



**PROTECTED AREA MANAGEMENT
SUPPORT PROJECT:**

**1ST YEAR WORK PLAN
NOVEMBER 2003 TO DECEMBER 2004**

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SUPPORT PROJECT:
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Prepared for
USAID/Bangladesh &
Forest Department
Ministry of Environment and Forests

Prepared by:
International Resources Group (IRG)
With subcontractors:
CARITAS
Community Development Center, Chittagong (CODEC)
Nature Conservation Management (NACOM)
Rangpur Dinajpur Rural Service (RDRS)

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With Partners : CODEC, NACOM & RDRS



Executive Summary

Forest cover in Bangladesh has fallen by more than 50 percent since the 1970s, and now, outside of the Sundarbans, only tiny patches of natural forest remain. Of these, many are part of the Protected Areas (PAs) and the responsibility of the Forest Department (FD). These smaller forests are part of a mosaic of resources—farmland, wetlands, fisheries and settlements—which provide sustenance and economic opportunity to the country’s rural households. Sustainable management of the remaining natural forest, especially the protected forest (PA) network, demands more active local involvement in a collaborative process between local stakeholders and the legal owners of forest resources.

The FD, recognizing this need, has worked with the USAID to jointly develop a Project to accelerate and consolidate this process and foster more active local participation in forest resource co-management. The USAID-funded Project will act as a Support Project to the FD’s Protected Area Management Program. Along with its subcontracting partners, International Resources Group (IRG) has developed this Work Plan to respond to the loss of forests and the need to improve protected area management.

In the following pages, we propose a series of Program Targets and Support Project Results under which we will collaboratively develop co-management agreements leading to measurable improvements in forest and resource conservation in selected protected areas and their buffer zones. These five-year program targets are organized by the broad rubrics included in the joint Government of Bangladesh and US Government Strategic Objective Agreement for improved management of aquatic resources and tropical forests. The Targets are to be explained in more detail in the Component sections of the work plan itself. In the broader landscape, we propose to contribute to an improved quality and value of critical ecosystem services, stimulate sustainable economic growth opportunities that generate alternative income streams and thus reduce the pressure on the forest resources.

This work plan has been prepared with the goal of supporting the efforts of the Forest Department to improve protected area management on lands under its control. For the purposes of this Work Plan, we define “Protected Areas” to include designated National Parks, Wildlife Sanctuaries and a Game Reserve.

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List of Acronyms

ACF	Assistant Conservator of Forests
AIG	Alternative Income Growth
ATDP2	Agricultural Technology Development Program, Phase 2
BCCP	Bangladesh Center for Communication Programs
CBO	Community-based Organization
CEGIS	Center for Environmental and Geographic Information Services
CF	Conservator of Forests
COP	Chief-of-Party
CS	Communication Specialist
CTO	Cognizant Technical Officer
DCCF	Deputy Chief Conservator of Forests
DFO	Divisional Forestry Officer
ECA	Ecologically Critical Area
EDC	Enterprise Development Coordinator
ESMS	Ecological & Social Monitoring Specialist
FC	Field Coordinator
FD	Forest Department
FSP	Forestry Sector Project
GOB	Government of Bangladesh
IRG	International Resources Group
IRG	International Resources Group
IUCN	International Union for the Conservation of Nature
LGCBS	Local Governance & Capacity-building Specialist
LGI	Local Governance Initiative
MACH	Managing Aquatic Systems through Community Husbandry
PAMS	Protected Area Management Specialist
PRA	Participatory Rural Appraisal
RECOFTC	Regional Community Forestry Training Center
RIMS	Resource Information Monitoring System
RRA	Rapid Rural Appraisal
SF	Site Facilitator
SOAG	Strategic Objective Grant Agreement
UP	Union Parishad
USAID	US Agency for International Development

1. Introduction: Context and Challenge

Bangladesh has few remaining tropical forests. Their demise signals the loss of forest-dependent biodiversity and their direct and indirect benefits to the country, and especially to the most marginal population groups. Rural women gather medicinal plants and other non-timber forest products, while forest stands regulate the water flow so critical to small-scale rice production.

The 1927 colonial Forestry Act had forest protection as its primary goal, and amendments in 1989 and 2000 have incorporated more modern approaches into forest management. The Government of Bangladesh (GOB) has mandated the Forestry Department as chief implementing agency of forestry sector policies and initiatives. Even so, GOB resources do not suffice to police and protect the country's forests. To do so will require stakeholder cooperation and a concerted government effort to enlist people living in and around the forests as partners in protection, as opportunities are engendered to improve livelihoods outside protected forest areas.

For the past 32 years, USAID's work to improve rural livelihoods in Bangladesh has helped to create the context for this forest conservation effort, particularly in improving water and forest management. Responding to the urgent need to address forests conservation and related economic opportunity creation, the United States made Bangladesh one of the first beneficiaries of the Tropical Forestry Conservation Act, establishing the Arannayk Foundation and making grant funds available through a debt-relief mechanism to implement tropical forest conservation activities.

Building on these conceptual elements, the IRG Team proposes an innovative approach to implementing the project by establishing effective co-management agreements within a landscape framework. Another innovative aspect of this approach involves the use of co-management contracts that will be developed in a participatory and transparent manner, and that are framed by regional and national policies that define specific responsibilities, results and benefits. Key elements of our approach include:

Identify and communicate a vision of co-management that maximizes benefits to key stakeholders: Our experience in South Asia suggests that communities bordering on, or living amidst, potential co-management sites show some interest in pursuing co-management agreements. If they perceive others as overexploiting resources, they are particularly keen to take greater control of those resources and introduce more sustainable management. Central resource management institutions (especially central offices of technical ministries) and local support institutions often hesitate in supporting co-management, fearing loss of resources under their control or diminished authority. Additionally, outside local beneficiaries may realize that increased community control may reduce their access to the resource.

Even in situations where disincentives are large, IRG believes that solutions benefiting all co-management partners can be identified. We believe that the Support Project can work with the Forest Department and other central institutions to see co-management as a viable approach to slowing degradation and building economic value, and as an approach that generates local cooperation because of resultant social and economic benefits. We will help improve community perceptions of central institutions such as the FD as protecting environmental resources and helping local populations.

Promote networking and knowledge sharing with protected area co-management experts in South Asia and around the world: While co-management is being tested in Bangladesh, it has not as yet been broadly applied to protected forest areas. By facilitating person-to-person interactions, especially with Forest Department specialists in different countries will help. The IRG Team will support this effort by networking local and central resource personnel with leaders of successful co-management projects, especially in South Asia. We will also provide, in written, oral and visual forms, the best tools and methodologies from other countries.

Ensure that co-management activities are part of a landscape-level Alternative Income Growth (AIG) Strategy: Protected areas cannot be isolated from their socio-economic surroundings, because maintaining or restoring ecosystem integrity requires both on- and off-site interventions. For this Program to reach its ambitious goals, we emphasize livelihoods and direct benefits that will increase participation. This focus will include systematic attention to gender and identifying ways to foster equitable participation in resource management, thus linking activities more directly to goals of poverty reduction through sustainable economic growth. We believe that the FD should work closely with stakeholders in the local economic development and governance process. We will introduce technologies and approaches for improved resource management and identification of other AIG opportunities.

Leverage additional landscape-level investment and development: We will leverage additional resources and impact by linking this Program to other USAID-funded programs and to other donor programs working in related areas. Potential for such linkages will be considered in identifying sites, and we will devote special attention to identifying potential partners and leveraging opportunities. Examples include enterprises directly benefiting from watershed resources (e.g., tea estates, brick industries); with special interest in biodiversity conservation, outdoor recreation and ecotourism and groups strategically positioned to support public awareness campaigns (e.g., print and radio media, the Islamic Foundation).

Build on the best of past and current Forest Department programs: Important groundwork has been laid through the ADB-funded Forestry Sector Project (FSP), with which the IRG Team's Protected Area Management Specialist (PAMS), Dr. Ram Sharma, has been closely involved. Dr. Sharma will transition directly from the FSP to this Project in June, 2004, thus

ensuring that lessons learned from the FSP can be capitalized upon in this Project. Building on this foundation, IRG will work to institutionalize co-management by supporting the creation of appropriate policy and regulatory frameworks, and by strengthening the Forest Department's capability to implement co-management on a broad scale.

Build Bangladeshi ownership by working with and through host-country organizations: IRG will work with and through local partners that know how to rapidly and successfully establish trust with local communities and other stakeholders. We have teamed with Bangladeshi implementing partners throughout the country. For focused technical issues, we will work with Bangladeshi institutions and specialists. In all landscape and resource-level initiatives, we will need to take a cost-appropriate approach and refrain from "buying" project impact. The same principles apply to the working relationship we will build up with the FD.

2. Proposed 2008 Targets for Protected Areas (PA) Management at the Forest Department

The IRG Team believes that the Forest Department should develop, refine and communicate a national Protected Areas Management Program, to which we would hope to serve as a Support Project. The FD has recently agreed to formalize and develop this Program, but it has not yet had sufficient time to make headway on developing an agenda for change. The IRG Team has developed the following proposed 2008 Targets for the country's PA Management Program, for submission to and consideration by the FD. While these proposed Targets have been recently submitted to and discussed with the FD, the FD has by no means had sufficient time to digest and react to them. It is thus important to note that the Targets as presented here represent IRG's proposal for medium term targets, not the official position of the FD.

We have organized our Support Project Results around these higher level targets. Of course, as the FD refines its plan for PA Management with national partners, our Work Plan will adapt accordingly.

The 2008 Targets listed here are organized by the five broad Components included in the bilateral grant funding agreement between the Government of Bangladesh and the US Government.

Component #1: Development of a Co-Management Planning and Implementation Model

1. **One third of the National Parks and Wildlife Sanctuaries are operating under a collaborative management model:** If a concerted effort is put in place to expand the co-management approach to the PA system, it is feasible to plan on implanting the approach over one third of the FD's Protected Areas within five years.
2. **At sites employing co-management model, local resource users exercise rights to participate actively in protected area management.** It is not enough to put agreements into place. Users of those agreements must perceive that they have the right and responsibility to participate more actively in Protected Area (PA) management and conservation. This target is proposed as a means of focusing attention on the level of active participation by local stakeholders in the co-management process.
3. **The existing National Park and Wildlife Sanctuary network increases in size by 10 percent.** In light of the relatively small size of the Bangladeshi PA system by comparison with other countries, and the need for improved conservation in

different areas of the country not currently covered by the PA system, proposals have already been made to increase the coverage of the PA system by both expanding the size of existing PAs and by adding new PAs. We believe that specific targets should be set for this process.

4. **Degradation is reversed in co-managed National Parks and Wildlife Sanctuaries.** If the current overexploitation is slowed in Protected Areas, many of the areas will quickly become re-established as productive havens for biodiversity. But it is essential to slow the degradation caused by human intervention in clearing of firewood, felling of trees, and, of course, agricultural activities. Specific indicators should be set to define what it means to reverse degradation at PAs. Simple and verifiable baseline measurements of these key indicators can be undertaken, and should serve as the basis of measurement and tracking of progress.

