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INTEGRATED PROTECTED AREA CO-MANAGEMENT (IPAC)

Workshop on Lessons learned in wetlands and forests co-management

July, 2009

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Integrated Protected Area Co-Management (IPAC)

Workshop on Lessons learned in wetlands and forests co-management

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Table of Contents

	Page
Acronyms and Abbreviations	iv
Glossary of Bengali Terms	v
Executive Summary	vi
1. Background	1
2. Program schedule.....	2
3. Day -1: Field visits.....	3
4. Day-2: The Workshop.....	9
4.1 Inauguration session	9
Brief on IPAC context setting:.....	10
4.2. Technical session – I.....	13
Presentation-1: Lessons Learned from Wetland resources Co-management practices in Bangladesh.	13
Presentation-2: Lessons learned in forest co-management.....	15
4.3. Technical session – II.....	17
Presentation – 1: Mainstreaming co-management in wetlands and fisheries	17
Presentation – 2: Thematic discussion on issues, constraints, challenges and opportunities in integration of co-management lessons of forests and wetlands into landscape management approach.....	20
5. Concluding session: Strategic Framework for IPAC.....	22

Appendices:

Appendix 1: *Presentation*: Lessons learned from wetlands and fisheries co-management projects and application in wetlands and fisheries in Bangladesh
- Alan Brooks

Appendix 2: *Presentation*: Lessons learned in forest co-management – analysis of global lessons and application to forest co-management in Bangladesh: Nishorgo experience – Philip J. DeCosse and Ishtiaq Uddin Ahmad

Appendix 3: *Presentation*: Co-management in fisheries & wetlands in Bangladesh – success, processes & issues in mainstreaming – Paul Thompson & Mokhlesur Rahman

Appendix 4: *Thematic Presentation*: Issues, constraints, challenges & opportunities in integration of co-management lessons of forest and wetlands into landscape management approach- Azharul H. Mazumder & Shimona Quazi.

Appendix 5: *Presentation*: Implication of lessons learned for IPAC strategic plan and approach – Bob Winterbottom.

Appendix 6: IPAC command area map

Appendix 7: IPAC flyer

Appendix 8: Success stories

- i. Locals rise against illegal fishing
- ii. Women step forward to protect nature
- iii. Local community to receive revenue

Appendix 9: List of participants

Acronyms and Abbreviations

ACF	Assistant Conservator of Forest
AD	Assistant Director
ADP	Annual Development Plan
AIGA	Alternative Income Generating Activities
BCAS	Bangladesh Center for Advanced Studies
BFDC	Bangladesh Fisheries Development Corporation
BTRI	Bangladesh Tea Research Institute
CBFM	Community Based Fisheries Management
CBO	Community Based Organization
CF	Conservator of Forest
CCF	Chief Conservator of Forest
CMC	Co-Management Committees
CNRS	Center for Natural Resources Studies
CoP	Chief of Party
CPG	Community Patrol Group
CWBMP	The Coastal and Wetland Biodiversity Management Project
CWS	Chunati Wildlife Sanctuary
DCoP	Deputy Chief of Party
DD	Deputy Director
DFO	District Fisheries Officer
DoE	Department of Environment
DoF	Department of Fisheries
FD	Forests Department
FFP	Fourth Fisheries Project
FRUG	Federation of Resource Users' Groups – apex body of RUGs of MACH project.
GoB	Government of Bangladesh
IPAC	Integrated Protected Area Co-management
LNP	Lawachara National Park
MACH	Management of Aquatic Ecosystems through Community Husbandry
MoEF	Ministry of Environment and Forests
MoFL	Ministry of Fisheries and Livestock
NGO	Non Government Organization
NRM	Natural Resource Management
NSP	Nishorgo Support Project
PA	Protected Area
PD	Project Director
PDU	Project Development Unit
RAMSAR	The "Ramsar Convention" -- is an intergovernmental treaty
RDRS	Rangpur Dinajpur Rural Service
RKWS	Rema Kalenga Wildlife Sanctuary
RMO	Resource Management Organization, – apex CBO of wetland management under MACH project
RUG	Resource Users' Group – village based group of wetland users organized under MACH project
SNP	Satchari National Park
SUFO	Senior Upazila Fisheries Officer
TGR	Teknaf Game Reserve
UFC	Upazila Fisheries Committee
USAID	United States Agency for International Development

Glossary of Bengali Terms

<i>Khals</i>	Canals
<i>Beel</i>	Floodplain depression, often seasonally connected to the wider river system by <i>Khals</i> . Deeper parts may remain flooded throughout the year, acting as a dry season refuge for fish.
<i>Haor</i>	Small lake or a large low-lying depression in a floodplain that may be reduced during the drying season to a series of beels
Upazila	Sub-district

Executive Summary

Government of Bangladesh and USAID have approved the Integrated Protected Area Co-management project (5 June 2008 to 4 June 2013) with a view to conserve natural resources in 26 wetland and forest areas and to improve livelihoods of dependent communities under a collaborative management approach. Earlier, USAID funded two projects, namely Management of Aquatic Ecosystems through Community Husbandry (MACH, 1998-2008) and Nishorgo Support Project (NSP, 2003-2008) to lay the foundation of natural resources conservation through co-management in the country. These pilot projects were implemented by the Department of Fisheries (DoF) and Forest Department (FD) respectively. In addition to MACH the DoF has implemented two other fisheries co-management project namely the Community Based Fisheries Management (CBFM) and Fourth Fisheries Project (FFP).

At the onset of IPAC, therefore, the team planned a lessons learned workshop in order to evaluate the good lessons and approaches in co-management in order to develop its plan of approach for mainstreaming of the co-management practices and institutions for conservation and enhancement of the natural resources productivity with a view to secure sustainable livelihoods of the resource users. Accordingly IPAC organized a workshop on lessons learned from wetland and forest resource co-management at Srimongal during 13 -14 June 2009 whereby about 100 participants with all relevant stakeholders participated, interacted, shared experiences and provided fine tuned guidelines for way forward and future IPAC interventions.

The First day of the workshop included on-site visits to a co-managed MACH site, Baikka *beel* of Hail haor and a NSP site, Lawachara National Park at Sreemongal. Discussions with participating communities, members of co-management institutions and partner NGOs gave an in-depth view of challenges as well as success of co-management approach. On the second day, technical presentations by experts from implementing partner agencies, policy makers, managers and project leaders took place with elaborate discussions from the audience. Guiding principles were framed, for wetland and forest protected area strategies and for IPAC interventions, based on experiences gained and lessons learned through implementation of MACH and NSP.

Discussions with wetland CBOs and beneficiaries revealed that the co-management approach significantly improved resource management regime through development of grass-root organizations, increased financial strength, enhanced fisheries productivity through sanctuary development, rejuvenating fish population and increased biodiversity, enterprise development and above all improvement in livelihood of poor fishers under different co-management projects including MACH. Intensive supervision by partner NGOs, policy supports from public, agencies, commitment of fishers to project objectives and provision for endowment funds brought this substantial success in wetland management. On the other hand, a radical shift in forest management, from *policing and fencing* approach of FD to co-management approach in a multi-stakeholder environment brought appreciable, positive results under NSP. However, field visits and interactions with local people suggest that forest

co-management institutions need further backstopping for building financial capacity and institutional strength, and to address livelihood issues.

Five presentations took place during technical session viz. i. lessons learned from wetlands and fisheries co-management projects and application in wetlands and fisheries in Bangladesh- by Mr. Alan Brooks, Regional Director, The WorldFish Center, Bangladesh and South Asia Office, Dhaka; ii. lessons learned in forest co-management – analysis of global lessons and application to forest co-management in Bangladesh: Nishorgo experience – by Mr. Philip J. DeCosse, Ex-COP, Nishorgo Support Project and Ishtiaq Uddin Ahmad, Project Director, NSP; iii. co-management in fisheries & wetlands in Bangladesh – success, processes & issues in mainstreaming – by Paul Thompson, University of Middlesex, UK & Mokhlesur Rahman, CNRS; iv. issues, constraints, challenges & opportunities in integration of co-management lessons of forest and wetlands into landscape management approach- by Mr. Azharul H. Mazumder, USAID/Bangladesh & Shimona Quazi, Researcher; and v. implication of lessons learned for IPAC strategic plan and approach – by Mr. Bob Winterbottom, COP, IPAC.

In open discussion, the participants engaged in lively interactions and pointed out several issues, among many others, for reinforcing IPAC strategy and effective implementation of co-management approach. These include:

- a. Landscape-based management of adjacent forest and wetlands, i.e. catchments management should be given priority over single type of landscape;
- b. As a part landscape management, hill plantings should be encouraged along the contours; it will eventually impact on reduced siltation of adjacent wetlands;
- c. Sanctuary establishment has demonstrated to be highly beneficial to fisher community as well as to the rural society at large; it is highly recognized as a technical intervention yielding results for public goods and have appreciation for all – from grass roots to the policy level.
- d. Wetland management involves many stakeholders – DOF's experience gives an opportunity to take a leading role in promoting conservation and co-management, but needs coordination among agencies.
- e. Over 200 CBOs have been formed and continue to manage waterbodies after project support ended.
- f. Experience of Hail haor management can be used in forest PA co-management, with particular emphasis on provision for endowment fund for CMOs;
- g. A question remained unanswered: even after 10 years of project support are the RMOs capable of taking full responsibility; how is IPAC going to address this issue?
- h. CMCs in forest PAs are in the process of institutionalization; IPAC should provide adequate support for training and capacity building;
- i. Through IPAC, DoE should pay utmost concern to control pollution at Turag-Bangshi river basin;
- j. Presentation on 10 gaps in NSP was well received with a hope that it would point to areas for improvement in IPAC interventions;
- k. Since financial arrangement for AIGAs are inadequate, leveraging and promotion of conservation enterprise with PPP should be encouraged;

- l. Effective coordination amongst GOB departments, NGOs, CBOs, researchers and development partners in improving livelihood of dependent communities can ensure successful co-management;
- m. Upazilla level committees concerning fisheries, forests and environment should be brought under unified structure with equitable representation from NSP, MACH institutions and civil society and these should have strong coordination;
- n. NSP developed co-management institutions sometimes registered in Social Welfare Department with different nomenclature and organizational structure, a unified mode for all Co-Management organizations (CMO) should be applied for all;
- o. MoEF should formulate co-management rules to be applied in and around Protected Areas;
- p. The process of strengthening the CMCs should include making them responsible and accountable for their activities;
- q. Newly elected Upazilla level public representatives should be included in the CMCs;
- r. Assessments of RMOs now indicate almost all have continued to try to manage wetlands responsibly and improve the resource base. Exploring possibility for increase sanctuary in size /area or in number where appropriate in the waterbody may be explored and implemented accordingly.

Risks/assumptions:

- a. Co-management and endowments can work but still are special cases rather than the rule they rely on government authorities knowing what is needed.
- b. While the co-management institutions are functioning there are questions in the democratic operation, transparency in leadership; and it is a challenge if the benefits of the co-management have to be distributed equitably.
- c. Though there are rules and by-rules for fisheries management good practices, these are not being fully functional in most sites so that undermines the achievement of resource conservation objectives, whether the CBOs are democratic or not.
- d. Orienting the government after transfers of officials or elections to continue wetland-fisheries co-management and the institutions is still a big issue. This raises concerns about the strength of the institutional memory and support for sharing responsibilities and empowering communities.

Continuation of CBO access to waterbodies

- a. Reserved rights through MOL-MOFL agreements are mostly at or nearing the end of 10 years. IPAC needs to work with DoF and MoFL to review the waterbody leasing policy.
- b. The future for co-management is uncertain – it will depend on secure long term rights and responsibilities taken on by users.
- c. The CBOs' big concern is for the future; already local political and elite pressures are growing to grab these resources (e.g. for short term gain from capture fishery, or for converting wetlands to aquaculture and excluding fishers).

Way forward:

- a. Wetland management involves many stakeholders – DOF’s experience gives an opportunity to take a leading role in promoting conservation and co-management, but needs coordination among agencies. Gradually move from committees where stakeholders have a say in the project to co-management committees to situations where CBOs and government have a say in the future of the wetland and associated livelihoods.
- b. Sustainability requires resources – productive wetlands are the incentive for users, for government possible incentives are endowments or retaining lease revenue for co-management. Involvement of DoF from starting to end is necessary for smooth transfer of the mainstreaming link between the CBO and the local admin and the LG; UFC operation in MACH is a good example to scaling up the process.
- c. Coordination is essential - co-management arrangements should adjust to local needs, e.g. to address pollution linking with industry and DoE; or to address low flows in rivers and loss of navigability and connectivity linking with BWDB/ WARPO (MoWR).
- d. Transparent policy and administrative mechanism are needed to renew promptly leases and rights of the CBOs over the waterbodies

To sum, the event brought forward important lessons and recommendations from all the respective institutions. It highlighted the proven co-management approaches along with the strengths, weaknesses, constraints and challenges observed in the Nishorgo and MACH sites that would assist in formulating future IPAC strategies for both wetlands and forests. Overall recommendations made by different participants included the need for social mobilization, empowerment of local institutions, management of revenue generation, expansion of market linkages for AIGAs and conservation education for all forms of stakeholders. The meeting also highlighted the successes achieved by MACH and Nishorgo that are good lessons for co-management practices.

1. Background

The technical support contract for the Integrated Protected Area Co-Management (IPAC) Project was awarded by USAID/Bangladesh through the PLACE Indefinite Quantity Contract (IQC) to IRG through Task Order no. EPP-I-01-06-00007-00 and effective on June 5, 2008. The estimated completion date for IPAC is June 4, 2013. The IPAC project was launched following the successful completion of two USAID-funded, community-based, resource management projects: the Management of Aquatic Ecosystems through Community Husbandry (MACH, 1998-2008, in collaboration with the Department of Fisheries, DoF) on wetland ecosystems and the Nishorgo Support Project (NSP, 2003-2008, in collaboration with Forest Department, FD) on forest ecosystems.

The IPAC project organized an experience sharing workshop on “Lesson Learned in Wetland and Forest Co-management” during 13-14 June 2009 in Sreemongal, Moulavibazar. About 100 participants from concerned GoB agencies viz. Ministry of Environment and Forests, Ministry of Fisheries and Livestock, Departments of forests, fisheries & environment; USAID, IPAC & the partner organizations, members from co-management committees of forests and wetlands; primary stakeholders and experts on wetland and forest participated in this event.

The first day was scheduled for visiting the former project sites of MACH and Nishorgo which are now carried over by IPAC. The field visits were followed by discussions and sharing experiences and lessons with FRUG or RMO members, and CMC members respectively.

The workshop was organized in the second day at PDU Conference Room, Bangladesh Tea Research Institute, Sreemongal. There were technical sessions on lessons learned in co-management and integration & mainstreaming issues in Protected Area (PA) co-management. The day was busy with presentations from concerned experts and practitioners, discussions, question and answer sessions and ended with identification of the way forward for IPAC. This proceeding highlights important discussions and lessons to frame the IPAC strategy towards sustainable natural resources management. The objectives of these events were:

- To share knowledge and experiences on ongoing management practices of natural resources that are being implemented by co-management organizations of MACH and Nishorgo;
- To inform the relevant stakeholders about IPAC project and its future activities;
- To share gained experiences and lessons learned from previous co-management approaches that were implemented through MACH and Nishorgo projects;
- To determine future PA strategy and IPAC activities based on the experiences and lessons learned on co-management approaches.

2. Program schedule

June 12 Evening:

Arrival and reporting of participants

June 13 Field visits

Morning: Field visit to Hail *haor* and discussions with RMO, FRUG and DoF field staff.

Afternoon: Field visit to Lawachara National Park and discussion with CMC, CPG, FUG and FD field staff.

June 14 Workshop: Lessons learned in wetland and forest co-management

Welcome and introductory session: 09-00 to 10-00 hrs

Brief on IPAC concept: Dr. Azharul H. Mazumder, Environment Team Leader, USAID

Introduce seminar objectives: Bob Winterbottom, Chief of Party, IPAC project

Opening remarks: FD, DoF and DoE.

Technical session 1: Wetlands and forests co-management lessons.

Session Chair: Mr. Md. Mujibur Rahman, Deputy Director (Aquaculture), DoF - Introduce session objective.

- ❑ Presentation on lessons learned from wetlands and fisheries co-management projects and application in wetlands and fisheries in Bangladesh: Alan C. Brooks, Regional Director, the WorldFish Center, Bangladesh and South Asia Office.
- ❑ Short discussions by participants on the topic: supplement/complement
- ❑ Presentation on lessons learned in forest co-management- analysis of global lessons and application to forest co-management in Bangladesh Nishorgo experience: Philip J. DeCosse and Ishtiaq Uddin Ahmad, Project Director, IPAC project
- ❑ Short discussions by participants on the topic: supplement/complement
- ❑ Open Discussion on both the topics
- ❑ Summing up by the Chair

Technical session 2: Integration and mainstreaming issues in PA co-management.

Session Chair: Mr. Md. Yunus Ali, Conservator of Forests, Central Circle, FD - Introduce session objectives

- ❑ Presentation on Co-management in Fisheries and wetlands – Bangladesh – success, process and issues in mainstreaming: Dr. Paul Thompson, Middlesex University, UK and Mr. Mokhlesur Rahman, Executive Director, CNRS.
- ❑ Reconnaissance of issues, constraints, challenges and opportunities in integration of co-management lessons of forests and wetlands into landscape management approach – thematic discussion – facilitated by Bob Winterbottom, CoP, IPAC and Dr. Azharul H. Mazumder, USAID
- ❑ Open Discussion
- ❑ Summing up by the Chair

Concluding session: Strategic framework for IPAC

- ❑ Implications of lessons learned for IPAC strategic plan and approach - Bob Winterbottom, CoP, IPAC
- ❑ Closing remarks: USAID, MoEF, MoFL

3. Day -1: Field visits

June 13, 2009: The day had two programs:

Visit to a wetland site- Baikka beel, Hail haor:

Hail *haor* is a large *haor* basin situated in Sreemongal upazila of Moulavibazar district. A number of canals and tributaries crisscrossed within the *haor* basin and connected to 136 *beels*. Baikka *beel* is one of those *beels*. Due to heavy human intervention and indiscriminate fishing and resource exploitation, this *beel* lost its resource base. At this stage GoB started MACH project (1998-2008), with financial assistance from USAID in association with three local NGOs i) Center for Natural Resources Studies (CNRS), ii) Caritas Bangladesh and iii) Bangladesh Center for Advanced Studies (BCAS). The project introduced collaborative management in Baikka *beel* by involving local fishers and other stakeholders. Baikka *beel* sanctuary was established in 2001-02 which is now one of five scheduled sanctuaries declared by the Government of Bangladesh. This sanctuary provides shelter for brood and juvenile fish as well as for a number of migratory and local birds. During monsoon, this sanctuary ensures regeneration of fish all over the *haor* basin. An observation tower with modern sightseeing equipments has been established inside the *beel*. Two co-management institutions namely Borogangina Resources Management Organization (RMO) and Kalapur Federation of Resources User Group (FRUG) are responsible for management of Baikka *beel*.

In the morning session all participants visited MACH project site - Baikka *beel* of Hail *haor* and attended in a sharing meeting separately with Borogangina RMO and Kalapur FRUG of Baikka *Beel*. The CBO members elaborated the process of developing their groups, involvement and inputs from MACH project of USAID, their progress in conservation of wetland ecosystem and socio-economic improvements. Group members further elaborated the capacity building initiative of their organizations during MACH and of present period. They also focused on their economic status, AIGAs through micro-credit, organizational strengths, constraints, challenges and future plan. Participants spontaneously interacted with the CBOs in the question-answer session. They wanted to know about various issues like wetlands resource management, biodiversity, institutional development, legal aspects, linkages with Government agencies, networks, etc. CBO leaders and community people responded to the participants accordingly.

