

# KAREN EDWARDS

<b>Age</b>	43	<b>Contact Address:</b>	
<b>Nationality</b>	British		17a Jl Pengembak,
<b>Marital Status</b>	Single		Sanur, Bali,
<b>Languages</b>	Indonesian (Fluent) French, Thai (Basic), Chichewa (Basic)		Indonesia <a href="mailto:kedwds@mac.com">kedwds@mac.com</a> Tel: +265 (0) 999510512 Tel: +255 (0) 788801223 Tel +62 (0)81287245237



## Qualifications and Profile:

**More than 20 years experience working in Asia and Africa** in participatory forest management (PFM), pro-poor rights based natural resource governance, CBNRM and international learning and advocacy networks as a facilitator, trainer and/or specialist advisor; long-term assignments: Indonesia (5), Malawi (7), Thailand/Asia Regional/International Level (7). Short-term includes (Ethiopia, Cambodia, Ghana, India, Laos, Nepal, Mozambique, Tanzania, The Philippines, SW China, Vietnam, Zambia).

**Innovative and experienced international facilitator** and designer of participatory processes and lessons learning for both large conferences and smaller teams/workshops, action learning, team-building, strategic planning, scenario building. Experienced in integrating multiple intelligence values and visualisation into creative facilitation design for open space thinking and improved communication. Currently associated with graphic facilitation practitioners [www.learntoscribe.com](http://www.learntoscribe.com)

**Skilled in capacity building and training design** including manual and guide development especially training of facilitators, mentors and training of trainers; authored *The Art of Building Facilitation Capacities A training manual RECOFTC 2002, Putting FPIC into practice in REDD+ A training manual (2011)*

**Inventive communication for behaviour change specialist** with proven experience including participatory comic and video development, extension kits, manuals, targeted policy briefs for a range of target groups.

**Practical field experience in CBNRM and PFM including enterprise development;** facilitating development and implementation of participatory land use plans, effective extension plans, building local institutions and simple forest management planning/harvesting, enterprise development. [www.participatorynrm.com](http://www.participatorynrm.com)

**Practiced in analysis of forest and natural resource management governance models** including analysis of social justice in relation to tenurial security, climate change agenda including REDD +

**Demonstrated capacity to carry out participatory planning and consultation processes, reviews and evaluations including gender integration in NRM** (at least six formal reviews in Cambodia, Vietnam, Laos, Malawi, Indonesia (2), Thailand (2), The Phillipines, Ethiopia)

**Extensive experience of international project management,** administration, procurement, financial, monitoring, evaluation and reporting requirements (including EU 9th/ EDF (Malawi; 4 yrs), DIDC (Malawi; 2 years), RECOFTC (SDC/CIDA/SIDA/DFID/FORD)

**Proven capacity in developing participatory monitoring and evaluation systems** for monitoring CBNRM benefit flows to household and community level and learning feedback loops

## Education:

**University of Oxford, Oxford Forestry Institute 1996 -1997 - MSc Forestry and its Relation to Land Use**

**University of Reading, 1987 -1990 - BSc Agriculture**

## Employment Record:

**June 2010-current, Full time Independent Freelance Consultant (CBNRM and Innovative Communications);**

**November 2011; Communications specialist; Communication strategy development for Novella Partnership for Allanblackia Oil Supply Chain Development. IUCN Ghana.**

- \* Facilitated development of communications strategy for improving supply chain with private sector, research, government and advocacy partners
- \* Provided critical feedback and mentoring on development of creative briefs for specific communication products and processes

**September-October; International Forestry Advisor; Lindi and Mtwara Agri-business support (LIMAS), Tanzania; Indufor/NIRAS Finland; Ministry for Foreign Affairs Finland (*input 50 days*)**

- \* Facilitated participatory self-assessment of existing institutions and local governance in 24 villages for PFM in LIMAS field sites
- \* Provided ongoing support and advice on outsourcing for building capacity in land rights, governance and land use planning
- \* Liased and identified potential private sector players for further strategic engagement in PFM as a business opportunity

**August 2011-September 2011; Communication consultant; Support development of key communication products for Climate Change Development Project. IUCN.**

- \* Develop key communication products for sharing lessons internationally from CCDP (including policy briefs, and presentation formats); focusing on articulating adaptation, mainstreaming adaptation and role of water and forests in adaptation.