Component #2: Interventions and Investments for Improved Ecosystem Management

1. **Income-generating alternatives – consistent with PA conservation – are realized for key PA stakeholders in target landscapes:** We believe that co-management plans must provide a framework for improving income and livelihoods within the broader landscapes in which PAs are located. The livelihood improvements must be targeted at the key stakeholders who in the past have caused – or facilitated – damage to the resources of the PAs. Communities that have drawn resources from PAs need to be given viable income generating and livelihood options to replace use of the PAs. And other stakeholders – migrants, local businessmen, etc. – must also perceive economic opportunities from outside the PAs that are at least as interesting as those they have in the past obtained inside the PAs. The FD will need thus to work at complementing local PA management improvements with a broader set of coordinated actions in and around the PAs.
2. **Degradation slowed in landscapes around PAs:** If these alternative income and livelihood options are successfully implemented, along with a program of public investment, then a visible and measurable difference in the quality of resources around PAs should also be apparent. We believe that the FD should target to support such changes in broader landscapes.
3. **Livelihood improvement programs being implemented within landscapes around PAs:** Improving incomes alone is not necessarily sufficient to bring about change in behavior of key PA stakeholders. Beyond the narrower goal of improving income, the FD can and should include plans for addressing the livelihood concerns of people living around PAs.
4. **Local governance institutions overseeing co-management are highly transparent and trusted:** Co-management relies upon development and adherence to an agreement. Once the agreement is worked out, its implementation depends on a high level of

trust between those parties that have signed on to the agreement: the FD; local government officials; community representatives; local NGOs, etc. The FD should thus include a goal of transparency and objectivity in the co-management governing structures from the earliest moment.

5. **Local governance institutions deliver coordinated natural resource management support within landscape:** The Government of Bangladesh's various Ministries and Departments provide natural resource management support to multiple sectors. One of the important purposes of local co-management committees will be to coordinate the input from these multiple ministries.

Component #3: The Enabling Policy Environment for Co-Management Enhanced

1. **FD enhances and clarifies the rights and responsibilities of local stakeholders in PA management:** While existing legislation and official policy of the Forest Department does allow for local participation in resource management, we believe that further steps can and should be taken to formalize the rights and roles of local stakeholders in ensuring sustainable management of the Protected Areas. We believe that policy changes will most likely be necessary to provide further impetus to advances in co-management.
2. **FD policy allows partial local retention and management of PA revenues:** It is increasingly recognized amongst PA practitioners – and formalized in the World Parks Congress recommendations – that greater local revenue retention and autonomy be given to PA management authorities. A greater measure of devolution in management of PA revenues and expenditures is a necessary step to improving the quality of PAs. We do not propose a complete local retention and management of PA revenues, we do believe that greater decentralization of PA financial and management decisions should occur, and that it should be an explicit target of the FD for PA management.
3. **The Protected Area network is exempted from the revenue generation targets made to the FD by the Ministry of Finance:** At present, the FD must respond on an annual basis to a set of financial generation targets set by the Ministry of Finance. The range and diversity of “production” forests under the management of the FD allow it to respond to such targets. But as PA management is enhanced within the FD, it should be explicitly exempted from responding to such targets, as the targets would introduce an incentive to PA managers to generate revenue as a priority rather than to conserve and manage the PA under his/her authority.
4. **Processes are functioning to resolve land tenure and land use conflicts in PAs:** Conflicts over PA land will only become more severe as population pressure increases along with the demand for resources found within PAs. Mechanisms for resolution of local conflicts over PA resources will need to become more capable of

resolving such conflicts. And the FD will probably also need to organize itself to support such conflict resolution. The legal capacity of the FD may need to be strengthened, as well as the capabilities to manage conflict resolution processes before they get to the stage of legal disagreements.

5. **A joint public–private oversight board for the FD’s PA system is established:** A sustainable institutional structure for the long–term management of the PA system should include not just the FD and other Governmental bodies, but also the non–governmental actors. The reason for this is that the private sector – whether businesspersons, universities, trade associations, or other – has much to gain from a well–managed PA system. Because of this interest in the PA system, the private sector has much to offer to the FD in its process of managing PAs. Over the coming years, the FD should actively reach out to these and other non–governmental PA stakeholders. One important means of doing that is to re–activate the Wildlife Advisory Board called for in the amended Wildlife Act. That Advisory Board allows for inclusion not only of other Ministries, but also of non–governmental bodies. Such public–private oversight boards have been established in a number of countries, with varying degrees of authority and roles. Bangladesh’s FD will need to identify an appropriate degree of private non–governmental participation in and oversight of its PA management via the Wildlife Advisory Board, but the FD can be sure that such active and formal involvement of the non–governmental sector will lend an immediate image of openness to the FD and assist in its long–term efforts to strengthen the PA system.

6. **FD policy encourages private sector efforts to conserve natural forest habitats:** Natural forest patches, and other areas of important forest biodiversity, are disappearing rapidly. The FD is responding by improving management of the existing PA system, and by proposing extensions to the PA system. But the FD’s resources are limited, and it cannot establish formally constituted FD–run PAs for every patch of important natural forest in its system. Fortunately, there is a growing private sector interest in meeting the national demand for nature tourism. This demand is evident in the many small nature parks and forest parks being established around the country. While these private nature parks vary widely in quality, and are often managed with little consideration for an authentic natural experience, the desire to make such investments should be taken seriously. Furthermore, the existing law is supportive of private game reserves, although the law has rarely if ever been taken advantage of by the private sector. We believe that the FD should complement its efforts in extension of the existing PA system by formally supporting private sector efforts to conserve natural forest habitats.

Component #4: Laying the Foundation for a Conservation Constituency in Bangladesh

1. **Ten–fold increase in the number of paying visitors to target Pas by Bangladeshis within 1 year of co–management agreement formalization:** At present, the

degrading quality and limited infrastructure and management of PAs renders them relatively unattractive sites for visiting, in spite of their immense natural beauty and diversity. If co-management agreements are effectively established, however, and existing PAs have the procedures and management structure in place to support increased visits, we believe that the impact of these improvements should be evident in dramatic increases of the number of paying visitors to the targeted PAs. The FD should set an ambitious target for increasing the number of paying visitors to the PA system, for it is precisely via these paying visitors that the FD will help in building a constituency to conserve the PA system in the end.

2. **Evidence of increased advocacy by civil society for PA conservation:** A deliberate and effective program to communicate the value of the country's PA system should result in a more active group of civil society advocates for improved management of the system. These advocates might include such groups as environmental journalists, bird or other biodiversity enthusiasts, or even university student associations. The FD should actively work to support such advocate institutions, through making the Parks easy to visit, by giving lectures on interesting aspects of PA, by making information available through a resource center, or by any number of other communication tools. The more such civil society advocates working to ensure the PA system's longevity and quality, the more effectively the FD will achieve its long-term PA management goals.
3. **Bangladesh PA efforts and lessons learned are communicated at international meetings on protected area management and forestry:** In addition to working to build the national interest in the PA system, the FD should also work to attract the interest of international stakeholders about the system. One important means of doing so is to be sure that international fora on Protected Area management and forest manage regularly include compelling presentations on the status and developments within the country's PA network. The FD might work to spearhead research studies conducted within the PA system, to ensure that word of the system was reported. It might encourage filmmakers to use the PA system for filming nature films. It might support research efforts focusing directly on analyzing the co-management process and approaches being attempted for the system. All such efforts to attract attention to the PA system can serve the longer-term goals of the FD: attracting interest in and support for the PA system.
4. **Citizens living in and around target PAs implement conservation actions:** If the co-management process is working effectively – and its local communication approaches are effective – then citizens living in landscapes around PAs will themselves appreciate the value of PAs and take an active role in conservation measures. Like the other Program Targets, this one too can be verifiably measured.
5. **The perception of the FD as a trustworthy and capable manager of Protected Areas is enhanced amongst naturalists:** By its nature, the co-management process requires

an open working relationship and management style on the part of the FD. At both the local and the national level, pursuit of such an approach to PA management will enhance the FD's image. Such a change in image will be readily apparent and measurable among naturalists, some of whom believe that the FD will have difficulty distinguishing in practice its PA management efforts from its traditional forest management processes.

Component #5: Ensuring Institutionalization of Co-Management

- 1. Independently-reviewed management performance scores improve at no less than 5 of 7 targeted PAs:** As part of a PA strengthening program, the FD will need to work with partners to institute strengthened capacity development for PA management. Over time, these efforts should be evident in the improved quality of PA management. Such improvements, we would propose, could be measured using indicators of management quality. (Such indicators of management effectiveness have been used at other Park systems, and might be adapted to Bangladesh's case.)

- 2. Working conditions for members of the Wildlife Circle improve relative to other FD employees:** At present, there exist considerable disincentives to working within the Wildlife Circle of the FD, and particularly to working on-site in the management of protected areas themselves. With no sale of timber on such lands, Wildlife Circle Rangers and other staff members may feel as though they have no productive activities to support. What is more, because of the lack of support infrastructure (offices, transport, roads, equipment, etc.) within PAs, Wildlife Circle staff perceive a considerable disadvantage to working there. Such gaps in working conditions between Wildlife Circle staff and other FD staff must be addressed over the coming years.

- 3. On issues critical to PA management, GOB ministries collaborate to resolve obstacles:** Already with the existence of the ECA Act and the declaration of ECAs at a number of sites, the Department of the Environment has become a Protected Area manager, even if the status of protection at those sites is not the same as in the FD PA network. Similarly, the Fisheries Department and other Ministries have important roles to play in protecting key areas for conservation outside the forest PA network. It is essential, therefore, that the FD collaborate closely with other GOB ministries to resolve resource management obstacles facing the PA system.

- 4. The Wildlife Circle – responsible for PA management and oversight – enjoys a clear mandate and operational independence within the FD:** At present, the Wildlife Circle is in a process of creation and formalization (actually, re-creation). It is essential for long-term PA management that this Circle develops an autonomous and clearly delineated institutional mandate within the broader FD structure. It must have the capacity to allocate resources and people to respond to PA needs, functionally independent of other FD structures.

5. **Professional training institutions for PA management are more capable of responding to PA management needs:** At present, young foresters entering the Department have little to no training in the management of Protected Areas as such. What is more, mid-career officers have few opportunities for professional training to update or add to their skills in dimensions of PA management, either from the FD training center or from public or private universities. This glaring lack will need to be addressed in the coming years, so that within five years at least one national institution is recognized as being capable of training Forest Officers in the skills they will need to manage protected areas.

6. **Complementary investment in FD PAs of at least \$1m is made by national and international donors:** If the PA system managed by the FD is to be put on a sustainable footing, it must attract and obtain complementary funding to this USAID PA Support Project, which is itself insufficient to meet the PA needs. Such complementary funding should be sought in both domestic and international sources. If such efforts to attract funding are successful, then at least \$1m should be obtainable within the coming five years. While needs will no doubt exceed this \$1m, this figure is a reasonable and achievable target that would suggest that the FD is on the right track.

7. **Local co-management authorities/committees pass financial management transparency audits:** As mentioned in an earlier Target, it is essential that local governing bodies responsible for co-management agreements demonstrate an openness and transparency that will allow them to be trusted by local stakeholders. As co-management agreements are signed, formalized co-management committees are likely to have responsibility for monitoring the implementation of agreements, and may also have responsibilities for decision-making and even resource allocation. It is essential that such committees adhere to the highest standards of good governance. To that end, we would propose that such committees be submitted to financial management transparency audits periodically. High marks on such audits would be evidence that the local governance goals of the co-management groups were effective.