The discussion envisages that Co-management Institutions (RMO, FRUGs, RUGs) have been developed with adequate financial and institutional strengths. The resource user groups are receiving benefits of sanctuary and AIGA activities of FRUGs supported by the endowment fund from the MACH project. The endowment fund introduced by the project brought momentum for the conservation of natural resources by the user groups. The concept of providing endowment funds was of particular interest to participants. The FRUGs are managing the endowment fund and provide micro-credit to the poor resource user groups at low interest rate for enterprise development. FRUGs also provide capacity building training sessions to their members on different trade processes for economic improvement. A number of case studies reveal that beneficiaries benefited from significant improvement in their livelihood which in turn diminishes fishing pressure in the *haor* basin. Caritas is looking into

the micro-credit activities. The resource management activities lie with RMO and are supervised by CNRS.

From the discussion, the participants of the workshop came to know that a number of endangered fish species like Chitol (*Chitala chitala*), Koi (*Anaba testudineous*), Modhu pabda (*Ompok pabda*), Deshi shorputi (*Puntius sarana*), Aor (*Aorichthys aor*) etc. are now available in Baikka *beel*. The daily catch of fishers in the *haor* basin has also increased by 2-3 times within this period.



Photo 1: Discussion with community members while visiting Baikka Beel, Hail haor

At Borogangina RMO office, an experience sharing discussion took place and speakers highlighted some significant successes of MACH interventions, such as increased production of local fish species, secured breeding ground and increased biodiversity of endangered species, higher activity of bird migration, and successful plantation of wetlands tree species in selected areas. Within few years of establishing sanctuaries in the *beels*, project sites have flourished with characteristics of ideal water bodies. Natural presence of aquatic plants like *padma*, *makna*, and *shaluk*, new plantation of *hijal* and *karach*, availability of migratory birds, and the assisted construction of bird nests on the trees show remarkable biophysical progress in wetland ecosystem.

During field visit, Project Coordinator, IPAC (and also Joint Secretary, MoEF) made some interactions with the RMO leaders and local fishers. He asked the fishers about the system they are following in Baikka *beel* management and what sorts of benefits, specifically the RMO members, are receiving from Baikka *beel* sanctuary. He further enquired about the changes the project brought in the *beel* and about any conflicts among the fishers or with other agencies. Mr. Mokhlesur Rahman, Executive Director, CNRS (presently involved in MACH follow on activity) made a brief on the Hail *Haor* and especially the Baikka *Beel* Sanctuary which initiated the discussion. The fishers responded positively with some observations on law and order situation and further excavation of some adjacent wetlands to facilitate more fishing grounds. The Project Coordinator praised the management models to be replicable in other wetlands of the country.

Mr. Piar Ali, President, Barogangina RMO, presented a summary of the development that took place through habitat restoration, community group formation, sanctuary establishment and the benefits achieved. He pointed out that the endowment fund has been a good platform for achieving small-scale development works which haven't been possible for the last six months due to the abolition of the Upazila Fisheries Committee (UFC). He urged the Joint Secretary to focus on this matter through IPAC. He pointed out they need to raise the number of guards to protect poaching with reference to a recent example. Project Coordinator mentioned that there should not be guards hired, instead the community should be able to guard their resources, as they are more reliable for safeguarding their own interests.

Several members of the community as well as villagers outside the RMO expressed their positive views about local developments. Mrs. Supria Chakraborty, Member, RMO informed that few years ago fish were not even available to buy from markets but now they are, and even at low prices. Mr. Abdul Khaleque, UP Member stated that fishers' per capita income has increased manifold when compared to 2002, and that as children receive environmental education at school, they are aware of the need for conservation of the wetland resources, therefore when these children grow up they will do more to improve the natural resource condition.

Mr. Mazharul Islam Zahangir of IPAC, who has long association with Hail *Haor* especially the Baikka *beel*, stated that catches of young fish (*shoal* and *taki* fry) have been stopped by at least 90%. As a result, the natural breeding has increased manifold and the ecological productivity has increased, hence offering benefits to a wider society who rely upon fish either for employment or for consumption. He also informed that the Molluscan (*Shamok*, *Jinuk*) population has increased and that it is an indication of biodiversity enhancement. Now abundance of *Chitol* fish is remarkable in the Baikka *beel* which had significantly declined in the past.

Mr. Ishtiaq Uddin Ahmed, CF, FD and also PD, IPAC stated that rather than creating competitors amongst groups, the groups should support each other, debate when necessary, and reach a consensus to proceed with the plan of action and/or activities

The Project Coordinator expressed his satisfaction with several issues: the empowerment of the community, the efforts taken so far and the successes achieved, the improvement of the *haor* fisheries and productivity of other aquatic resources, the increased income of the community members and of the indirect beneficiaries, and the overall development of the community in terms of education, communication, health and sanitation that have been the indicators of a real success. He thanked USAID and the national and expatriate experts who have been instrumental to these technological as well as social empowerment and institutionalization. He specifically thanked Dr. Paul Thompson for his innovative developments with utilization of local knowledge that have been sustained and that have yielded benefits for the community till now. He listened to the problems of the community and assured them with solutions that can be practically done at high official level.

At the end of the discussion, the RMO/FRUG members expressed their satisfaction with MACH interventions and expressed their conviction of being capable of managing aquatic ecosystem. However, they expected further assistance and support from IPAC to streamline their knowledge and capacity in managing wetland resources.

Visit to a forest site- Lawachara National Park: In the second half of the day participants visited the Lawachara National Park, a Nishorgo pilot site. Forest Department, with financial assistance from USAID, adopted collaborative approach as a major shift in forest resources management under Nishorgo Support Project (NSP) during 2003-2008. Multi-stakeholder institutions like Collaborative Management Council, Co-Management Committees (CMCs), Community Patrol Groups (CPGs) and a group of trained FD field personnel are developed and nurtured for a period of 5 years. Under this initiative five Protected Areas namely Lawachara National Park (LNP), Satchari National Park (SNP), Rema-Kalenga Wildlife Sanctuary (RKWS), Chunati Wildlife Sanctuary (CWS) and Teknaf Game Reserve (TGR) have been taken as pilot sites. The participants of the workshop enjoyed the a half hour trail through Lawachara National Park with guidance from eco-tour guides trained under the NSP.

After lunch the participants met co-management council (CMC) members, community patrolling group (CPG) members, eco-tourism guides, eco-cottage owners and the project personnel were arranged in Lawachara CMC office premises. Mr. Utpal Dutta, Governance specialist of IPAC facilitated this session whereby CMC president of Lawachara National Park, CPG leader, women patrol group leader, conservation entrepreneur/eco-cottage owner, and tribal leaders elaborated the practices and processes of co-management, and defined the opportunities and challenges of it, with emphasis on the achievements in resource conservation and livelihood improvement.

The different groups explained the project achievements, like protection of the forest, and the activities and benefits people had received through the resulting improved management. It has been perceived that some of the CPG members received benefits through training, AIGAs, eco-cottage development, acting as tour guides, and other incentives from the project. During post-NSP period the CMCs faced various challenges in program sustainability and conservation activities. ***The speakers argued that unlike social forestry program, they are not getting any direct benefits from LNP as it is a PA site.*** Further discussion on existing forest policies and regulations came in front with its shortcomings in promoting co-management in PA sites. Participants, especially the CMC frontline members, raised the issue repeatedly. However, FD officials mentioned there is scope for revising forest regulations and policies can lead to further improvement for the participants. Revision of Social Forestry Rules 2004 would include co-management in the PAs, and relevant rules and regulations of forest management policy would be further furnished. It was discussed and confirmed that incentives and funds for CMCs will be taken into account and that a commendable progress is already made. With IPAC initiatives in PAs, it has been hoped that the forest protection will get momentum again, the CMC will be empowered, thus increasing their capacity, and beneficiaries will get more benefits for an improved livelihood.

In the discussion session remarks from various stakeholders came in forefront and different aspects of PA management including policy, institutional framework of co-management, PA

governance etc. were elaborated with citation of empirical events of the NSP period. However, it is evident that a commendable progress has been made in functionalizing co-management institutions and more challenges are yet to be addressed with particular emphasis on incentives for the CPG members.



Photo 2: Discussion with community and CMC members at Lawachara Forest

Professor Rafiqur Rahman, CMC president elaborated formation of the co-management institutions and endeavors from NSP. He mentioned that though initially they had a hostile relationship with FD, after the formation of CMC and repeated campaign and motivational activities within the communities, they gradually started participating in forest management programs along with local FD personnel. Community patrol groups (CPGs) were formed and took part in guarding activities under the leadership of FD. He claimed that they have controlled illicit felling of trees in the Lawachara National Park by 80%. He affirmed that now they have developed functional relationship with FD and local administration and framed a vision of self-sufficient CMC towards conservation of biological resources in the LNP.

CPG leader, Mr. Ahad elaborated on his background profession and his shift in lifestyle as a forest protector. He described success stories of his team and other patrol groups. Mr. Ahad mentioned that the initial monthly salary of Tk. 2250 per month provided by NSP, was discontinued, and that the alternate income generating supports and other assistances provided from NSP are not sufficient. ***However, they are maintaining patrolling against unlawful removal of forest products with hardship and hope that IPAC will come forward with more assistance in the near future.***

Female CPG leader appreciated NSP initiatives to include them in conservation efforts. She added that female patrol groups, simultaneously with their male counterparts successfully performed during daytime in some places of the Lawachara National Park.

Mr. Shamsul Alam, representative of youth group, described the assistance from NSP to flourish his enterprise. He pointed out his achievements and financial gains and support to local and foreign tourists. He expressed his gratitude to the NSP interventions for their support and expressed his confidence that given such assistance and guidance, more youth can change their livelihood as eco-tourism expands.

Leader of tribal communities Mr. Zidision Pradhan Suchiang, Khasia Mantree, Magurchara Punji remarked on the constraints and challenges that local level co-management institutions formed under NSP pose with regards to sustainability. However, he expressed that satisfactory progress has been made during NSP and expected further support from IPAC.

Mr. Ahanda Sinha, representative of Monipuri tribal community and member of LNP CMC informed the forum that FD management has been going through a major shift and he compared this over time. He further claimed to make CMC more empowered and responsive to bring a real co-management into light.

During open discussion, two major issues came in forefront. These are CMC sustainability and continued pilferage in the LNP. Besides some other issues were cited and discussed. One is introducing endowment funds in the CMC through IPAC and the other is biodiversity challenge in betel leaf garden practiced in Khasia punji. However, a strong recommendation came from the audience that for future sustainability of the CMC and economic benefits for the CPG members, a regular fund flow mechanism should exist. Unlike endowment funds of MACH to the FRUGs/RMOs a financial base for the CMC/CPG, such as sharing of entry fees, could bring changes in livelihood and natural resources management.

Mr. Ishtiaq Uddin Ahmad, Project Director, IPAC and Conservator of Forests, in his brief remark appreciated all the stakeholders for the progress already achieved in respective areas and changes that have been initiated and expected that it would get further momentum. He informed the meeting that very recently the Ministry of Finance has approved for 50% of the revenue generated from eco-tourism to be used by the CMC for further improvement of PA landscapes and people's welfare. He encouraged the CMC leaders, CPG members and other stakeholders to be united for the conservation of the remnant biodiversity of the country and for the livelihoods of poor dependent communities.

4. Day-2: The Workshop

The workshop was held at PDU conference room, Bangladesh Tea Research Institute, Sreemongal. The workshop segments were a brief inauguration, two technical sessions on lesson learned on Co-management and integration & mainstreaming issues in Protected Area (PA) co-management and finally concluding remarks from IPAC, FD DoF and DoE representatives concerning the strategic framework for IPAC. The workshop was facilitated by Mr. Masood Siddique, IPAC- WorldFish.

4.1 Inauguration session

Mr. Ishtiaq Uddin Ahmad, PD, IPAC and Conservator of Forests chaired the inaugural session. Mr. Bob Winterbottom, Chief of Party, IPAC; Dr. Azharul H. Mazumder, UASID; Mr. Md. Yunus Ali, CF, Central Circle, FD; Mr. Mujibur Rahman, Deputy Director, Department of Fisheries and Mr. Anwar Hossain, Eco-tourism Development Officer, CWBMP, Department of Environment was in the dais as Special Guests.



Photo 3: A part of audience in the workshop; PDU Auditorium, BTRI



Photo 4: Dr. Giasuddin Khan, IPAC-WorldFish delivering his speech at inaugural session



Photo 5: Mr. Ishtiaq Uddin Ahmad, PD, IPAC and Conservator of Forests delivering his speech at inaugural session



Photo 6: Mr. Md. Mujibur Rahman, Deputy Director (Aquaculture), DoF, delivering his speech at inaugural session

Brief on IPAC context setting:

At the beginning, Dr. Mazumder briefed the attendants on IPAC concept and genesis of co-management in Bangladesh. He mentioned that as a concept, co-management at the onset was a vision and now it became a reality as we have seen many people participate in this process and the system has been proven suitable for natural resource management in any part of the world, and that although our natural resource have been deteriorated over time, there are still chances and opportunities to rejuvenate. He invited all those concerned to put effort in reviving the valuable natural resources for our future generations. Dr. Mazumder also described the initiation of IPAC and welcomed the participants, expecting their valuable contribution in the workshop.



Photo 7: Dr. Azharul H. Mazumder, UASID, delivering his speech at inaugural session

Mr. Bob Winterbottom explained the background and objectives of the workshop. He gave a brief presentation on expected outcomes from the workshop and field visits. He emphasized the experiences gained from the interactions during field visits; identification of issues, challenges and opportunities in community-based natural resources management; integration of three departments (FD, DoF and DoE); sharing earlier co-management findings among the partners and finally mainstreaming the gained knowledge and learning towards IPAC strategic goals. He also mentioned that IPAC strategy will be developed using the results from the workings and related policies and laws will be updated to promote co-management in NRM practices. Finally he invited the participants for their spontaneous participation and valuable contribution.

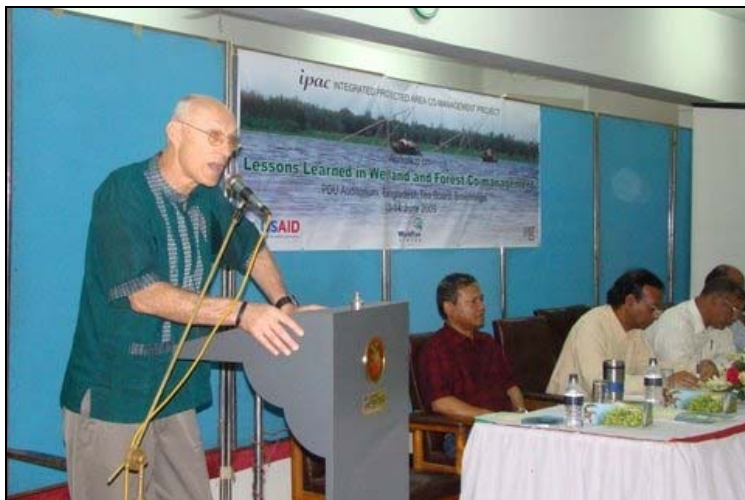


Photo 8: Mr. Bob Winterbottom, Chief of Party, IPAC, delivering his speech at inaugural session.

Mr. Anwar Hossain represented the DoE and briefed on the CWBMP activities and expressed his feeling that IPAC would work better in environmental protection. There has been a long felt need of co-management approach that has been well taken by MACH and Nishorgo. He mentioned that there is some complexity on the legal ownership of land for forest and wetland and it should be looked at.

Md. Mojibur Rahman mentioned that there has been much learning from the field meetings with RMO and CMC. He pointed that there is a general trend of non-sustainability of project activities beyond the project period. He emphasized on finding out the causes and taking appropriate measures. He requested to give importance to the community needs and to respond accordingly. He added that some project interventions like endowment fund worked well in ensuring sustainability of CBOs in natural resource management and institutional building. He reiterated such provisions to be maintained in future NRM projects. It should be considered in the planning of the project and if necessary should be discussed at policy level. He mentioned some of the causes like lack of fund, insufficient monitoring, etc. to be some constraints for the project that should be considered adequately. He ended with a remark on co-management being a good approach and showing good results on wetland resource management, and expected IPAC to successfully strengthen and further develop co-management approaches.

Mr. Md. Yunus Ali, CF, Central Circle, Forest Department appreciated such initiatives taken by IPAC and expected that concerned GO/NGO stakeholders of IPAC would be brought onboard together to achieve success in natural resources management.

Md. Ishtiaq Uddin Ahmad, PD IPAC and session chair thanked all and drew attention to the potential for disaster when natural resources suffer an anthropogenic imbalance. He emphasized on finding out the causes of climatic events and to take appropriate measures to protect the natural resources. He added that all the stakeholders need to understand their roles and responsibilities and work accordingly. He highlighted the necessity of setting a realistic work plan and ensuring active participation of local people in achieving project goals. Citing an example he remarked on the fact that an activity can involve many people in many ways and bring economic benefits to them. He pointed out that the tradition of society and way of living cannot be changed overnight. Considering this reality, we have to move ahead accordingly. Finally with expectations of achieving workshop objectives, he welcomed the honored participants.

4.2. Technical session – I.

There were two technical sessions including three presentations followed by discussion, question & answer, supplement and compliment after each presentation. Mr. Md. Mujibur Rahman, Deputy Director-Aquaculture, DoF, chaired the first technical session and the second one chaired by Mr. Md. Yunus Ali, Conservator of Forest, FD.

Presentation-1: Lessons Learned from Wetland resources Co-management practices in Bangladesh.

Mr. Alan C. Brooks, Regional director, the WorldFish Center, Bangladesh was the key note speaker of this session. He presented the findings of an assessment organized by IPAC of the three co-management projects implemented by DoF namely MACH, Fourth Fisheries Project (FFP) and Community Based Fisheries Management (CBFM). The presentation elaborated the approaches & expectation of each project, project activities, project level impact/benefit and hypothesized impacts over community based natural resources management and the lessons learned. He mentioned the objectives for the IPAC assessment were as follows:

- To conduct a rapid appraisal of wetland sites that have benefited from the interventions of community-based management of wetlands,
- To perform an ex-post evaluation of the MACH, CBFM and FFP projects to document key lessons learnt,
- To identify where and how i) fisheries production increased, ii) biodiversity has been conserved, iii) lives of fishing communities have been improved, and
- To identify the key lessons learned that should be taken in the IPAC strategic framework.

His remarks included various aspects like: Flexibility in project design; Requirement of time and patience; Capacity building & skill development; Right people on-board; Economically viable and equitable distribution of benefits; Livelihood diversification and reduction of dependency; Building consensus, networking, cluster and forum formation; Empowering CBOs; and Political and financial support. Finally he mentioned a few examples of good practices.



Photo 9: Mr. Alan C Brooks, Country Director, WorldFish delivering his presentation.

Discussions, supplements, complements and question/answers

Mr. Sk. Mostafizur Rahman, DFO-DoF, Cox's Bazar wanted to know, why the assessment did not cover estuarine and coastal fisheries lessons. In response Mr. Brooks answered that, so far no management of wetland resources through co-management approaches has been implemented in coastal areas. He also agreed with Mr. Mustafiz that NRM through co-management approach should be covered under IPAC in these areas

Mr. Gopal Choudhury, Vice Chairman, Lawachara CMC, asked whether any specific fish production had increased through MACH interventions and if so, why was fish not available at local markets. In response DD, DoF mentioned that the native species have given priority in project interventions e.g. increased production and developing breeding ground for endangered and extinct local fish species. In response to market availability, he said that the production increased due to project interventions at project areas which are quite small in comparison to the total area of nationwide wetlands. The other reason is that fish are often marketed to cities for high price due to improved transportation system.

Mr. Mohasin Ali, SUFO, Molavibazar Sadar wanted to know the lessons of IPAC's first year and remarked that MACH and Nishorgo learning should have come before. In response DD-DoF told that today's workshop is hosted by IPAC and IPAC has been implementing the lessons of the mentioned two projects. It is the right time as IPAC is on its start.