**May 2011-July 2011; Technical consultant; Development of International Training Package on Free Prior Informed Consent (FPIC) for REDD+; Centre for People and Forests (RECOFTC), Bangkok (*50 days consultancy*)**

- \* Review relevant literature and update existing materials developed by RECOFTC on FPIC
- \* Develop learning objectives, learning blocks and main contents including case studies from field experience for training package; for field facilitators and government officials
- \* Facilitate regional consultation workshop to share and invite feedback on training package
- \* Finalise training package and facilitate international test trainings and feedback

**May 2011-June 2011; Technical consultant; International facilitation and documentation support to Climate Change Development Project, Mozambique, Tanzania and Zambia, IUCN (*30 days consultancy*)**

- \* Facilitate 3 national and 1 regional “lessons learning” workshops to share best practice and knowledge on climate adaptation initiatives and identify key policy messages and advocacy priorities
- \* Document lessons and highlight policy opportunities and constraints for delivery to key decision makers

**January 2011-April 2011; International Forestry Advisor;** Lindi and Mtwara Agri-business support (LIMAS), Tanzania; Indufor/NIRAS Finland; Ministry for Foreign Affairs Finland. (*178 days over four year period; input 90 days*)

- \* Support to land cover analysis and participatory land use planning for integrating agri-business and sustainable forest management
- \* Support preparation of harvesting plans and profitable management options for local communities with PFM management agreements
- \* Prepare terms of reference and quality monitoring on outsourced support services for forest utilisation and REDD + readiness
- \* Provide field based support to district forest office, local communities and other stakeholders to assess potential and requirements for both FSC certification and REDD plus in natural forests under PFM agreements in 2 districts
- \* Liaise with other initiatives to collaborate and raise awareness on forest governance issues.

**December 2010; Technical Consultant;** Forest Governance Training Manual Technical Review; Centre for People and Forests (RECOFTC), Bangkok (5 days)

- \* Provided technical and training quality review inputs to training materials before further testing in international courses and publication

**July 2010-December 2010, Social Development/CBNRM consultant;** Environmental and Natural Resource Management Action Plan (ENRMAP) for Upper Shire Basin, Malawi for Millenium Challenge Corporation (MCC); LTS International Edinburgh, UK (*68 days consultancy*)

- \* Led small social team of national consultants to carry out social baseline and stakeholder consultation with strong gender integration component for Upper Shire Basin, Malawi including final report and plan
- \* Identified a range of possible ENRMAP interventions with gender integration strategies and facilitated focus groups with communities and secondary stakeholders
- \* Assisted in economic valuation of direct and indirect benefits from interventions proposed including payment for environmental services, sustainable charcoal production, co-management, and others
- \* Assisted in compilation of final ENRMAP and communication and feedback meetings for final output to stakeholders

**September 2010-October 2010; Team leader/International consultant for Procedures Manual on Demarcation** of Permanent Forest Estate for Technical Working Group for Forests and Environment, Cambodia (*30 days consultancy*)

- \* Coordinated legal and policy review for PFE demarcation in Cambodia
- \* Reviewed cost-effectiveness of past demarcation efforts
- \* Developed draft procedures manual for demarcation based on stakeholder experience/ inputs linking with community forestry, participatory land use planning processes and concession allocation

- \* Identified recommendations for future implementation of PFE demarcation in Cambodia

*Freelance missions have been undertaken in the period of March 2009-April 2010 when part-time with IFMSLP Malawi:*

**March 2010- Consultant Team Leader for mid-term review of EC Funded NTFP-PFM research and development project, SW Ethiopia (28 day consultancy)**

- \* carried out a participatory consultation and review to assess the achievements and progress of the project (efficiency, effectiveness, relevance and sustainability)
- \* identified, shared and adapted based on stakeholder feedback key recommendations for project future

**November-December 2009 – Facilitator of International Learning Event; Forest Governance Learning Group IIED, London; in Bali, Indonesia (25 day consultancy)**

- \* Worked in collaboration with FGLG Indonesia team to design a participatory learning event with groups from 12 countries based on Climate Change theme
- \* Facilitated and assisted in documenting participatory learning event including field learning and reflection

**March 2009-Consultant for Forest Governance Learning Group (LTS/IIED), Malawi to compile lessons and report for first phase (10 day consultancy)**