3. Summary of Support Project Progress and Results to Date

The Support Project contract between IRG and USAID was signed on June 1, 2003. IRG's Chief of Party, Philip DeCosse, mobilized for a start-up mission to Dhaka during the period July 7 to July 18, 2003. Joined by Mr. Thomas Catterson, the COP held initial technical and administrative meetings to launch the Project. After a return to the US of two and a half weeks, the COP returned to take up post in Dhaka on August 7, 2003. Since his return, a number of activities have been completed and results achieved. Included among those activities and results are the following:

- ✓ **Project Administrative Start-up Under Way:** The Support Project has made considerable advances in the past three months, including the following:
 - Contracts with key personnel have been signed for the Protected Areas Management Specialist (PAMS) and the Local Governance and Capacity Building Specialist (LGCBS). We have also finalized and signed an employment contract with our Director, Administration and Finance (DAF). Advertisements have been let for the Communications Specialist (CS) position, and candidates are now being interviewed, and other staff members, both administrative and technical, are in the process of being identified.
 - A permanent Project office space has been located and the lease agreement signed, for a location within sight of the Forest Department. The Team is exploring opportunities for making part of this office space available to the Arannyak Foundation so as to facilitate collaboration between the Project and the Foundation;
 - Administrative and financial procedures are being put in place. In late October, we will receive a Project startup visit from two IRG/Washington staff members, including the Project Manager, Anne Lewandowski.

- ✓ **Core IRG Team Completes Work Planning Process:** Core members of the IRG Team completed a five week work plan development process. The process included review of the contract Scope of Work, IRG's Technical Proposal to USAID, relevant technical issues, including co-management (presented by COP), livelihoods (presented by Caritas), Federation development (presented by RDRS), models for local organization and development (presented by all Team members), approaches to communication (by the BCCP), social forestry (the Forest Department), spatial data availability and use (CEGIS), and other topics. In addition, the Core Team members met with key

implementing partners, including the Forest Department's Wildlife Management & Nature Conservation Circle and senior FD staff members. The Team also met with USAID Project partners from the LGI, ATDP2, JOBS and MACH Projects, to learn more about their goals and identify possible linkages, and had a special presentation on the Forestry Sector Project (FSP) by the Forest Department.

- ✓ **Agreement on Four Initial Pilot Sites for Co-management Effort:** Discussion on the first round pilot sites for testing co-management began well before signing of this Project contract. Closure has now been reached, and it is agreed that the initial pilot sites will include the Lawachara National Park, the Rema-Kalenga Wildlife Sanctuary, the Satchuri Reserve Forest (the portions proposed for a Wildlife Sanctuary) and the Chunati Wildlife Sanctuary. The Support Project is now proceeding to prepare infrastructure and resources to test co-management at each of these sites.
- ✓ **Visits to all Pilot Sites:** The COP has made field visits with key FD staff and IRG Team members to each of the four pilot sites. Visits were rapid, lasting no more than one day per site, and were intended to get an initial sense of issues and context for eventual co-management efforts in and around them.
- ✓ **Visioning Exercise with Senior Forest Department Officials:** The IRG Team believes it is essential for the FD to identify a clear vision of what it expects to achieve in the area of PA management and, by implication, co-management of PAs. To that end, the COP organized a visioning exercise with three senior staff members of the FD, including the CF/Central Circle and Project Coordinator, the DCCF/Social Forestry, and the DFO/Wildlife for Sylhet. At this 1.5 day visioning exercise, which also include the Project CTO from USAID, participants assessed the likely issues and opportunities that would impact the management of the country's PA system in the year 2010. Results to this exercise are now being prepared by the COP in the form of a White Paper for FD discussion and review.
- ✓ **Agreement on Formalization of a "Protected Areas (PA) Management Program" at the Forest Department:** After considerable discussion and meetings with the Forest Department, it was agreed in a meeting with the CCF and other senior FD staff that the FD would formalize the creation of a "Protected Area Management Program" at the Department, to which this USAID contract would serve as a Support Project.
- ✓ **Progress Towards Development of an Image and Logo for the FD's Protected Areas (PA) Management Program:** Project staff have prepared and presented ideas for a name in Bangla to be given to this PA Management Program, presenting the ideas to a meeting of the Wildlife Management and Nature Conservation Circle staff in October. At the same meeting, options for the PA Program name and logo were presented on stationary, hats, t-shirts, badges and posters. Subsequently, the Support Project launched a national competition among young students to find a creative name for the PA Management initiative, with advertisements in both Bangla

and English language newspapers. A widely publicized awards ceremony, and official declaration of the Program name, is planned for November or early December.

- ✓ **Dialogue and Familiarization on the PA Management Program and Co-management at the FD:** The Support Project staff members have held numerous meetings with FD staff members, and particularly those from the Wildlife Management and Nature Conservation Circle, to explain and discuss the principles and approaches relevant to co-management and improved PA management. In September, two senior international experts in co-management and protected area management visited (one from India and one from the US), and made a presentation on co-management experiences in Asia to some 40 members of the Forest Department. In addition, the COP has met with staff members at the national and regional level to conduct similar discussions.

- ✓ **Presentation on the Program at Sylhet Week in September:** On September 16th, the COP prepared and presented a multi-media presentation entitled “Parks for People: Co-management of National Parks in Bangladesh” at the America in Sylhet Week activity. The presentation served as another opportunity to highlight the people-centered approach that this USAID project is supporting at the Forest Department.

4. Support Project 1st Year Work Plan Methodology and Organization

This Support Project Work Plan identifies four levels of goals to be realized. At a first level are the “Components” of the proposed Protected Area (PA) Management Program. These Components – identified as Section headings and titled Components 1 to 5 – are derived from the SOAG between the US Government and the Government of Bangladesh.

At the second level of goals – closest to what in World Bank nomenclature is called “impacts” – we have proposed a set of PA Management Targets. These Targets require the effective action not just of this Support Project, but also of other key stakeholders, from the FD to other Government Ministries to other international and national actors. The timeframe for achievement of these impacts is the longest, scheduled for 5 years. Of course, while the FD has made its intention to formalize a PA Management Program clear, the Department has not yet reviewed this proposed set of Targets in detail and made it their own. Nevertheless, we believe that this set of targets is an accurate expression of the sort of targets that national PA programs should achieve if they are to become more sustainable.

At a next level of impact – closest to what the World Bank calls “outputs” – we have identified a series of Project Results. These Results, which are by and large within the manageable interest and achievability of this Support Project, are less compelling to those unfamiliar with the PA Management Program, but no less important. Their achievement implies that progress is being made toward achievement of the higher-level Program Targets. While the ultimate date for achievement of these Results is the fifth year of this Support Project, many of these results can be achieved earlier. Responsibility for achievement of these Project Results are clearly allocated to members of the Support Project staff, who will themselves work in close collaboration with FD staff and key stakeholders.

Because we have organized the work plan by contract component, and the same components represent USAID’s Intermediate Results in the SO6, our Targets and Results can be used to track contributions to USAID’s overall Strategic Plan, and USAID’s Strategic Objective No. 6 (“Improved Management of Open Water and Tropical Forest Resources”) in particular.

Finally, within each Project Result, we have identified one or more Milestones and Activities. Milestones, as the name implies, assist both the internal Project staff and external partners to gauge progress toward achievement of the selected Project Result. Activities serve the same function, although they are not as discretely recognizable as milestones.

The five Components defined here were developed by USAID in consultation with the GOB. The proposed PA Management Targets, Project Results, Activities and Milestones were jointly developed by the IRG Team – after meetings with partners, consultation of key documents and analysis of field issues – and are now being submitted to partners for review and comment via this work plan.

5. Component 1: Develop a Co-Management Planning & Implementation Model

A. Issues and Context

Collaborative management models are increasingly recognized as a necessary option for Protected Area managers throughout the world. At the recent World Parks Congress in South Africa, two separate Working Group recommendations highlighted the importance of considering co-management as an important tool for PA management. Rather than being a new buzzword or a passing fad, co-management is now recognized as a necessary part of improving protected area management. In spite of its entering the mainstream, there exists a paucity of practical, functioning examples of PA co-management, and few hard and fast rules to go by in setting the approach for a specific country, or a specific PA within a country.

The most pressing challenge of the Support Project is to work with partners at the Forest Department to identify an appropriate, cost-effective and working model (or models) of co-management that contribute to improvements in PA management in Bangladesh. That goal is the subject of this Component of the Support Project and PA Management Program.

B. Elements of Approach and Proposed Program Targets

Development of a co-management planning and implementation model implies a real and substantive sharing in the responsibilities for PA management and in the benefits from improved PA conservation. In order for key local stakeholders and national stakeholders to have their interests met, a careful process of discussion and negotiation needs to be worked out concerning each of the targeted PAs. As an outcome of these participatory discussions, the FD can develop participatory agreements for collaborative management of PAs.

The IRG Team believes that co-management interventions should take place within the broader landscapes in which the PAs are found. We will adhere to a landscape approach to development of the co-management model, looking in the process at the dynamics and stakeholders affecting PA conservation not just in or adjacent to PAs, but within a broader geographic and economic space. This “landscape approach” to development of the co-management model is central to our overall approach.

We have proposed the following PA Management Program Targets for 2008 in the area of Component 1:

1. One third of the National Parks and Wildlife Sanctuaries are operating under a collaborative management model
2. At sites employing co-management model, local resource users exercise rights to participate actively in protected area management.
3. The existing National Park and Wildlife Sanctuary network increases in size by 10 percent.
4. Degradation is reversed in co-managed National Parks and Wildlife Sanctuaries.

The following Support Project Results will contribute to achievement of these PA Management Targets.

C. Project Result 1.1: Stakeholder analysis and needs assessments methodology developed and conducted for PAs within landscapes

Developing a sound and well-founded understanding of the key stakeholders affecting the PAs is an essential pre-requisite to development of a co-management agreement that meets those stakeholder needs. We will progressively gather information that will help us to determine key stakeholders and their incentives for and against conserving the PA near them. We begin with an initial secondary data collection exercise, necessary not just for understanding stakeholder issues, but also for understanding social and ecological issues pertaining to the PAs. We will then conduct, without fanfare or high profile meetings, Rapid Rural Appraisals at each of the pilot sites. Results from these RRAs will be presented and discussed in a workshop in Dhaka, at which a more careful strategy for identifying stakeholders is identified and elaborated. Only after this common stakeholder analysis approach is elaborated will we return to the pilot sites and landscapes to develop a better understanding of stakeholder needs and incentives. Final definition of landscapes is only possible once we have developed a clear understanding of these stakeholder incentives.

First Year Activities and Output Milestones

Activity – Brief Description	Start (mm/yy)	End (mm/yy)	IRG Lead/Support
Conduct 2ndary data collection exercise for all pilot sites	Nov-03	Nov 03	NACOM & CODEC
<i>Deliver secondary data review reports and data</i>	n/a	Nov 03	NACOM & CODEC
Meet and agree upon RRA approach, methodology and guidelines	Nov 03	Nov 03	LGCBS & COP
Conduct RRA for pilot sites, with emphasis on identifying stakeholders and their incentives	Dec 03	Dec 03	SFs & FCs
<i>Deliver RRA reports for each pilot site, with emphasis on stakeholder analysis</i>	n/a	Jan 04	SFs and FCs
Meet and agree upon PRA approach, methodology and guidelines	Jan 04	Jan 04	LGCBS & COP
Conduct PRA for key stakeholder groups to better understand incentives and constraints	Jan 04	Feb 04	SF, FC and LGCBS, w/ Consultant

<i>Deliver PRA reports for each pilot site, with emphasis on stakeholder analysis</i>	n/a	Mar 04	SF, FC and LGCBS, w/ Consultant
Working closely with RIMS, develop social and economic landscape elements for each PA on the basis of PRA results	Mar 04	Apr 04	LGCBS, NACOM, COP

E. Project Result 1.2: Natural resource assessment and monitoring system methodology developed and implemented for PAs and landscapes

The natural resource assessment and monitoring system development will occur in parallel to the stakeholder analysis process discussed above. Certain activities, such as the actual PRA or RRA interviews, generate important information for the natural resource assessment process. However, we will be careful to ensure that the stakeholder analysis process is not derailed or watered down because of a desire to collect scientific data on the natural resource base. The harder scientific data will be collected in separate surveys (ecological monitoring surveys using transects or other standard sampling methodologies, for example). Natural resource information needs will be identified prior to conducting both RRA and PRA, but the PRA and RRA exercises will not be led by natural scientists so much as by social scientists.