Mr. Mokhlesur Rahman, Executive Director, CNRS suggested that the project should consider the management of the catchments area like the MACH sites as well as adjacent Nishorgo sites. The boundary of the wetland areas needs to be defined. He informed that landscape-based management should be given priority over a single type of landscape.

Mr. Rafiqur Rahman, President of Lawachara CMC questioned that if fish production has increased, then why has the number of fishers not increased proportionally? He also asked who will take the responsibility if a project, with huge investment of public money, fails. In response, DD, DoF affirmed that fish production has increased due to project interventions and simultaneously pressure from fishers has reduced due to introduction and support of AIGAs. DD added that these projects are not business oriented and the impact is not valuated by the monetary income. The change in behavior and increase in awareness is also the result and is treated as a success. He acknowledged that if there is any failure of project activities, it goes to GoB.

Mr. Yashak Bhuiya, DD-DoF Sylhet complimented that the findings of the three fisheries projects are good and suggested for an update baseline of these areas for IPAC to start with. He added that the open water bodies have reduced and suggested if possible the carrying capacity and MSY should be assessed.

Mr. Sayed Nesar Ahmed, CMC, Lawachara asked if anything can be done on the siltation of Hail *haor* and if the experience of Hail *haor* management can be used in Lawachara, with particular emphasis on a provision for endowment fund for CMC from the IPAC.

Mr. Azad Rahman, Fish culturists, BFDC commented that after 10 years of project support the CBO are yet to capable for taking full responsibility. He wanted to know how IPAC is going to address this issue.

Mr. Sayed Ali Azher, AD, DoF and focal point of IPAC said that due to the project implementation some locally extinct species have regained like *Sarputi*, *Pabda*, *Meni*, etc. He commented that short duration of projects sometimes cannot make visible impacts.

Presentation-2: Lessons learned in forest co-management

Presentation on lessons learned in forest co-management- analysis of global lessons and application to forest co-management in Bangladesh Nishorgo experience. Mr. Phillip J. DeCosse in his presentation gave an overview of the many good lessons that can be replicated. However, he briefly pointed on those lessons from Nishorgo that need to be taken further care through IPAC. The presentation exclusively spotted 10 gaps and recommendations. These are presented below:

Gap	Lesson
Gap-1: Social mobilization capacity and approaches not understood or fully used by our Team or the FD.	Lesson-1: The primary work of the entire project team needs to organize around active, challenging, dynamic and conflictive governance of PA by co-managers. CMC need now to stand up, demand their rights and take action.
Gap-2: Revenue streams systematically did not go to the right people – the first to benefit must be those actually doing conservation.	Lesson-2: Any revenue from forest lands must be directed as remuneration to those that are directly protecting the forest.
Gap-3: Cannot succeed without sustained revenue from Forest Land.	Lesson-3: Seize opportunities for generating revenue from Forest Land.
Gap-4: Protected Areas not managed as part of a forest landscape.	Lesson-4: Take formal steps to restructure/reorganize the FD around PA landscapes.
Gap-5: The poor and marginalized were not active in the new CMC governance structure or process.	Lesson-5: Mobilize groups of the poor and marginalized to develop their own voice, issues and demands.
Gap-6: FD staff were not challenged by co-managers to do their service -- without that demand for service, the process won't work.	Lesson-6: Co-managers need to understand the expected roles and responsibilities of FD staff and hold them to it.
Gap-7: DFO was absent from the process, as were Range and Beat Officers. To them, the CMC was often someone else's business, not theirs.	Lesson-7: FD at multiple levels must be actively a part of CMC, both formally and informally.
Gap-8: Too much time and money on traditional and subsidized AIG.	Lesson-8: Build on the AIG activities already established and expand through market linkages
Gap-9: We worked outside and parallel to the CMC structures and members.	Lesson-9: Everything should be executed through and with CMC governing structures.
Gap-10: The FD and co-managers face a critical gap in conservation management capacity.	Lesson-10: Expand focused and practical conservation management training to both FD and co-managers.



Photo 10: Mr. Phillip J. DeCosse delivering his presentation



Photo 11: Former CCF, FD responding on Phillip's presentation

Discussions, supplements, complements and question/answers

Dr. Azaharul H. Majumder expressed his concern that the presentation only focuses on the shortfall of the project and asked if there is no success then what would be the lessons for IPAC. Mr. Philip explained that there are many successes in Nisorgo but he presented those lessons (where there is progress as well) which still have room for improvement for successful co-management.

Mr. Gopal, Lawachara CMC pointed out that the CMC cannot work properly because their capacity is not yet up to mark. One reason is that the CMC formed quickly and within short time. He praised that IPAC has taken initiative to prepare the ADP by the CMC. The PD informed that the CMC structure has been formalized by Govt. notification.

Mr. Kafil Uddin Kaiya, AD, DoF supplemented that the achievement is well acknowledged. There is pollution in the Turag-Bangshi river and he suggested to include DoE in the Upazila

committee. The DoF involvement in MACH was less than expected. He suggested involving *Imam* and the personnel in the committee to whom civil society people pay attention.

Ms. Rafiq Sultana, ACF, Forest Department thanked for identifying the gaps, as these will provide opportunity for improvement under IPAC. She further questioned that there are fewer AIGA options providing capacity in IPAC than there were in Nishorgo, and how to cope with it in a larger context? In response Mr. Philip said that IPAC strategy for leveraging and connecting communities to public services along with support to promote conservation enterprises.

4.3. Technical session – II

This session chaired by Mr. Md. Yunus Ali, Conservator of Forests, Central Circle, Forest Department and focused on integration and mainstreaming issues in PA co-management. The chair first invited Mr. Paul Thompson, Middlesex University, UK and Mr. Mokhlesur Rahman, CNRS to present their deliberation on Co-management in fisheries and wetlands-Bangladesh- success, processes and issues in mainstreaming. In fact there were three presentations on this particular topic.

Presentation – 1: Mainstreaming co-management in wetlands and fisheries

Mr. Paul Thompson started with status of wetlands, background of MACH project and its goals, sites, key activities performed, MACH institutions, fish conservation in Baikka Beel sanctuary, CBO sustainability and capacity and finally he elaborated on the economic assessment of MACH program.



Photo 12: Dr. Paul Thompson delivering his presentation.

At this stage, Mr. Mokhlesur Rahman came up with a synthesis of lessons drawn from MACH and other projects of DoF. He delivered success stories that had been achieved

through different projects in wetland co-management. His presentation covered issues like facilitating critical consciousness, capacity building, and facilitating collective actions of CBOs, transformative participation, access, presence and influence mapping of MACH. He further added several responses from ecosystems, communities and policy stakeholders. Moreover, he discussed about the facilitation process in social changes under MACH and CBFM project and adaptation to climate change.

Mr. Paul Thompson again appeared with his second presentation on mainstreaming co-management in wetlands and fisheries. He mainly focused on key issues related to existing leasing policies and practices, the process of access to resources by CBOs, bi-party agreements of DoF-CBOs, endowment funds, adopting conflict management system, etc. He also added that such initiatives had already set example, as the establishment of small fish sanctuaries which is now treated as a good practice and is becoming common for increasing production in water bodies. Some other examples are functional of Upazila level co-management committees, provision of endowment funds, access reservation for poor fishers and sustaining CBOs. He stated that some issues could not be addressed in previous projects; like the provision of incentives for sanctuary establishment, remuneration for CBOs management, delineation of water bodies and relevant disputes, orientation of new personnel in GoB/elected CBOs, international recognition e.g. designating as Ramsar (the Convention on Wetlands in the Iranian city of Ramsar) sites and inter-agency coordination, etc. He finally mentioned the threats for CBOs in access to water bodies and also expected prompt resolution of the same.



Photo 13: Md. Mokhlesur Rahman, Executive Director, CNRS-responding to discussion of participants

Discussions, supplements, complements and question/answers

Mr. Abdul Quddus, Arannyak Foundation mentioned swamp forest has immense importance in the wetlands ecosystem since it hosts birds and animals thereof. He urged to manage swamp forests equally with the wetlands. In response Mr. Mokhlesur Rahman, informed the forum that lots of *Hijol* and *Korach* tree species are being planted along the periphery of wetlands since 1997, and swamp forests are getting equal importance in fisheries management since it reduces high waves during flash floods.

Mr. Abu Naser Khan, FD enquired for any provision of eco-tourism development in the wetlands and Mr. Mokhlesur Rahman, CNRS confirmed about the initiatives taken in MACH project with particular emphasis to Baikka *Beel*. He added that IPAC would scale up this initiative in other wetlands as well.

Mr. Ram Sharma, DCoP, IPAC queried how the large number of neighboring villages dependent on a single wetland were incorporated in MACH project. In response, Mr. Paul Thompson replied that although the entire mass of dependent fishers is not onboard in MACH program, interactions and discussion sessions among the FRUGs and other local fishers outside are held regularly, and that for management, several issues viz. specific practical science knowledge, link of society, and ecosystems, must be addressed.

Mr. Rafiqur Rahman, CMC Chairman, LNP enquired whether IPAC has any provision to train the CMC members on IPAC implementation strategy and planned activities in special reference to MACH achievements. In response Mr. Rahman, CNRS informed that such initiatives are well taken in IPAC. Dr. Azharul Mazumdar added that initiatives in the form of lessons learned workshops, discussions and exchange visits would facilitate coordination and integration for landscape management.

Mr. Gopal of Lawachara CMC mentioned that siltation in the Hail *haor* is increasing alarmingly and in some places excavation of *haor* bed became essential; he wanted to know whether there is any scope in IPAC for excavation. Mr. Rahman, CNRS informed the audience that recently a sedimentation study has been done and it reveals that 6cm siltation per year occurs in Hail *haor* bed. He noted that land use pattern at uphill has a great influence on it and prescribed for contour plantation of pineapple and to some extent contour plantation is being practiced. This technology is transferred to Department of Agriculture Extension and they are working on it as well. IPAC will also demonstrate and promote the technology. Dr. Azharul Mazumdar who stressed the need for upland land use modification to bring siltation down to acceptable levels. He added that dredging is an effective solution; however, it may not be possible by a single project to dredge a large area, one of the reasons being its high cost. IPAC will try to set example of wetland management through the techniques mentioned if these are proven effective for policy makers to use them for scale up.

Mr. Md. Yunus Ali, Forest Department stressed the need of sustainable land use pattern in the catchments to reduce siltation and added that law and enforcement cannot stop the present land use, instead we must make catchments users aware of the issue in order to obtain

better results. He also emphasized on effective coordination amongst GOB departments, NGOs, CBOs, researchers, etc. in this regard.

Mr. Mahbubur Rahman, DFO, Wildlife Division, Forest Department stressed the needs of competent CMCs for successful co-management. If a CMC is not mature and capable enough requiring of further training from IPAC, then we will not be able to achieve better results from co-management.

Presentation – 2: Thematic discussion on issues, constraints, challenges and opportunities in integration of co-management lessons of forests and wetlands into landscape management approach

The two following presentations were facilitated by Mr. Azharul Mazumder, Shimona A. Quazi and Bob Winterbottom, CoP. The presentations followed by thematic discussions on reconnaissance of issues, constraints, challenges and opportunities in integration of co-management lessons of forest and wetlands into landscape management approach. The presenters discussed mainly the common lessons learned from wetlands and forests co-management followed by moving forwards with perceived knowledge towards integrated forests and wetland co-management.



Photo 14: Mr. Bob Winterbottom, Chief of Party, IPAC, delivering his presentation on Strategic Frame Work of IPAC

Afterwards, Ms. Shimona summarized today's learning and invited all to participate in the thematic discussion session and comment on some particular aspects. These are CMO legal and institutional framework, CMO governance, Project sustainability and conservation financing.

Discussions, supplements, complements and question/answers

Mr. Kafil Uddin Kaiya, DoF recommended the need to have a common platform for integration of forests and wetland co management organization, with an equal representation from NSP and MACH, as well as representatives from civil society. And such forum should have a unique nomenclature. He added that upazila level committees from fisheries, forests and environment should be under a unified structure.

Mr. Quazi Nurul Karim, FD raised the issue of Rohingya refugees immigration in Teknaf areas and alleged the necessity for inclusion of Ministry of Relief and Rehabilitation and Ministry of Foreign Affairs. Otherwise, all good initiatives will be futile in Teknaf area.

Mr. Mozammel Haque, IPAC emphasized the need for a co-management friendly strategy and Government policy for wetlands and forest management. He also suggested the revision of the Forest Act in this regard.

Mr. Prantosh C. Roy, IPAC stated that there are several registration agencies of Government and therefore, IPAC have to decide from which authority it would take registration for CMCs.

Mr. Haradhan Banik, CF, FD said that in addition to revision of the Forest Act, co-management rules need to be developed to modify traditional forest management. Furthermore, Social Forestry Rules 2004 needs revision to accommodate co-management activities in the forestlands by the CMCs.

Mr. Yashak Bhuya, DD, DoF Sylhet division emphasized the importance of exchange of ideas amongst the departments (DoF, FD, DoE) practicing co-management for further refinement and strengthening. However he mentioned that DoF has already been doing similar activities for a long time.

Mr. Yunus Ali, CF, FD commented on CMO governance and mentioned that while CMOs are formed by an executive order rather than by revising the laws, it is not possible to make CMCs accountable for their activities.

Mr. Ananda Mohan Sinha, CMC member, LNP suggested an inclusion of newly elected public representatives from Upazila level and a focus on speeding up central decisions to facilitate CMCs decisions, like ADP proposals developed by CMCs.

Mr. Nikhilesh Chakma, IPAC requested the inclusion of co-management in the village forest section under Forest Act.

5. Concluding session: Strategic Framework for IPAC

At this stage, Mr. Bob discussed the implications of lessons learned and remarked that IPAC is founded on the experiences of MACH and NSP. Hence it has a sound baseline and experience. He elaborated three main components of IPAC namely IPAC strategy, capacity building and site level implementation in contexts of PA governance, conservation, and economic growth. He further added keys to successful co-management, policies and legislative frameworks, institutional reforms, capacity buildings and focused to address threats and opportunities.

Mr. Syed Ali Azher DoF Focal Point to IPAC: Within 2020, 20% species will disappear from our wetlands if present exploitation system continues. In order to tackle this, we need to conserve all the elements in the ecosystem and all the relevant policies and strategies need to be developed. The findings presented in the workshop need to be incorporated in the project and a high commitment to IPAC vision and mission will continue.



Photo 15: Syed Ali Azher, DoF Focal Point to IPAC delivering his concluding remarks

Mr. Haradhan Banik, CF, FD: In 1869, FD started its activities in the subcontinent. There are 4 distinct ecosystems in Bangladesh i.e. hill, *sal*, mangrove, and fresh water swamp. NSP implemented forests management quite successfully in the 5 PAs. There are so far 19 PAs declared under FD's management and IPAC has a distinct strategy, which if implemented appropriately should be successful.



Photo 16: Mr. Haradhan Banik, CF, FD delivering his concluding remarks

Alan C Brooks, Regional Director, the WorldFish Center, Bangladesh: Thanked IPAC for arranging this lessons learned workshop and expressed his satisfaction with such a gathering of high participation. He hoped that the efforts of IPAC will be sustainable in the long-term.

Mr. Yunus Ali, FD: Until today, the national forest policy has been revised 5 times; the last time in 1995. Forest Act 1927 has been revised in 2000 to accommodate Social Forestry that developed its rules in 2004 and management plans for 5 PAs under NSP. The Wildlife Sanctuaries covering an area of 139,700 ha were declared a World Heritage Site in 1997. We are in a good shape in natural resource conservation and we have lots of milestones.



Photo 17: Mr. Yunus Ali, CF-FD FD delivering his concluding remarks

Dr. Ram Sharma, Deputy Chief of Party, IPAC

Expressed his gratitude and said that we have enough experience in management of natural resources, on which a large number of people are dependent on, especially as they are a global resource as well. From now on, it will be vital to include the dependent population in resources management. Co-management will be successful when the community feels that the resource belongs to them, that policies are developed for them and that they are given responsibilities for managing their own resources. If a particular institution fails to fulfill its mandate, community will raise their voices. Many countries, like Nepal, are experiencing similar problems with natural resource management.



Photo 18: Dr. Ram Sharma, Deputy Chief of Party, IPAC, presenting vote of thanks

He thanked WorldFish, USAID, RDRS, Project Teams, CMCs, CPGs, RMOs, researchers and other partners of the project for providing support to organize such a successful event. Finally he expressed his heartfelt thanks to the participants for their valuable contributions.

Lesson Learned from Wetland Resources Co-management Practices in Bangladesh

14 June, 2009



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Objectives

- To conduct a rapid appraisal of wetland sites that have benefited from the interventions of community-based management of wetlands,
- To perform an ex-post evaluation of the MACH, CBFM and FFP projects to document key lessons learnt,
- To identify where and how i) fisheries production increased, ii) biodiversity has conserved, iii) lives of fishing communities improved, and
- What are the key lessons learned that should be taken in the IPAC strategic framework.



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Methodology

- Reviewed key documents of major co-management projects (MACH, FFP CBFM and other similar projects),
- Field visit conducted at 11 sites of the three projects,
- FGDs performed at 9 sites with beneficiaries and community people,
- Peer consultation and personal experience on community-based management.



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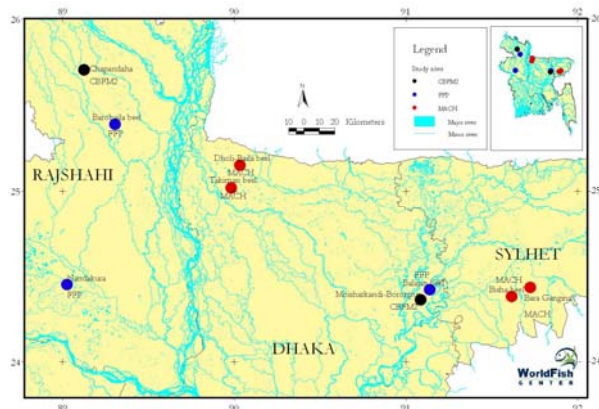
Study sites

Water body	Habitat	Upazila	District
MACH Sreemongal			
Boro Gangina RMO	Haor	Sreemongal	Moulvibazar
Kalapur FRUG			
Ballah FRUG			
Shanadha RMO			
MACH Sherpur			
Takimari-Derabashi RMO	Beel complex	Jhinaigati	Sherpur
Dholi-Balla FRUG			
FFP sites			
Bolajan Nodi	River segment	Mithamoin	Kishorgonj
Borabila Beel	Closed beel	Pirgonj	Rangpu
Nandhakuja nodi	River segment	Natore sader	Nature
CBFM sites			
Chapandha beel	Closed beel	Pirgonj	Rangpur
Mohishakandi-Buranpur	River segment	Mithamoin	Kishorgonj



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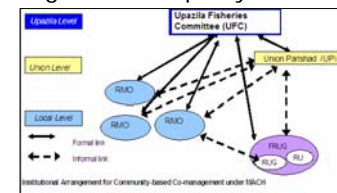
Study sites



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MACH Approaches (1998-2008)

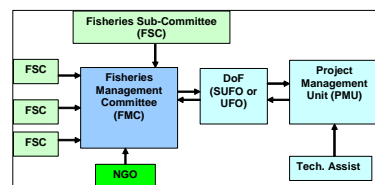
- Include all floodplain resources – fish, plants, wildlife,
- Support entire resource users: poorer fishers, farmers, landless labourers, women, local elites & gov. officials,
- Two groups at each region of the sites, Federation for Resource Users Groups (RUGs) and Resource Management Organisation (RMOs), with separate NGO for each type of group,
- Adequate IGAs to reduce fishing pressure,
- Human resources development,
- Adaptive management and policy initiatives.



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FFP Approaches (2000-2006)

- Include open water fisheries resources,
- CBOs are from fishers communities; 10% rural elites,
- Subsidies stocking programme with beneficiaries contribution,
- Fish sanctuary for enhanced natural fish stock,
- Habitat restoration – excavation/re-excavation,
- Human resources development (training, field visits ...).



