



International Resources Group
IRG is ISO 14001 Certified

Volume I Technical Proposal

Request for Task Order Proposal (RFTOP) No. 388-08-002
under Contract No. EPP-I-00-06-00007-00

Integrated Protected Area Co-Management (IPAC) in Bangladesh



Submitted by:

International Resources Group (IRG)
1211 Connecticut Avenue, NW · Suite 700
Washington, DC 20036 · United States
Tel: 202/289-0100 · Fax: 202/289-7601
www.irgltd.com

Bangladeshi Subcontractors:

World Fish Center – Bangladesh
Adivasi Unnayan Kendra/
Center for Indigenous Peoples Development (CIPD)
Rangpur Dinajpur Rural Services (RDRS)
Community Development Center Chittagong (CODEC)
Bangladesh Environmental Lawyers Association
Asiatic Marketing & Communications Ltd.
Oasis Transformation Ltd.
Module Architects

US & International Subcontractors:

WWF US
Development Training & Services, Inc.
East-West Center
Environmental Law Institute
EplerWood International

Submitted to:

Regional Contracting Officer
Regional Acquisition and Assistance Office
US Agency for International Development
c/o American Embassy
Madani Avenue, Baridhara
Dhaka-1212, Bangladesh

March 1, 2008

Disclosure

Request for Task Order Proposal (RFTOP) No. 388-08-002 under Contract No. EPP-I-00-06-00007-00 – Integrated Protected Area Co-management (IPAC) in Bangladesh. This Proposal includes data that shall not be duplicated, used or disclosed—in whole or in part—for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of—or in connection with—the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction is contained on all sheets of this proposal.



TEL: 202.289.0100 **International Resources Group**
FAX: 202.289.7601 1211 Connecticut Ave. NW, Suite 700
www.irgltd.com Washington, DC 20036 USA

March 1, 2008

Mr. Joseph T. McGee
Supervisory Contracting Officer
USAID/Bangladesh
c/o American Embassy, Madani Avenue
Baridhara, Dhaka-1212
Bangladesh

Email: jmcgee@usaid.gov, and cc to: snazim@usaid.gov and sakhan@usaid.gov

Ref. No.: Request for Task Order Proposal (RFTOP) No. 388-08-002 under Contract No. EPP-I-00-06-00007-00 – Integrated Protected Area Co-Management (IPAC) in Bangladesh

Dear Mr. McGee:

International Resources Group (IRG) is pleased to submit this proposal in response to the RFTOP for Integrated Protected Area Co-management in Bangladesh. IRG has assembled an extremely strong team of leading organizations dedicated to scaling up natural resource and protected area co-management. Our partners bring proven experience in Bangladesh in catalyzing national leadership for biodiversity conservation and increasing community level benefits from the improved, collaborative management of terrestrial and aquatic ecosystems. Carefully selected for this RFTOP and including the best performing partners of the Nishorgo Support Project, the IRG Team brings together the breadth of expertise required to exceed the expected results of IPAC.

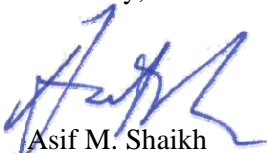
The IRG Team includes the following subcontractors: WWF-US, dTS, EplerWood International, Environmental Law Institute, OASIS, World Fish Center, East-West Center, RDRS, CODEC, BELA, Asiatic Group, IUB in collaboration with JU, CIPD, Module Architects. We are also poised to mobilize additional Strategic Partners in Bangladesh to engage the private sector, civil society and NGOs working in Bangladesh and leverage greater impacts from IPAC interventions.

Our Technical Proposal, Volume I and Cost Proposal, Volume II are sent via email as per your request to snazim@usaid.gov, and a copy to sakhan@usaid.gov. Hard copies are also being delivered. Our proposal is valid for 90 days from submission.

We would like to thank USAID for the opportunity to capitalize on the success of the Nishorgo program and to be considered for this important contract. We are committed to fulfilling the purpose and achieving the results that USAID has scoped out for IPAC and look forward to a rapid mobilization and start up of this new, follow-on project.

Please do not hesitate to contact me if you require clarification on any aspect of our proposal.

Sincerely,



Asif M. Shaikh
President and CEO

TABLE OF CONTENTS

Disclosure	
Transmittal Letter	
Table of Contents	i
Acronyms and Abbreviations	iii

SECTION 1. EXECUTIVE SUMMARY1

SECTION 2. TECHNICAL APPROACH.....2

2.1	Overall Strategy	2
2.2	Implementation Plan	5
2.2.1	<i>Component 1: Development of a Coherent Integrated Protected Area Co-Management Strategy</i>	5
	Task 1-A: Constituency Building	6
	Task 1-B: Development of New PA Strategy	6
	Task 1-C: Partnership Building for Sustainable Financing	7
	Task 1-D: Outreach	8
2.2.2	<i>Component 2: Building Stakeholder and Institutional Capacity</i>	9
	Task 2-A: Training	9
	Task 2-B: Local Support Services	10
2.2.3	<i>Component 3: Site Specific Implementation of Co-Management in PAs</i>	11
	Task 3-A: Selection of Demonstration Sites, Deployment of Appropriate Field Interventions	11
	Task 3-B: Alternative Income Generation and Financing	12
	Task 3-C: Outreach	14
2.3	Gender Perspective	14
2.4	Youth Perspective	15
2.5	Performance Monitoring and Applied Research	15

SECTION 3. PERSONNEL16

3.1	Key Personnel and Project Implementation Teams	17
3.1.1	Chief of Party—Robert Winterbottom	17
3.1.2	PAMS/DCOP—Ram A. Sharma	18
3.1.3	Governance Team	19
3.1.4	Communications and Outreach Team	19
3.1.5	Institutional Capacity Building Team	20
3.1.6	Performance Monitoring and Applied Research Team	20
3.1.7	Public Policy Team	20
3.1.8	Enterprise Team	21
3.1.9	Finance and Administration Team	21

SECTION 4. MANAGEMENT PLAN22

4.1	Organizational Structure	22
4.2	Mobilization Plan	24

4.3	Institutional Capability of Partners	24
-----	--	----

EXHIBITS

Exhibit 2-1.	Protected Area Network and Clusters Map	3
Exhibit 2-2.	Protected Areas Co-Management Network	4
Exhibit 2-3.	Stakeholder Groups with Special Importance to Co-Management of PAs.....	5
Exhibit 2-4.	Draft Training Plan for Stakeholder & Capacity Building Activities.....	10a
Exhibit 2-5.	Draft Monitoring and Evaluation Plan.....	15a
	Table 1. Foreign Assistance Framework/Custom Indicators for IPAC	15b
Exhibit 3-1	IPAC Personnel Matrix.....	16a
Exhibit 4-1.	IRG Team Organizational Structure	22a
Exhibit 4-1A.	Cluster Organizational Structure.....	22b
Exhibit 4-2.	Mobilization Timeline	24
Exhibit 4-3.	Subcontractor Roles and Qualifications.....	25
Exhibit 4-4.	Strategic Partners' Roles.....	25

ANNEXES

Annex A.	Key Personnel Resumes and Letters of Commitment
Annex B.	Past Performance References
	Past Performance Summary Table
	Contractor Performance Reports
Annex C.	Draft Work Plan
Annex D.	Branding and Marking Plan
Annex E.	Illustrative IPAC Indicator Reference Sheets
Annex F.	Partners' Letters of Association

ACRONYMS AND ABBREVIATIONS

A&E	Architectural and Engineering
ADB	Asian Development Bank
ADP	Annual Development Plan
ADS	Automated Directives System
AENRM	Agriculture, Environment and Natural Resources Management
AIDAR	Agency for International Development Acquisition Regulations
AIG	Alternative Income Generation
BELA	Bangladesh Environmental Lawyers Association
BIP	Branding Implementation Plan
BRAC	Bangladesh Rural Advancement Committee
CCNs	Cooperating Country Nationals
CDM	Clean Development Mechanism
CFR	Code of Federal Regulations
CHT	Chittagong Hill Tracts
CIB	Contractor Information Bulletin
CMC	Co-Management Committees and Councils
CMO	Co-Management Organization
CO	Contracting Officer
CO ₂	Carbon Dioxide Emissions
CODEC	Community Development Center
COP	Chief of Party
CPFF	Cost-Plus-Fixed Fee
CPR	Contract Performance Reports
CTO	Cognizant Technical Officer
D&B	Dun and Bradstreet
DC	District Council
DANIDA	Danish International Development Agency
DCOP	Deputy Chief of Party
DEC	Development Experience Clearinghouse
DFID	United Kingdom's Department for International Development
DOE	Department of Environment
DOF	Department of Fisheries
dTS	Development & Training Services, Inc.
ECA	Ecologically Critical Areas
ELI	Environmental Law Institute
EWC	East-West Center
FA	Foreign Assistance
FAR	Federal Acquisition Regulation
FD	Forest Department
FRAME	Framework for the Natural Resources Community to Share Knowledge
FRUG	Federation of Resource User Group

FUG	Forest User's Groups
GDA	Global Development Alliance
GEF	Global Environment Facility
GIS	Geographic Information Systems
GOB	Government of Bangladesh
IARC	International Agricultural Research Centers
ICFS	Inland Capture Fisheries Strategy
ICRAF	International Center for Research in Agroforestry
IPAC	Integrated Protected Area Co-management
IQC	Indefinite Quantity Contract
IRG	International Resources Group
IUB	Independent University of Bangladesh
IUCN	International Union for the Conservation of Nature
JAA	J. E. Austin Associates, Inc.
JU	Jahangirnagar University
KM	Knowledge Management
LOC	Letters of Commitment
LOI	Leaders of Influence
M&E	Monitoring and Evaluation
MACH	Management of Aquatic Ecosystems through Community Husbandry
MERA	Monitoring, Evaluation, Reporting and Analysis
MOEF	Ministry of Environment and Forest
MOFL	Ministry of Fisheries and Livestock
MOL	Ministry of Land
MSI	Management Systems International
NAPA	National Adaptation Program of Action
NBSAP	National Biodiversity Strategy and Action Plan
NGOs	Non-Governmental Organizations
NRM	Natural Resources Management
NSP	The Nishorgo Support Project
NWP	Nature, Wealth and Power
OFAC	Office of Foreign Assets Control
OFDA	The Office of U.S. Foreign Disaster Assistance
PA	Protected Area
PAMA	Policy Analysis Monitoring and Assessment
PLACE	Prosperity, Livelihoods and Conserving Ecosystems (PLACE) IQC
PMP	Performance Monitoring Plan
PPMT	Program and Project Management Training
PPP	Public Private Partnerships
PPRs	Past Performance References
ProAg	Program Agreement
PROARCA	Regional Biological Corridor Project for Central America
PRSP	Poverty Reduction Strategy Paper
RDRS	Rangpur Dinajpur Rural Service
RFTOP	Request for Task Order Proposal

RMO	Resource Management Organizations
RUG	Resource User Groups
SAGIC	Support for Accelerated Growth and Increase Competitiveness for Trade
SDC	Swiss Agency for Development and Cooperation
SMEs	Small and Medium Enterprises
SMIC	Sun Mountain International
SOW	Statement of Work
TCN	Third Country National
TFCA	Tropical Forest Conservation Act
TNCs	Third Country Nationals
TO	Task Order
TO CO	Task Order Contracting Officer
UNDP	United Nations Development Program
USAID	U.S. Agency for International Development
USG	United States Government
WFC	World Fish Center
WRR	World Resources Report
WWF	World Wildlife Fund
ZOGG	Zone of Good Governance

Section 1
Executive Summary

SECTION 1: EXECUTIVE SUMMARY

Working in a highly complex social, political, and economic environment, International Resources Group (IRG) and our partners successfully established the Nishorgo Support Program (NSP), an innovative national co-management program whose accomplishments have far exceeded expectations. The IRG Team brings to IPAC the creative solutions, proven project staff, and trusted partners that will enable us to do the same for IPAC. ***Our practical integrated approach will result – within five years – in a Protected Area (PA) Co-Managed Network that includes 50 sites – including at least four major new PAs – covers over 367,500 hectares, and benefits 2.8 million rural people.***

A realistic, innovative approach to scaling up successes. To stimulate rapid growth in co-managed PAs, we will use the geographic cluster approach, with each cluster containing a mix of protected areas that will receive tailored support. (see Exhibits 2-1 and 2-2). Our approach will build synergies across and strengthen the voice of thousands of rural households mobilized through the array of Co-Management Organizations (CMOs). It emphasizes public-private partnership opportunities – we have already identified five specific ones to support IPAC’s goals – as these *must* be a central feature in managing natural resources jointly by government and civil society. To help generate alternative incomes and financing, we will capitalize on ecotourism opportunities, leveraging support for social forestry and developing value chains such as bamboo. To increase micro-financing assistance, our team includes partners who will contribute their own resources.

National partners for a national program. We know that establishing a strong national program demands very significant involvement of Bangladeshi partners. So we have included on our carefully selected team eight Bangladeshi subcontractors plus eight Strategic Partners – including the Bangladesh Scouts, BRAC, bracNet, and two universities – who will contribute both expertise and resources. For IPAC, we have added outstanding new partners to our Nishorgo team, such as the World Fish Center, which brings a national network of co-managed fisheries and 20-plus years’ experience with co-management in Bangladesh, WWF/US, a leading conservation organization with an explicit focus on integrating livelihoods with biodiversity conservation, and renowned ecotourism expert EplerWood International. Our exceptional team is presented in Section 4.

People who know how to get results. We bring the trusted management team from Nishorgo, who can ensure seamless start-up and rapidly establish a visible national co-management PA network. Mr. Robert Winterbottom, our Chief of Party – with 30 years of experience supporting community-based resource management, including the past three years as Home Office Manager of NSP – is widely recognized for his analytical expertise and leadership in the field. Dr. Ram Sharma, as Protected Areas Management Specialist and Deputy COP, combines continuity with USAID’s co-management efforts in Bangladesh and proven Bangladesh field management capacity, the highest academic standards, and vast experience in the public sector. As Home Office Manager, Philip DeCosse, currently COP of NSP, will bring his extensive first-hand NSP experience. We also present outstanding long-term and short-term experts for specific tasks to support the overall strategy, including climate change, carbon finance, conservation science, environmental valuation, public policy, governance, value chain analysis, gender, and social mobilization and empowerment.

Our strong foundation of success in Bangladesh, our outstanding team of partners and personnel, innovative yet proven approaches, and ability to rapidly mobilize and effectively to implement IPAC uniquely positions us to work with USAID/Bangladesh to achieve significant results and ensure that protected area co-management rapidly becomes a nationwide, institutionalized, integrated and sustainable program in Bangladesh.

Section 2
Technical Approach

SECTION 2: TECHNICAL APPROACH

IRG's innovative work with USAID's Nishorgo Support Project (NSP) has proven that *formalizing a collaborative arrangement between stakeholders of local and indigenous communities for management of forests and wetlands can dramatically improve the overall ecosystem productivity for society and reduce poverty for resource co-managers.*

We will work with USAID, our counterparts, and our partners to transform Integrated Protected Areas Co-Management (IPAC) in Bangladesh into a robust national program, just as we worked with USAID and the Forest Department (FD) to transform what began as a USAID project – Co-Management of Tropical Forest Resources in Bangladesh – into a household name: *Nishorgo.*

IRG and our partners bring the creative vision, innovation, superior ability to execute, and leadership needed to build on the current momentum for co-management of natural resources in Bangladesh. We will draw on our team's successes (see box), best practices, and lessons learned from Nishorgo to catalyze and support innovative solutions, build coalitions, and leverage resources to build a truly national Protected Area (PA) co-management network.