With the broad outlines of natural resource trends made evident via both the secondary data collection process and the RRA and PRA, additional surveys and information collection needs will be identified by the IRG Team, with NACOM taking the lead role.

In all our work with natural resource assessment and spatial data, we will coordinate closely with the Resource Information Monitoring System (RIMS) of the FD, in light of their lead role in managing and analyzing spatial data relevant to PAs. As necessary, we may make technical support to the RIMS available via our Resource Firm, CEGIS.

We will pay a special effort to identify simple baseline measures for the four pilot sites. We will explore the appropriateness and cost effectiveness of such measures as vegetation indices, aerial videography, photographic sampling at key sites within the forests or satellite imagery. Our focus will be upon identifying simple, low-cost baseline indicators of the PA ecology at the starting point in the project.

In addition to this baseline measure process, we will also undertake an historic study of forest cover trends, assuming the data is available, to show in a graphic and compelling way, the rate of loss of forest at these sites over recent decades. Such trend analysis will be an important means of understanding the sites history, and of cross-checking the outcomes from the PRA surveys.

We will work to interest scientists and MSc or PhD students at national universities in conducting their theses research on important aspects of the PA system pilot sites. We will

allocate funding for the use of a set of students to pursue these studies, where these research funding will be allocated on a competitive basis.

Where possible, we will take advantage of young people's interest in nature and give them an opportunity to participate in the ecological monitoring process. Young members of the Birding Association, for example, might participate in conducting bird population studies within target protected areas, or walking transects through the Parks along with other scientists. We will work to link these young and often eager nature enthusiasts to the employees and efforts of the FD.

An understanding of ecological dynamics within each protected area is at the same time highly complicated and essential for the eventual co-management plans. How much stress can the ecosystems within the PAs withstand? What are acceptable off take levels? At what rate can we expect elements of the ecosystem to change as pressures are reduced. These issues require sophisticated analysis, and we will explore opportunities for linking our base pilot site data to larger ecology research efforts being conducted by specialists at national universities and research centers as well as international centers of excellence such as the Wildlife Conservation Society in NY, the World Wide Fund for Nature (WWF), and CIFOR in Indonesia. Such research outreach is consistent with our goal of ensuring that the Bangladesh pilot sites are used to attract interest in international practitioners.

First Year Activities and Output Milestones

<u>Activity -- Brief Description</u>	<u>Start (mm//yy)</u>	<u>End (mm/yy)</u>	<u>IRG Lead/ Support</u>
Identify key/indicator species, vegetation indices or other means of setting initial pilot baseline status and tracking impact	Nov 03	Dec 03	NACOM/ CEGIS
Prepare and include priority resource questions in RRA assessment methodology	Nov 03	Dec 03	NACOM
Carry out social and resource mapping as part of PRA process	Dec 03	Feb 04	NACOM
Working closely with the RIMS at the FD, incorporate spatial data from PRA, RRA and additional surveys in spatial database of the FD	Feb 04	Mar 04	CEGIS
Develop/implement scientific assessment process	Mar 04	Apr 04	NACOM to coordinate
Develop, field test and finalize survey methodology, questionnaire and data collection forms for limited NR variables	Jan 04	Mar 04	NACOM to coordinate
Carry out qualitative and quantitative survey on animal and plants, with leveraged participation of Research Center & University scientists	Apr 04	Dec 04 & beyond	NACOM to coordinate
Document present resource exploitation, regeneration and utilization practices	Jan 04	Jun 04	NACOM
Conduct special scientific studies	Mar 04	Dec 04 & beyond	Various
Propose elements for Participatory Monitoring and Evaluation system	May 04	Jun 04	NACOM
Hold a local workshop for agreeing on participatory data collection	Jul 04	Aug 04	NACOM
<i>Deliver status reports on natural resource monitoring</i>	n/a	Mar, Jun	NACOM

F. Project Result 1.3: Socio-economic and institutional assessment and monitoring system methodology developed and implemented for PAs and landscapes

In practice, the stakeholder assessment process is to be closely linked with a socio-economic and institutional assessment process as well. We separate the second out as a distinct Result because the socio-economic assessment process will include complementary surveys and data collection, as well as baseline setting that are not typically part of the stakeholder assessment process as such. In addition, we separate the two as Results because within our IRG Team, leadership of the Stakeholder Assessment process will not be the same as leadership of the socio-economic and institutional assessment process.

Once gaps in the secondary data have been identified, this socio-economic assessment process will design and implement additional information gathering techniques for project sites. We will participate in analysis of the PRA and RRA results, and we may design additional survey instruments to gather key information on such indicators as demographic makeup of target stakeholders, income source diversity, levels of school attendance, percentage of households gathering medicine from the PA, or growing food inside it; and other variables not comprehensively addressed in the RRA or PRA survey results. Because these socio economic surveys can be considerably refined by the RRA and PRA, they will not be conducted until the earlier ones are finished.

In conducting any socio-economic surveys, we will work closely with the RIMS at the FD to be sure that data collection allows ready incorporation into PA base maps. In this process, we would expect also to cooperate with the CEGIS as a technical support institution to the RIMS.

In the design of survey instruments under this Result, we will make a special effort to include variables that would be of particular relevance to understanding the non-market values of PAs and surrounding landscapes, so that we can later work with economic researchers to analyze and quantify these non-market values for specific project sites.

First Year Activities and Output Milestones

Activity -- Brief Description	Start (mm//yy)	End (mm/yy))	IRG Lead/ Support
Participate in analysis of RRA and PRA results	Dec 03	Mar 04	NACOM
<i>Propose detailed approach to pilot site socio-economic and institutional data collection exercise</i>	n/a	May 04	NACOM
Conduct surveys and other data collection exercises	Jun 04	Aug 04	NACOM w/ FCs and SFs
Enter and analyze data	Sep 04	Oct 04	NACOM
<i>Deliver preliminary report on socio-economic and institutional assessment of pilot sites</i>	n/a	Dec 04	NACOM

G. Project Result 1.4: Conceptual model for co-management developed and implemented for PAs and landscapes

Development of the conceptual model and approach to co-management is, like the preceding results, a separate result and lead within the IRG Project team. Our approach to developing the model is fundamentally empirical: we will carefully observe the context and social/environmental constraints for PA management and stakeholder livelihoods at each of the four different project sites, and we will then proceed to propose a conceptual approach that takes into account the field context.

By starting with a field orientation and focus, we will also thereby be in a better position to take advantage of the intuitive abilities and long experience of our FCs and SFs, as well as the key Wildlife Circle implementers. Rather than imposing a pre-developed model of co-management upon them before they explore field issues around sites, we will propose only basic elements of co-management, and then ask them to propose appropriate means of developing co-management agreements that suite the conditions of each of the sites.

Only after each of these proposals has been made will we regroup as a team and try to understand the common elements, so as to ultimately develop a unified and clear model (or models) of co-management that may be more broadly applicable to subsequent future sites.

First Year Activities and Output Milestones

Activity -- Brief Description	Start (mm / yy)	End (mm / yy)	IRG Lead / Support
After RRA result presentation, field partners receive training in basic elements of co-management	Jan 04	Jan 04	LGCBS/COP
After presentation of PRA results, field partners present proposed approach for achieving co-management agreements	Mar 04	Apr 04	LGCBS/FCs & SFs
Workshop organized of key implementers to identify and agree upon co-management model elements and approach to be tested at different sites	May 04	Jun 04	LGCBS/FCs & SFs
<i>Deliver co-management model description</i>	n/a	Jul 04	LGCBS/COP
Implement co-management model	Aug 04	Dec 04 & beyond	FCs & SFs

H. Project Result 1.5: Appropriate conceptual approach to local development process is developed and implemented in target landscapes

The model for co-management includes an approach to achieving consensus and conflict resolution that will ultimately improve management of PAs. For the model to work, complementary stakeholder livelihood and economic improvements need to occur. We believe that it is important to adhere to a consistent philosophy and approach of economic

development and community organization in implementing this approach. To that end, we will clarify and describe a conceptual approach to local development, to which we will adhere in our work at the landscape level.

We will pay special attention in this process to the incorporation of members of disadvantaged and food insecure households living in and around the protected area. The central thrust of this community focus is to promote and enable the development of apex organization of resource poor groups. These emergent community-based organizations (CBOs) will represent a promising democratic instrument of civil society, and a collective and organized voice of the poor. In the course of the RRA and PRA processes, the IRG Team will conduct survey and participatory assessments to identify stakeholders. Such stakeholders will be the focus of action for resource management and poverty alleviation through a group based development approach that we will refine under this activity. We will also propose facilitation of linkages and partnership among the selected resource management organizations including apex organizations of resource poor groups and local government (e.g., Union Parishad).

The network of RMOs will promote partnership with the organized poor and other civil society actors to advocate for greater justice and opportunity for the poor and to advance their self-reliant development. The IRG Team will identify an approach that will facilitate RMOs to build their capacity and confidence to advance empowerment and promote opportunities, awareness and access of poor to development resources. The above process will help local apex organizations to engage in the nonpartisan local political process in order to assert right and to exercise increased civic influence. RMOs will expand the support to these local apex organizations to exercise democracy and good governance within their own institutions, and to use their influence to engage and assert those values and a pro-poor agenda in local politics.

The IRG Team may also propose assisting RMOs to create greater public awareness and education campaigns through eco tourism of secondary school children and exposure visit of local communities. This program will help to achieve greater diffusion and exchange of knowledge and advocacy into the wider communities in support of preserving protected areas of forest.

First Year Activities and Output Milestones

Activity – brief description	Start (mm/yy)	End (mm/yy)	IRG Lead/ Support
Contribute to and participate in RRA and PRA exercises at pilot sites	Nov 03	Mar 04	LGCBS/ RDRS
Set elements of planning model & methodology through Participatory Planning Exercise (PPE)	Mar 04	Apr 04	RDRS / LGCBS
<i>Propose approach to local based economic and livelihood development</i>	n/a	Apr 04	RDRS
Work to ensure that co-management approach, and field	May 04	Aug 04	RDRS/

implementing approach, includes this approach to local development and institutional organization

LGCBS

I. Project Result 1.6: PA management plans are developed (or completed) and implemented

Pilot sites for implementing and refining a co-management approach to PA management have been identified prior to development of this work plan. Identified sites for the Sylhet Division include Lawachara National Park, Rema-Kalenga Wildlife Sanctuary and Satchuri Wildlife Sanctuary (proposed). Five Year Participatory Management Plans, prepared under Forestry Sector Project (FSP) for Lawachara and Rema Kalenga, can be updated in order to fine-tune them with the objectives of the Support Project and co-management planning. The updated plans may be integrated by including Satchuri WS for which no PMP has so far been developed.

The fourth pilot site is the Chunati Wildlife Sanctuary in Chittagong (S) Division. An Action Plan has been prepared under the Forestry Sector Project for Chunati. A Participatory Management Plan can and should be developed for Chunati based on the lessons learnt in implementing the Action Plan and keeping in view the project objectives.

Forest Management Plans at the FD are normally incorporated into Divisional level management plans, which are themselves reviewed and approved by the Government. Precise processes for vetting and acting on management plans for the PA network will need to be discussed and clarified during the first year of implementation.