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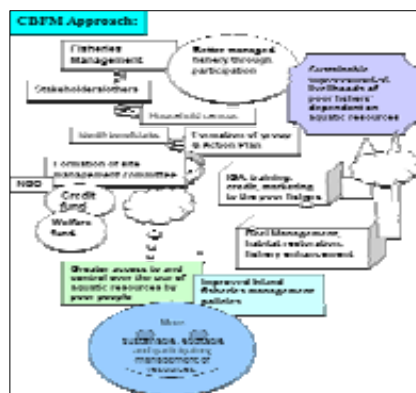
CBFM Approaches (2001-2007)

- Community based approaches through i) fishers-led, ii) community-led, iii) women-led
- Rural champions included in few sites, based on local situation,
- Management interventions (Sanctuaries, gear bans, closed seasons, .),
- Revolving fund from project & credit fund through NGOs,
- Habitat restoration – excavation/re-excavation,
- Human resources development,
- Action/grants research programme.



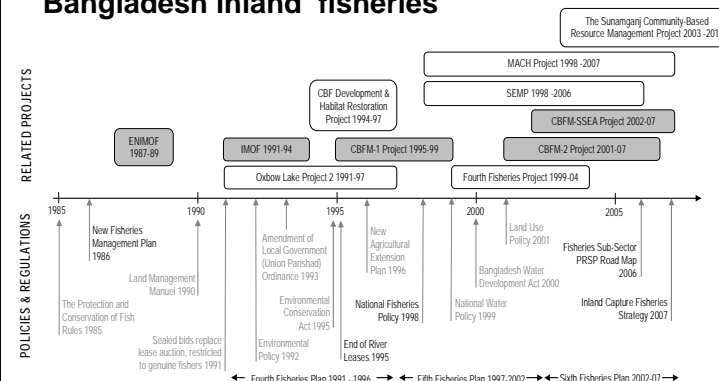
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CBFM Approach



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Not the only projects Timeline of recent projects and policies in Bangladesh inland fisheries



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Why community and co-management Approaches

- A more transparent, accountable and autonomous management system.
- A more democratic and participatory system.
- More economical than centralized management systems, requiring less to be spent on management administration and enforcement, in the long run.
- Through involvement in management, fishers take responsibility for a number of managerial functions.
- Makes maximum use of indigenous knowledge and expertise to provide information on the resource base and to complement scientific information for management.
- Improved stewardship of aquatic and coastal resources and management.
- Management is accountable to local areas. Fishing communities are able to devise and administer management plans and regulatory measures that are more appropriate to local conditions. (Localized solutions to local problems).



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Why community and co-management Approaches (2)

- By giving the fishers a sense of ownership over the resource, comanagement provides a powerful incentive for them to view the resource as a long-term asset rather than to discount its future returns.
- Various interests and stakeholders are brought together to provide a more comprehensive understanding of the resources.
- Since the community is involved in the formulation and implementation of co-management measures, a higher degree of acceptability, legitimacy and compliance to plans and regulations can be expected.
- Community members can enforce standards of behaviour more effectively than bureaucracies can.
- Increased communication and understanding among all concerned can minimize social conflict and maintain or improve social cohesion in the community.



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What did the projects do to achieve this?

- Community based institutions
- Resource Management
- AIGA – Diversification of Livelihood Options
- Build Capacity
- Networks and Forums
- Wide stakeholder support and acceptance
- Legal support
- Habitat restoration
- Policy Development

*** The assessment of selected sites attempts to compare achievement at project end and 2-3 years post-project (CBFM2 and FFP) and MACH (limited support on-going)

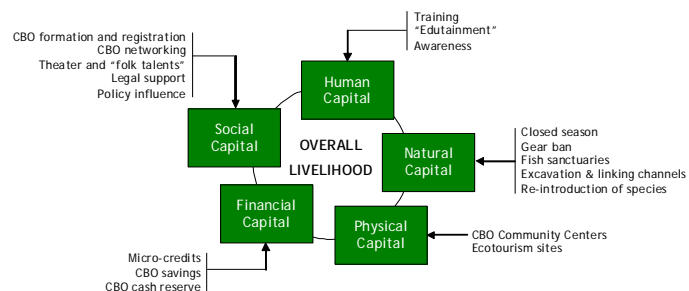


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Project level impact - benefits

- Increase in fish and other aquatic production
 - - Impact on livelihood (producers)
 - - Biodiversity and environmental impact (national/global)
 - - Price impact (consumers)
- Higher income from other sources (wetland products, AIGA)
- Empowerment and ownership of resource (community co-managed)
- Other benefits (e.g. water availability after excavation)
- Capacity building (new skills and resources)
- Lease reduction and tax abolition (transfer payment)
- Implementation of laws and new policies developed
- Creation of international public good (e.g. concepts/inputs for others)

Hypothesized impact of project interventions



Did it Work?

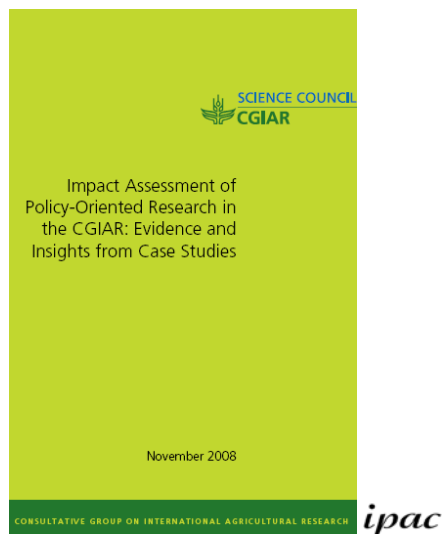
Project	WB types/cluster	Baseline production (Kg/ha)	Impact year production (Kg/ha)	Baseline Biodiversity index (H')	Impact year Biodiversity index (H')
MACH	Hail haor	177	388	2.80	3.42
	Turag-Bangshi	58	320	3.24	3.41
	Kangsha-Maljee	150	315	2.69	2.98
	Average	128	341	2.91	3.27
CBFM	Closed beel	380	921	2.24	2.58
	Open beel	442	596	2.03	2.11
	River	227	331	1.73	1.86
	Flood plain	190	303	2.04	2.29
	Average	310	538	2.01	2.21
FFP	Average	120	289	Re-emergence of 19 to 40 species	



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Before the current study....

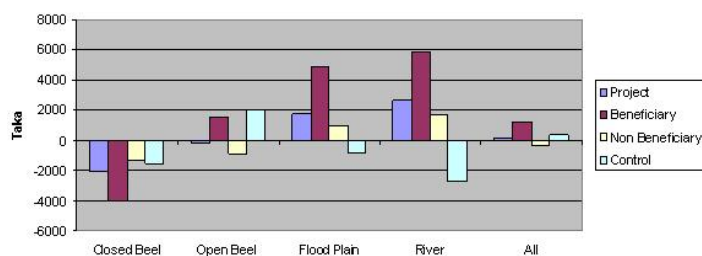
Independent ex-poste analysis of CBFM-2 one year after end of project



Methodology

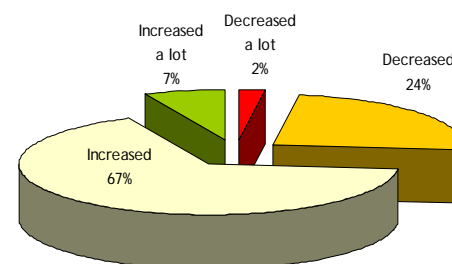
- Project documents and literature
- Household data set (panel data: 2,816 HH, survey in 2002 and 2006)
- CBO survey (2007, N = 129)
- Expert interviews (2007, N = 32)
- Expert survey (2007, N = 21)

Results from HH data: Change in average fishing income (Taka/HH/year)

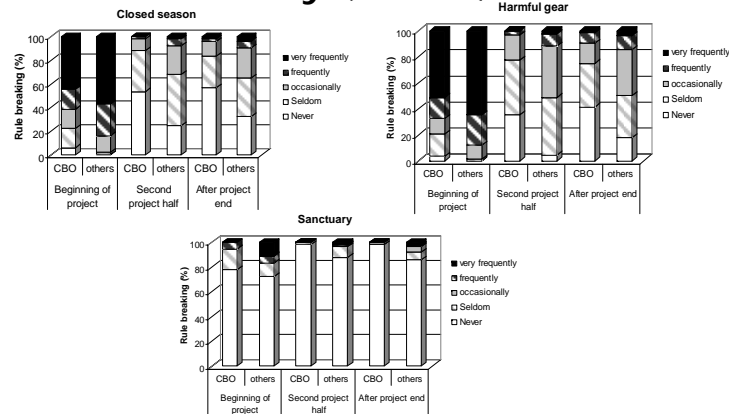


Project impact - CBO survey (N = 129)

Change in fish production (total amount harvested annually) in CBO managed water body over the last 5 years:



Project impact - CBO survey (N = 129)



The less

Lessons learned
wetland co-man
within an appro
alia:- (see proje
CBFM-1 lesson
RLEP Thematic
FFP Report Nu
CBFM-2 Techn

Source:
Mazid, M.A. 2002. *Development of Fisheries in Bangladesh: plans and Strategies for Income Generation and Poverty Alleviation*. Dhaka-1205

DOF, 2007. *Annual Report, 2005-2006*. Dhaka-1203



SI #	Name of project (Donor)	Implementati on period
1	Fishermen's Rehabilitation Programme (NORAD)	1972-75
2	Fisheries Management in Chara and Beels of Western Region (GOB)	1975-82
3	Development of Fishery in Chadpur, Muhuri and Karnaphuli Irrigation and Flood Control Project (IDA/GOB)	1975-82
4	Baor Fish Development Project (IDA/GOB)	1979-85
5	Pilot Project for Development of Haor Fisheries (IDA)	1982-85
6	Experiment in New and Improved Management of Fisheries (ENIMOF) (FORD FOUNDATION)	1987-89
7	Oxbow Lake and Fisheries Development and Management Project (IFAD/UNDP/GOB)	1988-94
8	Community based Fisheries Management Project (FORD FOUNDATION)	1989-92
9	Third Fisheries Project (IDA/UNDP/ODA/GOB)	1990-96
10	Improved Management of Open Water Fisheries (IMOF) (FORD FOUNDATION)	1991-94
11	Patuakhali-Barguna Aquaculture Extension Project (DANIDA)	1994-2006
12	Sustainable Environment Management Program (SEMP) (UNDP)	1998-2006
13	Greater Noakhali Aquaculture Extension Project (DANIDA)	1994-2006
14	Fourth Fisheries Project (IDA/DFID/GEF/GOB)	1999-06
15	Fisheries Resources Development Project in Open and Closed Water Bodies Under New Fisheries Policy (GOB)	1999-03
16	Jhaka Hilsha Conservation and Management (GOB)	2000-03
17	Fisheries Resources Development and Management in the North-west Region (GOB)	2001-2006
18	Management of Aquatic Ecosystems through Community Husbandry MACH (Winrock/USAID)	1998-2008
19	Community-Based Fisheries Management Project (CBFM 2 nd Phase) (ICLARM/DFID)	2001-07
20	Sunamganj Community-Based Resource Management Project (SCBRMP) (LGED)	2003-14
21	Community based Fisheries Management-south and South East Asia (CBFM-SSEA) (IFAD)	2002-07
22	Fisheries Habitat Restoration in Inland Open Waterbodies Project (GOB)	2005-2009

The lessons from these projects - BRIEF

A trend runs through these lessons papers:-

- Flexibility in project design
- There is no magic cookie cutter or blue print approach. Context specific. e.g. location, type of resource, politics, champions, ecosystem and fishery management approach.
- It takes time and patience
- Capacity building – skills and awareness. "right people on the bus"
- Economically viable and equitable distribution of benefits
- Livelihood diversification and reduction of dependency
- Building consensus – networks clusters and forums
- Formalizing and empowering CBOs
- Adequate political and financial support, paralegal support
- Policy instruments create enabling environment & rule enforcement



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Site Findings (1)

MACH

WB	Habitat	Role of elite	Poaching	Sites near Katha captured?	How CBO members are benefited?	CBOs selling off leasing rights for pen culture/katha	Elite capture of CBOs	Stocking
Boro Gangina RMO	Haor	Supportive	Not reported	NA	Increased catch due to sanctuary	No	No	No
Kalapur FRUG	Haor	Supportive	Not reported	Not seen	As above	NA	No	No
Baila FRUG	Haor	Supportive	Not reported	Not seen	As above	NA	No	No
Shanada RMO	Haor	Supportive	Not reported	No. Fishers do it with permission from the RMO	As above	Not reported or seen	No	No
Takimari-Derabashi a RMO	Beel complex	Supportive	Some poaching	Yes	Sanctuary, AIGA	Not reported or seen	Yes	No
Dholi-Baila Beel FRUG	Beel complex	No. Capture expected	Some poaching	No. Done through consensus	Sanctuary, AIGA	Not reported or seen	No	No



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FFP Site Findings (2)								
WB	Habitat	Role of elite	Poaching	Sites near Katha captured?	How CBO members are benefited?	CBOs selling off leasing rights for pen culture/katha	Elite capture of CBOs	Stocking
Bolajan Nodi	River segment	Undemocratic but somewhat supportive and ensures access rights	Uncontrolled poaching	Katha set by CBO leaders and elites	Sanctuary but affected by poaching	Yes	N	N
Borobila Beel	Closed beel	Not supportive	Uncontrolled poaching	Yes	Well maintained sanctuary, but affected by poaching, lost access to better sites	Yes for Katha	Y	N
Nandakuja Jolmohal	River segment	Unsupportive, unorganized, negative champion	Uncontrolled poaching, also in sanctuary	Yes	Not benefited because of poaching, lost access to better spots.	Illegal kathas set by outsiders	N	N



Site Findings (3)								
CBFM-2								
WB	Habitat	Role of elite	Poaching	Sites near Katha captured?	How CBO members are benefited?	CBOs selling off leasing rights for pen culture/katha	Elite capture of CBOs	Stocking
Chapundaha beel	Closed beel	Supportive	Not Significant	Such practice does not exist	Sanctuary, nursery, stocking	Such practice does not exist	N	Y
Mohisher kandi-Boronpur	River segment	Supportive	Some	Such practice does not exist	Sanctuary	Such practice does not exist or observed	N	N



Institutions

- Although CBOs have lease they are anxious about continuation – those with good connections less worried [NEED CLEAR ENFORCEABLE POLICY / REGULATIONS]
- CBO's generally not involved in poaching and use of destructive gear but can't always stop it. Youth angling generally tolerated.
- Evidence of poaching control – fines at Mohisher kandi
- Vulnerable CBOs give in to *katha* fishing (powerful businessmen). More vulnerable, the closer to sanctuaries (and use baits) – All FFP to one RMO in MACH.
- Elite generally sincere – gain honour and social capital. One elite at Ballah (MACH) revealed that he was intent on getting lease back when project was over [NEED FOR POLICY INSTRUMENTS TO PREVENT THIS]
- CBO's strongly affected by politics. "Exit the dragon, enter the tiger". Brings benefits though!
- MACH and CBFM sites show better transparency – have meeting resolutions. FFP nothing.



Resource Management

- All sites maintain sanctuaries and observe closed season (MACH, FFP)
- Some evidence of current and *kafri jal*, dewatering, *patipad*. (MACH, FFP)
- Fish catch record keeping discontinued at FFP and CBFM2. Maintained at MACH (help from CNRS) but not able to show
- Fish production increasing except Nandakauji (a dead river)
- Abundance and biodiversity maintained (even FFP)
- Generally number of fishers increasing
- Dependency on fishing decreasing
- Livelihood diversification increasing – attribution to project difficult
- FFP sites an interesting case. CBOs in place but no project developed governance or management approaches. Increase number of sanctuaries and *kathas* and run small businesses. Legacy of project is that productivity increases (mainly from sanctuaries) but ...Equity??



AIGA and Micro-Finance

- MACH beneficiaries happy although one case of 'influentials' not repaying 2 lak. Caritas well thought of, managing fund well.
- FFP No fund for micro-credit (project activity encourage NGOs to set up). Worked well with large NGOs. Nothing now.
- CBFM2 Managed well by larger NGO. EoP poor financial management skills. Independent study recommend NGO to maintain fund. No indication this was done.

Network Forums

- Regional Network Forum no longer meeting

External Support

- MACH follow-on project with 3 NGO and endowment fund
- CBFM2 and FFP very little support – occasional visits.



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Why we observed these outcomes?

Main causal links

- **Project design**
 - Implementation period
 - Flexibility in project implementation
 - Area of coverage & number of sites
- **Institutional front**
 - Quality of CBO leadership
 - Skill development of the CBO members
 - Adequate support
 - Broad stakeholder group involvement
- **Technical front**
 - Sanctuaries

Outcome influenced by project design factors

Implementation period:

- FFP 6 years, CBFM 6 years (20 sites 10 years) and MACH 11 years (on-going)
- Duration time with and quality of time with NGOs & CBOs very important

Flexibility in project implementation:

- FFP relatively inflexible, tight timeframe, CBFM-2 benefit from CBFM-1

Area of Coverage and number of sites:

- MACH had relatively fewer sites and higher investment per site



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Outcome influenced by institutional factors

The quality of CBO leadership:

- Best performing sites had better leadership (pro-active and supportive)
- Altruistic elites part of the leadership

Skill development of the CBOs:

- Administration of CBO and democratic principles
- Networking with local administration and local leaders
- Understand laws, rules and rights and new skills



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Outcome influenced by institutional factors

Adequate Support:

- Financial and technical support during implementation
- AIGA well managed by MACH
- Endowment Fund provides funds to support many post project activities

Stakeholder involvement

- MACH demonstrated overall better community planning and involvement
- Working at all levels of government (** e.g. DoF/UNO Good Practices)



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Example of committed and determined local officials (UNO and SUFO) to ensure good practices are adapted by local communities, Mohonganj, Netrokona

Stake holders communicated, consulted and motivated

Haor Fisher community, Fish and fish net Traders, Local Govt. representatives, Students & Teachers, Different Public service recipients, ANSAR-VDP and Village polices, NGO Workers, Political and local elites, Religious Leaders and Different Local Govt. agencies

Means of Communication

Delivering motivational lectures in mosques at Jumma Prayer (Different Mosques at different Fridays), Using Mikes, Dhol (Bands), Using local satellite channel's spaces, Public meeting at Huts/Bazars/Landing centers

Fish Acts Implementation

Guarding Haor at night by Local Youth Patrol Groups, Seize & destroy destructive fishing gears from local markets and haor area and Conducting mobile courts

Example of committed and determined local officials (UNO and SUFO) to ensure good practices are adapted by local communities, Mohonganj, Netrokona (2)

Outcomes:

- Fishers and local people motivated not to fish during 3 months of year (Joistho; Ashar; Srabon)
- A number of Endangered Indigenous Species reappeared
- Availability of larger sized fish increased
- Fish catch increased by 3-4 times
- Fishers HH income increased

Lessons Learned from such activities

- Holistic approach by involving all stake holders brings good result
- Use of religious gathering is effective
- Conducting mobile court is less effective rather mass motivation found result oriented
- Patronization of local administration found very effective



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Outcome influenced by technological interventions

Sanctuaries

- Except for one site the number of sanctuaries increased in all sites
- People are now convinced about the usefulness of sanctuaries



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Closing Remarks

The concluding remarks of the CGIAR Science Council report emphasize the importance of a national 'champion' irrespective of externally funded projects.

