



BRITISH AIRWAYS



Darwin Initiative for the Survival of Species



Supporting Biodiversity Education in East and Central Africa

Darwin Publishing Units

Final Report- April 2000



CURE
Malawi



AGENDA
Tanzania



UWS
Uganda



WECSZ
Zambia

A two year programme of action
working with partners in Malawi, Tanzania, Uganda and Zambia
initiated by the International Centre for Conservation Education
and supported by the UK Darwin Initiative
and British Airways Assisting Conservation



Darwin Publishing Project

Final Report - April 2000



Executive Summary

The **Darwin Publishing Project** was initiated in April 1997 to support biodiversity conservation in Malawi, Tanzania, Uganda and Zambia. After inviting organisations in these countries to "bid" for the project, partnership agreements were eventually drawn up with *CURE Malawi*, *AGENDA Tanzania*, the *Uganda Wildlife Society (UWS)* and the *Wildlife and Environmental Society of Zambia (WECSZ)*.

The aims of the project were to:

- to promote awareness about endangered species and protected areas by designing, printing and distributing low-cost educational materials;
- to provide appropriate equipment (computer, printer, scanner and copyprinter) and to deliver specialised training and technical support for its maintenance and optimal use;
- to help the DPUs become financially self-supporting by ensuring good business practice and encouraging other environment and development organisations to utilise their services.

The DPU Project got off to a good start in November 1997 with a 4 week briefing/training course for DPU Operators held at ICCE's Training Centre in Greenfield House. The equipment was air-freighted to Africa in January/February 1998 courtesy of *British Airways World Cargo* and formal project launches were held in Malawi, Tanzania and Uganda in February/March - attended by representatives of the *British High Commission* and *The British Council*.

Despite a series of staff changes resulting from promotion, illness and resignation, all four DPUs managed to keep their projects operational and generated a variety of conservation and development materials. They were also able to make financial savings within their respective organisations by designing and printing items such as notepaper, business cards, newsletters etc which would formally have been sent out to commercial contractors. To accommodate these staff changes, the duration of the project was extended by around nine months to enable further training and monitoring to take place.

By late 1999/early 2000 all programmes were fully functional and some excellent material was being produced. The most effective Unit was operated by the *Uganda Wildlife Society* which not only produced a wide variety of educational materials - including full-colour brochures for the Uganda National Parks - but also generated almost [REDACTED] net profit.

Added value was given to the project through the provision donation of additional computer equipment in Year 2 (by ICCE), the provision of additional on-site training and the generous support received for flights and air-freight from the *British Airways Assisting Conservation* programme.

ICCE and its partner organisations would like to extend its grateful thanks to the *UK Darwin Committee* for its generous support of this DPU project which has provided such an invaluable resource for promoting biodiversity education in Africa.

Mark Boulton
Honorary Director, ICCE
April 2000

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General

ICCE has been able to keep in close touch with all four DPUs throughout the duration of the project using e-mail - though this has on occasion been rather intermittent because of poor local telecommunication services. The electronic link has enabled expert advice to be provided promptly and difficulties with equipment to be resolved quickly.

Most of the equipment has proved to be very reliable - with the exception of the WestOne computers - all of which became unstable under tropical conditions (almost certainly the result of the very rapid growth of the computer industry which does not always thoroughly check the compatibility of their components very carefully). These problems were rectified by ICCE despite the noticeable lack of support from the manufacturer. The DUPLO copyprinters have performed very well and are all in excellent condition; expendables (stencils and ink) are available locally - though they are often more than twice as expensive as in the UK.

Thanks to donations of used equipment from a large insurance company in London, ICCE has been able to provide a total of 14 additional computers to the four DPUs. In most cases it has been possible to network the extra machines to the DPU computer enabling general administration, invoicing, and much of the preparatory typing for the DPU to be carried out by other members of staff. Particular thanks are due to *British Airways World Cargo* and *Alliance Air* who provided free transport for this equipment.

Thanks to the very generous support from *British Airways Assisting Conservation* (BAAC) and the use of modest accommodation, the number of consultancy/training visits was increased from 4 to 10 at no extra cost to the Project.

Detailed reports have been submitted following each consultancy visit but the following points are worthy of special mention:

CURE, Malawi

The first DPU Operator - Hastings Chikoko - was outstanding - so outstanding that he was head-hunted by IUCN to become Communications Officer for their South African Regional Office soon after he returned from his UK Training. It took CURE some months to find a replacement and involved more time arranging local training to enable him to take over the DPU. Emmanuel has now settled in well and has been producing some encouraging work.

CURE is located in Blantyre whilst many of the other environment and development agencies are situated in Lilongwe - several hundred kilometres away. This limits access to many organisations with whom CURE might work to produce biodiversity materials.

Two other factors also adversely affect the DPU.

1. The Wildlife of Society of Malawi's (WSM) office is also in Blantyre and it too produces educational materials on biodiversity - including regular magazines for the Wildlife Clubs. Whilst the two organisations work well together, WSM is already undertaking work which in other circumstances might well be carried out by the DPU.