2.1 OVERALL STRATEGY

The IRG Team's realistic and grounded strategy will scale up the wetland and forest co-management successes significantly. By September 30, 2013, we propose to have developed a *visible, recognizable national and integrated system of co-managed Protected Areas covering more than 367,500 hectares, directly benefiting over two and a half million people, with at least four major new Protected Areas and an expanded array of more than 50 PAs, including forests, wetlands and ecologically critical areas.* This national system of integrated protected area co-management will be defined and formalized so as to allow inclusion of different habitat types, levels of co-management, and IUCN categories of PAs as well as different global status.

The IPAC strategy will capitalize on lessons learned from Nishorgo, MACH, and other co-management experiences in Bangladesh and abroad. We will support an IPAC Strategy Working Group to ensure that IPAC is grounded in proven co-management principles and incorporates strategic elements that reduce poverty while contributing to national development goals. The strategy will address the major threats to biodiversity conservation and sustainable use of natural resources and take into account the risks and opportunities associated with climate change.

We will develop a targeted communication strategy to build an expanded, more diverse constituency for IPAC and to mobilize key stakeholders to implement the IPAC strategy. As with the Nishorgo project, IPAC will tap opportunities for building partnerships for sustainable finance. We will foster a range of public-private partnerships, continued collaboration with the Arannayk Foundation,

Building on a Strong Foundation

IRG and our partners have built a robust platform that has achieved results exceeding expectations. For IPAC, we will build on outstanding results that include:

- Eight Co-Management Committees and Councils recognized by Government Order and incorporated in approved Management Plans
- A breakthrough agreement with the Ministry of Finance that resulted in an innovative Entry Fee Sharing mechanism
- Six sites with total forest area of nearly 31,000 ha covered under NSP
- Public-private partnerships with leading organizations including Grameen Shakti, Bay Developments, Banglalink, Radisson Hotels
- Supervised, through subcontractor Module Architects, \$1.5M in FD investments in PA infrastructure investment, habitat restoration funded by local currency from USAID
- Conservation financing approach developed through the Chunut Forest Carbon Project
- Forestry Department's setting up of its own Nishorgo Program covering all FD-managed PAs; Arannayk Foundation adoption of the NSP co-management model
- Close and more collaborative relationships between the Forest Department and local communities at the grass-roots level
- Joint Community Patrolling Groups that have significantly reduced illegal tree felling – by two-thirds at one pilot PA site

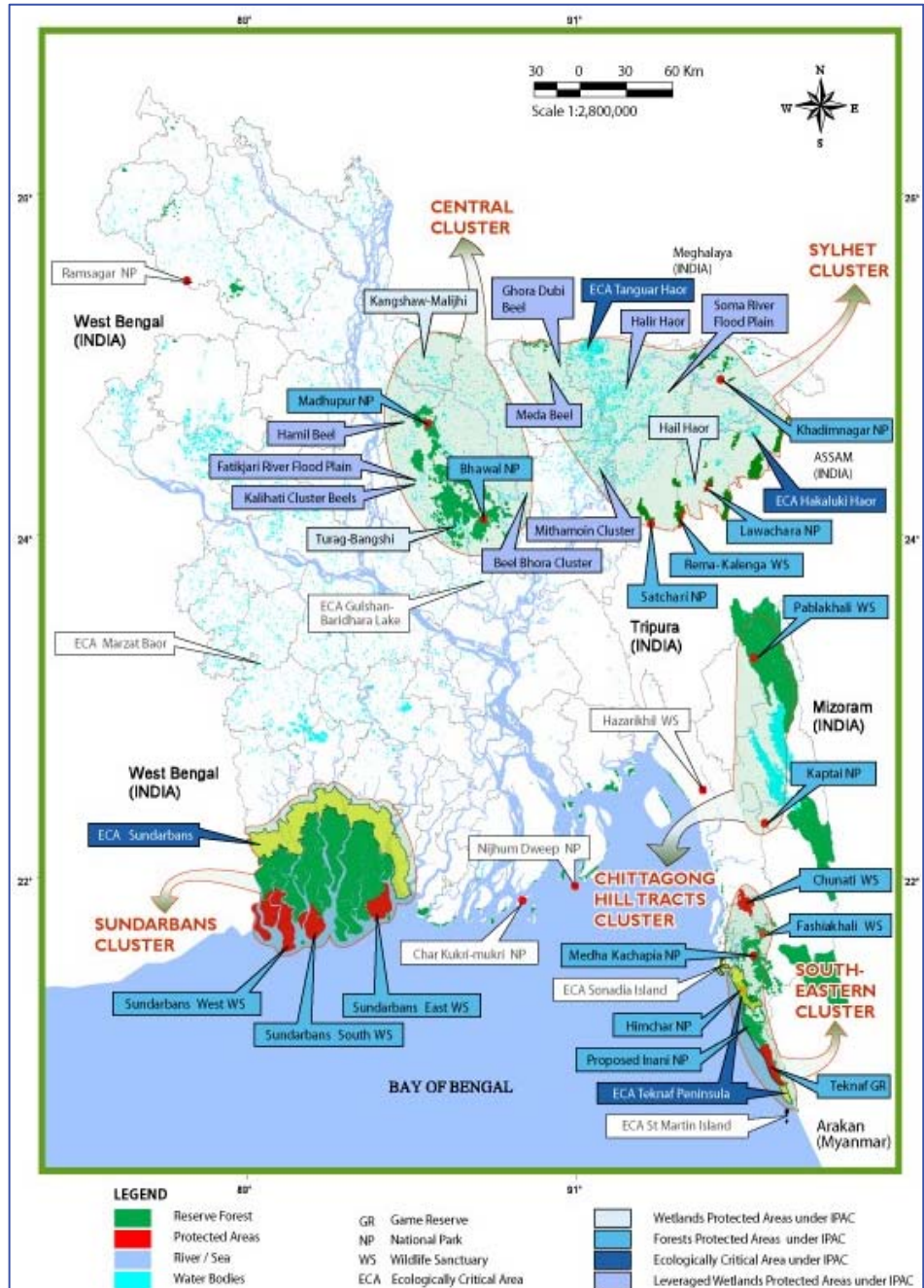
innovative conservation financing linked to climate change initiatives, and equitable sustaining financing mechanisms in support of co-management organizations (CMO)¹, among others.

IPAC will expand training and capacity building among the key government institutions at the national and local level, technical services, private sector operators, and CMOs that are the foundation for the successful implementation of IPAC. Our outreach and communication strategy, social mobilization and organization of CMOs, and development of sustainable financing mechanisms and alternative income generation (AIG) initiatives will build on what’s worked well and proven to be critical elements of success for the achievements of Nishorgo and MACH.

We will implement IPAC across five large clusters. (see Exhibit 2-1). Each cluster – a contiguous complex of socio-ecological landscapes – includes a range of PAs with degrees of co-management and different habitats. The proximity of sites within a cluster allow reduced cost management strategies for sharing lessons learned, advocacy strategies, and enterprise information.

As shown in Exhibit 2-2, sites within clusters are categorized for management purposes as “Direct

Exhibit 2-1. Protected Area Network and Clusters Map



¹ The term “CMOs” is used hereafter to connote the full spectrum of organizations engaged with formal authority and responsibility as collaborative managers of wetlands and forests.

Exhibit 2-2. Protected Areas Co-Management Network

Protected Area	Type	Protected Area Category / Government Co-management Authority	Total Core Area (ha)	Interface Population	
SYLHET CLUSTER: SRIMONGAL (Cluster Office)					
Lawachara	Existing Direct	National Park—MOEF/Forest Department	1,250	23,000	
Satchari	Existing Direct	National Park—MOEF/Forest Department	243	17,000	
Rema-Kalenga	Existing Direct	Wildlife Sanctuary—MOEF/Forest Department	1795	23,000	
Khadimnagar	New Direct	National Park- MOEF/Forest Department	679	4,000	
Hail Haor	Existing Direct	Department of Fisheries	13,000	160,000	
Tanguor Haor	New Indirect	Ecological Critical Area/Ramsar Site/ MOEF/Dept of Environ.	9,727	56,000	
Hakaluki Haor	New Direct	Ecologically Critical Area—MOEF/ Dept of Environment	18,383	190,000	
CENTRAL CLUSTER: MODHUPUR (Cluster Office)					
Modhupur	New Direct	National Park—MOEF/Forest Department	8,436	40,000	
Bhawal	New Indirect	National Park—MOEF/Forest Department	5,022	100,000	
Turag-Bangshi	Existing Direct	Department of Fisheries	10,000	300,000	
Kangsha-Malijhee	Existing Direct	Department of Fisheries	8,000	600,000	
SOUTHEASTERN CLUSTER: COX'S BAZAR (Cluster Office)					
Teknaf	Existing Direct	Game Reserve—MOEF/Forest Department	11,615	115,000	
Teknaf Peninsula	Existing Direct	Ecologically Critical Area—MOEF/Department of Environment	10,465	130,000	
Chunati	Existing Direct	Wildlife Sanctuary—MOEF/Forest Department	7,764	50,000	
Fasiakhali	New Direct	Wildlife Sanctuary—MOEF/Forest Department	1,302	10,000	
Medha Kachapia	New Direct	National Park—MOEF/Forest Department	396	10,000	
Himchari	New Indirect	National Park—MOEF/Forest Department	1,729	10,000	
Inani	New Indirect	Proposed National Park—MOEF/Forest Department	7,700	8,000	
CHITTAGONG HILL TRACTS CLUSTER: RANGAMATI (Cluster Office)					
Kaptai	New Direct	National park—MOEF/Forest Department	5,464	70,000	
Pablakhali	New Indirect	Wildlife Sanctuary—MOEF/Forest Department	42,087	70,000	
SUNDARBANS CLUSTER: MONGLA (Cluster Office)					
Sundarbans East	New Direct	Wildlife Sanctuary—MOEF/Forest Dept/ World Heritage/RAMSAR Site	31,226	300,000	
Sundarbans South	New Indirect	Wildlife Sanctuary—MOEF/Forest Dept/ World Heritage/RAMSAR Site	36,970		
Sundarbans West	New Indirect	Wildlife Sanctuary—MOEF/Forest Dept/ World Heritage/RAMSAR Site	71,502		
Sundarban	New Indirect	Ecologically Critical Area—MOEF/Dept of Environment	59,600		
			SUB-TOTAL	2,286,000	
Protected Area					
LEVERAGED WETLANDS		Core Area (ha)	Interface Pop.	Protected Area	
LEVERAGED WETLANDS		Core Area (ha)	Interface Pop.	LEVERAGED WETLANDS	Core Area (ha)
Fatikjari River Flood Plain – Leveraged Site – Dept. of Fisheries			Beel Bhora Cluster – Leveraged Site – Department of Fisheries		
Salanka Jalkar (Fatikjari River, Part-1)		6.8	4,845	Beel Bhora (a cluster of 62 beels)	
Meghakhali Fishery (Part of Fatikjari River, Pt-2)		6.8	7,211	Kaheterdia Beel	
Fatikjari Nadi (Fatikjari River Part-3)		13.5	6,276	Mithamoin Cluster – Leveraged Site – Department of Fisheries	
Sapai Nadi (Fatikjari River Part-4)		22.5	10,636	Moisherkandi Boronpur Nodi	
Kalihati Cluster Beels – Leveraged Site – Department of Fisheries			Ghora Utra Nodi (Udayan Fishery)		
Posna Beel		121.5	2,138	Chor Bhangra Nodi Jalmohal part 1	
Joloi Beel		189.5	1,950	Dopi Beel JR	
Katara Beel		81.0	7,125	Halir Haor	
Bheradaha Beel		81.0	1,500	Soma (Someswari) River Flood Plain	
Pichra Beel		72.9	1,500	Ghora Dubi Beel	
Baisha Beel		161.9	3,135	Meda Beel	
Boro Buria		35.0	1,026	Hamil Beel	
Choto Buria		25.0	1,026		
Dhaleswar		20.0	1,967	Subtotal	
Kurumbi Beel		70.0	3,506	3,216	
Charan Beel		324.0	8,778	172,022	
			Total		
			367,571		2,458,022

Existing,” “Direct New,” “Indirect,” and “Leveraged Wetlands.” Direct Existing sites include those areas now under MACH or Nishorgo. Direct New sites will receive full levels of support for all aspects of co-management development. At Indirect sites we will focus on cross visits, enterprise linkages, and other networking activities. We will work to see that activities in these Indirect sites are implemented by existing partners based on lessons learned from other sites in the cluster. Leveraged Wetlands include more than 30 sites at which our partner, World Fish Center, is already doing wetlands co-management. Together, these five clusters will directly contribute to facilitating the adaptation and reducing the vulnerability of Bangladesh’s rural communities and ecosystems to climate change.

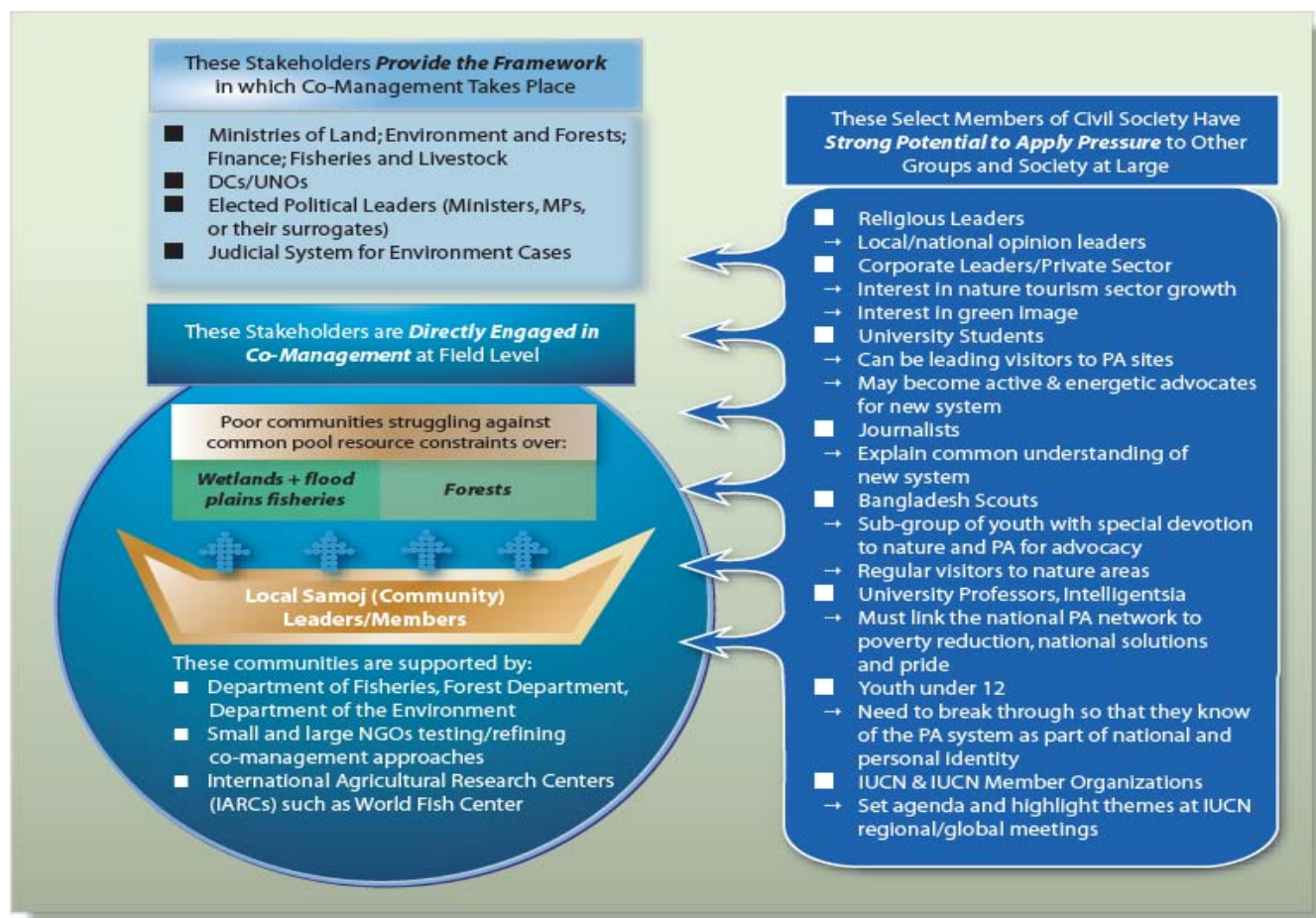
Section 2.2 and the draft work plan in Annex C provide details on how we will implement the activities for each of the subtasks. Our Draft M&E Plan (Exhibit 2-5) presents illustrative indicators as part of a linked Performance Monitoring and Applied Research strategy.