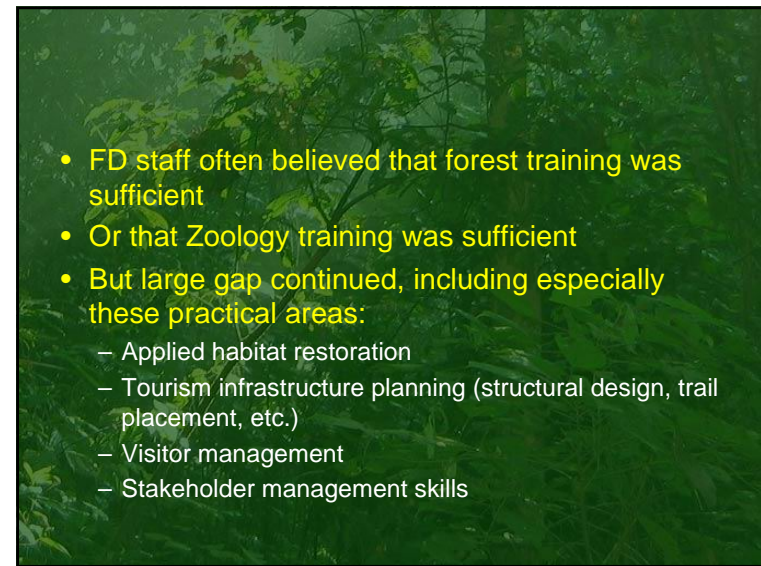
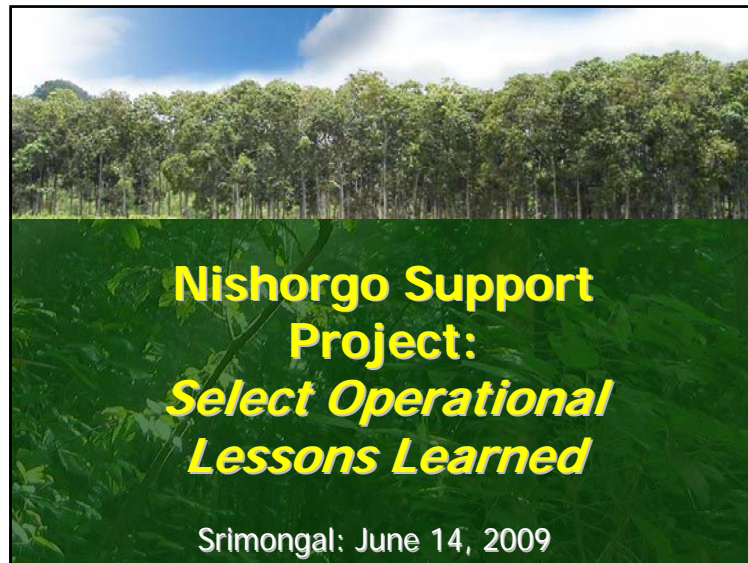
"It seems that, although major paradigm changes have taken place in the concerned government bodies, especially in technical skills, institutional set-up and financial constraints could hamper future CBFM scaling up. It will be crucial to have a national CBFM 'champion' who will continue to push for the CBFM approach, irrespective of externally funded projects."

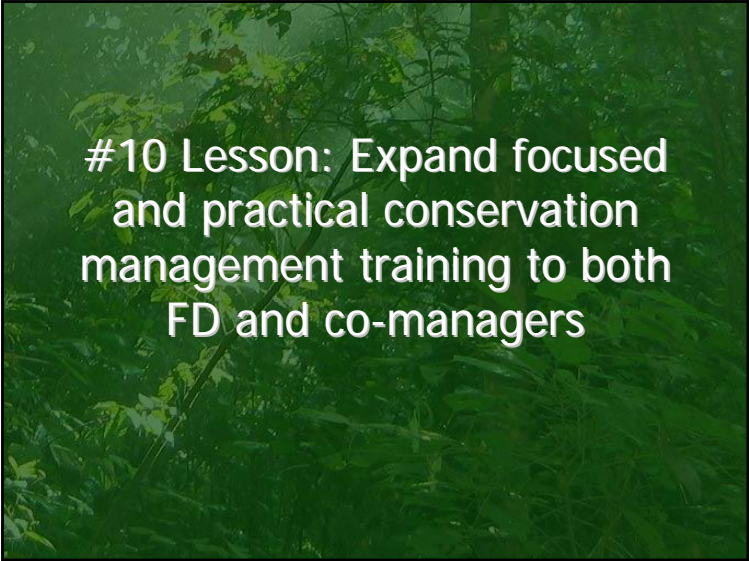


(CGIAR Science Council. 2008. *Impact Assessment of Policy-Oriented Research in the CGIAR: Evidence and Insights from Case Studies*. A study commissioned by the Science Council Standing Panel on Impact Assessment. CGIAR Science Council Secretariat: Rome, Italy.)

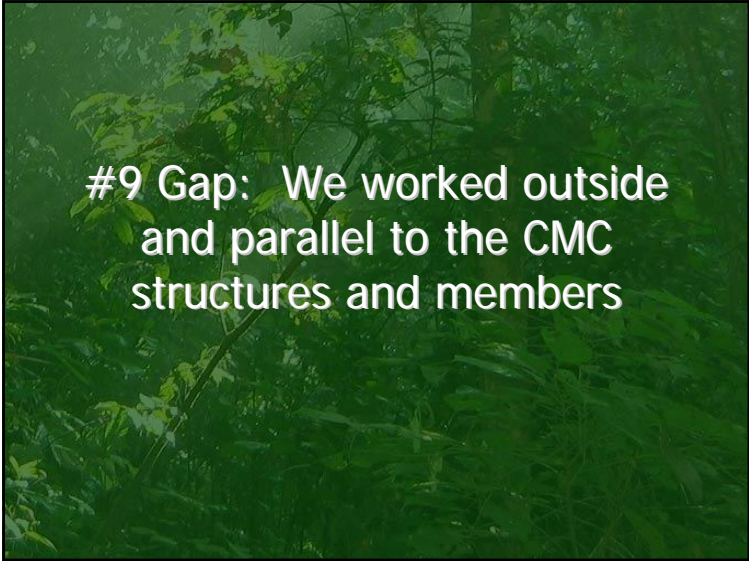


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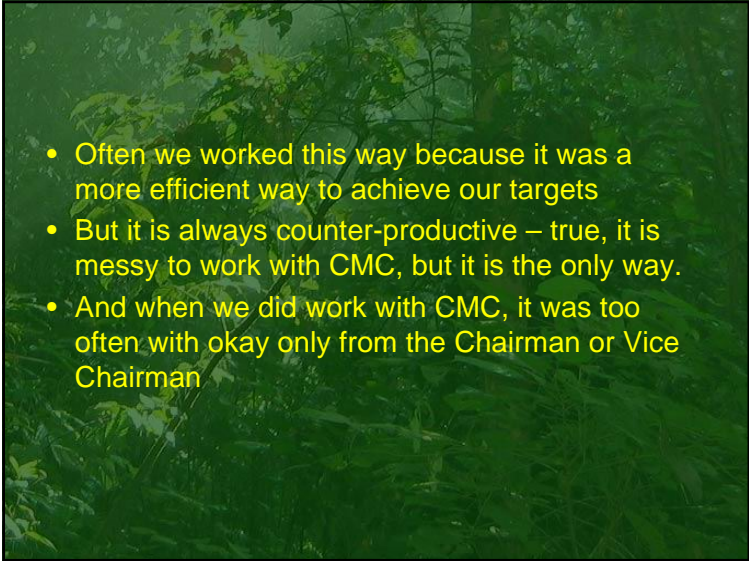


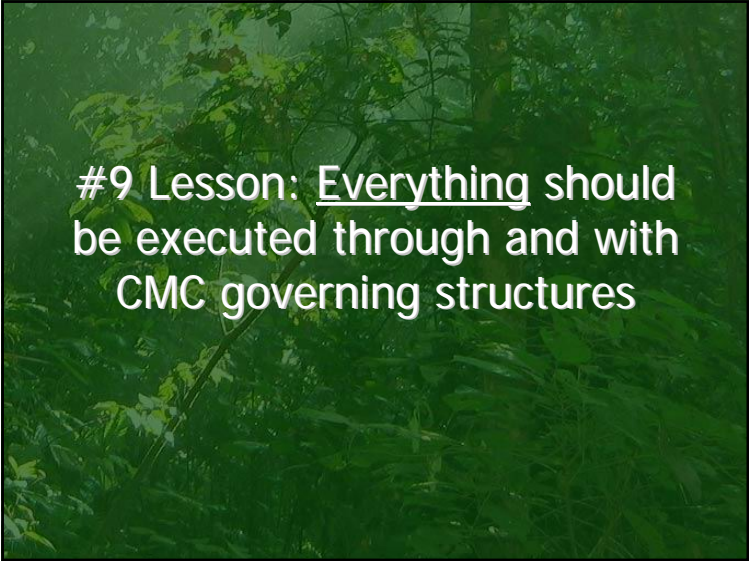
#10 Lesson: Expand focused and practical conservation management training to both FD and co-managers



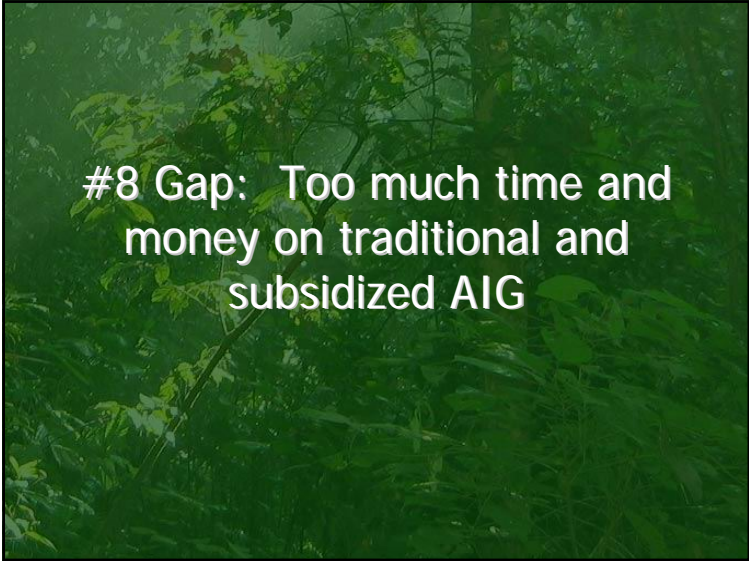
#9 Gap: We worked outside and parallel to the CMC structures and members

- 
- True for both FD and Nishorgo field teams
 - We organized user groups, delivered AIG, undertook Federation development
 - but too often we did it outside the direct dialogue with the CMC
 - With our FO, SF and regional structure, we operated as a parallel system for delivering opportunities to the poor, but not as support to local governance

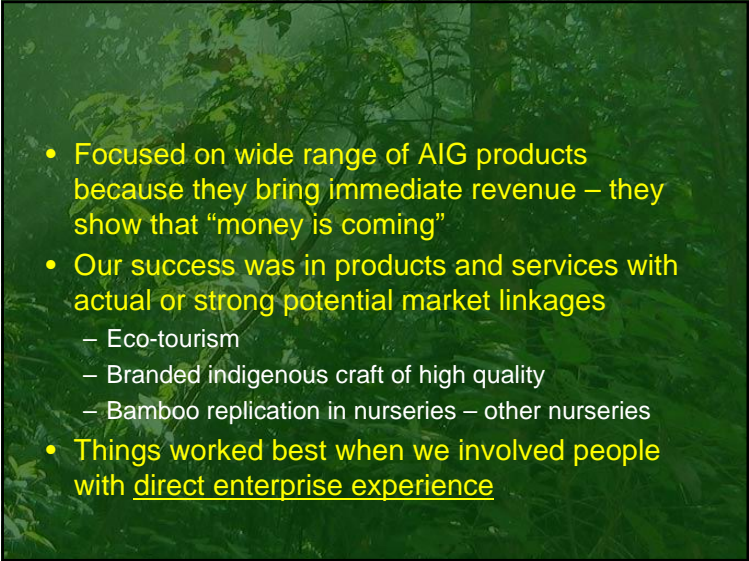
- 
- Often we worked this way because it was a more efficient way to achieve our targets
 - But it is always counter-productive – true, it is messy to work with CMC, but it is the only way.
 - And when we did work with CMC, it was too often with okay only from the Chairman or Vice Chairman

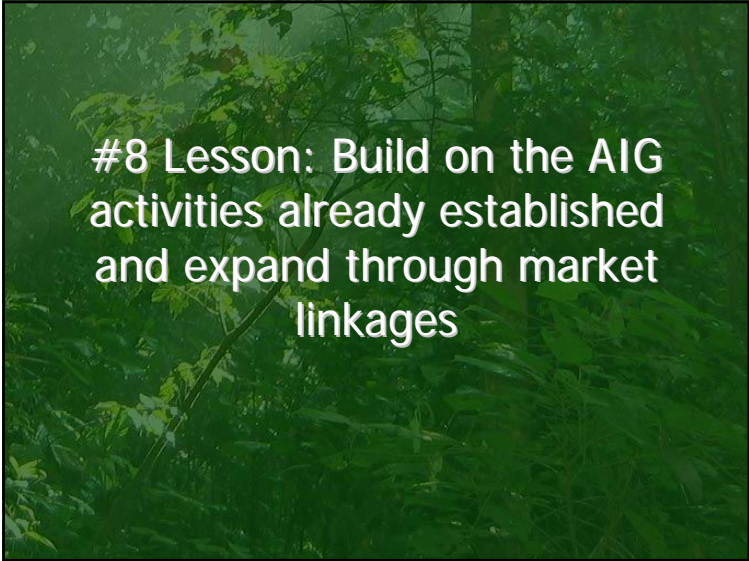


#9 Lesson: Everything should be executed through and with CMC governing structures




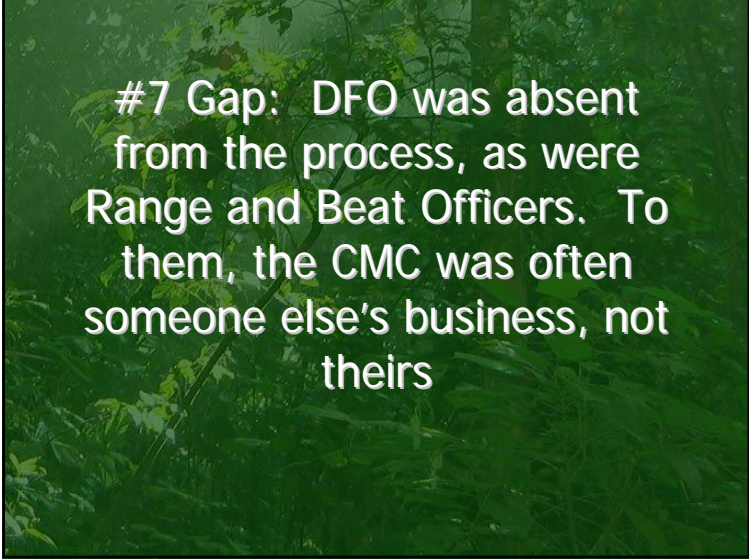
#8 Gap: Too much time and money on traditional and subsidized AIG

- 
- Focused on wide range of AIG products because they bring immediate revenue – they show that “money is coming”
 - Our success was in products and services with actual or strong potential market linkages
 - Eco-tourism
 - Branded indigenous craft of high quality
 - Bamboo replication in nurseries – other nurseries
 - Things worked best when we involved people with direct enterprise experience

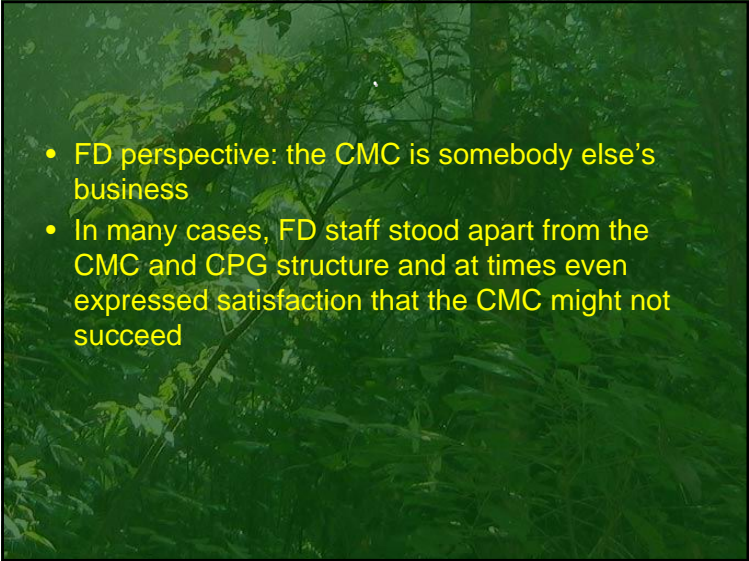



#8 Lesson: Build on the AIG activities already established and expand through market linkages

- 
- Nishorgo Eco-Cottages
 - Range of sales and services at and around PA under controlled conditions
 - Indigenous restaurants / sales kiosques / sales items / picnic servicing (outside PA)
 - Indigenous hand made products for export quality with branded/marked name
 - Bamboo product and processing (not crafts)
 - Other nurseries
 - Stoves, solar and biogas – don't drop this

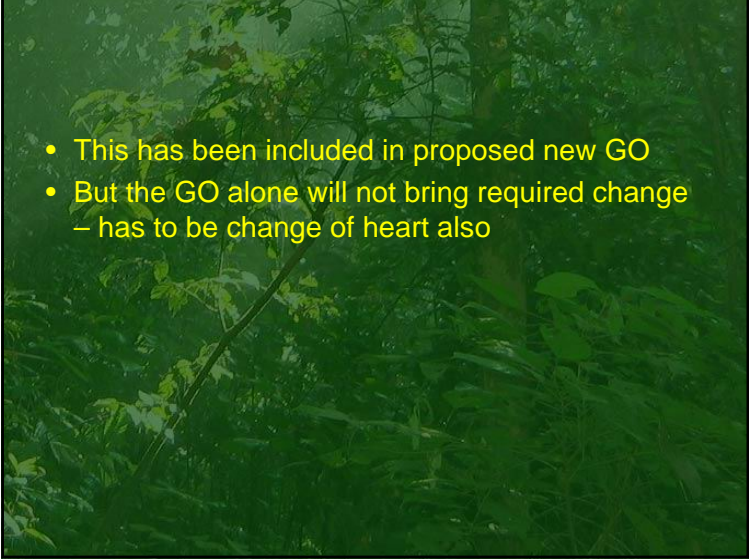


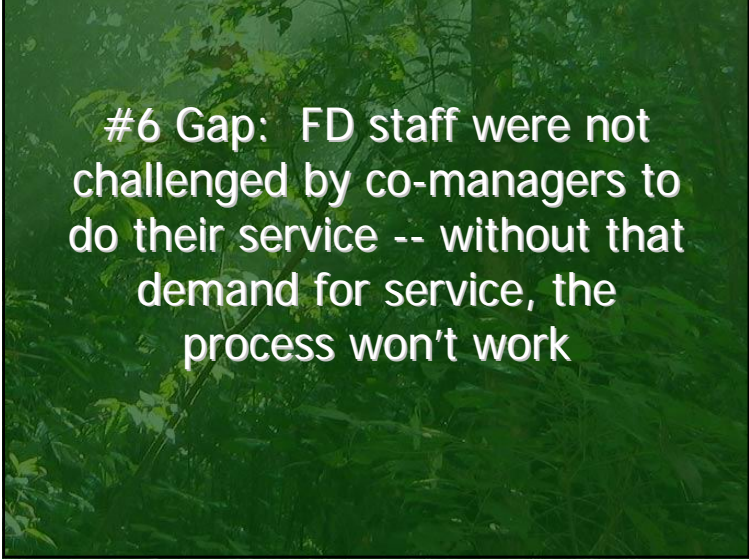
#7 Gap: DFO was absent from the process, as were Range and Beat Officers. To them, the CMC was often someone else's business, not theirs

- 
- FD perspective: the CMC is somebody else's business
 - In many cases, FD staff stood apart from the CMC and CPG structure and at times even expressed satisfaction that the CMC might not succeed