First Year Activities and Output Milestones

Activity -- Brief Description	Start (mm//yy)	End (mm/yy))	IRG Lead/Support
Review the Participatory Management Plans for Lawachara and Rema Kelinga and the Action Plan for Chunati.	Jun 04	Jul 04	PAMS
Field visits to PAs to assess relevant implementation issues and constraints.	Aug 04	Dec 04	PAMS/LGCBS
Hold consultations with stakeholders concerning specific elements of the proposed management plans	Aug 04	Dec 04	PAMS
Clarify process for approval of PA management plans	May 04	Aug 04	COP, PAMS
Conduct forest mapping and zoning	Nov 04	Dec 04	PAMS
<i>Deliver note/memorandum clarifying processes to be followed for PA management plan approval and action</i>	n/a	Oct 04	PAMS
Draft additional Participatory Management Plans and discuss with stakeholders	Dec 04	Mar 05	PAMS
Finalizations of Management Plans	Mar 05	May 05	PAMS

6. Component 2: Improve Ecosystem Management

A. Issues and Context

The Protected Forest Areas are located within ecosystems and landscapes of varying productivity. Households use resources from within those ecosystems for their own needs, and the needs of the PA network are often of secondary importance.

The IRG Team believes that PA resources should be managed in a “landscape” context in which the landscape takes into account resources and dynamics that affect PA conservation, but may be found well beyond the boundaries of the PA itself. As we work with the FD to understand the pressures on a given PA, we will at the same time attempt to determine these key landscape elements.

Certainly, the need for sustenance and livelihood opportunities of citizens bordering PAs is a central factor in PA conservation. Creation of economic opportunities for such people, and other PA stakeholders, thus becomes an important element in a strategy to reduce pressure on PAs.

Addressing key stakeholder needs will typically require public interventions not related to the improvement of household income and well-being. Such interventions might include public and communal efforts to plant trees for upland stabilization, decide upon appropriate public siting of roads or other improvements, or decide on broad land use rubrics.

B. Elements of Approach and Proposed Program Targets

Considering these factors, we would propose that the PA management effort of the FD set the following five year targets for improving the ecosystems in which PAs are found:

1. Income-generating alternatives – consistent with PA conservation – are realized for key PA stakeholders in target landscapes:
2. Degradation slowed in landscapes around PAs
3. Livelihood improvement programs being implemented within landscapes around PAs
4. Local governance institutions overseeing co-management are highly transparent and trusted
5. Local governance institutions deliver coordinated natural resource management support within landscape

The following Support Project Results will contribute to achievement of these PA Management Targets.

C. Project Result 2.1: Market opportunities for micro, small and medium enterprises development linked to improved Pas and landscapes identified and realized

We believe that the PAs in which we will be working offer a variety of opportunities for developing nature-based enterprises at the micro- small- and medium size. As visitors begin coming in greater numbers to PAs, they will be need services such as food and hotels, and will be interested in purchasing nature-based products, whether handicrafts from the local area or products that carry the image of nature linked to the PA. Other nature-based enterprises may also offer important potential. Opportunities to consider include: medicinal plants, animal riding, nature photography, sight-seeing tours and visits. We believe that that enterprise development support for these nature-based services and goods is an important and significant opportunity linked to the PA management Program. Some of the enterprises might be based - on special concession - inside PAs, but the vast majority would be located outside of PAs. The Project will work not only to create such enterprises, but also to try and ensure that they are “clean and green” enterprises, taking special attention to waste management and clean product development. In developing the enterprises, we will pay special attention to the provision of business development services, and how our project can facilitate that.

Initially, we will explore options for taking advantage of the JOBS project skills and experience in identifying and assessing enterprise growth opportunities around such nature-based enterprises. We may also explore and pursue opportunities for working with USAID’s ATDP2 Project to support specifically agricultural enterprises.

First Year Activities and Milestones

Activity – Brief Description	Start (mm /yy)	End (mm/yy)	IRG Lead/ Support
Discuss and identify options - with JOBS - for conducting an enterprise development sector assessment for nature-based products and services	Nov 03	Dec 03	COP / EDC
Organize institutional modalities for conducting sector assessment	Dec 03	Jan 04	COP/ EDC
Conduct assessment of opportunities and recommendations	Feb 04	Sep 04	EDC
<i>Deliver sector assessment for enterprise development</i>	n/a	Oct 04	EDC
Begin implementing enterprise development	Nov 04	Dec 04 & beyond	EDC & partners

D. Project Result 2.2: Household level production technology improvements are made available

Promoting economic opportunity by measures to strengthen rural livelihoods has emerged as a dominant theme in poverty alleviation program of Bangladesh. The IRG Team will address this issue with a special focus on making household level production technology improvements available to key stakeholders. We will work to assist RMOs in developing Farmers' Field Schools, enrolling interested community members on different issues such as improved horticulture, livestock, fisheries, product processing. This will help the poor to get access to natural resources and effectively utilize their own scarce resources for increased food production and income generation. Field Coordinators and Site Facilitators will identify opportunities to ensure that agricultural extension experts within the Ministry of Agriculture or NGOs are made available to key stakeholders, especially those for whom an alternative livelihood is an essential prerequisite to reducing consumption of PA resources.

First Year Activities and Output Milestones

Activity – brief description	Start Month/Year	End Month/year	IRG Lead/ Support
On basis of RRA and PRA, identify short list of priority technology interventions for each site	Jul 04	Sep 04	EDC & FCs
Promote best practices of natural resources and implement improve Horticulture & Livestock	Sep 04	Dec 04 & beyond	EDC & FCs
Promote earthen oven, solar cooker and solar electricity	Nov 04	Dec 04 & beyond	EDC & FCs

D. Project Result 2.3: Savings and credit support program is made available and used

Credit is recognized as an essential element of financial capital for livelihoods improvement. People require building their capability to enhance cash flow (eg, income) and availability of stock (eg, savings). The IRG Team will identify potential local NGOs (RMO) in the sites working in micro-credit and build their capacity in the same areas. We will also facilitate RMOs to assess the need and basic strength of rural producer groups and to provide them with alternative skills and confidence followed by credit assistance. This process will eventually help to ensure effective utilization of credit and savings by user groups.

First Year Activities and Output Milestones

Activity -- Brief Description	Start (mm//yy)	End (mm/yy))	IRG Lead/ Support
Selection of RMOs working in micro-credit	Oct 04	Dec 04	FCs
Capacity building of the RMOs	Oct 04	Dec 04	FCs
Ensure effective utilization of credit and savings by user groups	Oct 04	Dec 04	FCs

E. Project Result 2.4: Community-level landscape interventions are implemented

The initial secondary data collection exercise, coupled with RRA and PRA outcomes, will assist in framing the need and opportunity for community level landscape interventions. Such interventions might include tree planting operations, linked to community forestry or social forestry processes, irrigation system improvements, and even participation in road siting, or improvements to the PA infrastructure.

The PAMS will take the leadership role in achievement of this result, working closely with the FCs and SFs. He will work closely with the FD to identify opportunities, based on the needs of key stakeholders, for conducting community-level activities that address those needs.

Since a good portion of the landscape level interventions are likely to occur on Reserve Forest Land, extremely close coordination with the FD is a necessity if this Result is to be achieved.

First Year Activities and Output Milestones

Activity -- Brief Description	Start (mm//yy)	End (mm/yy)	IRG Lead/Support
Survey and assess the impact of various public development interventions/ infrastructures within and around PA	Jun 04	Jul 04	PAMS
Document present land use pattern within PA and buffer zones	May 04	Jun 04	CEGIS w/ PAMS
<i>Deliver short-list of community-level landscape interventions to be conducted</i>	n/a	Aug 04	PAMS
Implement watershed management practices (tree planting, etc.) and other community level interventions	Sep 04	Dec 04 & beyond	PAMS & FCs

7. Component 3: Enhance Co-Management Policy Environment

A. Issues and Context

An effective enabling policy and institutional environment establishes the framework and defines the context in which the implementation of sustainable forestry management objectives and the achievement of local-level economic and environmental impact can take place. Forest management in Bangladesh, with its complexity, historical tradition, past conflicts, and numerous and varied stakeholders, requires an integrated, multi-disciplinary, and inter-institutional approach. Since this type of approach diverges from Bangladesh's traditional single-sector approach, innovation, creativity, and flexibility will be critical in facilitating and advancing co-management.

IRG has developed a recognized and field-tested framework for guiding the environmental policy process. The policy process involves a sequence of actions or stages, each of which is undertaken as decision makers first diagnose the need for a policy's development or changes, and then design, implement, and evaluate them. Participants in the policy process expend considerable effort to advance policy change from one stage to the next. The stages include the following:

Dialogue with Key Players: Participation of decision-makers, stakeholders, implementing agencies and USAID is an important part of success in implementing the policy framework. We expend considerable effort on finding innovating means of creating dialogue with these key players.

Participation: A policy will only be adhered to and adopted by the stakeholders who have had an opportunity to participate in the policy development and vetting. A participatory process must be established from the community level through to the most senior decision makers.

Getting the timing right: Our experience demonstrated that recognition and understanding of timing allows participants to function more effectively and move the process forward. Our framework focuses on the value of committing long term to the reform process and capitalizing on opportunities to advance the agenda for enabling policy.

Role of communication: The role of communication, in particular the emphasis given to the development and use of information in the policy process, is a critical factor in success of

policy. Communication is a key factor in enhancing accountability and transparency and legitimizing the resulting process and policies.

As we implement the policy component under this Project, we will pay special attention to these four elements of good policy making.

Project staff have not yet undertake an exhaustive review of the existing policy context for co-management, and for PA management improvements in general. However, from the information already available, it appears that a number of policy enhancements could be made so as to strengthen the conditions for PA management.

B. Elements of Approach and Proposed Program Targets

We would propose that the following five year PA Program Targets be considered by the Forest Department:

1. FD enhances and clarifies the rights and responsibilities of local stakeholders in PA management
2. FD policy allows partial local retention and management of PA revenues
3. The Protected Area network is exempted from the revenue generation targets made to the FD by the Min of Finance
4. Processes are functioning to resolve land tenure and land use conflicts in PAs
5. A joint public-private oversight board for the FD's PA system is established
6. FD policy encourages private sector efforts to conserve natural forest habitats

The following Support Project Results will contribute to achievement of these PA Management Targets.

C. Project Result 3.1: The FD develops a vision and strategy for improved PA management, and begins implementing it

While local co-management activities can be conducted, or at least begun, in the absence of a supportive policy environment, their replication over time does depend on that supportive environment. But prior to identifying specific legal or institutional issues for priority attention, it will help if the FD clarifies its overall vision for improving PA management throughout its protected areas. Within the first week of Support Project implementation, initial discussions were launched on the nature and content of this vision, and a first draft white paper resulting from these discussions is being prepared for circulation. The Support Project will work activity to support the DF in the development of this long-term vision.

First Year Activities and Milestones

Activity - Brief Description	Start (mm/yy)	End (mm/yy)	IRG Lead/Support
Complete and circulate White Paper on Draft Vision 2010 to FD	Nov 03	Nov 03	COP

After edits and continued dialogue/discussion with public/private partners, the White Paper "Vision 2010" (or another appropriate title selected by the FD) is submitted to the Program Steering Committee for Review	Jun 04	Jul 04	COP
<i>An initial communication effort of the FD PA vision is presented to the public</i>	n/a	Nov 04	CS

D. Project Result 3.2: A high-level Government Steering Committee advances the cause of improved PA management by the FD

The policy agenda is expected to be explicitly "field-informed," building on the on-going experience accruing during program implementation. Drawing from this field information, the IRG Team will provide advisory and secretariat support to the Steering Committee. IRG's COP and PAMS will prepare white papers (policy analyses) as needed to inform the Committee of options and priorities for co-management. IRG will also devote time for one-on-one meetings and information sessions with key members of the Steering Committee, and will organize field visits for members, so as to further make the case for co-management. We will assist the Steering Committee to establish and refine its mandate and scope to support co-management.