2.2 IMPLEMENTATION PLAN

2.2.1 Component 1: Development of a Coherent Integrated Protected Area Co-Management Strategy

Our implementation strategies recognize that the PA strategy goes beyond biodiversity to include poverty reduction, democratic local governance, sustained rural economic growth, and climate change adaptation, and that success in supporting the strategy’s development will require engaging interests and actors beyond USAID-supported interventions. We will implement interventions across three groups of key stakeholders (see Exhibit 2-3):

Exhibit 2-3. Stakeholder Groups with Special Importance to Co-Management of PAs



- Those directly engaged in co-management at the field level
- The government stakeholders that provide the framework for co-management
- Those members or sub-sections of civil society that are in a unique position to apply pressure on the first two groups, and thus determine the path of PA co-management.

Careful identification of these stakeholder groups and a clear understanding of their interests, motivations, behaviors and aspirations will be critical to the success of IPAC, and will lay the foundation for actions related to constituency building, strategy development, and partnership building.

Task 1-A: Constituency Building

Organizations:	IRG, Asiatic M&CL
Staffing:	R. Winterbottom, M.Q. Ahsan, J. Ablett

We will develop a Strategic Communications Plan, which will highlight the tactics we will use to engage each of the key stakeholders to build a common constituency. Our

plan will be guided by Asiatic Marketing and Communications Limited (Asiatic MCL), one of Bangladesh’s leading communications firms. Designed and coordinated by the Communications & Outreach Specialist M. Quamrul Ahsan and with the advice of IRG’s Senior Communications Advisor Joan Ablett, the IRG Team will move the Strategic Communications plan forward from Month 2.

We will implement a public engagement campaign instead of the more commonly referred to individual behavior change activities. Our campaign will focus on the public’s responsibility to take action that will create the environment needed to support positive behavior change. Interactions with key stakeholder groups across Components 1-3 will be implemented under the framework of this Communications Plan and its outputs. The approach for building constituency among each target group will be developed and described in a Creative Brief for each group as part of our communications planning process. The actual approaches for building constituencies will vary widely by group. With those Government departments directly supporting co-management implementation (FD, DOF and DOE), for example, broad-scale short-course training will provide the principal opportunities for orientation and constituency building. Constituency building for DCs and UNOs (an important subgroup of those that provide the framework for co-management) will be executed through systematic orientation sessions carried out with the Government’s administrative training centers. While the principal objective of such courses will be awareness, orientation, and content delivery, such courses will also be a vehicle for building constituency among a particular group.

Task 1-B: Development of New PA Strategy

Organizations:	IRG, BELA, ELI, WWF US, Asiatic M&CL
Staffing:	R. Winterbottom, Rizwana Hasan, Harunur Rashid, M. Mendis

We will launch and invigorate a dialogue with stakeholders including government policy makers, community-based actors and civil society. This dialogue will be in part facilitated and organized by a specially constituted **Working Group**. The Working Group will assess the progress and achievements of co-management in Bangladesh with a view towards increasing an appreciation by key stakeholders and decision-makers of the full potential for expanding and scaling up an integrated PA network. We will build on the highly successful approach used to develop the *Nishorgo Vision 2010*, and anticipate that the vision for the IPAC network that emerges from this initial round of dialogue and reflection will incorporate elements of the National Biodiversity Strategy and Action Plan (NBSAP), the Inland Capture Fisheries Strategy (ICFS), and the National Adaptation Program of Action (NAPA) for Climate Change, as well as linkages to other poverty reduction and sustainable development policies and programs.

We will encourage the Government to place issues of livelihoods and poverty at the center of PA strategy development. We will put in place a comprehensive strategy for collaborative management of PAs as a central feature of a means to support rural economic growth via an empowered local citizenry and conservation of critical productive biodiverse ecosystems.

Because of its central role in conservation-related policies and conventions in climate change and biodiversity, Ramsar sites and others, we will urge the Ministry of Environment and Forests (MoEF) to take the lead role in this process. In view of the leadership required across multiple sectors, we will encourage direct involvement of the Principal Secretary to the Prime Minister. The Ministries of Finance, Fisheries and Livestock, and Land will also play central roles. The Working Group would be directly supported by the COP and supported by national experts on the IRG Team including Ms. Rizwana Hasan of BELA (legal and regulatory aspects) and Dr. Harunur Rashid of Dhaka University (finance).

A Vision for a National Program for Co-Management

The IRG Team under Nishorgo took a USAID-funded project and worked successfully with the FD to use it for supporting a broader FD Nishorgo Program for Protected Areas Management, captured in the Nishorgo Vision 2010. Under IPAC, we will extend this broadening approach to create a national movement supporting forest and wetland co-management in such a way that it will become unthinkable for special interests to try and tamper with the PA system.

The Working Group will address reforms in the policy and legal framework for PA co-management, and needed adjustments in the institutional support framework. Community Conserved Areas will be a special focus, as this category includes most of the existing wetland MACH and WFC co-managed sites and other community-managed wetlands. We propose to have developed a new PA strategy by the second year, and to have it formally approved by the third year of IPAC.

Task 1-C: Partnership Building for Sustainable Financing

We will draw on our extensive experience in the area of sustainable financing to build partnerships that ensure financing for conservation of the areas and improved livelihoods of the local poor, including the following:

Organizations:	IRG
Staffing:	R. Winterbottom, H. Rashid, R. Sharma, M. Mendis, K. Hashem

- **Retain PA entry fees to relevant CMOs.** We will work to extend this mechanism beyond NSP-managed sites to PAs in the rest of the country. In addition, the COP will work with Dr. Rashid to prepare and advocate alternatives more in keeping with the local retention process under Social Forestry. We will also support local and national public advocacy campaigns to change wetland leasing practices so that official CMOs in designated PAs are absolved from paying lease fees.

IRG extensive experience in clean development and carbon credits includes:

- Helping prepare a GEF climate adaptation project under Nishorgo
- Successful brokering sale of credits from seven hydro power projects in Sri Lanka through the IFC Netherlands Carbon Facility to the Government Netherlands
- Developing innovative financing methods including CDM for industrial energy efficiency project in India

- **Tap the potential opportunity that carbon credits present for financing the PA system.** We will assist in creating the framework for local financing. With MoEF we will help prepare a National Action Plan for Clean Development Mechanism and voluntary carbon markets. The plan will facilitate fast track approvals of CDM proposals by focusing on suitable criteria, financial and technical additionality, CDM implementation guidelines, and project approvals from the Executive Board of CDM. The new category of reduced

emissions from forests and degradation (REDD) will receive special attention. We will also help the GOB implement the National Adaptation Program of Action (NAPA) by putting in place a portfolio of a minimum of 25 projects by 2011 for forests and wetlands with a minimum value of \$25m, with the first 10 to receive financing by 2012. We will conduct Certificate training in carbon project preparation executed with IUB/JU partnership, with assistance from Waste Concern and Dr. Sharma.

- **Leverage opportunities for private financing of PA activities.** We have obtained an agreement from BRAC’s enterprise finance group to offer their own financing to nature tourism and the expansion of the eco-cottage network. These and other private donations will be formalized in an expanded version of the Nishorgo Conservation Partnership Program, which we would work to house either at the Arannayk Foundation or at the PA Foundation proposed by Mr. Muyeed Chowdhury at the PPP Roundtable in 2007.
- **Targeted Grants with Arannayk Foundation and Landscape Fund.** Per the Arannayk Letter of Association (see Annex F), it will create a special financing window for PA CMOs under IPAC. As this window is established in early years, we will provide support through a Landscape Grant Fund.

Nishorgo broke ground in identifying opportunities for private companies or organizations to act in support of public conservation goals. Private partners included the Radisson Water Garden Hotel, Mirpur Ceramics, Bay Developments, AMK Steel, Grameen Shakti, the Scouts, Lafarge Cement and others. Already we have begun including the same approach under IPAC via agreements with bracNet eHut, BRAC MELA financing, IUB and JU, Arannayk Foundation, MUKTI, and the Scouts.

Task 1-D: Outreach

We will use targeted awareness campaigns to build momentum for conservation, creating constituencies for initiating policy changes, shifting public behavior toward sustainable practices and stewardship, and focusing public attention on a threatened source of livelihoods. The Strategy and plan will provide a framework for project interventions at all levels, including the development of the PA co-management strategy and constituency building – integrating gender and youth perspectives – as well as site-specific implementation of co-management in protected areas. We will capitalize on opportunities for public-private partnerships in communication efforts, identifying corporate sponsors who want to associate their name with public advertisements for the PA system, as Radisson Water Garden has done with Nishorgo to advertise previous Bricko Mela Tree Fairs. We will expand upon successful visitors’ guides, signage, trail brochures, and other communications tools of Nishorgo and MACH.

Organizations:	IRG, Asiatic M&CL, BELA, RDRS, CIPD, CODEC
Staffing:	R. Winterbottom, M. Q. Ahsan, U. Dutta

We will also develop Creative Briefs at the local level to clearly identify target audiences and desired behaviors and to design effective messages. This will enable us to confirm our initial target audiences and key influencers – credible sources, opinion leaders and champions – including those targeted successfully by Nishorgo. Understanding that the policy agenda is influenced by public opinion, which in turn is often influenced by the media, we will build media relationships in order to influence their agenda and issue positioning. To assess outcomes, we will monitor media knowledge, interest and positioning and revise messages/methods. Initial messages will focus on protected areas’ benefits to stakeholders. Our outreach materials will clearly detail how communities benefit economically from rural resource management. We will leverage messages, materials, and distribution mechanisms to increase our reach as Nishorgo recently did with the Bangladesh Television-financed *Amar Desh* program on Satchari National Park.

Beginning with a national student competition that generated the name “Nishorgo,” IRG has emphasized the importance of high quality communications and capture of a national love for the beauty of nature. Under IPAC, IRG will pay the same attention to a common image, brand and feeling that all Bangladeshi can stand behind.

We will provide orientation to field NGOs on the central messages, and develop and train partner NGOs on use of supporting dialogue mechanisms. To aid in public awareness, we will develop an image and name for the unified PA system that conveys its value to the poor and to the country at large. In this, we may expand coverage of the now well-known “Nishorgo” brand. All materials will comply with USAID branding and marking requirements according to the revised ADS 320 (see Annex D for our draft Branding and Marking Plan).

IPAC will address climate change concerns at existing and new direct sites by implementing elements of WWF’s innovative “Climate Witness” program – which documents the impact of climate change on real people – and by focusing on activities that increase community and ecosystem resilience. WWF will work with cluster teams to extend this Witness program to 25 sites by 2011.

Building a Co-Managers Platform. We will support organic growth of “Co-Managers Platforms” at each cluster. These Platforms will incorporate wetland network members at all three types of IPAC sites. We have developed a public-private partnership with the network of private bracNet eHuts, which provide Internet access in rural Bangladesh. We will orient CMO members to ways they can share information about rights, power and technical activities using simple Bangla-language web platforms. We will put in place critical hard-to-find information (e.g., text of key Government Orders, lists of approved leases) and train CMO members to access this information from eHut sites.

Raising Awareness of and Action on Rights. Under our close partnership with the Bangladesh Environmental Lawyers Association (BELA), a special new Natural Resources Management (NRM) Rights Unit will be dedicated to educating, orienting, and empowering CMO members about their rights. This unit will implement systematic awareness and mobilization activities around existing rights that are not being enforced. This will include delivering legal and regulatory content in ways accessible to CMO members with rudimentary education, as well as supporting social change activities.

In support of this outreach to CMOs across all five sites, we will conduct a regular series of inter-cluster and intra-cluster cross-visits. Based on the extremely successful cross-visits to West Bengal conducted by the Nishorgo team, we will also identify opportunities for limited cross-visits to observe similar levels of community empowerment in the sub-region.

2.2.2 Component 2: Building Stakeholder and Institutional Capacity

Task 2-A: Training

As we did with Nishorgo, we will continue to deliver high-quality capacity building and training

Organizations:	IRG, IUB/JU, Forest Academy, Fisheries Academy, WFC, EWC, CODEC, RDRS, CIPD
Staffing:	K. Hashem, R. Winterbottom, R. Sharma, Z. Karim, D. Lindsey, M. G. Mustafa

adapted to key stakeholder sub-groups. Training strategies will strengthen existing training centers, development of a foundation course for PA co-management, and organize and support training through mechanisms that include short-term, medium-term (certificate and diploma), interactive applied research, regional cross-visits, and US-based training where appropriate, including:

- **Certificate programs in applied conservation biology and carbon project financing.** One public university (Jahangimagar University, or JU) and one private university (Independent University of Bangladesh, or IUB) have enthusiastically accepted the idea of bringing leading professors from both universities – along with other experts – to deliver certificate programs to be jointly issued by the two organizations. Under these joint programs, we have planned for 200 applied conservation biology certificates and 50 certificates in carbon offset financing.
- **Diploma-level program in PA co-management.** During Years 1 and 2, the COP, Institutional Capacity-Building Specialist and Advisor will work with a Bangladeshi institution to develop such a program, which will be operational in Year 3. In the interim, trainees will attend tailored diploma programs in

Under Nishorgo, Capacity Specialist Hashem designed courses including:

- 3-day courses for range/beat officers on co-management
- 6-day courses for local eco-guides
- 5-day courses for field organizers, site facilitators
- 3-day courses to facilitate site-level planning
- 3-day courses on replication of native forest species
- 4 Learning Modules developed for use by CM Councils
- 10-day intensive tourism planning program

forest and wetland co-management with strategic partners such as the Wildlife Institute of India. We also recommend that, subject to government approval, the IUB/JU partnership be expanded during the first two years to be the home of a diploma program in co-management of natural resources with the first cohort of students completing the program in 2012.