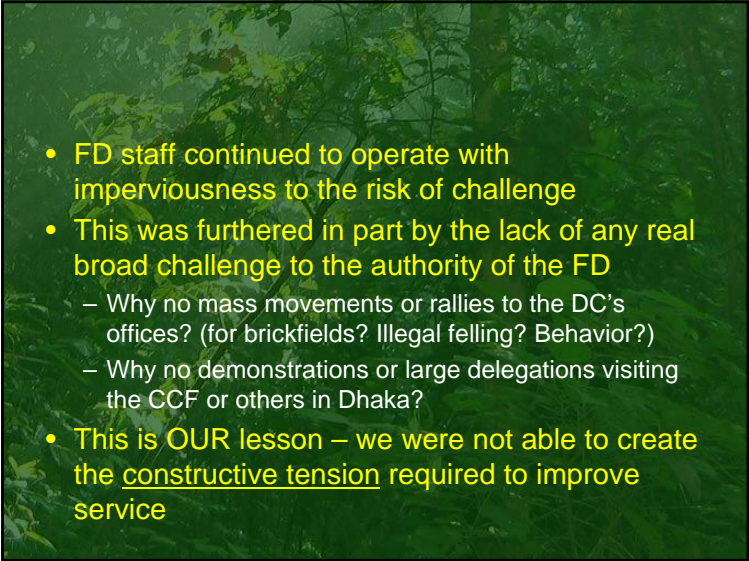


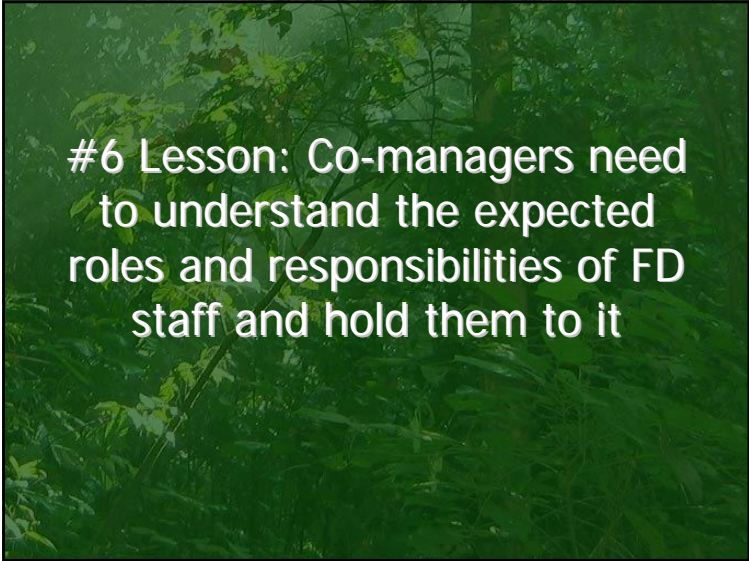
#7 Lesson: FD at multiple levels must be actively a part of CMC, both formally and informally

- 
- This has been included in proposed new GO
 - But the GO alone will not bring required change
 - has to be change of heart also




#6 Gap: FD staff were not challenged by co-managers to do their service -- without that demand for service, the process won't work

- 
- FD staff continued to operate with imperviousness to the risk of challenge
 - This was furthered in part by the lack of any real broad challenge to the authority of the FD
 - Why no mass movements or rallies to the DC's offices? (for brickfields? Illegal felling? Behavior?)
 - Why no demonstrations or large delegations visiting the CCF or others in Dhaka?
 - This is OUR lesson – we were not able to create the constructive tension required to improve service

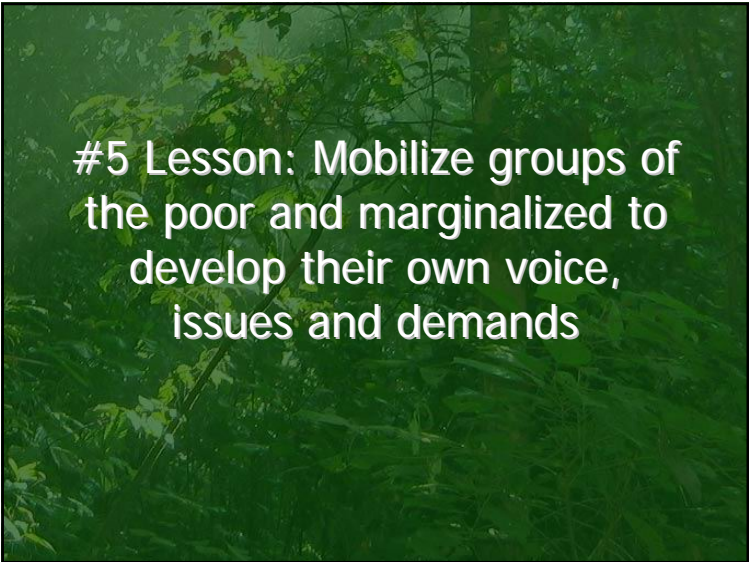


#6 Lesson: Co-managers need to understand the expected roles and responsibilities of FD staff and hold them to it



#5 Gap: The poor and marginalized were not active in the new CMC governance structure or process

- We did large amount of work with the poor, especially in CPG, FUG and micro-finance groups, but these were never yet active in governance
- The poor were “on” the CMC, but their voice was drowned out by the “old school” powers (UP Chairmen, TNO, ACF, elite, etc.).
- The allocation of a fixed number of seats on Committee and Council for the poor and minorities did not ensure that they would have a voice



#5 Lesson: Mobilize groups of the poor and marginalized to develop their own voice, issues and demands

- A “People’s Forum” has been proposed under new GO, and this will help
- But we still to:
 - Work out how the Forum draws from the poor throughout the PA landscape
 - Work out how the Forum will allow voices of distinct groups of the poor or marginalized (low income as well as minorities)
- And even before the new GO, we can move now to redress the gap



#4 Gap: Protected Areas not managed as part of a forest landscape

- Under DPP, Nishorgo was a “Wildlife Circle” project.
- Neighboring territorial staff un-coordinated and often at cross-purposes with wildlife staff and objectives
- Critical Reserve Forests bordering PAs under management of territorial staff



#4 Lesson: Take formal steps to restructure/reorganize the FD around PA landscapes

- Conclusion is not that we need more landscape planning – that is ambitious and important but also complex and time-consuming
- Rather, we must start by coordinating the forest resources in PA landscapes
- Need written guidelines for management of Reserve Forests adjacent to PA – right now we have no rules about that

- 
- A dense forest with green foliage and tree trunks, serving as a background for the text.
- Neighboring Reserve Forests need to be put under direct management of PA staff
 - Eg, Chunati, Teknaf
 - Staff of neighboring Reserve Forest a
 - But rather that the FD needs to reorganize its resources – both staffing and boundaries/territories – to be consistent with conservation and benefits sharing goals

A dense forest with green foliage and tree trunks, serving as a background for the text.

#3 Gap: Cannot succeed
without sustained revenue
from Forest Land

- 
- A dense forest with green foliage and tree trunks, serving as a background for the text.
- Entry Fee is a critically important step
 - Student Dormitories are a next step
 - Sales Kiosques are another
 - But without across the board success from forest revenue, the process will not work. Must include:
 - Buffer zone participatory social forestry
 - Core zone participatory forest restoration, with benefits
 - Range of nature tourism services (sales, restaurants, Eco-guides)

A dense forest with green foliage and tree trunks, serving as a background for the text.

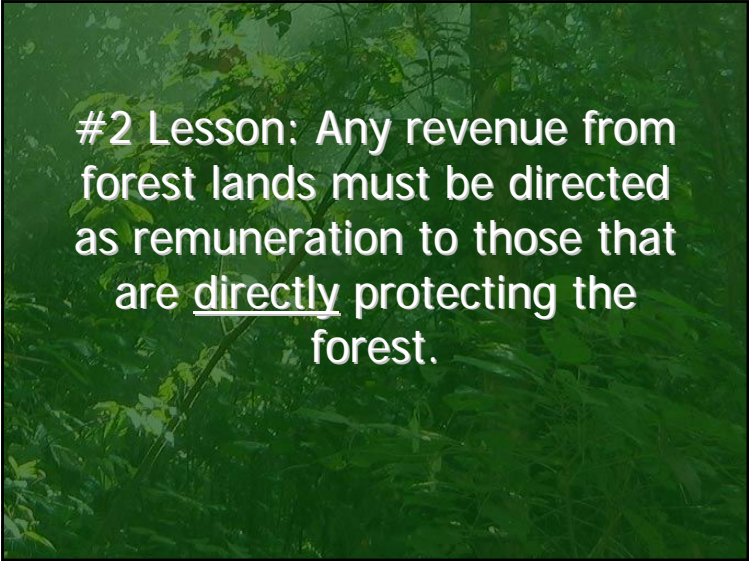
#3 Lesson: Seize
opportunities for generating
revenue from Forest Land

- My FD colleagues and friends will say that all these multiple revenue streams from Forest lands require formal and detailed approval
 - The new GO will open the door to that, as will revised Social Forestry Rules
- But even the existing rules now allow for capturing benefits streams
 - e.g., Management Plans and forest management offtake
 - Entry fee 50% is one of them, but could be more


- The CMC have not systematically pushed for these rights
- There is no single AIG opportunity that has greater potential for offsetting the costs of conservation than the resources under direct FD and CMC management
- Yes, need to be sure these revenue streams do not cause damage to the forest – must be done under guidelines


#2 Gap: Revenue streams systematically did not go to the right people – the first to benefit must be those actually doing conservation

- FD model for “participatory” plantations were in fact limited in # of participants and unsustainably high in per hectare costs
- Those that were “beneficiaries” from social forestry were too often not chosen for their involvement in CMC or conservation work
 - CPG members should have been the FIRST to get any benefits from social forestry, within the framework of the Social Forestry Rules, but often did not
- FD and our Team regularly picked “our” people for benefits, but without sufficiently strong link to those directly involved

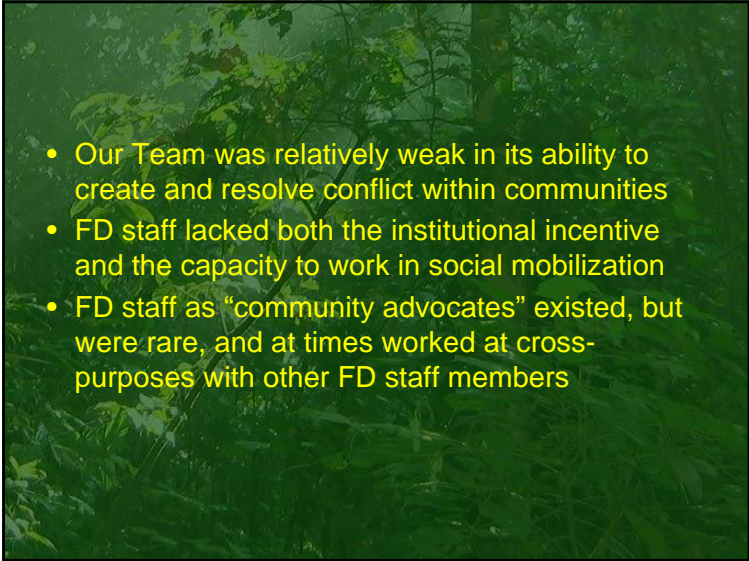
A dense forest with green foliage and tree trunks, serving as a background for the text.

#2 Lesson: Any revenue from forest lands must be directed as remuneration to those that are directly protecting the forest.

- 
- A dense forest with green foliage and tree trunks, serving as a background for the text.
- New revision of participatory/social forestry models urgent to allow community investment, even in degraded PA
 - CMC need to direct benefits first to CPG and others directly involved

A dense forest with green foliage and tree trunks, serving as a background for the text.

#1 Gap: Social mobilization capacity and approaches not understood or fully used by our Team or the FD

- 
- A dense forest with green foliage and tree trunks, serving as a background for the text.
- Our Team was relatively weak in its ability to create and resolve conflict within communities
 - FD staff lacked both the institutional incentive and the capacity to work in social mobilization
 - FD staff as “community advocates” existed, but were rare, and at times worked at cross-purposes with other FD staff members

#1 Lesson: The primary work of the entire project team needs to be organized around active, challenging, dynamic and conflictual governance of PA by co-managers. CMC need now to stand up, demand their rights and take action.

Lessons and Recommendations

- 1) Stimulate active and even conflictual governance by co-managers
- 2) Direct available forest revenue first and foremost to those actually conserving the forest
- 3) Seize opportunities for capturing revenue from PA and forest lands
- 4) Restructure the FD to support PA landscape management
- 5) Mobilize groups of the poor and marginalized to have their own separate and strong voice

Lessons and Recommendations

- 6) Co-managers must demand that the FD serve them
- 7) FD needs to be formally and informally part of the CMC structure, not apart from it
- 8) Build immediately on existing AIG successes, and expand through market linkages
- 9) Do everything through the co-management governing bodies
- 10) Expand practical conservation and PA management skills within the FD and CMC



Co-management of Bangladesh Fisheries and Wetlands

Paul Thompson Middlesex University
Mokhlesur Rahman Center for Natural Resource Studies



MACH: approach and successes



Wetlands in crisis

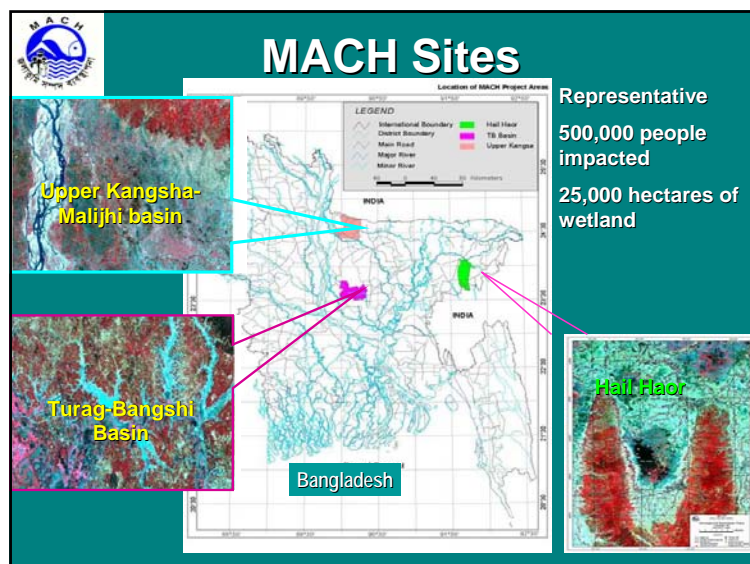
- About 50% of permanent wetlands lost
- Irrigation and drainage reduce dry season surface water
- Deforestation and high siltation rates
- Embankments block fish migration routes
- Industrial and agro-chemical pollution
- Short term leasing of fishing rights encourages over exploitation
- Intense pressure and destructive fishing

Results:

- Fish consumption fell 11% (1995-2000)
- Fish catch fell by 38% (1995-2002)
- 40% of freshwater fish threatened with national extinction

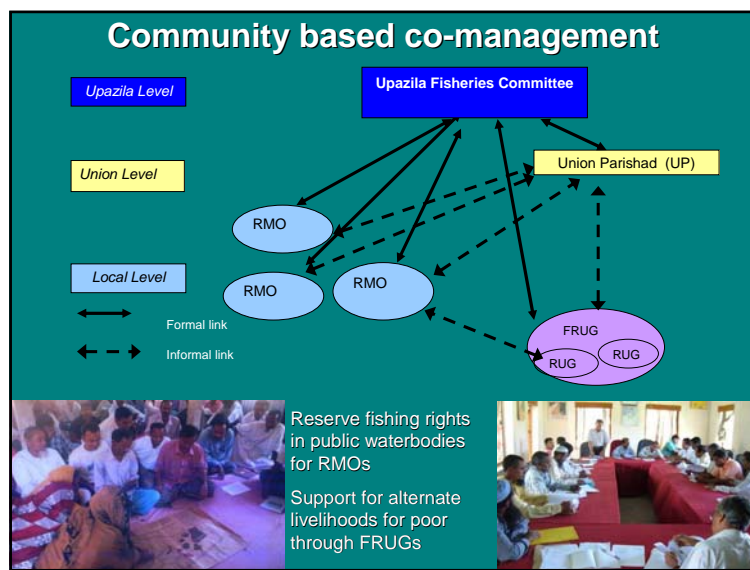
MACH Goal

Demonstrate environmentally sound community management of wetland resources (fisheries and other wetland products) for the sustainable supply of food to the poor of Bangladesh.



Key MACH ACTIVITIES

- **Environmental Awareness**
- **Wetland Co-Management**
 - RMOs/local government
- **Community Development**
 - RUGs
- **Habitat Restoration and Sanctuary creation**
- **Policy**
- **Pollution abatement**
- **Monitoring**

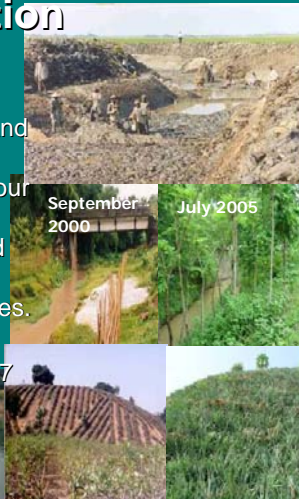


Resource Management Organizations

- **Established through participatory process**
 - Awareness raising and building trust
 - Learning and 6 monthly assessments
- **RMO Wetland Management Activities**
 - Manage more than 18,000 Ha of wetland
 - Closed seasons
 - Stop use of destructive fishing gears
 - Sanctuaries
 - Habitat Restoration
- **RMOs as Organizations**
 - Official registration
 - Participatory planning and annual review
 - Represent all local stakeholders
 - Democratic processes
 - Transparent fund management

Resource management and conservation

- Poor land management results in 5 cm of sediment deposition a year.
- Re-excavation of 11 km of canals and 13.9 ha of beels.
- Watershed protection through contour planting pineapple.
- Planting trees: swamp (72,100) and riparian (52,000) trees.
- Created 11 wetland (fish) sanctuaries.
- Closed seasons when fish spawn.
- Fish re-introduction: 0.77 million of 7 species.



Alternative Income Generation (Federations of Resource User Groups)

Groups among 5,200 of the poorest families who depended on the 25,000 hectares of wetland (RUGs)

- Skill development
- Savings
- Credit support
- Enhance income and reduce dependency on wetland resources
- Overlap with RMOs

Outcomes:

- All RUG members received training.
- Occupational shift through professional skill development.
- Most diversified livelihood and reduced fishing pressure.
- 65 % income increase for borrowers over 4+ years.
- Incomes from fishing increased – non-RUG members kept up.



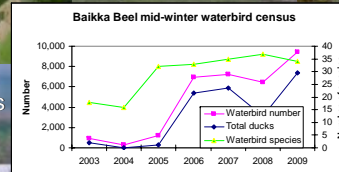
Conservation in Baikka Beel

- 100 ha set aside as a sanctuary by Ministry of Land.
- Responsibility - Baragangina Resource Management Organization.
- Area selected and management plan developed through participation of all stakeholders.
- Supervision from local government (UFC).
- All fishing and hunting banned.