*December 2008 - Facilitator of International Learning Event; Forest Governance Learning Group IIED, London; in Zomba, Malawi*

**March 2006 – June 2010, Technical Advisor, Regional Level (Forest Governance Planner) LTS International, Edinburgh, UK; EU/GOM Improved forest management for sustainable livelihoods (IFMSLP), Malawi (Full time except final year contracted for 9 months)**

- \* Built effective teams for program implementation at district (4) and regional level including mentoring for effective program planning both technical and financial
- \* Designed and adapted a multi level experiential learning program with a core group of facilitators for 600 frontline staff including a mentoring and follow up program with performance tasks
- \* Developed simple practical processes to assess forest resource tenure, user groups, and dependency on forest resources that can be understood by all stakeholders including local communities
- \* Practically guiding/mentoring district staff and communities in PFM processes (institutional development, management planning, benefit sharing, harvesting, forest based enterprises and participatory monitoring and evaluation)
- \* Advised and assisted District forest staff to develop pro-poor livelihoods support strategies and collaborative partnerships at District level with other development programmes and civil society organisations in support of PFM and sustainable livelihoods;
- \* Assisted partners and civil society organisations to develop sustainable forest based enterprises and identify opportunities for climate change adaptation and related incentives (see [www.janeemo.org](http://www.janeemo.org)) and other financing mechanisms (e.g. REDD, PES)

- \* Facilitated processes to build capacity of department of forestry in organisational learning and effective communication for behavioural change
- \* Advised and tested the participatory monitoring process including: performance and accountability monitoring, data collection, processing, analysis and communication, including the identification and exchange of best-practice in natural resource management
- \* Designed and adapted a multi level experiential learning program with a core group of facilitators for 600 frontline staff including a mentoring and follow up program with performance tasks
- \* Developed and implemented a communication strategy for key behavioural shifts including a range of creative briefs with a core communication team
- \* Developed a range of materials and field guidelines for PFM and Forest Enterprise
- \* Mainstreamed regular reflection and feedback loops into team work including use of most significant change technique for communication and monitoring learning
- \* Participated actively in design of research and policy advocacy initiatives of forest governance learning group malawi and international learning events (FGLG)

**Oct 2005 - March 2006, Capacity Building/Material Development Specialist, Development Alternatives Inc (COMPASS II (USAID Malawi) 7250 Woodmont Ave, Bethesda, USA.**

- \* Supported the packaging and launching of National Standards and Guidelines for Community Forestry and associated communication processes
- \* Preparation of training manual and training design for extension workers on working with communities
- \* Designed and tested a series of cartoon strips with a focus on attitude and behaviour change of extension workers

**July 2003 - Sept 2005, Community Participation Advisor, LTS International. DIDC/SADC 5.9AAA Support to Forestry Curricula Development in Malawi, Tanzania and Zambia.**

- \* Facilitation of development and delivery of short refresher training courses for field staff focusing on community forestry and co-management agreements and associated skills
- \* Overall project management including budgeting, accounts, reporting including team building for effective implementation
- \* Coordinating organisational assessment and capacity building of college including business plan development and upgrading core competencies of teaching staff
- \* Working with a multi stakeholder team to identify training strategy at national level in Malawi for effective implementation of National Forestry Program/1996 Forest Policy/ Malawi PRSP
- \* Coordination and regular engagement with stakeholders in Malawi forest sector to promote client orientation and networking of college
- \* Facilitation and technical support for curricula review of long term training courses for forestry assistants/technical officers in Malawi to reflect current policies particularly community forestry and decentralisation context
- \* Mainstreaming gender and HIV/AIDS in college policy and curricula
- \* Linking students and teachers to field level initiatives in Malawi to facilitate learning and integration of field challenges into teaching delivery
- \* Supporting capacity building and mentoring of training material development for both long term and short term courses including learning support materials

## **1998 – 2003, Regional Training Specialist/ Senior Program Officer, Regional Community Forestry Training Centre for Asia Pacific (RECOFTC)**