- **Short courses for Government direct implementers of co-management.** Government Academy venues (such as the Forest and Fisheries Academies) and other Government regional training centers provide the most cost-effective means of delivering broad-scale training to Government staff members. We will continue to support the academies under IPAC. IRG under Nishorgo carried out multiple courses at the Forest Academy, including a recent course on applied nature tourism planning. Team member WFC has regularly organized training of various lengths for DOF staff in co-management, and will develop new or modified programs under IPAC at the Fisheries Academy.
- **Building long-term capacity for collaborative management.** Under Nishorgo, IRG and the East-West Center (EWC) worked with young university academics and with Forest Department Assistant Conservators of Forest on two rounds of “WriteShops” that included 22 young researchers. We will expand our successful work with EWC under IPAC, bringing more young researchers into the WriteShop process on emerging issues. Potential subjects include “The Role of Women in Forest and Wetland Co-Management” and “Indigenous and Local Communities and Co-Management.” Partner WFC – under leadership of a Grants Management Committee – will oversee an \$80,000 applied research grants fund that will further build capacity and knowledge base on key issues.
- **CMO training course on proposal writing.** The Institutional Capacity Building Specialist and COP will work with Cluster Training Officers to develop and implement a short training course for CMOs on proposal-writing, which will be offered annually beginning in Year 2.

Regional cluster-based training centers will be operational by the end of Year 1. Our illustrative training plan (Exhibit 2-4) provides additional details for proposed capacity-building interventions.

Task 2-B: Local Support Services

We will hire local people directly from the communities to implement activities in partnership with NGO teams. The number, responsibilities, and roles of those community members hired by the Project will differ depending on their experience with co-management and its different aspects and their organizational ability. Little orientation will be needed at MACH and Nishorgo pilot sites (Direct Existing sites), which have a large pool of experienced community members. At New and Leveraged Wetland sites, the amount of time allocated to selecting and then orienting community members to perform outreach will be greater. We will canvass existing community capacity and use Cluster Training Officers and other members of the cluster teams, including Site Coordinators and Site Facilitators, to build capacity of these local agents for change. At Indirect Sites, we will work through local existing institutions. The IRG Team’s initial implementing partners are firmly committed to this approach of local capacity building through direct engagement of local leaders. CODEC and RDRS – who together account for three of the largest clusters – have strong institutional commitments to this form of local engagement, and have built it into their budgets and structures for implementation.

Organizations:	IRG, RDRS, CODEC, CIPD, WFC
Staffing:	U. Dutta, R. Sharma, Cluster Management Teams

Implementing elements of IPAC through existing local capacity will take a special and tangible form in select parts of the project. Conservation enterprises such as the Tripura Gift Collection started by Nishorgo are currently expanding precisely through this local capacity. With successes from its expansion through new retail outlets and corporate gift sales, Folk Bangladesh (the social business that created the Gift Collection) has begun working with the young women weavers at Lawachara so that the women themselves expand operations at other Nishorgo sites. Similarly, building on Nishorgo’s success creating a network of locally-owned Eco-Cottages, new owners rather than NGO staff can be

Exhibit 2-4: Draft Training Plan for Stakeholder & Capacity Building Activities

Training Approach / Category of Capacity Building	Target Group	Training Objectives	Implementing Institution
Diploma in Co-Management of Wetlands/Forests (10 months)	Line facilitators of co-mgmt (at Forest Dept, Dept of Fisheries, DoE) and NGO implementing experts	Provide a thorough grounding in the technical information and practical techniques needed to successfully design, implement and manage integrated PA co-mgmt activities, including support for the development of co-mgmt organizations that are empowered, effective and motivated; also provide an understanding of how to adapt biodiversity conservation, PA mgmt and AIG interventions to climate change	Year 1-2: Diplomas organized with Wildlife Institute of India (Dehradun), Institute of Fisheries India and other sites as appropriate; Year 3-5: New Bangladesh Diploma put in place
Certificate in Applied Conservation Biology (~10 wks)	Leading line implementers of co-mgmt from NGOs and leading Gov. bodies	Provide training in restoration ecology, biodiversity conservation, PA mgmt, co-mgmt strategies and models, sociology, AIG, sustainable livelihoods, community based ecotourism	Public-private educational partnership between IUB and JU, with involvement of full team in curriculum development
Certificate in Preparation of Carbon Project (~3 wks)	Aimed at GOB officials, NGO members and private consultants interested in replicating carbon project modeling exercises	Provide orientation and transfer of information needed to develop and prepare successful projects that are designed to sequester carbon and mobilize financial resources from the sale of carbon credits; to include information and techniques needed to assure accountability and reporting of the use of project funding	Partnership between IUB and JU, with curriculum development and oversight by Dr. R. Sharma, WWF and IRG's Matthew Mendis
Foundation Course in PA Management (5 day)	Variety of Govt. and NGO staff; program modified for multiple levels of support	Ensure successful design and implementation of PA mgmt interventions based on key principles and best practices from experiences of MACH, Nishorgo and other pilot efforts; provide guidance on PA mgmt planning, improved co-mgmt and NRM practices, conservation biology, mobilization and organization of CMOs that are sustainable, transparent and pro-poor; understand NWP framework and principles	Delivery and field coordination by Capacity Building Specialist with the support of the COP and DCOF/PAMS; delivery via multiple institutions, including Forest/Fisheries Academies
Prepare a series of technical information sheets on best practices and training modules to consolidate the experience from MACH, Nishorgo and other co-mgmt initiatives	Field level practitioners and technical staff of implementing organization and partners supporting IPAC	Master key topics important for co-mgmt, including socio-economic and biophysical assessments, environmental impact analyses, social mobilization and organization of CMOs, good governance, PA mgmt planning, adaptive mgmt, NR inventories, participatory mapping, land use planning, NRM/ fisheries/ forest/ wildlife mgmt, habitat restoration, PA infrastructure planning, ecotourism and enterprise development, value chain analysis, revenue sharing, benefit distribution, youth and gender mainstreaming, public private partnerships, conservation financing, vulnerability assessment and adaptation to climate change, communications and outreach, knowledge mgmt, performance M&E	IRG's Institutional Capacity Building team to plan and coordinate the compilation, updating and preparation of these training information sheets and modules in collaboration with partners supporting co-mgmt
Short-courses for GOB staff (2-10 days)	Dept. of Fisheries, Forest Dept., Dept. of Environment	Provide formalized but practical and relevant orientation and transfer of information and analytical skills on important topics for the implementation of the IPAC strategy	Fisheries Academy (with WFC coordination) Forest Academy (with IRG coordination)
Training of trainers – for community based extension agents	Experience villagers, local leaders, innovators ready to serve as trainers and local extension agents for community level peer to peer practical training sessions	Organize training of trainer sessions, to enable self-selected, dynamic local leaders and innovators to master training techniques needed to effectively transfer skills through peer-to-peer training sessions; orientation and assistance to trainers to enable them to become local support services providers and to develop their training activities as a sustainable AIG activity	Facilitation and support by Cluster Mgmt teams, in association with IPAC partners, including IUB/JU, Forest Academy, Fisheries Academy and other technical specialists from FD, DOE, DOF
Organization of community based peer to peer training sessions	Training by local extension agents of CMO members and villagers engaged in implementation of PA co-mgmt activities	Provide short, field based, hands on, practical orientation and peer-to-peer training sessions to enable CMO members and interested stakeholders to become adept with improved NRM practices, AIG activities and other techniques and interventions critical to the success of field level implementation of IPAC	Facilitation and support by Cluster Mgmt teams (RDRS, CODEC, CIPD) and others
Short courses by Visiting Experts/Scholars	Will vary by subject matter	Capitalize on the experience of experts, information sharing and support for professional networking on topics of interest and relevance to the community of stakeholders engaged in PA co-mgmt	Visiting consultants will be required to conduct 1-3 day short-course training
Short course for NGOs in proposal writing for multiple donors	NGOs – including CMOs registered as NGOs—that are succeeding in implementing co-mgmt activities	Transfer of the knowledge and skills to improve the quality and effectiveness of funding proposals	IRG's Home Office Project Manager to prepare this course, based on similar courses prepared for NGOs in other countries
Sub-regional cross-visits to observe PA Co-Mgmt	CMO leaders; Local to Div. GOB Officers doing direct co-mgmt support	Familiarize stakeholders with common challenges and proven approaches to resolve issues and to achieve results related to integrated PA co-mgmt	WWF/Nepal & WWF/India for select forest/wetland PAs; WFC for other wetlands
Ad hoc applied research studies on co-mgmt	Variety of applied researchers from universities and government	Provide technical support, capacity building and financial support to support additional and higher quality applied research on topics of relevance to the implementation of the IPAC strategy	IRG to lead and WFC to manage \$80,000 applied research fund
Applied Research WriteShop and Publications	Younger up-and-coming scientists, researchers and PA co-mgmt practitioners; awards made by grant	Organize mentoring, technical support, capacity building assistance designed to guide and support applied research and improve the quality of research results, including fieldwork and publications	EWC will coordinate to deepen knowledge base, analytical capacity on co-mgmt
Presentations at international fora	Technical leaders at GOB offices, universities and implementing partners	Provide an opportunity for information sharing, networking, capitalization of lessons learned on the successes, impacts and knowledge gained through development and implementation of IPAC	Preparations for such meetings will be supported by the Applied Research Mgmt Group experts
Short-course specialized US academic programs	Sr. policy-makers and professionals from relevant Ministries, univ. partners	Provide shorter term, specialized training to the build capacity in key subject areas related to integrated PA mgmt	EWC will organize cross visits and short academic enrichment for sr. professionals
Long-term overseas degree studies	Senior technical specialists and professionals in GOB institutions, including FD, DOE, DOF	Provide advanced degree, specialized, formal training in selected subject areas critical to the success of IPAC, including ecology, human ecology, applied conservation biology and related co-mgmt subjects	EWC regularly coordinates studies by Asian students in US graduate schools; also regularly allocates graduate training scholarships



Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.

hired to spread the word to other possible owners. The DCOP and Cluster Managers will support summits of eco-cottage owners and ethnic weavers and businesses in Years 1, 3, 4, and 5.

2.2.3 Component 3: Site Specific Implementation of Co-Management in PAs

Building on the activities aimed at developing an integrated PA co-management strategy and increased institutional capacity to implement the IPAC program, IRG will support site-specific implementation in targeted areas to significantly expand the area brought under co-management, while reinforcing local interventions aimed at developing alternative income generation and community level outreach. We will also provide technical oversight of habitat restoration and infrastructure using Module Architects, which has successfully performed the same local currency oversight function under Nishorgo.

Task 3-A: Selection of Demonstration Sites, Deployment of Appropriate Field Interventions

Organizations:	IRG, RDRS, CIPD, CODEC, WFC, EWC, Module Architects
Staffing:	R. Winterbottom, R. Sharma, M. Q. Ahsan, N. Aziz, D. Lindsey, M.G. Mustafa

We propose use of a cluster approach – based on that used successfully in Nishorgo – to significantly include the PA network. After analyzing potential sites, we have identified an initial IPAC network based at five clusters located throughout the principal biological regions of the

country (see Exhibit 2-1 and below). Our selection process began with our examining the geographic locations of all known forest PAs, ECAs and wetland or fisheries co-management sites. We assessed the types of management practices at the sites and sought synergies among existing CMOs and partnerships with ongoing initiatives. A central feature of our approach is “clustering,” which involves identifying PAs as contiguous complexes of socio-ecological landscapes that can be cost-effectively visited by CMO members and IRG Team staff to facilitate direct interaction and knowledge sharing. Within clusters, we looked for a range of existing co-management interventions from which to draw experience that would inform other new sites. We also identified new, high priority sites. Based on our initial analysis, we identified the following clusters:

- Sylhet Cluster, which builds on the experience of Hail Haor and Nishorgo sites and extends to two major new sites at Hakaluki Haor and Khadim Nagar National Park, while stimulating exchanges with leveraged wetlands.
- Central Cluster, where two MACH and many WFC leveraged wetlands will receive special support from WFC while the new Modhupur National Park is linked via sal forest to Kangsha-Malisjhee and Bhawal National Park.
- Southeast Cluster, which links to Nishorgo PAs via an elephant corridor to three other FD PAs.
- Sunderbans Cluster, which incorporates three sanctuaries and the ECA, where WFC is expected to provide complementary support for livelihoods.
- Chittagong Hill Tracts Cluster, which has ethnic and biophysical diversity and includes the important, though degraded, Pablakhali Wildlife Sanctuary and the Kaptai National Park. Though they are remote, co-management in the Hill Tracts is essential to the national system.

The proposed five regional clusters are designed to help ensure the survival of important flora and fauna populations and associated ecosystems. In the case of some wildlife populations, this will include the development of wildlife corridors. These clusters will be used to link the forest, ECA, and fisheries sites through a strategy of tiered demonstration and development activities that may be adapted and replicated to other similar sites within a cluster or across clusters in some cases.

We will discuss and vet with the Working Group (see Task 1-B) our proposed cluster approach, as well as criteria and priority ranking for the organization of field interventions in support of co-management.

These initial discussions at the national level will also serve to clarify with the DoE and other government agencies how to incorporate ECAs, co-managed wetlands supported by WFC, and other types of co-managed areas. Working with national and regional authorities and other partners, we will adjust and confirm the proposal grouping of regional clusters of linked aquatic and terrestrial ecosystems of high value. Within each of these sites, we will organize interventions strategically in categories, i.e., activities in “*Existing Direct PA Sites*,” “*New Direct PA Sites*,” “*New Indirect PA Sites*” and “*Leveraged Wetlands Sites*,” as follows:

Existing Direct PA. At existing PAs (MACH and Nishorgo sites) and associated landscape areas, project support will focus on the institutional sustainability of the CMOs, with targeted interventions to support sustainable financing (leasing and endowment management at MACH wetlands and entry fee management at Nishorgo). We will work with existing local level partners, CMOs, and supporting institutions to conduct a needs analysis and to plan and organize the required level of continuing support for these activities. We will also provide opportunities for the established CMO members from these sites to cross-fertilize their approaches by extension to other sites in the same cluster. We will encourage linkages of enterprise and other opportunities where present.

New Direct PA. New Direct PAs will require full co-management implementation, however, co-management implementation at new sites will be faster and more cost-effective, thanks to the extensive lessons learned by MACH and Nishorgo and the CMC Modules developed by Nishorgo. We will orient Cluster teams to our unified implementing approach, under which they will undertake participatory site assessments while identifying likely initial CMO members. We will work at policy level to formalize a framework Government Order for creating new CMOs to mitigate the long delays faced under earlier projects. Following Nishorgo and MACH best practices, we will rapidly move forward, incorporating local capacity building, PA infrastructure and related enterprise opportunities, microfinance leveraging, PA management planning, and integration into the PA network.

Indirect PA. Time and financial constraints mean that not every site within a cluster can be addressed through full direct interventions. We will extend our resources by providing messages and opportunities for training at existing or new direct sites. In addition, working with local and provincial governments that have been exposed to direct and existing site activities will build not only long-term institutional capacity but also provide a way of leveraging IPAC resources to address indirect sites.

“**Leveraged Wetland**” sites. A selected number of these support activities will be extended to “leveraged wetlands” with the clusters, which are now being supported by IPAC partner WFC. The CMOs already formed under these wetlands follow an approach very similar to other PA sites, including protection of a core sanctuary area, modification of leasing rules, and formal recognition of the CMOs. We will not place staff at these sites, but will work with WFC to undertake cross-visits, training, and communication and outreach activities with these CMOs.

