the local community in monitoring, evaluation and reporting.

Module 3 - working effectively with the community. At the end of the module, learners will be able to:-

- 1. State why working effectively with communities is central to the CREMA approach
- 2. Demonstrate appropriate personal strategies for interacting sensitively with individuals and groups taking account of different social and cultural contexts.
- 3. Apply appropriate participatory methodologies for gathering information and influencing decisions.
- 4. Identify key stakeholders and their interests.
- 5. Identify and manage conflicts between stakeholders, including negotiation techniques
- 6. Help local people work together in teams.

# Checklist for submission

	Check
Is the report less than 5MB? If so, please email to <a href="mailto:Darwin-Projects@ectf-ed.org.uk">Darwin-Projects@ectf-ed.org.uk</a> putting the project number in the Subject line.	
Is your report more than 5MB? If so, please advise <a href="mailto:Darwin-Projects@ectf-ed.org.uk">Darwin-Projects@ectf-ed.org.uk</a> that the report will be send by post on CD, putting the project number in the Subject line.	
Do you have hard copies of material you want to submit with the report? If so, please make this clear in the covering email and ensure all material is marked with the project number.	
Have you completed the Project Expenditure table?	
Do not include claim forms or communications for Defra with this report.	