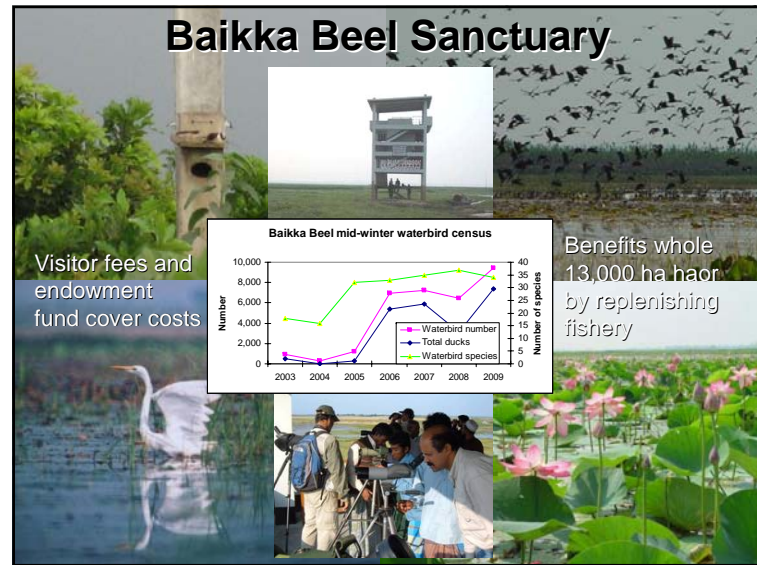


Baikka Beel Sanctuary

Visitor fees and endowment fund cover costs



Benefits whole 13,000 ha haor by replenishing fishery

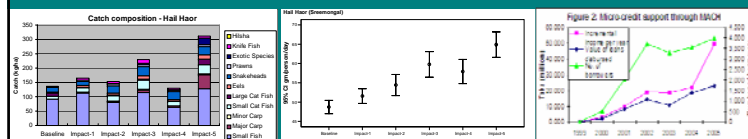




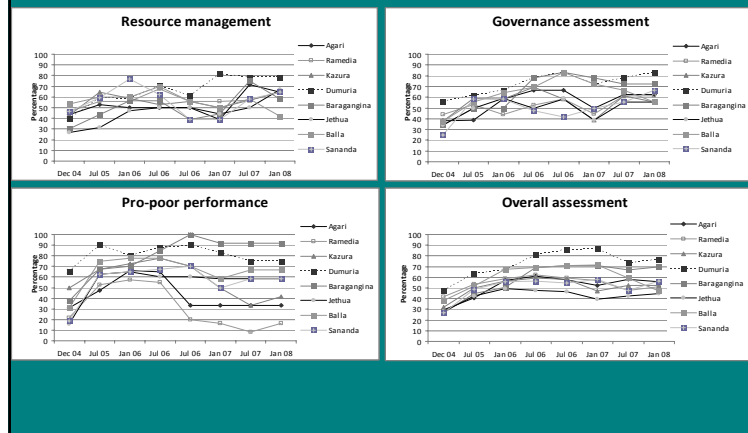
Impacts



- Fish diversity increased, 3 locally rare species restored
- Fish catches increased by 88% from 1999 baseline
- Fish consumption increased by 25-36%
- Revolving loan funds reduced dependence of 5,200 households on fishing by 2/3rds
- By 2006 a 24% increase in use value of the haor (largely from fish)



CBO sustainability and capacity



Economic assessment of MACH program

Benefits		Costs	
Fish catches	25074 ha	MACH-I	US\$ 6.17 mill
	Yield in last 2-3 years 182.9 kg/ha above baseline	MACH-II	US\$ 2.88 mill
	Long term additional production: 4,587 t/yr fish	ISMP	Tk 232 mill
	Tk 297 mill pa benefit		US\$ 3.72 mill
	PV US\$ 40 mill	Total	US\$ 12.76 mill
IGAs	Long term increment in income Tk 3,265 hh/yr	Total costs	US\$ 9.57 mill (PV)
	4,000-5,000 borrowers pa	Total benefits	US\$ 44 mill (PV)
	PV US\$ 2.3 mill		
Trees	195,850 survive to felling after 15 years (excluding swamp trees)		
	One cycle net return Tk 70.7 mill	Benefit cost ratio	4.7
	PV US\$ 1 mill		
Pineapple	93 ha contour cultivated		
	PV US\$ 0.4 mill	IRR	56%

Conservative assumptions, other environmental benefits not included
Assessment: 1999-2022; discount rate 6%; 2006 prices

Thematic Discussion

Common Lessons from Wetlands and Forest Co-Management

- **Capacity building** in conservation management – both govt & local co-manager level
- Networks, clusters and forums for CBM need to be **directly involved**, even if slow
- Formalizing and empowering CBOs – **forming committees is not enough** – rights & responsibilities must be understood
- Particularly true for poor & minority groups

Common Lessons from Wetlands and Forest Co-Management (ii)

- AIGAs and benefits from these must be **equitably distributed & linked to markets**
- Territoriality issues both **across & within** govt agencies: Multiple levels of govt bodies must be formally brought into co-management framework
- Restructuring policy instruments across agencies

Moving Forwards in Integrated Forest and Wetlands Co-Management

- Thinking in terms of the **entire watershed**
- What do we want the **conservation** and **social** landscape to look like in 20, 50 years? Climate change context?
- Administrative challenges to meeting these goals?

Watershed Management

- MACH, CBFM and FFP were based in an ecosystem and fishery management approach
 - Nishorgo's PAs however were not managed as part of a forest landscape
- FD, Fisheries and **Land Ministry** need to be involved in restructuring administration, particularly for overlapping concerns

Conservation Landscapes

- How should land use units fit together in the landscape mosaic? **What components (land uses) are acceptable in and around conservation areas** in the long term? To what extent? Who decides?
- Develop clear **guidelines for land use zones** in & around PAs that allows sustainable livelihoods + conservation
- Involving govt bodies, elected local govt, local politicians, and landowners in charge of **adjacent / neighboring areas for management that matches conservation goals**
- Creating **site-specific incentives/ disincentives** for local resource users and managers

Administrative / Institutional Issues


- CMO Legal and Institutional
- CMO Governance
- Project Sustainability and Conservation Financing

CMO Legal and Institutional

- FRUG registered under Social Welfare Department has been asked NOT to administer credit programs
- **How to address the issue, particularly under IPAC?**

Project Sustainability


- NSP found that sustained revenues from forest land are essential
→ revenue generation based in the PA critical for sustainability
- MACH found that Endowment Fund support needed for the post-project period



Strategic Framework for IPAC


Implications of lessons learned

14 June 2009, Srimongal




Framework - Strategic Priorities for Second Year of IPAC

	<i>Governance</i>	<i>Conservation</i>	<i>Economic Growth</i>
IPAC Strategy	Policy and legal framework for co-management of PA system	Training and capacity building strategy	Entry fee , revenue, benefit sharing guidelines
Capacity Building	Establish, institutionalize national PA system	Certificate courses, foundation training	Public private partnerships, alliances
Site Implementation	CMC, RMO organization; support services network	Landscape management plans and habitat restoration	Conservation enterprises and poverty reduction (RUG)



Implications of Lessons learned for IPAC Strategy

- **Recognize keys** to successful co-management
 - Support GoB leadership and role of civil society
- **Reinforce policy and legislative framework** to institutionalize co-management
- Adopt and implement **institutional reforms** and **capacity building strategies** for concerned GoB Ministries and technical departments
- **Address threats and seize upon opportunities** for national system of co-managed Protected Areas – and prioritize actions to establish the system
- Mobilize and **coordinate site level implementation**
 - Accent on Communications / Outreach
 - Rethink / refine approach to AIGA
 - Seek out and develop potential partnerships



Recognize keys to successful co-management

- Develop leadership by Government and civil society champions
 - Increase awareness of rationale, benefits, achievements of co-management – and draw attention to gaps, challenges
 - Relevance to poverty reduction, economic well-being
 - Linkages to good governance, climate change adaptation
 - Support, reinforce informed and committed leadership at all levels:
 - national leadership and Parliament
 - Concerned Ministries and technical departments
 - Local government and field staff
 - Civil society
 - Community based organizations
 - Private sector, investors
 - Media
 - Academics, researchers, trainers

Convergence of government policy and practice to support PA co-management; move from “exceptions” to “norm”

- Revenue sharing through Entry Fee grants to CMC
 - Connect CMC ADP preparation to planning / budgeting for entry fee revenue
- New GO for co-management organizations
 - Update Forest Dept GO for CMC
 - Generalize GO for CMO
- Social Forestry rules
 - Selection of beneficiaries
 - Benefit sharing agreements
- Nishorgo pilot sites to co-management of forest - wetland landscapes
- Revise wetlands / open water leasing policy
- Reinforce extension/wetland management capabilities of DoF
- Public Private Partnerships
 - Engage investment in conservation linked enterprises
 - Stimulate investment in PA infrastructure for ecotourism development
- Implement institutional capacity building priority actions

Clarify and specify roles and responsibilities of key stakeholders – coordinated, complementary functions

- Ministries – leadership with policies, strategies
- Technical Departments – support with extension
- Local government – support with plans, standards, supervision, communication
- Civil society – outreach, advocacy, watch dog
- Youth – mobilization, education
- Private sector – investment, product development, market access
- Community based organizations – community organization / user groups, sustainable livelihoods, assist with protection
- Co-management organizations – structured collaboration, local enforcement of rules, visitor management, benefit sharing

Support development of building blocks

- **Community based organizations (CBO)**
 - Vehicle for community organization / social mobilization
 - Opportunity to mainstream attention to youth, gender
 - Can give a voice to ethnic minorities, landless, poor, marginalized
 - Mechanism to organize training, access to credit, AIGA support
 - Facilitate networking, information sharing among RUG, FUG, RMO
- **Co-management organizations (CMO)**
 - Structured collaboration between community (CBOs) and government (technical depts)
 - UFC (FRUG and RMO with DoF and local government)
 - FD CM Councils and Committees (CPG, FUG, Nishorgo Club with FD and local government)
 - DoE CWBMP committees in ECAs
 - Vehicle for empowerment, clarification of rights, authorities

Clear assignment of rights and authority to CMO

- Open access resources cannot be managed
 - FD, DoF, DoE manpower and institutions cannot protect and conserve the resources without local support
- Recognize CMO includes government
 - an extension of government authority, in collaboration / consultation with concerned stakeholders, resource users
 - Mandated to plan, govern, manage access to and use of targeted natural resources (water, wetlands, fisheries, ecotourism sites, protection forests, production forests...)
 - Assist with planning for site development
 - Provisions for visitor management, organization visitor services
 - Empowered to assist in local enforcement of rules
 - Fisheries Act, Wildlife Act, Forest Act regulations
 - Locally adopted provisions for conservation, sustainable use
 - Oversight of provisions for equitable benefit sharing

Orient and reinforce incentives for conservation behavior

- Encourage, organize and reward protection and surveillance (community patrolling)
 - First in line to benefit from fruits of conservation
 - Empowered and supported by GoB officials
- Develop, build capacity for improved management and sustainable use by local user groups
 - Measures to restore and enhance ecosystem productivity
 - Sanctuaries, enrichment, controlled access / resting period
 - Techniques for controlled harvest and regeneration
 - Long term lease / access secure for users adopting improved NRM practices
- Organize institutional rewards for FD, DoF, DoE, local government leaders / champions of co-management
 - Outstanding leadership in communications, mobilization, extension, collaboration, empowerment
- Recognize private sector leadership, support for PPP linked to co-management
 - Tour companies, investors, co-managed PA partners
 - Brickfield owners, Sawmill operators

Address livelihood needs through biodiversity conservation and collaboration with private sector

- Include provisions for sustainable use in PA landscape management planning
 - Zoning for protection and multiple use
- Link AIG / enterprise development to negotiated resource rights and conditional access to co-managed resources
- Support diversification, development of alternatives with positive linkages to conservation
 - Organize local support services
- Adopt best practices in enterprise development
 - Increased access to markets, market led
 - Strengthen value chain: assess, target, provide training
 - Work with commercially viable service providers

Provision for sustainable conservation financing

- Revenue sharing – GoB grants to CMO
 - Entry fee,
 - Permits, fines...
- Mobilize additional revenue streams in support of co-management
 - Use of visitor services, kiosk sales
 - Share of income from eco-cottages, ecoguides
 - Share of income from sustainable harvested products
- Public Private Partnerships -
- Climate change – carbon forests

Communications and Outreach

- Raise awareness of threats, problems, stakes
- Stimulate community organization/ social mobilization
 - Local initiative, needed interventions
 - Outreach – to articulate, promote a vision of what could be
 - Fully utilize theatre, song, poetry, mass media
- Publicize and disseminate good practices
 - Practical guidelines to implement co-management
 - Spotlight on local champions (DC, UNO, SUFO, DFO, ACF) and local initiatives (RUG, RMO, UFC, FUG, CPG, CMC...)
- Encourage, build and inform constituencies
 - Monitoring, watch dogs
 - Advocates
- Contribute to information sharing, knowledge management
 - Universities, academics, researchers
 - Co-management practitioners

Increased attention to sustainability and exit strategy

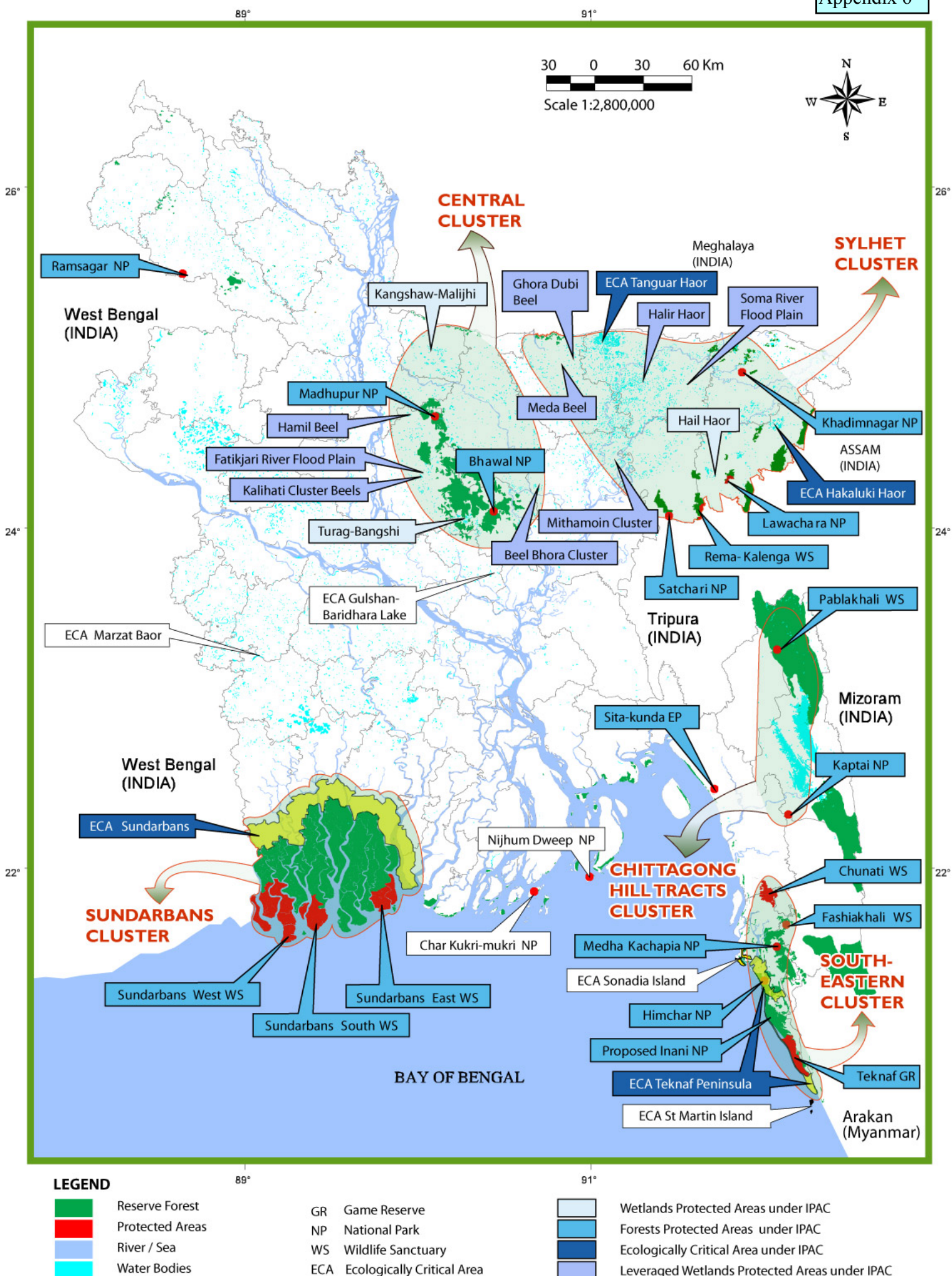
- Shift from project mentality / direct implementation, to emphasis on facilitation, leveraging, partnerships, promotion of local initiatives
 - Reinforce awareness raising, broaden empowerment through cross visits, exchange visits, outreach with youth
 - Increased role and responsibility for CMO
 - Stimulate initiative by DC/UNO and concerned technical agencies
 - More outreach with private sector
 - More attention to TOT for local support services
- Safeguard against common problems
 - Elite capture; insufficient protection of vulnerable groups
 - Inattention to gaps, institutional shortcomings
 - Equating participation / having a voice with empowerment, rights
 - Insufficient checks and balances, transparency
 - Viewing PA management as protection and law enforcement
 - Lack of systematic performance monitoring

Opportunities for IPAC

- Increased attention to poverty reduction, sustainable development, good governance, education
 - PA co-management success dependent on attention to these issues
 - PA co-management has to be more than community participation in meetings, patrols
- Climate change – MoEF interest in carbon projects
- GoB and private sector /CSR interest in PPP
 - Ecotourism infrastructure
 - Direct support to CMO
- GoB support for increased benefits to local stakeholders
 - Pro poor / pro community water body leasing policy
 - Promote reforestation of denuded forest land
- Increased collaboration with USAID and other projects located around targeted landscapes
 - Food security, climate change relief / adaptation, health, education, governance, water supply
 - Water pollution control (with BCAS, private sector)

Summing up....