Task 3-B: Alternative Income Generation/Financing

Strategies aimed at conserving biodiversity must be accompanied by efforts to ensure climate change coping but also to offset the opportunity costs of restrictions on natural resource use in PAs by supporting expansion of sustainable livelihood opportunities for the landless and poor households that are consistent with the conservation goals of IPAC. We will reach out to and include women and youth among the rural poor that benefit from IPAC AIG activities, including:

Organizations:	IRG, Oasis, EplerWood, CODEC, RDRS, CIPD, Module Architects, PRICE
Staffing:	R. Sharma, C. Jularid, Enterprise Officer, M. Epler-Wood

- **Develop AIG activities around the targeted Protected Areas.** Our Enterprise team will provide assistance with market surveys and value chain analysis to identify the most profitable, promising

market-led opportunities. We will also strengthen the organization and management of user groups, enterprise units, and small businesses in the targeted areas, and provide skills and enterprise management training. Additional program support will be provided to leverage assistance from public agencies and private sector investors, BDS providers and other projects. Partners such as BRAC Mela, CODEC, RDRS, Mukti and others will assist with microfinance without relying on direct financing from USAID, enabling local groups to access a range of sources of micro-finance, obtain additional assistance with market surveys, processing, quality control, branding and marketing. We will maximize public-private partnerships and leverage IPAC program to generate the greatest benefit for the most people.

Sustainable Livelihood Success

We will build on Nishorgo's sustainable livelihood approach, which includes:

- Group income generators such as 178 nurseries – primarily benefiting women – which have sold 3M seedlings; more than 2500 vegetable gardens; 112 chicken rearing activities; and nearly 1,000 other AIGs
- 31 trained young Eco-Guides earning income at four NSP sites
- Network of locally-owned Eco-Cottages
- Exclusive line of ethnic gifts sold at the Hotel Radisson
- Nishorgo products sold at PA kiosks
- Chunati carbon offset project

- **Capitalize on ecotourism opportunities.** Building on Nishorgo's and MACH's ecotourism initiatives, we will capitalize on promising ecotourism opportunities that are compatible with conservation objectives: development of locally-recruited ecotourism guides, eco-rickshaw pullers, the Eco-Cottage network, producers and retailers of arts and crafts, and other service providers. We will continue to work with ethnic group weavers and manufacturers of high end leather and cloth gifts. We believe that a strong synergy with the PRICE project can be achieved in the ecotourism sector.
- **Pilot a Teknaf-specific community-based ecotourism strategy.** We will support a special strategy for community-based ecotourism in the Teknaf area to capitalize on enormous opportunities for ecotourism and related AIG, including not only the Teknaf Game Reserve but also the Sonadia Island ECA, the proposed Inani National Park, St. Martin's Island, and the coast. The specialized ecotourism development expertise of EplerWood International will be mobilized in the first year to scope out and assess promising approaches to develop these ecotourism related AIG opportunities.
- **Leverage support for Social Forestry and associated AIG.** In the interface landscapes around PAs, we will collaborate closely with the Fisheries and Forest Departments and local development projects to support AIG associated with improved natural resource management and increased productivity. As we have done under Nishorgo, in close collaboration with FD and local CMCs, we will promote effective and equitable social forestry interventions, including the attribution of rights for raising fuelwood plantations and support for rehabilitation of degraded areas by members of community patrolling groups. We will also support agreements enabling resource-poor households to gain access to degraded areas outside of PA that can potentially be regenerated and made more productive, and enable these groups to benefit from the sustainable use and profitable AIG. We will also work to ensure increased access by the rural poor most directly affected by restrictions on use in the Protected Areas to the sustained yield harvesting of natural products, fuelwood, poles and timber in publicly managed forest reserves in the PA landscapes.
- **Development of bamboo value chain by the private sector.** We are especially enthusiastic about the prospects for developing the bamboo value chain for wetland and forest households near PAs. Working with the Oasis Group, we will carry out site-specific business feasibility assessments on the potential of bamboo-based enterprises as an environmentally-friendly AIG opportunity. The availability, sustainability and improved management potential for raw material supply will be assessed and training organized in selected locations to establish supply chains required for pilot processing facilities, which could be ramped up during the course of program implementation. Preliminary market surveys and value chain analyses by Oasis indicate a high level of promise for

AIG opportunities tied to production/marketing of an array of bamboo products, including crafts, home furnishings and specialty charcoal (for filtration and absorption uses).

Task 3-C: Outreach

Organizations:	IRG, WFC, RDRS, CIPD, CODEC
Staffing:	U. Dutta, R. Winterbottom

Local communities play a key role in mitigating threats to biodiversity and natural resources, so our approach will foster engagement in supportive education and sustainable economic activities that are compatible with the role of local communities as “environmental stewards.” We will work with Cluster Management teams to adapt and extend our social marketing campaign and outreach and communication strategy to reach those targeted audiences at the local level. We will work to leverage CMO networks and ensure their participation throughout the social marketing campaign and outreach activities.

Based on our initial identification of need gaps – from lack of awareness of local authority relative to forest and wetland conservation to vacation options and advocacy training – we will create, test, and refine supporting messages. We will employ a number of tools and multiple channels, many of which have been used successfully with Nishorgo: interactive and mobile theatre, branding, tie-ins with travel organizations, brochures, ads/advertorials, opinion pieces, photo exhibits, advocacy and media packages, TV and radio spots and shows, and special group tours. We will develop special outreach campaigns focused on charismatic fauna: tigers, elephants, and the Hoolock.

We will also make regular use of local communications channels such as district council or community newsletters, posters announcing district events, community festivals and events and develop site-specific web site information. We will work with local imams, journalists, schools, economic groups such as fisherfolk, women and youth groups, particularly local Scouts, for example, to engage their interest and help raise awareness among their communities. In the CHT, we will closely work with the existing District Hill Council and Regional Hill Council and with customary leaders.

Our activities in this sub-task will include *partnerships with two ongoing USAID activities*. The Asia Foundation has stated its commitment and interest in expanding under IPAC the already-successful activities of its Leaders of Influence (LoI) Project (see letter, Annex F). With a particular focus on raising awareness to local imams, journalists and youth groups – including Scouts – the LoI team will coordinate with our field partners to bring these stakeholders to the clusters so they can learn from IPAC’s field activities. Under our strategic partnership with Save the Children USA, Save will expand its successful activity of working with CMOs at Lawachara National Park to identify appropriate sites for pre-school establishment. We will develop linkages with insurance companies such as Delta Insurance for covering local community in PAs prone to tigers and elephant damage. This work is being piloted by Nishorgo, and merits continued expansion, especially in the Sundarbans.

2.3 GENDER PERSPECTIVE

Bangladeshi women’s participation in decision-making of any kind – especially as it relates to natural resources – continues to be limited. We will build on the meaningful, successful integration of women under the MACH and Nishorgo Projects, which will provide a solid foundation from which to expand and strengthen women’s and minority groups’ participation during the IPAC project. At the beginning of the project, we will develop a comprehensive Gender Action Plan and interventions. The plan will define specific technical assistance, training and interventions for expanding women’s participation in natural resources decision-making and management.

Our strategy will address gender as it pertains to analysis of the current natural resources legal framework and the Zones of Good Governance (ZOGG); gender awareness training for project and government personnel; engagement of women’s organizations in NRM, value chain analysis and

alternative income-generating activities; and access to credit. It will include indicators to measure progress against gender targets. These may include indicators for changes in the type of resources, intensity of use and need of resources by gender, new enterprises disaggregated by gender, and loan portfolio assessments by gender. Gender will be incorporated into each of the components. We will expand the role of women in the integrated PA cluster management using the ZOGG principles of access to resources and women's rights to mobilize, and will organize women around activities such as animal husbandry, crafts, forestry nurseries, and others defined by local groups. A key activity will be to strengthen women's roles in CMC and in natural resources-based enterprises.

Our team brings a strong understanding of gender issues in Bangladesh plus experience in developing pro-poor strategies and programs that improve access to natural resources decision to women and minority groups within Bangladesh. Dr. Ferdous Jahan, our Gender Expert, will provide continuous support, training, and advice to the IRG core team and cluster managers, and will provide follow-up to the Gender Action Plan. Dr. Jahan will be supported for specific tasks by team member Development & Training Services (dTS), which has been working on gender issues in Bangladesh since 2003. dTS will lead the development of the gender strategy and action plan.

2.4 YOUTH PERSPECTIVE

Our work with youth will be to inculcate the notion that the PA systems are part of their national and personal identity. We will continue to build on successful youth-oriented activities implemented under the Nishorgo project, such as the partnership with Bangladeshi Scouts and Nishorgo Clubs established in the five Nishorgo project PAs. We will focus on developing activities and outreach programs that build awareness of the importance of conservation for their futures and engage youth in meaningful contributions to PAs and natural resources management. Under IPAC:

- Bangladeshi Scouts will play an important role in awareness raising and informal education for youth about PA co-management
- The Scouts will work with women in and around PAs building improved stoves that reduce the use of fuelwood and improve indoor ambient air quality under our "Ten Thousand Chulas (improved stoves)" program
- We will collaborate with the Asia Foundation's LoI Program to expand outreach to youth leaders over the next three years, building their advocacy capacity to mobilize youth
- We will target young school children to develop awareness of conservation and the importance of natural resources through children's television programming. Team member Asiatic MCL [whose subsidiary develops Sesame Street (Sisimpur) productions], will propose special Sisimpur materials.

IRG's partnership activities with the Bangladesh Scouts brought the energy of the one million Scouts in support of Nishorgo. Under IPAC, this successful partnership will be expanded in a new direction with a new fuelwood-saving stoves program.

2.5 PERFORMANCE MONITORING AND APPLIED RESEARCH

Performance monitoring will be an integral project management tool for IPAC and an essential tool for our adaptive management approach. We will use IRG's well-established performance monitoring system methodology, MERA (Monitoring, Evaluation, Reporting, and Analysis), which has proven to be highly effective in providing actionable information that helps ensure projects are on track to achieve targets. It also incorporates USAID's performance monitoring requirements. We will manage the performance monitoring process so that USAID reporting compliance information is generated on a systematic basis from the Team. The nine required FA indicators are defined in our Draft Monitoring and Evaluation Plan (see Exhibit 2-5) and those that can be set have been estimated for 2009, 2011, and 2013. Indicator summary sheets appear in Annex E.

Exhibit 2-5. Draft Monitoring and Evaluation Plan Integrated Protected Area Co-Management (IPAC) in Bangladesh

International Resources Group uses performance monitoring as an integral and essential tool for our adaptive management approach. In IPAC we will use IRG's performance monitoring system methodology, MERA (Monitoring, Evaluation, Reporting, and Analysis), which uses USAID's performance monitoring requirements and indicators to obtain actionable information that helps ensure projects are on track to achieve targets. The IRG MERA system will provide USAID/Bangladesh with pertinent and understandable information during implementation of IPAC, including deliverables, milestones, field targets and leveraging as well as lessons learned, best practices, and adjustments to the project's management.

We will establish baselines, targets, and data-collection methods for all indicators; finalize the project work plan and activity-tracking procedures; and implement feedback, analysis, and information-sharing strategies. We view monitoring and evaluation as essential elements of knowledge sharing and constituency building, thus our monitoring framework will be designed and implemented as a team effort that includes the Mission, Bangladeshi governmental representatives, and NGO and private sector partners.

Our monitoring framework will enable the project team, USAID, and GOB counterparts to review program targets, progress, work plans, and budgets; track project performance, results, and impacts; and demonstrate the relationships between inputs, outputs, efficiency, and effectiveness. IRG's Chief of Party will directly oversee the analysis and reporting of performance monitoring data. In the field, Cluster Advisors will oversee the collection and analysis of monitoring data.

IRG's performance monitoring system will be integrated into our communications strategy. As a practical matter, this means that monitoring information will be used to inform decision making as well as success stories, lessons learned and public awareness. IRG partner WWF's Climate Witness program is already structured this way, with the added benefit that stories are generated by project participants themselves. In this way, the M&E system will be part of IRG's knowledge management system for managing information transfer between the various clusters. Finally, our custom indicator set will reflect the difference between existing, new direct and new indirect sites since different kinds of activities will take place in each of these.

In Table 1, below, we describe the nine Foreign Assistance Framework (FAF) common indicators specified in the IPAC RFP as well as four custom indicators that we will track during the project. Additional custom indicators will be developed in close consultation with the GOB partners and USAID. This initial set of indicators focuses on key capacity building, leveraging, and partnership objectives in our approach. The exhibit presents each indicator and briefly describes the associated measure and characteristics. We then provide illustrative targets for indicators for years 2009, 2011, and 2013. The figures do not include legacy achievements for NSP and MACH but only new achievements. The figures are cumulative. See five illustrative Indicator Reference Sheets (Annex E) which provide details on indicator definitions, data acquisition, and monitoring protocols.

IRG will closely link our performance monitoring efforts with applied research. The process will be coordinated by the Performance Monitoring & Applied Research (PM&AR) Specialist, Mr. Nasim Aziz, with the advice and guidance of Ms. Diane Lindsey (for reporting and socioeconomic data assessment) and Dr. M.G. Mustafa for biophysical issues. Dr. Mustafa is WFC's monitoring specialist. A central feature of IRG's PM&AR approach is the investment in highest quality information tool design and quality control during information collection and analysis. Our partnership with WFC is brought to bear especially on this quality control process. Dr. Mustafa will support the team in setting protocols for wetland biophysical information collection so that it is both appropriate for local community monitoring and directly useful for statistically valid scientific analysis.

At the field level, this WFC partnership will be furthered through the presence of designated Cluster Advisors at each cluster. These Cluster Advisors will be directly involved in ensuring the quality and consistency of all information collection undertaken by the NGOs. WFC staff will additionally conduct quality control checks of data as it is collected and digitized.

The quality control process in design and analysis will be supported through the creation of a PM&AR Management Group, slated with the role of vetting and modifying, as necessary, any and all data collection and analysis instruments and processes proposed under the Project. Its role is to provide frank, honest and strategic feedback on proposed survey instruments.

A final and important element in the ability of the IRG Team to maintain performance monitoring will be the installation of an Applied Research Small Grant Program to be coordinated by WFC under the Project. The allocation of small grants for identified needs has at least two important benefits: it assists in understanding implementation issues and it helps build constituencies among those researchers who would otherwise not be looking so closely at co-management issues. The Small Grant Program will be overseen by a small Committee including respected conservationists and researchers. We will also seek an environmental expert from USAID to serve on this Grant Committee to ensure that research needs are consistent with USAID's overall interests in the Program.