First Year Activities and Output Milestones

Activity -- Brief Description.	Start (mm /yy)	End (mm /yy)	IRG Lead/ Support
Prepare initial submission of project status, including field site selection and context, for the 1 st Steering Committee meeting	Nov 03	Nov 03	COP
Organize field site visits (domestic or abroad) for select members of the Steering Committee	Jan 04	Mar 04	CS / COP
Organize field trips of Steering Committee members to all four Project sites	Jan 04	Mar 04	CS
Prepare materials for any subsequent SC meetings.	Apr 04	Dec 04 & beyond	COP

E. Project Result 3.3: A national network of co-management practitioners exists and serves as a platform for knowledge improvements

If the Support Project's attempt to test pilot sites for co-management are undertaken independently of other similar efforts in-country, the long term impact and value of those pilots will be limited. Clearly, forestry is not the only sector from which co-management - and participatory resource management - lessons can be learned. Other sectors with clear lessons to be learned include the fisheries sector, the wetlands (where the UNDP ECA project is exploring similar approaches and MACH has already had 5 years of experience), as well as the co-management experiences of the forest department. In addition, although the legal and resource context is quite different, the collaborative management of irrigation systems and common agricultural lands may provide useful reference for work on PA co-management.

We will work to ensure that an effective platform for sharing best practices on co-management is operational during the project, and we will work with FD partners to be sure they play a key role in facilitating such dialogue and knowledge sharing.

First Year Activities and Output Milestones

Activity -- Brief Description	Start (mm//yy)	End (mm/yy)	IRG Lead/ Support
Meet with core group of key practitioners involved in participatory resource management agreement development	Jul 04	Aug 04	PAMS
<i>Identify the terms of a "Co-management Working Group"</i>	n/a	Aug 04	PAMS
Prepare preparatory reference materials for the working group	Aug 04	Sep 04	PAMS
<i>Hold first meeting of practitioners</i>	n/a	Oct 04	LGCBS & PAMS
Identify plans for subsequent co-management practitioner networks	Nov 04	Dec 04	LGCBS

F. Project Result 3.4: White papers on select priority issues are developed and vetted

Support Project staff and Consultants are expected to serve as sources of new ideas, creative inputs, and the feedback about the relevance of experiences from other countries for the co-management efforts of Bangladesh. To this end, we will work to prepare a number of White Papers with special relevance and need to the development of the overall PA Management Program. We have already highlighted the first White Paper, noted above on the PA Vision. Additional Papers may be requested by the Steering Committee, the FD Project Coordinator or CCF, or at the instigation of the COP. Other possible and likely topics for white papers might include:

- Protected Areas Management Framework Policy, that creates a Bangladeshi Protected Areas System, takes into consideration inter-institutional coordination, protection categories, allowable uses, economic value of forest resources and the environmental services they provide;
- Review of the likely economic costs and benefits associated with Bangladesh's protected areas;
- Opportunities for local retention of revenues from PAs;
- Issues linked to building the institutional capacity for PA management;
- Policy on Human Settlements in Protected Areas, an issue which could serve to help create mechanisms for local conflict resolution.

First Year Activities and Output Milestones

Activity -- Brief Description	Start (mm/yy)	End (mm/yy)	IRG Lead/ Support
<i>Complete and submit 1st White Paper: Vision 2010</i>	n/a	Nov 03	COP
<i>Complete and Submit 2nd white paper</i>	n/a	Jun 04	TBD/COP
<i>Complete and submit 3rd white paper</i>	n/a	Sep 04	TBD/COP

8. Component 4: Lay the Foundation for a Conservation Constituency

A. Issues and Context

The 1994 Forest Policy rightly places a priority on raising consciousness among the Bangladeshi people regarding conservation and use of forest resources. This challenge calls for a multifaceted outreach and communications strategy and delivery plan to foster understanding by Bangladeshi – urban and rural, rich and poor, educated or illiterate – of the value of protected areas of natural beauty. Such efforts will help to create a conservation constituency on behalf of the PA system.

The Forest Department's successful Greenbelt Project provides important lessons for this PA Support Project. The Greenbelt Project invested time and resources consistently to the communications process and by now have established a broad group of stakeholders that both recognize its success and its contribution to national welfare.

B. Elements of Approach and Proposed Program Targets

We have proposed a series of five-year targets for the FD's PA Management Program. Each of these Targets relate directly to the goal of building a conservation constituency.

We believe that there is considerable opportunity to identify public-private partnership in the communication efforts to build a PA constituency. The tourism industry can benefit from an intact PA system, and we believe they will communicate that system's value to attract visiting clients. Similarly, we believe that a number of larger commercial, and particularly industrial, enterprises would be interested in linking their name with the improved management of the country's PA system. Such an opportunity might be particularly attractive to companies that are relatively more polluting than other industries, and would want to set themselves apart with international clientele for their green image. We believe that efforts to contribute to international forums acts as another means of leveraging communications resources for constituency building.

We also believe that, by and large (and with the Greenbelt Project as an exception) the vast majority of environmental communication efforts have not effectively taken advantage of well-developed approaches to changing behavior, developing communications strategies and tactics, and using mass media. We believe in particular that there are important lessons to be learned from applications of communications approaches from the health sector in Bangladesh to that of the environment sector, and will work to see that these best practices are capitalized upon.

The proposed 2008 targets for this Component of the PA Management Program at the FD include the following:

1. Ten-fold increase in the number of paying visitors to target PAs by Bangladeshis within 1 year of co-management agreement formalization:
2. Evidence of increased advocacy by civil society for PA conservation
3. Bangladesh PA efforts and lessons learned are communicated at international meetings on protected area management and forestry
4. Citizens living in and around target PAs implement conservation actions
5. The perception of the FD as a trustworthy and capable manager of Protected Areas is enhanced amongst naturalists

The following Support Project Results will contribute to achievement of these PA Management Targets.

C. Project Result 4.1: A communications strategy is developed and implemented for the FD's PA management program

In planning discussions with senior FD staff, it has been recognized that the image of the FD – and more specifically the FD's image as a manager of wildlife and nature conservation – must be dramatically changed if a FD-led PA Management Program is going to work. People at the local and national level, and particularly those interested in nature conservation, must begin to believe that the FD is committed to wildlife conservation, and is ready to work in partnership with people to bring that about. They must believe also, it was noted, that the FD is managing parks in a way that allows people to benefit from them, and not to the exclusion of people.

In order to ensure that this Strategy takes into account the most recent international perspectives on behavioral change communication, we will consider identification and recruiting of a short-term international communication specialists to work with the CS on development of this FD PA Management Program Communication Strategy.

To achieve this evolution of image, and change in the perceptions and, ultimately, behavior of citizens, the FD will need to develop and formalize a communications strategy for the PA Management Program. The Support Project will work to assist in that process, taking maximum advantage of the already-completed efforts in that area, including the social awareness program and communications strategy of the FSP, the proposed communications program of the Arannayk Foundation (proposed under the BIOFOR Contract), and the communications strategies of the Greenbelt Project and other successful efforts at the FD.

In fact, this process of working towards an FD PA Management Program strategy is already well underway, with work to date in identifying a logo, image and name for the overall program. Our work in the first year will continue along these lines.

First Year Activities and Milestones

Activity – Brief Description	Start (mm//yy)	End (mm//yy)	IRG Lead/Support
With FD, review competitive student submissions for PA Management Program name, and select winners	Nov-03	Nov-03	COP/CS
Modify logo and supporting image materials for the PA Management Program, on basis of winning Program name	Nov-03	Nov-03	CS/CODEC
<i>Publicly announce name and present image and logo of the new Program</i>		Nov-03	COP/CODEC
Work with FD to develop comprehensive PA Management Program communications strategy	Dec-03	Jun-04	CS/Consultant
<i>Strategy completed and approved by the FD</i>	n/a	Jul-04	CS/COP

D. Project Result 4.2: A communications strategy is developed and implemented for the PA Support Project

In addition to the broader communications strategy for the FD, the Support Project will also need to identify its own communications strategy. The purpose of this Project strategy is to detail specific elements and approaches to be used by the Project in supporting the broader goals of the FD.

A number of issues and elements would be included in the Project-specific strategy that would not be included in the Program strategy. Examples of these would include: modalities for Project communications linkages with the Arannayk Foundation; detailed processes to be followed for web site implementation and establishment of Project resource centers; target schools to be included in urban student program; image elements to be adhered to in submission of Project reports to USAID and the FD; communications elements targeted toward USAID as a client, and target USAID partner bureaus and offices in Washington or elsewhere in the region.

First Year Activities and Output Milestones

Activity -- Brief Description	Start (mm//yy)	End (mm//yy)	IRG Lead/Support
Develop strategy elements	Dec 03	Mar 04	CS
<i>Complete and submit working Support Project Strategy to USAID</i>	n/a	Aug-04	CS

E. Project Result 4.3: Informational and educational resources concerning the PA network are made widely and readily available

Specific elements of the PA strategy are to be worked out during the strategy development process, but a number of Results are certain to be included in that strategy, and can be detailed and included here. Among them is the need for a means of diffusion of information about the country's protected areas. The Support Project will work with the FD and other partners to diffuse existing and new information about the PA network by means of a web

site, development of an openly accessible resource library, and diffusion of existing materials availability about the network.

First Year Activities and Output Milestones

Activity -- Brief Description	Start (mm//yy)	End (mm//yy)	IRG Lead/Support
Design prototype and proposal for PA Management Program and Support Project website	Jan-03	Feb-04	CS
Review, discuss and finalize with DF, and obtain approval	Mar-04	Oct-04	CS
<i>Website launched</i>	n/a	Nov-04	CS
Create structure for digital and hard copy reference library for PA System	Feb-04	Apr-04	CS / Secretary
<i>Submit proposed structure and approach to FD/USAID</i>	n/a	Apr-04	CS
Enter reference information for existing documents, search for additional documents, and scan relevant priority documents for inclusion in digital reference library	Mar-04	Sep-04	CS
<i>Digital and hard copy reference center operational at Support Project offices</i>	n/a	Nov-04	CS

F. Project Result 4.4: The FD and its partners prepares multiple research and programmatic contributions for presentation at regional and international conferences on PA management

Elsewhere in this work plan, we have discussed the importance of maintaining an active process of analytical review of the co-management approach for PA management. Unless the outcomes and lessons learned from this process are communicated in academic, policy-making and professional communities, their impact will be severely limited. For this reason, we will take specific measures and steps to ensure that research and analytical results are made broadly available at South Asian regional and international conferences on PA management. We will provide targeted support to ensure participation at those events, and will assist researchers and analysts to prepare relevant, concise and well-communicated presentations to those conferences.

The research and writing communication agenda we propose completing will include five year targets for ensuring that Bangladeshi presentations and issues are visibly present at key upcoming conferences over the coming half decade.

We believe that the PA Management Program should be well represented, for example, at a meeting such as the International Union of Forest Research Organizations in Brisbane in 2004. Key private and public sector co-management experts should attempt to become active members of the IUCN Co-management Working Group.

One of the important places to sell the PA Program is in Washington, DC, where conservation NGO, USAID and the World Bank are based. We will develop a report and

presentation and support the FD's efforts to communication that program to key decision-makers and thus to build a constituency for the program in Washington.