2. The Department of Wildlife and National Parks - another potential partner - is currently extremely short of funds and seems to have little interest in education and public awareness. Several attempts have been made to interest them in cooperating with the DPU but only one has so far been successful.

AGENDA, Tanzania

AGENDA too has had staffing problems. Begashe, their first DPU Operator became ill soon after he returned from the UK training course and was unable to be of much assistance during the DPU launch. His condition became progressively worse and sadly he died in July 1998. AGENDA made every effort to replace him but, as a young organisation, could only offer very limited remuneration. Potential DPU Operators came and went and early in 1999 ICCE felt it necessary to issue an ultimatum to the organisation warning them that if the situation did not improve, the equipment might be withdrawn. At this point the newly appointed AGENDA Chairman took over, developed a comprehensive business plan, maintained regular contact with ICCE and since then things have improved.

It should be stated however that AGENDA location (some 15 kms out of town) does make contact with potential partners more difficult and also that the organisation has extremely limited funding. Like so many other African NGOs it relies almost entirely on project funding to support its core operation. Similarly many of the small NGOs and CBOs who are its potential partners, are themselves struggling to make ends meet.

All attempts to develop productive partnerships with Tanzania National Parks and the World Wide Fund for Nature (WWF) have so far been unsuccessful. However in recent months AGENDA has developed links with the *Wildlife Society of Tanzania* and the *Messerli Foundation* and is now producing newsletters and other educational materials for these organisations on a regular basis.

AGENDA's Chairman is keen for ICCE to continue its support for the DPU for at least another year and is currently seeking funds which will enable it to cover the necessary costs.

Uganda Wildlife Society, Uganda

This is without doubt the DPU "success story". Edna Epelu - UWS's first and very talented DPU Operator - got the Project off to an excellent start but after nine months or so was awarded a scholarship to take a Business Management degree in the USA. Edna was replaced by Frank Tinkasmire - another very competent and committed young designer - who has continued to build on the firm foundations she established.

The Society was originally located in a single room above the museum but has now moved to larger rented premises where the DPU has its own office - albeit rather poorly furnished.

Even taking into account the political and economic climate which are much more favourable in Uganda than in the other three DPU countries, UWS has not only produced some outstanding work as its portfolio clearly demonstrates, it has generated substantial income as well.

Particularly significant is the series of full colour A3 brochures prepared for the *Uganda National Parks* and *Uganda Tourist Bureau* and "Nature Watch" the regular conservation news supplement included in one of the main Ugandan newspapers. Samples of both of these, together with a wide range of other materials, are contained in the UWS portfolio.

Funding proposals are now being prepared to enable the UWS-DPU to expand further by sourcing some additional print-finishing equipment and setting up a Visual Resources Unit which will provide images to illustrate many of the educational materials and generate more income through sales to partner organisations. It is also hoped to provide some additional advanced training (computer servicing/networking, image manipulation and basic photography) for Frank here in the UK.

Wildlife and Environmental Conservation Society of Zambia

WECSZ is well known for its conservation education activities - not least its Chongololo education programmes in primary schools for which it has received international awards. It has now been producing biodiversity educational materials for students, teachers and the general public for more than two decades.

The Society was originally designated the DPU lead partner since its publishing unit was set up by ICCE as a pilot project almost five years ago with funds from the UK Commonwealth Office and The British Council. Unfortunately yet more staff problems resulted in the resignation of the ICCE-trained DPU Operator who was to have assisted with some of the consultancy and training for the other units.

Like so many other small NGOs, WECSZ has no predictable source of income and relies on largely on project-based funding to cover staff salaries and general administration. In recent years this has become progressively more difficult resulting in a halving of HQ staff and leaving no funds for the appointment of a full-time DPU Operator. Despite these difficulties, Mwape Sichilongo (Executive Director) and his small committed staff, have continued to produce Chongololo magazines and a range of other educational materials.

More recently WECSZ has been given modest support by GTZ and earlier this year DANIDA offered to provide support for capacity-building - including replacement of most of the ageing equipment in the DPU. The Society expects to have a new computer and Gestetner copyprinter in place within the next couple of months and has also requested assistance with more training.

In summary:

1. There is no doubt that the presence of the Darwin Publishing Units have significantly increased the scope for "in-house" materials production. This has resulted in financial savings for all four partner organisations and, in the case of the *Uganda Wildlife Society*, generated substantial additional income [REDACTED]
2. Retaining experienced and committed staff has proved to be difficult - largely because of the extremely low levels of remuneration and the lack of security of employment. Talented staff cannot be blamed for moving to better positions when the opportunity arises.
3. There is no lack of potential customers/partners for the DPUs but many, indeed most, of these also operate with very limited finance. Unless they can locate third party sponsors/funders, they just do not have the budgets to pay the DPUs to produce educational materials.
4. Whilst the initial capital equipment supplied through the Darwin Initiative has enable some very good work to be produced, all DPUs would be more productive and cost-effective if they could be equipped with print-finishing equipment (in particular a commercial guillotine and a folder/stapler). Regularly folding and stapling 2,500 newsletters by hand is no small task and often requires assistance from the entire staff.