Table 1. Foreign Assistance Framework/Custom Indicators for IPAC

Indicators	Notes	2009	2011	2013
1. Number of hectares under improved natural resource management as a result of USG assistance.	Includes expanded landscape (buffer areas, ECAs, PAs). CMOs/RMOs and project staff collect/analyze data.	36,450 ha	175,000 ha	453,804 ha
2. Number of hectares in areas of biological significance under improved management as a result of USG assistance	These include core protected areas in direct sites (national parks, wildlife sanctuaries, RAMSAR sites, etc. and one-third of Indirect new sites.	18,701 ha	82,464 ha	154,463 ha
3. Number of hectares of natural resources showing improved biophysical conditions as a result of USG assistance.	These areas are a subset of #1 accomplishments. CMOs/RMOs and project staff collect and analyze data, using vegetative cover changes mapped onto GIS.	5,000	50,000	70,000
4. Number of hectares in areas of biological significance showing improved biophysical conditions as a result of USG assistance.	These areas are a subset of #2. CMOs/RMOs and project staff collect and analyze data such as changes in indicator and keystone species (flora and fauna).	3,000	40,000	65,000
5. Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance.	# of national enabling policies; # of new co-management agreements; # of national enabling laws and regulations; # of agreements for community patrolling, # of communities adopting/abiding regulations and/or stewardship agreements; # of CMOs established with by-laws agreed.	30	55	110
6. Number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance.	Data for all sites from AIG matrix, monthly progress report, half-yearly review and progress reports. Indirect Sites: university/other research institute surveys.	100,000	200,000	500,000
7. Number of people receiving USG supported training in natural resources management and/or biodiversity conservation.	# of men/women trained by IPAC or through IPAC support. Data collected from training attendance sheets.	5,000	15,000	20,000
8. Number of people with increased adaptive capacity to cope with impacts of climate variability and change as a result of USG assistance.	Assumption is that beneficiaries of improved training, AIG support and others will be able to cope with change in climate.	50,000	100,000	200,000
9. Quantity of greenhouse gas emissions, measured in million metric tons Carbon, reduced or sequestered as a result of USG assistance (million metric Ton C).	Requires baseline of dryland/wetland area perennial vegetative cover and annual surveys of changes in this area from direct/indirect project activities. With EWC and university applied research assistance.	4.29	6.85	8.26
10. Market and non-market revenue generated from pilot Protected Areas.	Requires baseline estimates of NRM-related revenues from existing enterprises, ecosystem services and other revenue streams; annual surveys of existing/new enterprises. Data from CMOs and project surveys and EWC applied research.	\$250,000	\$1,000,000	\$2,000,000
11. Number of private-public partnerships created as a result of IPAC activities related to project objectives.	Includes private sector-govt., private sector-community, and NGO-community partnerships.	5	15	25
12. Amount of leveraged financing for conservation.	Includes PPPs, new donor investments, new GOB investments. 2 nd row includes carbon financing.	\$120,000 \$200,000	\$2,500,000 \$5,000,000	\$11,500,000 \$21,500,000
13. Number of GOB protected area management units (PAMU) with increased capacity for management.	Defined as real increase in annual operating budget; increased # of full-time staff; increase in infrastructural improvements. Requires baseline survey 60 PAs. From PAMU and project records.	9	19	45

Section 3
Personnel

SECTION 3: PERSONNEL

Personnel Roadmap	
Section 3.1:	Key Personnel and Project Implementation Team
Annex A:	Key Personnel resumes, references, letters of commitment
Exhibit 3-1	Personnel Matrix

IRG offers to USAID a highly respected and proven team of experts, **all of whom have successfully worked together for the past three years** to promote and institutionalize a co-management approach in Bangladesh. Our team brings creativity and vision, superior ability to execute, and the leadership needed to make IPAC a success.

IRG's IPAC implementation teams are organized in six thematic areas: governance, communications and outreach, institutional capacity building, performance and applied research, public policy, and enterprise. Each team will be headed by an experienced team lead who brings the skills, insight, and Bangladesh experience needed to address IPAC's challenges (See Exhibit 3-1). Our team includes:

- The Right Chief of Party.** Robert Winterbottom, an IRG staff member since 1991, brings clear vision to this program. He is a seasoned leader and outstanding program manager with over 30 years' experience in international development, 20 of which have been in the field implementing NRM, forestry and community-based resource programs. He has first-hand experience in Bangladesh, a thorough understanding of USAID, and detailed knowledge of IRG's management/ financial systems. He is the right COP for IPAC.

IRG's Key Personnel and Home Office team bring continuity, familiarity, and deep understanding of Bangladesh and USAID to IPAC
Robert Winterbottom—Chief of Party
Ram A. Sharma—PAMS/DCOP
Utpal Dutta—Governance Specialist
Md. Quamur Ahsan—Communications and Outreach Specialist
Kazi Hashem—Institutional Capacity Building Specialist
Philip DeCosse—Home Office Manager

- Our personnel are rooted in the region and ready to go.** Protected Area Management Specialist/Deputy Chief of Party, **Dr. Ram A. Sharma**; Governance Specialist, **Utpal Dutta**; Communications and Outreach Specialist, **Md. Quamur Ahsan**; and Institutional Capacity Building Specialist, **Kazi Hashem** *all currently serve in the same capacities on NSP*. They blend a thorough understanding of the sensitive balance between PA and development with proven program management success in protected area co-management, governance, communications and outreach, and institutional capacity building. COP Winterbottom will be available to deploy to Bangladesh within two weeks of project award.
- A trusted and proven program management team.** Our team combines the continuity of the Nishorgo project management team with updated roles to enhance our more field-oriented approach—building on Winterbottom's 30-year field-based career. **Winterbottom** has served effectively as Home Office Manager of NSP for the past three years, providing highly recognized technical leadership and support to the planning of field-level implementation of NSP. PAMS/DCOP **Dr. Ram A. Sharma**, NSP's current DCOP, combines continuity in USAID's co-management efforts in Bangladesh and proven field management capacity, high academic credentials, and vast experience in collaboratively working with a wide range of stakeholders. **Philip J. DeCosse**, current COP of the successful NSP project, will serve as Home Office Manager, bringing superior program management and continued success to USAID and IPAC.
- Outstanding project implementation teams.** Our Key Personnel will be supplemented by long- and short-term experts who bring superior technical expertise in governance, communications and outreach, institutional capacity building, public policy, performance monitoring and applied research, and enterprise development for USAID and other donors. Their solid relationships, along with their knowledge of Bangladesh's stakeholders, including the Government of Bangladesh (GOB) and relevant ministries and technical agencies will help them get things done smoothly and collaboratively (see Exhibit 3-1).

3.1 KEY PERSONNEL AND PROJECT IMPLEMENTATION TEAMS

3.1.1 Chief of Party—Robert Winterbottom

As COP, IRG offers **Robert Winterbottom**, a senior IRG staff member with broad technical and managerial talent and a deep and thorough understanding of IRG, USAID, and Bangladesh. He is a seasoned leader and outstanding program manager with over 30 years' experience in international development, 20 of which have been in the field implementing NR, forestry and community-based resource programs. As proposed COP for *the Integrated Protected Area Co-Management in Bangladesh* activity, he played a central role in developing IRG's proposal.

Mr. Winterbottom brings demonstrated experience managing complex multi-faceted USAID programs similar to IPAC. With IRG, he served as COP of the Senegal Agriculture and Natural Resource Management Program and the Niger Agriculture Sector Development Grant-Phase II Program (ASDG II), and Environmental Advisor for the Rwanda Natural Resource Management Project. **He has successfully implemented institutional development, public policy, and NRM programs worldwide.** Mr. Winterbottom

As COP of the highly successful Niger ASDG II Project, Mr. Winterbottom worked strenuously alongside key ministries and government agencies engaged in rural development and NRM programs to empower and enable hundreds of communities to take authority over degraded forests.

This effort was consequently heralded by the New York Times in a front page article published February 11, 2007 as a dramatic example of success in turning around resource degradation through government empowerment of decentralized community initiatives.

oversaw the rapid start-up of USAID's Senegal Agriculture/Natural Resource Management Program (known as the Wula Nafaa program), which focused on transferring rights and responsibilities to local communities and improving co-management of natural resources, including classified forest reserves. He has also served as IRG's Africa Coordinator and technical lead for several Task Orders funded through EPIQ in the areas of environmental policy and institutional strengthening and support for CBNRM and related forestry, biodiversity conservation and NRM interventions. As Assessments and

Analytics Coordinator on the FRAME team, he provided leadership for a series of stocktaking and field-based assessments to identify lessons learned and the key enabling conditions needed to scale up impacts and results of investments in the Environment/NR/Rural Development sectors.

He brings strong leadership with skills in strategic planning, management, supervision and budgeting. As IRG's COP of the Niger ASDG II project, he oversaw a 10-person team, providing technical support for analysis of policy reforms needed to satisfy non-project assistance conditionality, a small grants program to community-based organizations for NRM activities, short-term training, and institution-building designed to enable conditions for widespread adoption of improved agriculture and NRM practices by rural producers in Niger. An IRG Senior Manager since 1991, Mr. Winterbottom has been an integral member of IRG's forestry and NRM programs. In Madagascar, he worked with IRG's PAGE team to identify critical interventions needed to support the forestry sector's contribution to biodiversity conservation. He was part of the authoring team of the *Nature, Wealth and Power* framework led by USAID (see www.framework.org). As IRG's COP of USAID's Senegal Wula Nafaa program, he managed a team of 30 community-based facilitators and eight professional staff working on community-based NRM and enterprise development in 26 rural districts in the Tambacounda and Kolda regions of eastern Senegal. Over the past decade, Mr. Winterbottom has prepared and delivered numerous reports and presentations on environment, biodiversity conservation, NRM, rural development, and agriculture and sustainable land use to a range of audiences.

As Chief of Party or Technical Manager of USAID projects in Niger, Senegal, Bangladesh and Madagascar, Mr. Winterbottom has:

- Assessed enabling conditions for scaling up sustainable land management on the Sahel and Southern Africa
- Conducted institutional reform analyses for range and forest departments to empower rural communities
- Provided guidance to planning field level implementation of the Bangladesh Nishorgo Project
- MF, Natural Resources Management; native English speaker

He has demonstrated ability to successfully negotiate the different interests and concerns among multiple stakeholders, particularly government institutions. In Niger, Mr. Winterbottom succeeded in advancing policy breakthroughs with the Ministry of Environment and Forests that catalyzed local investments in agroforestry, sustainable land use and restoration of degraded natural resources. In Madagascar, he contributed to a process of institutional reform and reorganization at the Forest Department by USAID's SEFEM/JariAla project, which helped lay the groundwork for establishing a new network of sustainable forest management sites and prompted the Forest Services to take a more people-centered role to forest management. **Mr. Winterbottom has superior interpersonal and communications skills.** He authored the widely read World Resources Institute (WRI) publication *Taking Stock: The Tropical Forestry Action Plan after Five Years*, which had a major influence on forestry sector development assistance. He also served as Team Leader and Principal Author of the WRI publication *Bangladesh: Environment and Natural Resource Assessment*, prepared for USAID. The report provided an overview of environment and natural resource management issues, including the Sundarbans, as well as the institutional and policy framework and recommended strategies and priority actions. His co-management expertise coupled with his strong leadership skills, and experience with Nishorgo uniquely qualify Mr. Winterbottom to serve as IPAC's COP.

3.1.2 PAMS/DCOP—Ram A. Sharma

Ram A. Sharma, a current IRG staff member and resource economist, has a distinguished 20-plus year career working on a broad range of forestry programs in South Asia. **He brings proven ability to achieve steady progress toward change** in both government systems and on-the-ground realities for disadvantaged communities.

Since 1997, Dr. Sharma has served as Participatory Forest Management Specialist, as Team Leader and Resource Economist, and currently as IRG's PAMS/DCOP on USAID's NSP. **He brings demonstrated ability to work collaboratively with a range of stakeholders as well as experience in CBNRM.** As IRG's DCOP on NSP, he has been integral in facilitating Bangladesh forestry sector reforms, including conducting analyses of institutions, public policy, and legal issues. He developed and implemented 22 approved participatory management plans for 17 forest divisions and five protected areas. This included innovative biodiversity protection and management practices, site-specific conservation strategies, community monitoring and ecological planning and restoration interventions at the landscape level. He facilitated technical training to both the Forestry Department staff and numerous community stakeholders, and recently developed a Forest Carbon Project and protected area landscape restoration plans for all five Nishorgo sites. Dr. Sharma has also served in the private sector as Executive Director of the Swedforest International program in India and has undertaken extensive forestry and protected area management consulting for SIDA, the World Bank, IFAD, and the Government of India.

He has sound knowledge of ecological restoration of degraded landscapes and habitats and unique experience in large-scale land use monitoring and planning. Dr. Sharma served as Team Leader and Resource Economist for ADB's Bangladesh Forestry Sector Project (2001-2004). There, he provided technical support in the areas of forest management; social forestry; biodiversity conservation; CBNRM, public policy and institutional reforms; extension and communication; and capacity building and training. Previously, he served as Participatory Forest Management Specialist on the same project, successfully leading a team of national and international consultants in developing feasibility studies for 18 Forest Divisions. He also developed participatory forest management practices for seven PAs in Bangladesh, the Modhupur National Park, the Lawachara National Park, the Teknaf Game Reserve, the Himchari National Park, the Rema Kalenga Wildlife

Ram A. Sharma has . . .

- Developed and implemented 22 approved participatory management plans for 17 Forest Divisions and five Protected Areas in Bangladesh
- Facilitated forestry sector reforms, conducted analyses of institutions, and public policy/legal issues in Bangladesh
- Facilitated technical training to both the Forestry Department staff and community stakeholders
- PhD, Natural Resources Economics; fluent in English and Bengali

Sanctuary, the Chunati Wildlife Sanctuary, and the Hazarikhil Wildlife Sanctuary. Through his decade long experience working in Bangladesh on initiatives similar to IPAC, Dr. Sharma has proven that his personal and management style make him an excellent leader and implementer.

3.1.3 Governance Team

IRG's governance team brings to USAID and IPAC hands-on knowledge of good governance, and environmental and community-base natural resource management. **Utpal Dutta, Governance Specialist/Team Lead (Key Personnel)**, brings 18 years' experience managing community development programs, strategic planning, participatory rural appraisal, and community needs assessment. Mr. Dutta has **facilitated the process of developing innovative governance structures for NRM-related programs** funded by USAID, NGOs and the GOB. As IRG's Governance Specialist on the NSP project in Bangladesh, he served as core partner in field-based research and analysis, including leading a critical good governance assessment on the progress of NSP's initiative to empower women, the poor, and ethnic minorities.

- Governance Team**
- **Utpal Dutta**—Governance Specialist/Team Lead (Key Personnel)
 - **Niaz Khan**—Senior Governance Advisor
- STTA Support:
- **Charlie Benjamin**—Governance/CBNRM Specialist
 - **Rizwana Hasan**—Environmental Lawyer

Senior Governance Advisor Niaz Khan has 15 years' experience working in local governance and decentralization, rural and community development, CBNRM, monitoring, evaluation, social/participatory, institutional development, and poverty reduction programs funded by USAID and other donors.

STTA support will include **Environmental Lawyer Rizwana Hasan**, managing director of BELA's NRM Unit, who brings more than 15 years' experience in environmental and good governance advocacy awareness work to protect farmers' rights and promote environmental justice. IRG's **Governance/CBNRM Specialist Charlie Benjamin** brings 20 years' experience in natural resources governance with extensive experience on agricultural and NR development in North and West Africa.

3.1.4 Communications and Outreach Team

Our communications and outreach team presents strong negotiation skills and ability to coordinate and facilitate networks of partners and clients. **Md. Quamrul Ahsan, Communications and Outreach Specialist/Team Lead (Key Personnel)**, has eight years' experience in developing and implementing communications and outreach, media, and government relations programs. Currently IRG's Public-Private Partnership Coordinator on NSP, he helps develop strategic planning and communication materials focused on establishing partnerships to preserve and develop natural resources at the national and district levels; facilitates a coordinated approach to developing PPP's to raise funds by strengthening NSP's alternative income generating schemes and processes in the protected forest areas. Previously, as Senior Events Manager with Asiatic Events Marketing Limited, he managed all marketing events and communications and networking activities, provided logistical support, and fostered public and media relationships in conjunction with national and local stakeholders.