First Year Activities and Output Milestones

Activity -- Brief Description	Start (mm//yy)	End (mm//yy)	IRG Lead/Support
Identification of research and writing communication agenda for the PA network	Jun-04	Jul-04	PAMS
Circulation-distribution of the agenda			
<i>Three presentations on aspects of the country's PA Management Program are made at international conferences</i>	n/a	Dec-04	COP/PAMS
Develop report and presentation on the PA Management efforts - and co-management - in Bangladesh and present it decision-makers in Washington, DC and elsewhere	Nov 03	May 04	Taylor, COP
<i>Deliver Washington-based presentation to no less than 40 decision-makers from World Bank, USAID and key conservation NGOs WWF and CI</i>	n/a	May 04	Taylor

G. Project Result 4.5: A communications program targeting key high-level decision-makers is implemented

The communications strategy for the PA Program will certainly include efforts to communicate the elements, importance and successes of the PA program to key decision-makers from the Government of Bangladesh, the private sector, international organizations and banks, and the scientific community.

We will explore opportunities to identify and form a partnership with a senior stakeholder with extensive contacts in both the public and private sector that can hold small and special events to communicate the PA systems importance and needs - someone that can network with and build a constituency among high-level officials.

To this same end, we will organize well-orchestrated field visits for such decision-makers to the pilot sites, at which these decision-makers can come to understand both the challenges and the successes of the Program to date, and its importance for human development and nature conservation. We will develop VIP field visit itineraries to respond to the interests of such decision-makers.

First Year Activities and Output Milestones

Activity -- Brief Description	Start (mm//yy)	End (mm//yy)	IRG Lead/Support
<i>No less than five presentations are made to targeted decision-makers (targeted in the PA Management Strategy document)</i>	n/a	Jun 04	CS/COP
VIP Visit itineraries are identified and organized	Apr-04	Jun-04	CS
<i>No less than five VIP visits have been executed at pilot sites</i>	n/a	Dec-04	CS/COP

H. Project Result 4.6: The number and quality of press clippings concerning the PA system increase

Given the high level of newspaper reading by the urban population, it is essential that the PA Management Program maintain a constant presence in newspaper articles. The Project will take steps to ensure that the FD's PA Management Program efforts are reported about, and that relevant articles of interest about the PA system as a whole are included in the papers.

First Year Activities and Output Milestones

Activity – Brief Description	Start (mm//yy)	End (mm//yy)	IRG Lead/Support
Baseline review of PA-relevant news articles for the period Mar-May 03 is conducted	Nov-03	Dec-03	CS
<i>Baseline status report on PA news is completed</i>	n/a	Apr-04	CS
Organize dissemination network of news journalists for articles about PA system	Feb-04	Apr-04	
<i>Number of PA-relevant newspaper articles in Bangla & English doubles, while quality improves, off base period</i>	n/a	Dec-04	CS

I. Project Result 4.7: A program is established to expose young urban students to the PA network

Young students, with their interest, excitement and openness, can act as important catalysts for change in society and within families. We will target urban youth with an effort to expose them to the beauty of the PA system, and engage them as partners in the system's conservation. We will provide opportunities during the winter season for the students to travel to the pilot PA sites, and be taken on guided tours of the Parks. We will work with the FD to develop a student outreach program so as to ensure that FD expertise in PA management is made available to students. In this process, we will attempt to attract the students from schools that can be particularly influential in later life in supporting the cause of PA management.

Techniques may include presentation of audio-visual materials related to conservation of forest and its significance. Such materials could be presented during special occasions at the schools. Drawing and writing contests – not unlike the contest already launched for students to identify a name to the PA Management Program – will be arranged. Live drama programs may be staged during cultural functions of targeted schools. An outdoor education programs for the students during winter season will provide hands-on contact with nature, help them observe and study biodiversity and understand the livelihoods of the different stakeholders who rely on forest resources.

First Year Activities and Output Milestones

Description	Start (mm/yy)	End (mm/yy)	IRG Lead/ Support
(Predecessor: Project Result 4.2: Project Strategy completed)		Aug 04	
Initiate dialogue with target schools to plan lectures and education visits.	Sep 04	Dec 04	CS/COP
<i>With the FD, jointly conduct at least 4 audio-visual presentations to schools in Dhaka</i>	n/a	Dec 04	CS
<i>Preparatory work completed to facilitate at least one field visit for students from Sylhet or Chittagong to field sites</i>	n/a	Dec 04	CS/RC's

J. Project Result 4.8: A program is developed and established to engage landscape-level stakeholders in PA conservation actions

There is no doubt that resource degradation is largely linked to the lack of awareness of the local people about the value of nature and its conservation. The success of any natural resource conservation and management program largely depends on the understanding of the local people about the importance and values of nature. For successful implementation, the Support Project will aim at enhancing the awareness level of the local people and other stakeholders.

The IRG Team will conduct a communications program specifically targeted at those local stakeholders living in and around PAs. These may include the villagers actually living in or next to PAs, other local stakeholders (small wood enterprise managers, migrants, local FD officials and officials of other ministries and NGOs).

In order to facilitate this understanding and support, the Support Project will develop a mass public awareness program regarding forest biodiversity conservation issues. Various means and techniques, including personal contacts, meetings, workshops and written materials will be employed by the project in order to secure support from the local village communities.

We believe, for example, that the rapid change in bird populations and composition provides a number of compelling stories with which to engage community-level stakeholders. We will work with the Birding Association to find ways of translating those individual bird stories into elements of a unified landscape level communication program.

Awareness raising activities in this community level communication program will include familiarizing target populations with the PA Management Program's goals and objectives. Awareness raising activities will also focus on the dissemination of failure and success stories related to the project. Billboards and boundary wall in the locality can be used for disseminating specific messages on forest conservation through the use of slogans and attractive pictures.

We will make active use of theatre and local Bangla-language musical stars for the dissemination of information at the local level. At the Union Parishad level, the project will

organize awareness programs attended by the villagers. An annual rally will be organized with the local community to make groups and the wider community aware of conservation of natural resources, management and enhancement.

First Year Activities and Output Milestones

Description	Start (mm/yy)	End (mm/yy)	IRG Lead/Support
After completion of RRA and PRA exercises for pilot sites – and identification of priority message themes in PA communication strategy – undertake initial planning session on strategy development for local communication approaches.	Jun 04	Jul 04	CS/FCs
<i>Identify and allocate responsibility for development of appropriate communication tools</i>	n/a	Jul 04	CS/COP
Develop and describe appropriate approaches (e.g., pot gaan, street drama, kabi gaan, jari gaan, etc.)	Aug 04	Oct 04	CS
Identify complementary communication material and prepare for use in local communities	Oct 04	Oct 04	CS
Prepare communication package and approach for local authorities and other non-village stakeholders	Jun 04	Jul 04	CS
<i>Initial community-level communication tools implemented in all pilot sites</i>	n/a	Sep 04	CS/FCs
<i>Communication tools used at communication sessions with non-village local stakeholders</i>	n/a	Oct 04	CS/FCs

9. Component 5: Ensure Institutionalization of Co-Management

A. Issues and Context

Successful co-management and PA implementation based on effective entry, transition, and exit strategies that respond to peoples' economic and social needs and improve their financial well-being will promote wider adoption and sustainability of the co-management approach. This will give rise to the social and institutional energy needed to achieve appropriate impact.

B. Elements of Approach and Proposed Program Targets

Three key elements of IRG's approach will help ensure sustainable implementation. First, from initial design through evaluation, we will build Bangladeshi ownership – particularly that of the FD and of local communities and governance representatives – thereby leaving something that will continue after USAID funding ends. Second, we will do this in Bangladesh through an exit strategy that promotes replication and expansion of the co-management model. Institutional capacity building, the third and central element of the program, is a building block for the institutionalization of co-management and the broader PA management improvements we seek. The institutionalization of co-management is closely linked to Component 3 on the enabling policy environment. The two components will proceed in interrelated and complementary ways, as institutions are strengthened and their capacity enhanced through the policy reform framework.

We have proposed the following 2008 targets for the FD's PA Management Program:

1. Independently-reviewed management performance scores improve at no less than 5 of 7 targeted PAs
2. Working conditions for members of the Wildlife Circle improve relative to other FD employees
3. On issues critical to PA management, GOB ministries collaborate to resolve obstacles
4. The Wildlife Circle – responsible for PA management and oversight – enjoys a clear mandate and operational independence within the FD
5. Professional training institutions for PA management are more capable of responding to PA management needs:
6. Complementary investment in FD PAs of at least \$1m is made by national and international donors
7. Local co-management authorities/committees pass financial management transparency audits.

The following Support Project Results will contribute to achievement of these PA Management Targets.

C. Project Result 5.1: Understand and where possible quantify the economic costs and benefits of PA

While love of nature for its own sake is sufficient to attract some people to support park conservation, a much larger constituency can be convinced of PA importance only when they believe that a PA system contributes to the country's – and rural individuals' – economic well-being. As national PA management policies and priorities are developed, they should be informed by sound environmental economic analysis. The economic values associated with sustainable management of PAs will be calculated as well as the benefits foregone from unsustainable management practices (using the pilot sites as the basis for developing methods acceptable within the country). This should include the identification of both market and non-market values, though the valuation process need not be overly rigorous ("back of the envelope" estimates will still greatly assist and influence decision-making). PA economics also should be used as the basis for developing sound approaches for financing management of these areas based on the values identified (including mechanisms to directly tap willingness to pay as well as the use of identified values to justify budgetary allocations).

One of the important economic issues we will address is an understanding of the costs of actually implementing the co-management approach against the benefits it is likely to generate for the economy. We believe that in order for the model to be replicated or adapted for the full PA system after Project end, the costs of implementing at pilot sites must be reasonable and appropriate. We believe that the opportunities for replication of co-management attempts in other countries has been hampered by extensive expenditures which can not be maintained at additional sites.

During the first year, we will identify a research agenda for better understanding economic costs and benefits, with the assistance of Dr. McCauley as an IRG Consultant. We will look for opportunities to fund thesis research for Master's students in environmental economics, as available.

First Year Activities and Milestones

Activity – Brief Description	Start (mm//yy)	End (mm/yy)	IRG Lead/ Support
<i>Propose applied research agenda for economics of PAs, after review of available secondary data and RRA results</i>	n/a	Mar 04	COP /McCauley
Work with potential domestic and international partners to identify opportunities for shared research	Mar 04	May 04	COP
<i>Deliver final research agenda and implementation approach for economics of PAs, including capacity-building plans</i>	n/a	Jun 04	COP
Begin implementation of the economics applied research	Jul 04	Jun 06	COP

D. Project Result 5.2: Develop and implement a strategy for the long-term sustainable financing of PAs

In proposing PA Management Program Targets to the Forest Department, we have placed considerable emphasis on setting the context for making the financial mechanisms for PA management more sustainable. Targets 2 and 3 within Component 3 and Target 7 here in this Component 5 all pertain to financial management improvements.

We will look closely at the financial mechanisms for setting the PA system on a more sound and lasting basis. Working closely with the FD, and consulting with the Arannayk Foundation, we will review existing opportunities for local retention of Park revenues. We will examine existing revenue collection processes and, using input where possible from the economics research, we will assess the potential of Parks for generating direct financial revenues. We will explore options for suggesting financial sustainability improvements to the senior decision makers at the FD, and also to the Steering Committee.

We will collaborate closely with national financial analysts on this exercise, and would expect also to take advantage of IRG's extensive and recent experiences in developing approaches to sustainable financing of PAs, and will to that end propose drawing on the expertise of Mr. Andy Keck, one of IRG's most experienced economists and financial analysts.