- Reinforce government leadership
- Strengthen policy and legislative framework
- Clarify roles and responsibilities
- Support development of CBO / CMO building blocks
- Assign rights and reinforce incentives
- Address livelihood needs through conservation and partnerships with private sector
- Mobilize conservation financing
- Expand communication and outreach activities
- Adopt an exit strategy and adjust approaches to reinforce sustainability
- Capitalize on opportunities



সমন্বিত রক্ষিত এলাকা সহ-ব্যবস্থাপনা (আইপ্যাক)

ইউএসএআইডি-এর অর্থায়নে ইন্টারন্যাশনাল রিসোর্স গ্রুপ এর মাধ্যমে
পরিবেশ ও বন এবং মৎস ও পশু সম্পদ মন্ত্রণালয় কর্তৃক বাস্তবায়িত

কার্যক্রম ও উদ্দেশ্য

- ১। প্রাকৃতিক সম্পদ এবং জীববৈচিত্র্য সংরক্ষণে গৃহীত উন্নয়নমূলক পদক্ষেপসমূহের প্রতি সর্বাঙ্গিক সমর্থন যোগানো
- ২। একটি গ্রহণযোগ্য রক্ষিত এলাকার নীতি প্রণয়ন করা যা গঠনগত ও অর্থনৈতিক দিক দিয়ে গুরুত্বপূর্ণ অঞ্চলসমূহে প্রয়োগ করা
- ৩। সহ-ব্যবস্থাপনার মাধ্যমে রক্ষিত এলাকার প্রয়োজনীয় অবকাঠামো গড়ে তোলা
- ৪। আশপাশের এলাকায় বসবাসকারীদের সামাজিক-অর্থনৈতিক সুবিধাদি বৃদ্ধি করা এবং আরো ব্যাপক ভৌগলিক অঞ্চল সহ-ব্যবস্থাপনার আওতায় এনে এর দীর্ঘমেয়াদী সাফল্য নিশ্চিত করা
- ৫। জলবায়ুর পরিবর্তন রোধ ও এর সঙ্গে মানিয়ে নেয়ার বিষয়ে গুরুত্ব দেয়া।

অবস্থান

বাংলাদেশের পাঁচটি অঞ্চলে ২৬টি নির্দিষ্ট স্থানের ৩ লাখ ৬০ হাজার হেক্টর ভূমিকে কেন্দ্র করে বসবাস করা প্রায় ২.২ মিলিয়ন লোকের জন্য এই আইপ্যাক কর্মসূচি।

- ১। সিলেট (টাঙ্গুয়ার হাওর, হেইল হাওর, হাকালুকি হাওর, লাউয়াছড়া, রেমা-কালেংগা, সাতছড়ি, খাদিমনগর রক্ষিত এলাকা)
- ২। পার্বত্য চট্টগ্রাম (পাবলাখালি, কাগুই রক্ষিত এলাকা)
- ৩। দক্ষিণ-পূর্বাঞ্চল (টেকনাফ, ইনানি, হিমছড়ি, মেধা কাচাপিয়া, ফাসিয়াখালী, চুনতি রক্ষিত এলাকা)
- ৪। কেন্দ্রীয় (মধুপুর ও ভাওয়াল জাতীয় উদ্যান; কংস-মালিঝা এবং তুরাগ-বংশি জলাভূমি)
- ৫। সুন্দরবন (বন্যপ্রাণী অভয়ারণ্য ও ইসিএ)।

সংক্ষিপ্তসার:

প্রাকৃতিক সম্পদ সহ-ব্যবস্থাপনা বিষয়টি উল্লেখ্য তুলে ধরার লক্ষ্যে সমন্বিত রক্ষিত এলাকা সহ-ব্যবস্থাপনা কর্মসূচি নীতি প্রণয়ন ও বাস্তবায়ন প্রাথমিক পর্যায়ে বাংলাদেশ সরকারের স্বীকৃতি, গ্রহণযোগ্যতা ও সহযোগিতা পেয়েছে। অবশিষ্ট প্রাকৃতিক সম্পদ ব্যবস্থাপনা ও জীব বৈচিত্র্য সংরক্ষণে সমন্বিত রক্ষিত এলাকা সহ-ব্যবস্থাপনা কর্মসূচি সবার সামনে তুলে ধরা ও এর প্রাতিষ্ঠানিক রূপ দেয়া আইপ্যাক প্রকল্পের মূল উদ্দেশ্য। এই কর্মসূচির ফলে প্রাকৃতিক সম্পদ রক্ষায় সবাই দায়িত্বশীল হবে। অর্থনৈতিক সমৃদ্ধি আসবে এবং পরিবেশ পরিচর্যায় সর্বকরে মানুষের মধ্যে আত্ম তৈরি হবে। নিসর্গ ও মাচ (এমএসএইচ) প্রকল্পটি সম্পদ ব্যবহারকারী ও এদের সম্পর্কিত সংগঠন সমূহকে শক্তিশালী করার জন্য বিনিয়োগ করেছে। এই বিনিয়োগের ফলস্বরূপ বৃহৎ সংখ্যক স্থানীয় জনশক্তিকে সহ-ব্যবস্থাপনার সঙ্গে যুক্ত করার সম্ভব হয়েছে। সহ-ব্যবস্থাপনার নিয়ম-নীতি প্রয়োগে এই স্থানীয় সুবিধাভোগীরা নিজেরাই সমর্থ হয়ে ওঠেছে। সহ-ব্যবস্থাপনা কর্মসূচি পরিচালনায় টেকনিক্যাল এজেন্সি ও স্থানীয়দের আত্ম-নির্ভরশীল হয়ে ওঠা নিশ্চিত করতে আইপ্যাক প্রকল্প প্রয়োজনীয় সমর্থন দিয়ে যাবে। অর্থনৈতিক ও অন্যান্য সুবিধাদি পেতেও আইপ্যাক সহায়তা দিয়ে যাবে। রক্ষিত অঞ্চল ও এর আশেপাশের এলাকায় বসবাসকারীদের আয় ও জীবনের নিরাপত্তা বৃদ্ধিতেও আইপ্যাক সহায়ক হবে।

কর্মসূচিসমূহ

আইপ্যাক প্রকল্পের তিনটি প্রধান দিক হল-

- ১। রক্ষিত এলাকা ও জীব বৈচিত্র্য সংরক্ষণে সম্মিলিত সহ-ব্যবস্থাপনা পরিচালনা নীতিমালা প্রস্তুত করা। প্রয়োজনীয় অবকাঠামো গড়ে তোলা, সার্বক্ষণিক নজর রাখা, নীতিমালা পর্যালোচনা এবং পরিকল্পনা প্রণয়নে সর্বাঙ্গিক সহযোগিতা দেয়া। স্থায়ী অর্থসহায়তার জন্য সহযোগী বাড়ানো, আউটরিচ ও যোগাযোগ পরিকল্পনা প্রণয়ন।
- ২। বাংলাদেশ সরকারের জাতীয় ও আঞ্চলিক পর্যায়ের কর্মকর্তা, এনজিও ও স্থানীয় অধিবাসীদের সহায়তায় প্রশিক্ষণের জন্য প্রাতিষ্ঠানিক সুযোগ সুবিধা বৃদ্ধি করা। বর্তমানে যে প্রশিক্ষণ কেন্দ্রগুলো আছে তা আরো কার্যকর করা এবং নতুন গঠনমূলক প্রশিক্ষণ কোর্স প্রবর্তন করা। সমন্বিত সহ-ব্যবস্থাপনা কর্মসূচিতে সহায়তাকারীদের উন্নয়নে কাজ করা।
- ৩। সমন্বিত রক্ষিত এলাকা সহ-ব্যবস্থাপনার আওতাধীন নির্দিষ্ট অঞ্চলের ভূমি পরীক্ষা-নিরীক্ষা ও এর প্রাতিষ্ঠানিক রূপ দেয়া। রক্ষিত এলাকার সহ-ব্যবস্থাপনার আওতা বাড়ানো, বিকল্প আয় সৃষ্টিকারী কার্যক্রমে সমর্থন বাড়ানো, জনগণ ও বেসরকারি অংশীদারিত্ব তৈরি করা। গ্রামাঞ্চলের মানুষের জলবায়ুর পরিবর্তনের সাথে খাপ খাইয়ে নিতে এবং জীবন যাত্রার ঝুঁকি কমাতে আইপ্যাক অবদান রাখবে। উন্নততর সুপেয় পানির সরবরাহ নিশ্চিত করণ এবং স্থানীয় জনসাধারণের নিরাপদ ও বৈচিত্র্যভরা জীবন-যাপনের সুযোগ করে দিতেও কাজ করবে আইপ্যাক।

এই কর্মসূচি প্রাকৃতিক সম্পদ ব্যবস্থাপনায় নারী-পুরুষের অংশগ্রহণের ক্ষেত্রে বৈষম্যমূলক মনোভাব পরিবর্তনে সমর্থন যোগাবে। তরুণদের প্রতি দৃষ্টি দেবে, এদের জীবন ব্যবস্থা উন্নয়ন ঘটাবে এবং সংরক্ষণের জন্য একটি সুন্দর পরিবেশ গড়ে তুলবে।

পার্টনার

ওয়ার্ল্ড ফিস সেন্টার- বাংলাদেশ (ডাব্লিউএফসি)
রংপুর-দিনাজপুর রুরাল সার্ভিসেস- (আরডিআরএস)
কমিউনিটি ডেভেলপমেন্ট সেন্টার (সিওডিইসি)
আদিবাসী উন্নয়ন কেন্দ্র
বাংলাদেশ এনভায়রনমেন্টাল ল'ইয়ার্স অ্যাসোসিয়েশন (বিইএলএ)
এশিয়াটিক মার্কেটিং কমিউনিকেশন লিমিটেড
ওয়েসিস ট্রান্সফরমেশন লিমিটেড
মডিউল আর্কিটেক্টস
ইন্ডিপেন্ডেন্ট ইউনিভার্সিটি অব বাংলাদেশ

জাহাঙ্গীরনগর বিশ্ববিদ্যালয়
আরণ্যক ফাউন্ডেশন
ইস্ট ওয়েস্ট সেন্টার
এনভায়রনমেন্টাল ল' ইন্সটিটিউট (ইএলআই)
এপলার উড ইন্টারন্যাশনাল
ডেভেলপমেন্ট ট্রেইনিং অ্যান্ড সার্ভিসেস
ওয়ার্ল্ড ওয়াইল্ড লাইফ ফান্ড-ইউএস
ইন্টারন্যাশনাল রিসোর্স গ্রুপ
সেন্টার ফর ইন্ডিজেনাস পিপলস ডেভেলপমেন্ট
ওয়েসিস ট্রান্সফরমেশন লিমিটেড



USAID
FROM THE AMERICAN PEOPLE

BANGLADESH

SUCCESS STORY

Locals Rise against Illegal Fishing

USAID funded project inspires local communities to protect fish sanctuary



Photo: RDRS, Srimongol

A community member shares his views on the need to safeguard fish sanctuaries for future generations. 700 locals of the Boruna Union area in Srimongol rise to voice their opinion against illegal fishing by some which put other people's livelihood and food source at risk. Wetlands of Bangladesh hold inland fisheries which locals use as a source of food and livelihood.

Successful implementation of USAID funded projects- MACH and Nishorgo have resulted in the formation of Integrated Protected Area Co-Management (IPAC) Project which establishes co-management with local stakeholders in 26 targeted sites in Bangladesh.

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On the 3rd of May, 2009, the small complex of Hazipur Fojiur Rahman Government Primary School in Srimongol opened its doors to about 700 locals who gathered to voice against increased illegal fishing in the government protected fish sanctuary "Baikka Beel."

10 years ago USAID funded *Management of Aquatic Ecosystems through Community Husbandry* (MACH) Project advocated conservation of wetlands with the help of local communities. One such initiative was "Baikka Beel" in "Hail Haor" of Srimongol Upazilla under Moulvibazar Zilla. "Baikka Beel" was declared a fish sanctuary and a 'Red Zone Area' off-limits to fishing. The sanctuary bred different varieties of fish released in "Hail Haor" open to fishing by leased owners and locals under certain guidelines. Some fishermen in their greed illegally fished in "Baikka Beel" for prolonged periods endangering the sanctuary's ability to provide for future fish catch in the "Haor". The success of then MACH and now IPAC project in seeding strong sense of community ownership and protection of the sanctuary in local people was reflected when locals raised their voices against illegal fishing in the sanctuary and requested a meeting to be arranged with concerned officials.

In response, a meeting with the District Commissioner (DC) of Moulvibazar, Mr. Mofijul Islam, along with representatives of other government offices, organizations, institutions and partners organizations of IPAC was organized by *Resource Management Organization* (RMO), a local partner NGO of IPAC.

"We must save our fish sanctuary for our future generation" said the DC as he explained the sanctuary's importance with an analogy of a folk story about a greedy farmer and his golden duck which was well received by the locals.

In Bangladesh it is rare to see local communities uniting under a single cause to save a natural resource regarded as a source of food and livelihood. Such communal unity encouraged by USAID funded projects is a good indicator of changing attitudes of the rural poor towards sustainable resource management.



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BANGLADESH

SUCCESS STORY

Women Step Forward to Protect Nature

Women break out of their stereotype image.



Photo: IPAC, Cox's Bazar

Newly recruited 'women forest guards' of Chunar and Teknaf assemble for a group photo. Traditionally women were considered to be best suited for household work but IPAC's efforts helped to change this age old view and provided a gateway to step out of societal preconceptions and boundaries. Now women feel empowered to tackle the world.

USAID funded Integrated Protected Area Co-Management (IPAC) Project with its co-management strategy has empowered women from the entire southern region of Bangladesh to step out of their traditional image and take up new challenges.

Women from all over southern Bangladesh rejoiced over the title of 'friends of nature' as they descended from a gathering organized by USAID Project IPAC held at a primary school in Chokoria in Medhakochopia National Park in Cox's Bazar of Bangladesh. This extraordinary gathering was organized on 25th April 2009 to mark the historic step taken by women out of their traditional image of housewives responsible for household duties and become forest guards responsible for protecting forests of southern Bangladesh.

The gathering doubled as an orientation program for newly recruited 'women forest guards' for Protected Areas of Teknaf and Chunar. Badol Kanti Das, Deputy Ranger of Khutakhali gave a heartwarming speech on the matter exclaiming how the then Nishorgo and now IPAC helped to overcome age old societal boundaries and preconceptions of women with its co-management strategy. "Just how a family cannot function without women, society is also incomplete without women" said Mr. Das as he honored them with the title of 'friends of nature'.

Present at the gathering were women from different southern communities who travelled far-off distances to be a part of the event. Most of the women voiced their opinions and were not mere listeners like before. Motivating speeches by Tauhida Akher, Nargis Akhter, Nurun Nahar Sherin, and Tohirani Shushil energized the atmosphere with the spirit of womanhood and sense of accomplishment by a previously socially minor gender of the area. "This bold new step will bring a whole new dimension to Bangladeshi women as more than housewives capable of tackling a man's world" uttered one of the women group representatives, as she concluded her speech she added that "we are not just women but also human!"

IPAC has always been appreciated by the locals for their innovative co-management strategy which involves local communities in the management of natural resources but the recent shift in attitude and behavior towards woman brought on by IPAC's efforts is truly a historic step which is being resonated all over southern Bangladesh.



USAID
FROM THE AMERICAN PEOPLE

BANGLADESH

SUCCESS STORY

Local Community to Receive Revenue

Local communities to receive as benefit 50% of all revenues collected from services at Protected Areas.



Photo: Nishorgo, Lawachara

Entry fee, use of amenities, facilities, and other offered services all account for revenue generation from Protected Areas where local communities are employed. Previously all of the revenue was used by the Government but due to IPAC's efforts, 50% of the collected revenue will now be distributed amongst the local communities.

USAID funded Integrated Protected Area Co-Management (IPAC) Project with its co-management strategy empowers local communities as important stakeholders in the management of valuable natural resources.

USAID funded then Nishorgo and now Integrated Protected Area Co-Management (IPAC) Project advocates co-management strategy which establishes management of natural resources through community participation. Over 26 sites have been identified as Protected Areas under the project where local communities are employed to operate the many offered services and facilities while protecting them.

IPAC's co-management strategy aims to help the rural poor dependant on resources from Protected Areas by providing alternative income generation activities. Due to effective communication and support of IPAC, the Government of Bangladesh through close collaboration between the Forest Department, Ministry of Environment and Forests and Ministry of Finance has officially approved of the guidelines and financial management procedures for the collection of fees for all Forest Department Protected Areas, and the expenditure of 50% of this revenue in support of Protected Area co-management activities.

A budget of four lakh taka has been earmarked for the allocation of special grants to Co-Management Committees (CMC) in the coming fiscal year (July 1, 2009 to June 30, 2010). It is being deposited into an account specified for grants in support of forest Protected Area co-management. This amount will be adjusted annually on the basis of the total amount of funds actually collected from entry fees, parking fees and associated revenues paid for the use and enjoyment of the National Parks, Wildlife Sanctuaries and Game Reserves of Bangladesh.

This represents a major breakthrough and policy achievement that provides for the sustainable funding of community patrolling, visitor management, maintenance of interpretative facilities, operation of visitor support services and other conservation related activities organized and managed through the collaboration of Forest Department and local communities.

Appendix 9: List of participants

Sl #	Name	Organization	Designation	Mobile #	email
1	A.K.M.Azad Rahman	BFDC	Fish Consultant	01712-129239	
2	A.K.M.Shamsuddin		Guest	01715-298675	
3	ABM Shahidul Haque	IPAC-RDRS	ESF	01916-009781	
4	Abu Naser Md.Yasin Newaz	Forest Department (FD)	DFO, Wildlife, Div,Khulna	01711-477161	
5	Ahad Ali	CPG, LNP	CPG	01717-354566	
6	Ahmed Hossain	IPAC-RDRS	PC	01711-419940	ahmed@refosban_gla.net
7	AKM Azharul Islam	FD	Range Officer, Wildlife	01718-850178	
8	Alan Brooks	WorldFish center	Director		
9	Amirul Islam	IPAC	SC	01712-090944	amirul_mai@yahoo.com
10	Ananda Mohan Sutra	CMC	Member	01711-731551	
11	Berth lal Shim	GTZ	Fisheries Biologist	01715-116518	
12	Bishawjit Sen	IPAC-CODEC	COGF	0181-560486	
13	Choudhury Md. Abul Farah	DoF	DFO	01711-903446	
14	Dr. Azharul H. Mazumder	UASID/ Bangladesh	Environment Team Leader		
15	Dr. Giasuddin Khan	IPAC	TL	01711-392292	
16	Dr. Md. Abdul Quddus	Arannayk Foundation	Sr. Program Officer	01715-023283	
17	Dr. Ram Sharma	IPAC	Deputy Chief of Party		
18	Fanindra Chandra Sarker	DoF	UFO	01716-489405	
19	Gopal Dev Choudhury	UPCMC		01711-385379	
20	Gopal Krishna Banik	IPAC	Accounts Manager	01712-565305	
21	Goutam Biswas	IPAC-CODEC	PC	01716-089631	goutom.biswasbd@gmail.com
22	Goutom Kumar Ghosh	IPAC-CODEC	SC	01712-254071	
23	Haq Mahbub Morshed	FD	ACF	01711-386634	morshed.en-1969@yahoo.com
24	Haradhan Banik	FD	CF	01711-989419	
25	Hossain Mohammad Nishad	FD	ACF	01715-005677	
26	Jana lal Choudhury	CIPD	ED	01556-597446	
27	Kafiluddin Kaiya	DoF	AD	01552-314271	
28	Kanai Lal Debnath	WorldFish center	PMARA	01715-091729	k.debnath@cgiar.org
29	M.G. Mustafa	WorldFish center	Sr. Fisheries Consultant	01715-007632	
30	Mazibul Haq	IPAC	SF	01716-267942	

Sl #	Name	Organization	Designation	Mobile #	email
31	Md Badruzzaman	Tea Estate	Acting Manager	01718-128320	
32	MD Rafiqul Islam	FD	ACF	01552-71731	
33	Md. Abdul Maleque	CWBMP	HED	01719-487982	
34	Md. Abu Naser Khan	FD, Dhaka	DCF, Wildlife	01727-601217	
35	Md. Abul Kalam Azad	DFO	SUFO	01712-713060	
36	Md. Alauddin	MACH-CNRS	Sr. Fo	01718-672495	
37	Md. Aminul Haque	DoF	UFO	01712-828650	
38	Md. Anisur Rahman	FRUG, Kalapur	Chairperson	01732-506453	
39	Md. Anwar Hossain	CWBMP	EDO	01712-814433	
40	Md. Azizul Islam	DoL	ULO	01712-046440	
41	Md. Azizur Rahman	RDRS	SF	01711-006308	aziz_rifat@yahoo.com
42	Md. Faruque Biswas	IPAC-CODEC	SC	01711-039294	
43	Md. Golam rabbani	DoF	AD	01712-715430	rabbani1g@yahoo.com
44	Md. Harun Or Rashid Khan	FD	ACF	01711-455761	
45	Md. Ismail	DoF	DFO		
46	Md. Kamrul Ahsan Choudhury	MACH-CARITAS	FC	01712-993792	
47	Md. Kamrul Hasan	Jahingirnagar University	Assistant Professor		hasanwildlifeju@yahoo.com
48	Md. Kamruzzaman	IPAC-OASIS	BDA	01715-697914	
49	Md. Masud Rana	FD	ACF	9816-573740	
50	Md. Mazharul Islam	IPAC	CIF	017118-11906	
51	Md. Mizanur Rahman	FD	ACF	01917-015948	
52	Md. Mokhlesur Rahman	CNRS	ED	01711-5219460	
53	Md. Monirul Islam	DoF	UFO	0192-4160195	milonbau@yahoo.com
54	Md. Moniruzzaman	MACH-CNRS	FO	01716-787015	
55	Md. Muklesur Rahman	BASA	ED	01712-760009	
56	Md. Rafiqur Rahman	LNP	Chairperson	01712-250270	
57	Md. Saidur Rashid	FD	ACF	01712-544243	
58	Md. Sharif	IPAC	SC	01812-093122	
59	Md. Yunus Ali	FD	Consultant	01715-371965	
60	Md. Zahidur Rahman Miah	FD	ACF	01556-557615	
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