- Communications and Outreach Team**
- **Md. Quamrul Ahsan**—Communications & Outreach Specialist/Team Lead (Key Personnel)
 - **Md. Inamul Shahriar**—Graphics Designer
- STTA Support:
- **Aly Zaker**—Social Marketing Specialist
 - **Joan Ablett**—Senior Communications Advisor

Graphics Designer Md. Inamul Shahriar brings eight years' experience developing graphics and layouts for program illustrations, company logos, and websites. As IRG's Web Administrator and Graphics Designer on NSP, he develops communications and outreach materials and maintains the project's E-Newsletter. He also designs and develops NSP's website.

STTA support will include specialists such CEO and Managing Director of Asiatic-MCL, **Aly Zaker**, one of Bangladesh's pioneering advertising and communications agencies. IRG's **Senior**

Communications Advisor Joan Ablett brings a wide range of experience in communications and outreach, social marketing, media, and advocacy campaign in Bangladesh, Liberia, and Indonesia.

3.1.5 Institutional Capacity Building Team

We present a strong team of experts who bring extensive expertise in institutional capacity building, training, and protected area management. **Kazi Hashem, Institutional Capacity Building Specialist/Team Lead (Key Personnel)**, has 10 years' experience analyzing institutional capacities and developing training systems at the national, regional and local levels for USAID's MACH and NSP Projects. As IRG's Institutional Capacity Building Specialist on NSP, he has designed, coordinated, and facilitated over 10 priority training courses on the areas of co-management approach for bio-diversity conservation, covering numerous different tiers of Bangladesh's Forest Department officials, partner NGOs, co-management organization members, and local stakeholders.

Institutional Capacity Building Team

- **Kazi Hashem**—Institutional Capacity Building Specialist/Team Lead (Key Personnel)
 - **Zahurul Karim**—Senior Institutional Capacity Building Advisor
- STTA Support
- **Tom Catterson**—NRM & Protected Area Management Specialist
 - **James Tarrant**—Capacity Building Specialist

Senior Institutional Capacity Building Advisor Zahurul Karim has 25 years' experience providing guidance and oversight to ministries, agencies, and institutes involved in inter-ministerial coordination of NRM and forestry programs. As Director of Bangladesh's Agricultural Research Center, he advises the GOB on issues related to agricultural and rural development; preparation of budgets and allocation of financial resources; and maintains linkages with national and international institutes and programs.

STTA support for the institutional capacity building team will include specialists such as IRG's **Senior Manager Tom Catterson** who participated in the conception of the original NSP project. He brings 30 years' experience in institutional capacity building, forestry, and natural forest management. IRG's Senior Manager and PLACE IQC Director **James Tarrant** has more than 30 years' experience in biodiversity conservation, protected areas, ecotourism, governance, institutional development and capacity building.

3.1.6 Performance Monitoring and Applied Research Team

Team Lead **Nasim Aziz** brings decades of experience in participatory environmental impact assessments of both ecological and forestry systems, including wetlands, plant and wildlife environments, plus related socio-economic issues. He has been involved with various projects funded by USAID and other donors. As IRG's Performance Monitoring Specialist on NSP, he established a three-tiered monitoring system for several protected areas in Bangladesh.

Performance Monitoring and Applied Research Team

- **Nasim Aziz**—PMAR/Team Lead
- STTA Support
- **Diane Lindsey**—Socio-Economic Advisor
 - **Golam Mustafa**—Biophysical Advisor
 - **Anne Lewandowski**—Performance Monitoring & Evaluation Specialist

STTA support includes **Socio-Economic Advisor Diane Lindsey**, an experienced facilitator and trainer with two decades' experience designing and developing socio-economic, livelihood security assessment, and monitoring and evaluation programs. **Biophysical Advisor Golam Mustafa** has 20 years' experience in research and management of fisheries resources, working in Bangladesh. IRG's **Senior Manager Anne Lewandowski** has more than 25 years' experience designing, implementing, managing, and evaluating NR and institutional capacity building programs in Africa, Asia and Latin America.

3.1.7 Public Policy Team

The Public Policy Team headed by COP Robert Winterbottom will provide technical expertise on public policy, finance, and climate change programs. **Public Finance Specialist Harunur Rashid**

brings more than 30 years' experience as Bangladesh's financial expert in public policy related matters. He shaped NSP's financial approach to the successful entry fee sharing process.

STTA support includes specialists such as **Climate Change Adaptation Specialist Lara Hansen**, WWF's Climate Change Program Chief Scientist. She has written leading policy and practical approaches to climate change adaptation for Protected Area management. **Environmental Lawyer Jay Pendergrass** brings 30 years' experience in practical drafting of appropriate legislation and regulations in the South Asian context as well as providing legislative support to community roles in environmental management in India. IRG's **Matthew Mendis** is a recognized policy expert on climate change policy and finance, and has been a central figure in Climate Change Convention policies for nearly a decade.

Public Policy Team

- **Robert Winterbottom**—COP/Public Policy Team Lead (Key Personnel)
 - **Harunur Rashid**—Public Finance Specialist
- STTA Support
- **Lara Hansen**—Climate Adaptation Specialist
 - **Jay Pendergrass**—Environmental Lawyer
 - **Mathew Mendis**—Climate Change Policy Specialist

3.1.8 Enterprise Team

The Enterprise Team headed by PAMS/DCOP Dr. Ram Sharma will provide expert technical expertise on economic and enterprise programs.

STTA Support. The Team will be supported by short-term technical specialists such as **Value Chain Analyst Criss Juliard**, who has 20-plus years' experience undertaking value chain assessments and market expansions in dozens of countries; most recently with IRG he provided value chain analyses for non-timber forest products in Madagascar. Globally recognized **Ecotourism Specialist Megan Epler-Wood** brings vast experience in expanding community-based ecotourism, including pilot efforts such as the Teknaf Peninsula ECA and forest PA. IRG's **Senior Manager Lazarre Potier** is an enterprise/economic growth specialist with 16 years' experience in economic development and financial sector reform in emerging economies.

Enterprise Team

- **Ram A. Sharma**—PAMS/DCOP/ Team Lead (Key Personnel)
- STTA Support
- **Criss Juliard**—Value Chain Analyst
 - **Megan Epler-Wood**—Ecotourism Specialist
 - **Lazarre Potier**—Enterprise/Economic Growth Specialist

3.1.9 Finance and Administration Team

Our finance and administrative team brings a thorough understanding of IRG and USAID financial systems. **Makhlukur Rahman, Director of Finance and Administration**, has over 20 years' in financial strategic planning, budgeting, monitoring, reporting and management of organizational financial and economic matters. Mr. Rahman currently serves as IRG's Director of Administration and Finance for USAID's NSP in Bangladesh, where he is responsible for overall administrative and financial activities of the project. Prior to that, he served as Logistics Management Information Specialist on a USAID-funded project, where he followed up on all procurement actions with USAID and other donor representatives.

Finance and Administration Team

- **Md. Makhlukur Rahman**—Director, Finance & Administration
- **Nowroz Mollah**—Accounts Officer
- **Mofizur Rahman**—Administration Officer

Accounts Officer Nowroz Mollah brings solid experience serving as an accountant on USAID-funded programs. **Administration Officer Mofizur Raham** has worked extensively within conservation organizations, both in governmental and non-governmental settings.

Local Currency Oversight. Module Architects will provide technical oversight of the habitat restoration and infrastructure development activities by retaining engineers currently serving on the Nishorgo Support Project to monitor planning and designing expenditures, construction and other activities.

Section 4
Management Plan

SECTION 4: MANAGEMENT PLAN

4.1 ORGANIZATIONAL STRUCTURE

The IRG Team brings USAID the right people, the right partners, and the management approach proven to proven bring out the best in them. Our management structure (see Exhibit 4-1), which has helped enable Nishorgo's success, is known by USAID and our counterparts to deliver outstanding results. It features leadership centralized in the COP and PAMS/DCOP and empowerment of six highly qualified technical teams, plus a team of trusted Bangladeshi and other partners integral to project implementation.

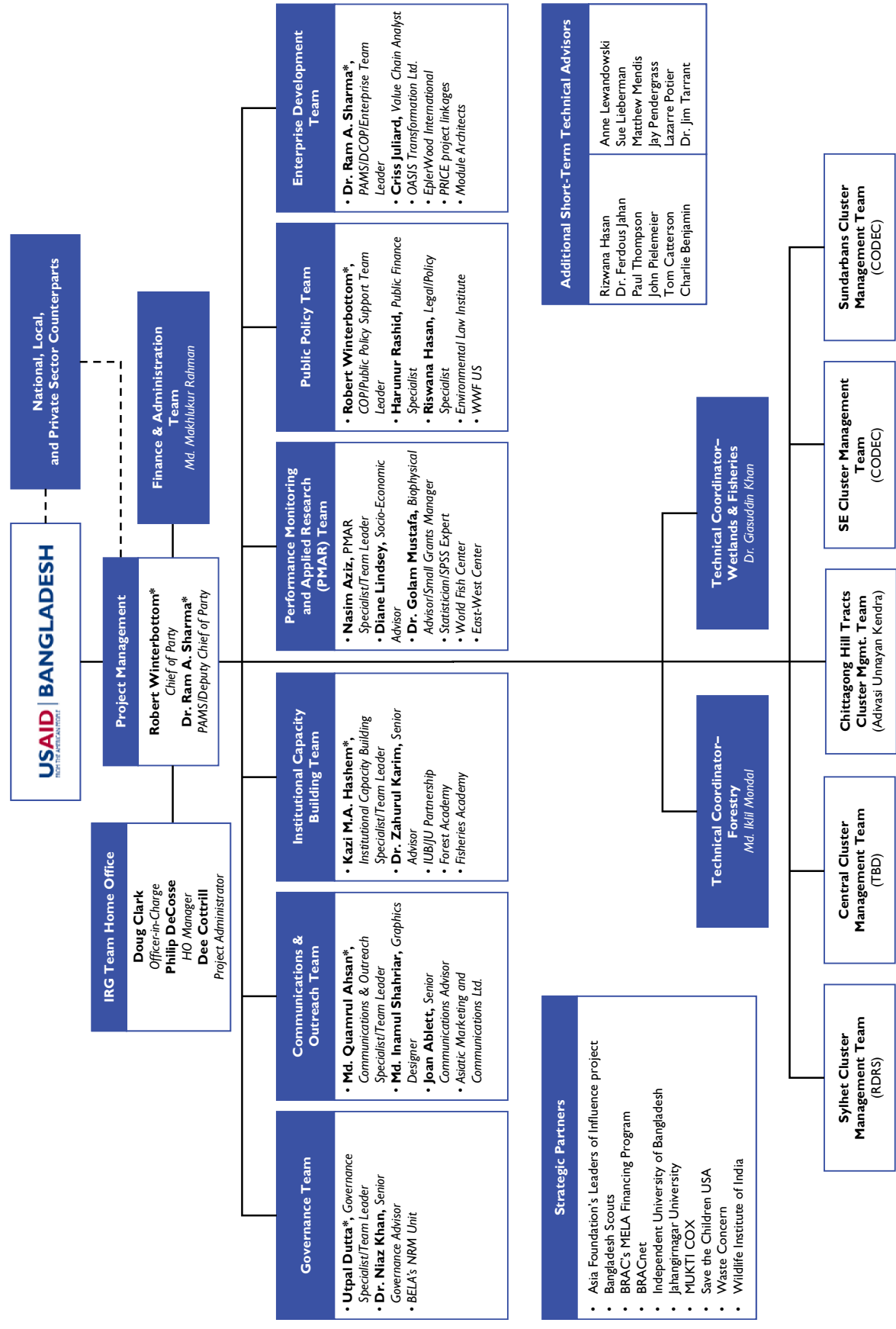
Operations, Duties, and Responsibilities. The COP and PAMS/DCOP will serve as the core project management team. They will share an office in the project offices in Dhaka. This will facilitate fluid management, in the same effective way that Nishorgo has structured the relation between COP and DCOP. The COP will provide overall leadership, technical and managerial direction to the program. He will have overall responsibility for program operations and be accountable for all program deliverables and outputs. He will supervise the DCOP and the Director of Finance and Administration and will lead the Public Policy Support team. He will also oversee the Governance, Communications and Outreach, and Performance Monitoring and Applied Research Teams. The PAMS/DCOP will lead the Enterprise team and oversee the Institutional Capacity-Building Team while maintaining direct oversight of field operations. Supporting the DCOP in this field oversight process will be two Technical Coordinators, one for wetlands and one for forestry. These two will move regularly between and among clusters and sites resolving knowledge or implementation constraints, building the capacity of CMOs and implementing NGOs, and doing implementation trouble-shooting under the guidance of the DCOP.

The technical teams will be empowered to lead subject matter activities. Four of the six technical teams will be coordinated by long-term personnel other than the COP or DCOP. Each Specialist heading a technical team will be supported by a highly experienced advisory expert and institutional subcontractors or strategic partners.

Implementation at the site or local level will be done at the level of clusters – geographic regions that contain a variety of protected areas in close proximity. Each cluster will be managed by experienced Bangladeshi NGOs (see Exhibit 4-1A), and led by a skilled Cluster Manager from that NGO. He/she will have cluster-level support staff largely paralleling the responsibilities of the Dhaka-based project team. At the cluster level, the roles of Communication and Outreach and Governance are combined into a single position since so much of local governance revolves around facilitating communication of key messages to and from CMOs.