INTERNATIONAL CENTRE FOR CONSERVATION EDUCATION

FINAL ACCOUNTS FOR DARWIN PUBLISHING UNITS PROJECT

April 12, 2000

Actual expenditure £UK

Original budget £

RECEIPTS

Project grants received

PAYMENTS

Office overheads

Postage, telephone and stationery

Travel and subsistence *

Printing costs (expendables/spares)

Seminars

Capital equipment **

Shipping ***

Salaries

OVERSPEND by ICCE

Please note:

* Thanks to generous support from British Airways Assisting Conservation and to keeping down costs for accommodation/subsistence, it has been possible to make 10 training/support visits instead of 4.

** ICCE has donated 14 used computers to the partner organisations - considerably raising the efficiency and productivity of the partner organisations

*** Shipping costs were substantially reduced thanks to the provision of free air cargo space by British Airways and Alliance Air (South Africa).



Proposed work plan for Darwin Biodiversity Materials Production Project

Update, April 2000

DPUNEW.WK4 - Work Plan

Partners: ICCE with Zambia, Uganda, Tanzania, Malawi		Date of project approval:		Agreed budget: £92,000 over two years	
Year 1	May 1997-March 1998	April 1997	Year 2/3	April 1998-March 2000	
April to Sept 97	Identify partner organisations against agreed criteria Identify appropriate staff member to attend UK course Confirm final arrangements for customs clearance/avoiding duty Exchange letters of understanding/contract with CEO/Board Confirm availability of external consultants/trainer(s)	Continued extensive communications with partners and agree most appropriate timing for training course	April 1998	Review links with production for other biodiversity-related organisations/groups	Continued to provide technical backup and other support - mainly by regular e-mail
Aug to Oct 97	Partner organisations to collect resources - information, maps, photos, drawings etc as raw material to be used on training course Confirm timing for training course & make arrangements	Encouraged partners to prepare portfolio of resources for training course	May to June 1998	Provide continuing background support	Delayed following financial problems at ICCE
Sept 97	Prepare final equipment/software specifications & re-confirm costs Order capital equipment Arrange installation/training for digital copier with Keith Gooch		June/July 1998	Second consultancy visit - review progress; more training	Delayed following financial problems at ICCE
Oct or Nov 97	Run 4-week UK design & production course at ICCE Partners prepare progress report on training (with portfolios)	Training course run for DPU operators at ICCE flights courtesy BAAC	Oct/Nov 1998	Purchase & ship second batch expendables for printing	5 Visit to CURE, Malawi 6 Visit to WECSSZ, Zambia
Nov/ Dec 97	Purchase first batch expendables for printing (UK or local?)	Equipment purchased at discounted rates	Dec 1998/Jan 1999	Third consultancy visit - review progress; more training	Second report sent to Darwin UK
Nov/ Dec 97	Confirm shipment details and customs clearance Ship all equipment to partners	Ensured customs clearance procedures in place and negotiated special transport by BA World Cargo	Feb 1999	Partners prepare interim progress reports & portfolios	Shipped additional (used) computer & 20" monitor to UWS Uganda
Jan/ Feb 98	First consultancy visit for installation (estimate 2 1 day; M, T & U 3-5 days each)	Equipment shipped by BA World Cargo	March 1999	Partners prepare final reports & portfolios	7 Visit to UWS, Uganda (12 days)
Feb/March 1998	Partners prepare Year 1 progress report & portfolios	1 Visited CURE, Malawi (7 days) 2 Visited AGENDA, Tanzania (6 days) 3 Visited UWS, Uganda (8 days)	April/July 1999	ICCE sends Final project/financial report to DOE	Third report sent to Darwin UK
March 1998	ICCE sends Yr 1 project/financial report to DOE	First major report submitted to Darwin UK	July/Aug 1999	Provided continuing support to all DPUs; prolonged correspondence with AGENDA, Tanzania following death of DPU Operator; new conditions & business plan	Sent expendables to WECSSZ
			Oct/Nov 1999	Sent two more (used) computers to AGENDA Continue to monitor progress and delay visit until more stability achieved.	
			November 1999	Combined with visit to NLCB Project to maximise savings Request final portfolios by mid December	8 Visited CURE, Malawi (10.5 days) Flight courtesy BAAC
			Jan/Feb 2000	Prepare additional used computer for UWS and order further expendable supplies (paid for from income generated by the DPU)	
			Jan/Feb 2000	Finalise situation at AGENDA, Tanzania; make 2nd visit	9 Visited AGENDA, Tanzania (9 days) Flight courtesy BAAC
			March 2000	Make final visit to UWS if budget allows	10 Visited to UWS, Uganda (8 days) Flight courtesy BAAC
				Send final report & accounts to Darwin/PIEDA	