- \* Facilitation of international network in community forestry at regional level including identification of opportunities for value addition and synthesis of lessons learned
- \* Designed and facilitated international conferences and workshops on a number of themes related to natural resource management
- \* Design and facilitation of international courses on a range of topics in different countries (Participatory Forest Resource Assessment, Facilitation and Extension Skills for CF, Participatory Processes in Community Forestry, Certification, GIS/GPS applications etc)
- \* Programme design, management and documentation of collaborative activities in community forestry development in Cambodia, China, Indonesia, India, Nepal, Philippines, Thailand, Laos and Vietnam.
- \* Provided technical assistance on request to projects and institution in the region (DANIDA Watershed management project Laos, SFDP Vietnam, EU Indonesia)
- \* Carried out at least 6 reviews of PFM projects in the region to extract lessons learned and recommendations for the future
- \* Designing, development and testing of participatory field processes for community forestry management (eg Forest Management Learning Group to promote active forest management, community forestry assessment tools – including basic application of environmental assessments and GIS/GPS technologies)
- \* Development of a range of training materials (manuals, video and CD Rom) including working with media teams for documenting experiences through video
- \* Development of specific areas of programme development including Standards, certification and CF, active forest management including planning and monitoring, management planning and negotiation, facilitation skills and good forest governance

## **1992–1996, Voluntary Service Overseas (VSO), 317 Putney Rd, London**

**1994–1996 Field Program Coordinator; The Flores Bamboo Development Foundation.** Provided field coordination and project management of bamboo community development project; based in Flores, Eastern Indonesia.

- \* Field leader for participatory program planning with local communities and other team members.
- \* Provided technical expertise where required on bamboo and rattan including identifying income generating and market opportunities
- \* Co-ordination of field teams in project implementation and evaluations. Some training of other team members in field techniques and project management was involved.
- \* Responsibility for co-ordinating and implementing aspects of the technical training programmes established as an integral element of the organisation's program including marketing and silviculture.
- \* Establishing and co-ordinating bamboo information network between local NGOs and government institutions for Eastern Indonesia.
- \* Facilitated collaborative partnership with International Bamboo Research Organisations and Development Agencies (INBAR, Bamboo Foundation (Bali).

## **Feb 1992- Feb 1994 Agricultural Trainer/Grass-Roots Extension Officer**

employed by a local NGO to coach and work alongside local trainers and field extension officers in vocational training and extension program for forestry and agriculture.

- \* Training co-ordinator with assigned local counterparts implementing and follow –up of short courses for young community development facilitators. This included working as an active member of the training team in all aspects of the course; practical and theory; at classroom and field levels in many aspects of agriculture, horticulture and forestry.
- \* Leading an agricultural extension team at grass roots level whilst performing duties of an agricultural extension officer independently directly with communities.
- \* Expansion of program links to facilitate government involvement in the program, involving implementing workshops for government field workers and students.

## Publications

**Putting Free Prior Informed Consent into practice in REDD+ initiatives; A Training Manual.** K.Edwards August 2011. Forthcoming publication. RECOFTC publication.

**Restoring degraded land in the Shire Valley: lessons for community led initiatives that link restoration and the development of sustainable livelihoods.** 2010 Commonwealth Forestry Review. K.Edwards, J.Chimusoro, G.Davidon, K.Price, P.Abbot, D. Kayamabazinthu

**Communication to Influence Better Forest Governance.** To be published as part of Forest Governance Tools and Tactics. IIED. 2010. Karen Edwards and Kirsti Thornber.

**Forest Management Learning Group. Trainer’s Manual.** RECOFTC Publication 2002. K. Edwards and M.Miagostovich

**Forest Management Learning Group. Facilitators Field Manual.** RECOFTC Publication 2002. M.Miagostovich and K. Edwards

**The Art of Building Facilitation Capacities A Training Manual.** 2002. RECOFTC Publication. Lydia Braakman and Karen Edwards

**The Art of Building Facilitation Capacities** An Interactive CD Rom 2002. RECOFTC Publication. Lydia Braakman and Karen Edwards

**The Art of Building Facilitation Capacities A Training Video** 2002. RECOFTC Publication. Lydia Braakman and Karen Edwards

**For Whom and for What? Principles, Criteria and Indicators for Sustainable Resources Management in Thailand.** A World Bank Expert Consultation at FMU Level. Report No 6 2000 Skov and Landskab. Jens Ramussen, Apichart Kaosa-ard, Tove Enggrog Boon, Chimere Diaw, Karen Edwards et al

**Training for a change; An organisational tool or the standard solution?** How can training facilitate change in public sector forestry institutions? 1997 Unpublished MSc thesis dissertation

## References

Available on request contact [kedwds@mac.com](mailto:kedwds@mac.com)