Staffing for specific site-based positions within a cluster will vary according to the type of site, whether Direct New, Direct Existing, or Indirect. Direct New sites will require the most intensive staffing, with Site Coordinator and Site Facilitators. For all categories of sites, implementation of technical and outreach work will be done directly with experienced community members on a remunerated basis. The Cluster Manager and cluster team at each cluster will be supported by a Cluster Advisor. These Cluster Advisors will include Research Associate-level staff from WFC, plus Mr. Zahangir Chowdhury from Srimongal, the most experienced of MACH's field coordinators. Cluster Advisors will provide quality control for all information collection, liaise when necessary with senior local/regional officials, build capacity of partner implementing NGOs, ensure successful VIP-level communication for field visits, and support progress toward cluster work plan targets. WFC already

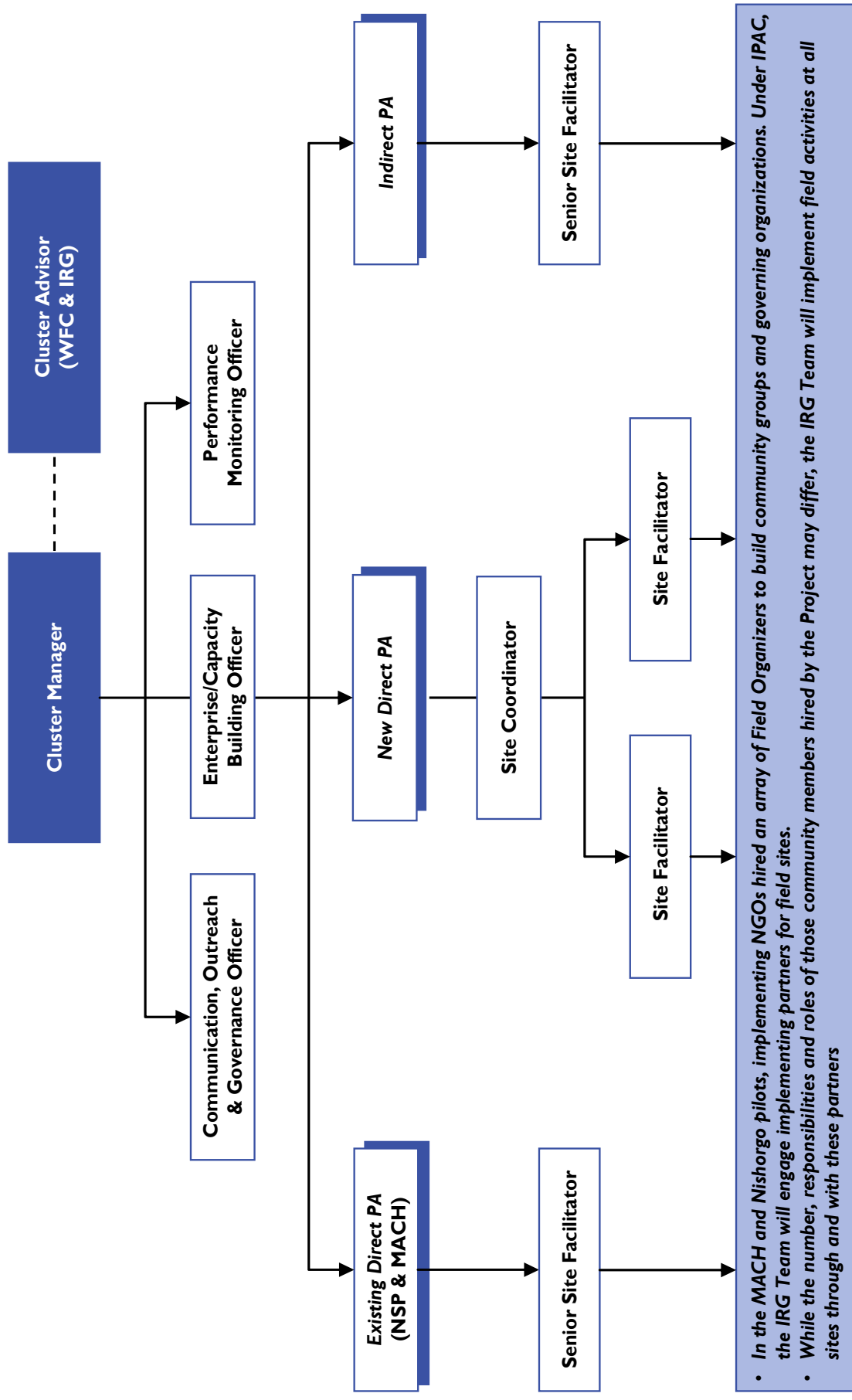
Exhibit 4-1. IRG Team Organizational Structure



* Key Personnel

See Exhibit 4-1A for Cluster Management Teams organization chart

Exhibit 4-1A. Cluster Organizational Structure



has staff members supporting co-management at the Leveraged Wetlands, so we will collaborate with these CMOs on issues of mobilization, advocacy and networking rather than placing staff there.

CODEC and RDRS are managing the Southeast and Sundarbans Clusters and the Sylhet Cluster, respectively. These two partners have worked successfully under Nishorgo, with CODEC in the southeast and RDRS in Moulavibazar/Habiganj. The Chittagong Hill Tracts Cluster will be managed by Adivasi Unnayan Kendra (CIPD), an experienced implementer of livelihood projects in that area, including those that support forest-based livelihoods. While CIPD is new to USAID, the IRG administrative staff will ensure their capacity building and compliance.

We have deliberately waited to name an NGO to coordinate the Central Cluster. WFC is well established at wetland sites in the area, and is ready to provide immediate support to the two MACH sites. The Modhupur National Park co-management site is now in development under Nishorgo, with stakeholders dialogue currently under way. As this process settles, we will identify a non-conflictual implementing NGO to support the work. In this, BELA – now supporting rights of forest dwellers there – will provide an important segue.

The IRG office in Dhaka will be the focal point for decision-making related to technical and contractual performance. The Bangladesh project will be supported by IRG's Home Office in Washington, DC, especially by HO Manager, Philip J. DeCosse. The IRG Home Office will provide systems and assistance for project set-up and close-out, financial monitoring, contract management, subcontracting, short-term expert recruitment and mobilization, procurement, and reporting, and will serve as support service advisors to field staff throughout the life of the contract. To this end, IRG has allocated time for an experienced Project Administrator, Dee Cottrill, to support the Project, especially during the critical start-up. IRG Corporate Vice President Doug Clark will serve as Officer-in-Charge, with responsibility for overall quality assurance/client satisfaction.

Relationships with key subcontractors, proposed counterparts, other local stakeholders, and private sector alliance partners. IRG has discussed with each subcontracting partner and carefully negotiated detailed teaming agreements that provide a framework for effective implementation. In addition, we have identified a number of mutually-beneficial Strategic Partnerships with key institutions. See Letters of Association from subcontractors and strategic partners (Annex F). A summary of the qualifications and roles of team members are shown in Exhibit 4-3 and 4-4. The activities of IRG's subcontractors will be ultimately coordinated through the COP, principally using approved Work Plans delineating annual responsibilities and through the technical team coordinators. Monthly progress and planning reports will be developed by each technical team, as well as cluster NGOs, against annual work plan activities and results.

Coordination with the GOB, other donors and USAID projects. Donor relations will be done through USAID, although IRG will work to prepare the groundwork for multi-lateral financing (particularly through carbon adaptation activities) that may be of interest to the ADB and World Bank. We envision that the COP will, as a number of other projects do, establish a part-time office within the Ministry of Environment and Forests in the Secretariat, which will enable building the consensus and personal relations necessary to advance the PA Strategy and other policy issues. We believe that a USAID-supported synergy with the new PRICE project should be organized around additional support to the community-based ecotourism enterprise area. While we will support growth of this sector at the field level, more structured input under PRICE would support the value chain at multiple levels and enable greater economic and conservation impact. We will coordinate joint programs with the USAID LoI Project to reach thousands of religious leaders, journalists and youth, and with USAID's SCF/USA SUCCEED Project to bring pre-primary education programs into target communities via their respective CMOs. We will also coordinate with PAMA as appropriate.

Quality Control. IRG’s established and rigorous quality control and assurance methodology will ensure timely and accurate delivery of high-quality services. For contract deliverables, the COP will implement IRG procedures, standards, and assurance measures to ensure efficient and effective accomplishment of project objectives within established timeframes.

Proposed working and reporting relationships with USAID. We will follow practices used successfully under Nirshorgo. The COP will serve as the point of contact for USAID’s CTO. He will have overall responsibility for formal reporting to USAID through annual work plans, quarterly progress and financial reports, technical reports, training plans, trip reports, and a final report. The COP will meet with the CTO, Contracts Officer, and other USAID Mission staff designated by the CTO on a regular basis to provide updates and seek feedback. All deliverables will be submitted to the CTO in draft form in advance of the deadline, so the CTO’s feedback can be received and incorporated.

4.2 MOBILIZATION PLAN

The proposed NSP contract extension will allow a robust overlap in Bangladesh as Philip DeCosse completes his tenure as NSP COP and Bob Winterbottom begins his as IPAC COP. IRG will mobilize the COP, PAMS/DCOP, and Director Administration/Finance *within two weeks following contract award*. Other Key Personnel will transition from the Nishorgo Project as shown in Exhibit 4-2. Until Mr. DeCosse is free to serve as HO Manager, IPAC staff will be supported by an interim home office manager, IRG staff member Charlie Benjamin. Programmatic mobilization milestones are shown in the draft work plan, Annex C.

Exhibit 4-2. Mobilization Timeline

Mobilization Activity	Timeframe
Co-locate with Nishorgo Project offices	Immediately after contract award
Arrival / mobilization of COP, DCOP, Director of Finance and Administration	15 days after contract award
Mobilization of interim Home Office Manager and Project Administrator to assist with start up	15 days after contract award
Preparation of procurement plan, initiation of procurement process for vehicles/equipment	30 days after contract award
Recruitment of administration support staff	30 days after contract award
Preparation of subcontractors and MOUs with strategic partners	30 days after contract award
Mobilization of Institutional Capacity Bldg, Governance, Communications/Outreach Specialists	30 days after contract award
Mobilization of additional technical and field staff provided by subcontractors	60 days after contract award
Mobilization of Performance Monitoring and Applied Research Specialist, Public Policy team	60 days after contract award

Securing Office Space, Procuring Vehicles, Logistical Requirements. We will co-locate offices with the Nishorgo Project offices through the extension of that project. As with Nishorgo, office configuration will allow for easy inter- and intra-technical Team communication. We will begin immediately to pursue necessary vehicles and hardware during the initial startup mission.

4.3 INSTITUTIONAL CAPABILITY OF PARTNERS

The institutional capabilities and roles of subcontractor partners are shown in Exhibit 4-3 below, while those of Strategic Partners are shown in Exhibit 4-4. The IRG Team’s partners were selected because of their qualifications and experience. IRG interviewed and vetted a wide range of potential partners in Bangladesh, selected the final partners, and negotiated elements which resulted in letters of association (see Annex F). IRG will tap our local partners’ on-the-ground knowledge, share our knowledge of co-management best practices with them, and integrate local partners in project implementation.

Exhibit 4-3. Subcontractor Roles and Qualifications

Name	Type of Organization & Qualifications	Roles Under IPAC
BANGLADESH SUBCONTRACTORS		
World Fish Center—Bangladesh	WFC provides fisheries and wetlands management/ applied research expertise, major contractor under the Community based Fisheries Management Project (CBFM-2), other co-management projects.	Provide strategic and technical guidance and advice; link WFC co-management researchers to IPAC issues; support knowledge management through high quality data collection and analysis; link PA network to ongoing fisheries/wetlands co-management sites, especially at the Central Cluster.
Adivasi Unnayan Kendra (CIPD)	This NGO provides leverage and advocacy on behalf of the indigenous people of the Chittigong Hill Tribes.	Provide field implementation support in the Chittigong Hill Tracts Cluster; provide its own micro-finance to stakeholders in and around the Kaptai and Pablakali National Park areas.
Rangpur Dinajpur Rural Services (RDRS)	NGO that serves the rural communities of Bangladesh and is presently a major IRG partner under Nishorgo.	Provide field implementation support in the Sylhet Cluster and its own micro-finance for all Direct sites in Sylhet Cluster.
Community Development Center, Chittagong (CODEC)	NGO founded specifically for assistance to rural communities in southern Bangladesh; major IRG partner under Nishorgo.	Provide field implementation support in Sunderbans and South-east Clusters; will provide its own micro-finance with Sunderbans Cluster and all Direct sites on north side of Southeast Cluster.
Bangladesh Environmental Lawyers Association (BELA)	NGO providing legal services in support of sustainable development and monitoring laws/regs to protect the environment. On UNEP’s Global 500 Roll of Honor.	Direct advice and leadership to PA Strategy and related legal/regulatory issues; advocacy and training issues on rights and empowerment to CMOs by NRM Unit.
Asiatic Marketing & Communication Ltd.	Leading PR/advertising communication organization that specializes in social messaging for development.	Lead role in development of Communications Strategy; provide technical support to implement the Strategy.
Oasis Transformation Ltd.	Registered fair trade commercial company, contributes to economic development through bamboo processing.	Market value chain strategy development/implementation for bamboo, derivative products, for export/domestic sale.
Module Architects	A&E consulting company, provides high quality monitoring of FD infrastructure within PAs.	Monitoring of GOB-expended local currency expenditures for PA infrastructure and habitat restoration.
US AND INTERNATIONAL SUBCONTRACTORS		
WWF/US	US NGO leader in wildlife conservation/preservation of animal habitats and endangered species, advocates to stop global warming.	Conservation planning; adaptation of Climate Witness Toolkit for CMOs; advice/strategy on carbon financing; linkages for sub-regional visits to co-management sites, including Terai Arc areas.
Development Training Services (DTS)	US 8(a) SDB Certified woman-owned business with expertise in gender mainstreaming.	Provide technical services to support gender in environmental protection/conservation; develop gender integration strategies.
East-West Center	Internationally recognized US education/research hub, supports Nishorgo through WriteShops.	Support through two to three WriteShops on PA co-management; targeted research linkages of one to two leading researchers.
Environmental Law Institute	US independent research and education center, strengthens environmental law/ governance worldwide.	Provide targeted support to legal and regulatory frameworks; work with BELA on a PA Strategy, esp. legal analysis/writing.
EplerWood International	US small woman-owned business that leads the field in community-based ecotourism planning by developing markets for sustainable development	Provide strategic framework and recommendations for comprehensive community-based ecotourism strategy across PA network; lead same targeted strategy in Teknaf Peninsula.

Exhibit 4-4. Strategic Partners’ Roles

Name/Type of Organization	Roles and Responsibilities
Wildlife Institute of India – Renowned gazette wildlife training institution	Provide training (under 9-months and 3-months program) on wildlife management, wetlands management, ecotourism planning. Depending on numbers, can tailor course to participant group.
Bangladesh Scouts – Bangladeshi organization managing the Scout Movement	Play a role in awareness raising and informal education for youth about PA co-management; work through a “Ten Thousand Chulas” program plus continuation of activities to educate visitors in PAs.
bracNET – Bangladeshi ISP organized by major local NGO	Provide 3 years’ complimentary wireless connections to the Direct Support Site Co-Management organizations across the Clusters.
BRAC’s Micro-enterprise Lending Program (MELA) – NGO for provision of micro-finance	Provide strategic partnership for enterprise financing in nature tourism. Already engaged in the Teknaf area under Nishorgo, has identified additional sites for financing of eco-cottage enterprises.
Sundarbans Tiger Project – Initiative under Univ. of Minnesota under USFWS financing.	Provide TA to stimulate/accelerate tiger conservation under co-management activities relating to research and monitoring, tiger-human conflict alleviation program, community capacity building.
Waste Concern – Bangladeshi consulting firm specializing in CDM/carbon programs	Will work in the area of carbon credits and CDM to support the development of co-management options for protected areas in Bangladesh.
Save the Children USA – INGO working in development focusing on youth	Resources through the SUCCEED Project will ensure that pre-primary schools are established in collaboration with co-management government individuals or organizations.
Leaders of Influence – program run by the Asia Foundation	Work with religious leaders of influence to jointly implement orientation and outreach programs to Muslim, Hindu, Buddhist, and Christian religious leaders, journalists, and youth, including Scouts.
Independent University of Bangladesh (IUB) – Department of Environmental Studies; Jahangirnagar University (JU) – Zoology Department’s Wildlife Rescue Center	Develop joint program for a foundation certificate course in co-management and applied conservation biology and deliver the course to selected participants ; carbon offset projects.
Arannayk Foundation – Bangladesh Tropical Forest Conservation Foundation	Support the sustainability of Co-Management Organizations through a funding mechanism with a modified set of proposal submission requirements and monetary tracking and reporting rules
MUKTI Cox’s Bazar – Bangladeshi social rights and poverty alleviation NGO	Provide micro-credit services to project participants in and around Teknaf Peninsula, Fasiakhali Wildlife Sanctuary and Medhakachapia National Park.