First Year Activities and Output Milestones

Activity -- Brief Description	Start (mm//yy)	End (mm//yy)	IRG Lead/Support
Prepare background paper on existing processes and mechanisms for financial management of the Park system	Jan 04	Mar 04	Nat'l consultant/COP-Keck
<i>Propose strategy and recommendations for sustainable financing of the PA System</i>	n/a	Apr 04	Keck/COP

E. Project Result 5.3: Identify and pursue co-financing opportunities with national and international donors

One important element of the sustainable finance strategy is the understanding of opportunities for leveraging co-financing from other sources. Without complementary financing to this existing Support Project, it is unlikely that the FD will have necessary resources to implement the comprehensive program that is proposed. We will draw from the expertise of Dr. David McCauley, in light of his understanding of the multi-lateral and bilateral funding mechanisms already existing for Bangladesh, to propose a periodic "outlook report" for external financing opportunities for the PA system. This outlook report, to be produced for the first time in the first quarter of 2004, will provide an implied agenda for communication actions on the part of the FD. It will identify potential programs and

funding strategies. The COP will work closely with the FD to identify and pursue these opportunities.

First Year Activities and Output Milestones

Activity -- Brief Description	Start (mm//yy)	End (mm//yy))	IRG Lead/ Support
Review opportunities for co-financing opportunities from national and international donors	Jan 04	Feb 04	McCauley & COP
<i>Deliver initial "Outlook report on co-financing opportunities and suggested strategies for leveraging"</i>	n/a	Mar 04	McCauley
Implement strategy via meetings, presentations and field trips and strengthened communication efforts	Apr 04	Dec 04 & beyond	COP

F. Project Result 5.4: Assess the existing and needed capacity of the FD and local stakeholders to co-manage PAs

The FD is starting this PA Program with only limited labor capacity to implement. Skills improvements are needed in biodiversity conservation and the skills and experience needed to balance natural ecosystems management (including wildlife conservation) with rural development and related goals. However, the FD does have a strong social forestry record of accomplishment—and associated skills base—to draw upon, and this provides some room for optimism with respect to its effort to develop a participatory approach to PA management. It is very important to build on this foundation as the co-management efforts move forward.

The scope of the policy and institutional development effort—when compared with the continuing loss of natural forest—lends credence to the five-year project timeframe. A deliberate approach will be needed to the identification of institutional options and choice of new and appropriate structures for government organizations and all associated partners.

The IRG Team will look closely at the existing and needed capacity of the FD to manage PAs, and to implement the overall PA Management Program. We will also examine the potential of likely co-management stakeholders at the local level, particularly those local stakeholders that would be likely members of a co-management implementing committee for PAs. We will look closely at the capacity and needs of the Resource Information Management Service (RIMS) within the FD, the center of expertise within the FD for the management of spatial data for the country's forests and Protected Areas. In conducting the assessment, which we will begin in the 1st quarter of 2004, we will consult closely with existing capacity-building institutions, both public and private. We will develop a capacity building strategy that addresses needs at the junior staff level (Foresters, etc.), the mid-staff Officer level (Ranger and ACF) and the senior staff level. We will consult in particular with the Forest Academy at Chittagong, the Forest School at Chittagong, the Bangladesh Forest Research Institute (whose researchers often serve as resource persons at training institutions), the Institute of Forestry and Environmental Studies at the University of Chittagong, and other public and private training institutions.

First Year Activities and Output Milestones

Activity – Brief Description	Start (mm//yy)	End (mm//yy)	IRG Lead/ Support
Conduct review of the existing institutions, needs and opportunities	Jan 04	Jan 04	LGCBS
Assess existing Human Resource Constraints	Feb 04	Apr 04	LGCBS
Assess the Relationship with External Stakeholders	Apr 04	May 04	LGCBS
Assess against gender criteria	May 04	May 04	LGCBS
<i>Deliver “Capacity-building Plan for PA Management at the FD”</i>	n/a	Aug 03	LGCBS

G. Project Result 5.5: Implement a capacity building program for FD PA managers and key local PA stakeholders

Once the capacity-building plan is developed, we will begin to implement. The implementation plan will be complex and multi-year, and will have multiple target groups. Specific output targets will be included in the capacity-building strategy (Result 5.4), and our 2nd year work plan will include specific targets derived from the strategy.

Particular attention will be given, however, to developing the institutional capacity and organizational structure at the local level, identifying appropriate representation from the stakeholder groups, including the GOB representatives and local government authorities.

One element of capacity building we intend to use is thesis research funding for MSc students on issues of priority to the PA Program. We believe that such thesis funding is a cost-effective means to build capacity at the same time as it builds interest in and exposure to the PA system. We will look for opportunities to fund student research around the pilot sites, looking at a wide variety of issues.

First Year Activities and Output Milestones

Activity – Brief Description	Start (mm//yy)	End (mm//yy)	IRG Lead/ Support
<i>Formalize and sign MoU with two different universities for MSc level thesis research at pilot sites</i>	n/a	Aug 04	LGCBS
Implement capacity building program with junior and entry level foresters	Sep 04	Dec 07	LGCBS
Implement capacity building program for Officer level foresters	Sep 04	Dec 07	LGCBS
Implement capacity building program for the Resource Information Management System (RIMS) staff	Sep 04	Dec 07	CEGIS
Implement capacity building program for senior level foresters	Sep 04	Dec 07	LGCBS
Implement capacity building program for local counterpart stakeholders	Sep 04	Dec 07	LGCBS

H. Project Result 5.6: Identify phase-out plan and exit strategy

A number of key elements of the Project together constitute an exit strategy. Chief among these are the capacity building plan for the FD and its local stakeholder counterparts, the strategy for developing long run sustainable financing opportunities for the PA system, the communications and outreach strategy (which is central to identifying opportunities for post-project financing), and the policy and legal framework for co-management. As noted elsewhere in this document, we will work progressively towards all these Support Project Results. But in addition to this, we will, by the end of 2004, put these multiple strategies together in a White Paper for review by the FD and possibly also the Steering Committee. The White Paper would be entitled something like "Proposed Phase-out Plan and Exit Strategy for the PA Management Support Project". This brief white paper will bring together key elements of the related strategies and put the focus on explaining the key steps that need to be taken for the Support Project contributions to be fully taken advantage of after project closure.

First Year Activities and Output Milestones

Activity -- Brief Description	Start (mm/yy)	End (mm/yy)	IRG Lead/Support
<i>White Paper on Phase out plan submitted for consideration to FD and Steering Committee</i>	n/a	Dec 04	COP & LGCBS

I. Project Result 5.7: Network with other Asian PA managers and learn from best practices for PA management in other countries

Co-management of Protected Areas is being attempted in a number of countries in the sub-region. India's Eco-Development Committees, funded by the World Bank earlier, and now implemented in multiple states, is a good example. Other attempts to implement co-management have also been made in Nepal and Sri Lanka, not to mention other East Asian countries such as Indonesia and Vietnam.

The Support Project will take measures to learn from these regional examples through direct visits, shared research agendas, and improved networking of Bangladeshi decision-makers and researchers with colleagues in the other countries. As this project is being submitted, we are in the process of organizing a cross visit to two eco-development efforts in protected areas of north Bengal: the Nimti-Domohani FPC and the Uttar-Dakshin Panialguri FPC. We will also explore opportunities for involving Bangladeshi applied researchers in Asia-wide research programs on protected area co-management, and will explore opportunities for regional collaboration with the Regional Forestry Training Center (RECOFTC) in Bangkok and the East-West Center in Honolulu, Hawaii.

Regional networking on co-management is useful not only to train Bangladeshi stakeholders, but also to ensure that the lessons from here are being discussed outside the country. We will attempt to attract international specialists on co-management to come to Bangladesh and analyze the context here for co-management. We would hope to invite such recognized experts as Ashish Kothari in New Delhi, Mark Poffenberger of CFI, multiple members of IUCN's regional and global networks, Patrick Durst of the FAO, as well as members of the Asia Forest Network and researchers at Universities in England, Australia, India, the United States and elsewhere. By this means, we will attempt to more forcefully include Bangladesh as a recognized country in which active experimentation is taking place on finding appropriate means of sharing management of PAs.

First Year Activities and Output Milestones

Activity -- Brief Description	Start (mm / yy)	End (mm / yy)	IRG Lead / Support
Plan for first cross-visit to Indian Eco-Development Protected Areas in North Bengal	Nov 03	Mar 04	LGCBS
<i>Execute 1st cross-visit to co-management sites in India with pilot site stakeholders</i>	n/a	Jun 04	LGCBS
Identify options for continued networking with Asian co-management practitioners	Mar 04	Jul 04	COP
Plan for 2 nd cross visit of stakeholders to sites in the South Asia region	Aug 04	Nov 04	LGCBS/PAMS

10. Cross-Cutting Project Results

A. Issues and Context

How the IRG Team works is equally as important as what it achieves. The team is not here to achieve technical results, if that means ignoring long-term capacity building and the partners that will continue working on building co-management approaches in the future. We have identified a set of operational “cross-cutting” Results that we will seek. These Results are so important that we believe our work should be judged not just on whether or not we achieve our Component-specific results, but also by whether we consistently achieve these operational Results throughout the life of the project. As the name “cross-cutting” implies, each Cross-cutting Result is relevant to all of the end-of-project Result.

B.. Cross-cutting Project Result C1: A project management monitoring system is established and functioning

Under Component 1 of the Support Project, we will work to design and put in place both baseline measures and a monitoring system for each of the pilot sites. We will include baseline measures and monitoring protocols for social, environmental and institutional factors relevant to the protected areas themselves, the targeted stakeholders and the institutions, particularly the Forest Department, that will support the pilots.

We have identified specific Project level results for the pilot site monitoring systems because of the importance of those systems to tracking the impacts – positive and negative – of the proposed model. But other programmatic Components also need to have clear baselines and monitoring approaches established. Without clear baseline measures and monitoring protocols for each of the Support Project 5-year Results, it will be difficult to assess whether the Project is on track or not.

Beginning 4 days after submission of this Work Plan, we will start to outline our detailed strategy for program management monitoring. In a process to be supported during the design phase by IRG’s Washington-based Project Manager – Ms. Anne Lewandowski – the IRG Team will develop and submit a “Support Project Monitoring System Approach and Methodology” to USAID and the FD. In that report, we will include detailed indicators to be tracked, responsibilities for obtaining baseline measures and on-going monitoring, and the approach to be used in capturing that data and reporting on it to USAID and FD and their partners in a regular fashion.

To facilitate and make more efficient the process of tracking and reporting on monitoring targets, we will modify IRG’s Project Management Software System so that is configured to support reporting against Support Project Results.

First Year Activities and Output Milestones

Activity -- Brief Description	Start (mm//yy)	End (mm/yy)	IRG Lead/ Support
Design Monitoring System Approach and Methodology	Nov 03	Dec 03	Lewandowski / COP
Gather baseline data for all target indicators	Dec 03	Feb 04	Team
Adapt IRG's Project Management Software System to support data capture and reporting	Feb 04	Apr 04	Hermanu/ COP & CS
<i>Deliver Project Monitoring Approach, Methodology and Baseline Measures</i>	n/a	Apr 04	Lewandowski / COP & CS
Train NGO subcontractors in monitoring system and reporting requirements	May 04	Jun 04	NGO partners

C. Cross-cutting Project Result C2: The Support Project team works closely with, and is trusted by, the FD PA management Wildlife Circle

The entire approach of IRG to this co-management effort requires a close working relationship with – and support to – the Forest Department, and particularly its Wildlife Management & Nature Conservation Circle. Without a high level of trust between the FD and the IRG team, the Project will not meet many of its targets. There is no means of measuring this trust, except through interviews with key counterparts in the FD.

D. Cross-cutting Project Result C3: Management systems for the support project are functioning

Established and well-functioning Internal financial and administrative processes are the pre-requisite to achievement of all Component Results identified in this Work Plan. IRG's Director for Administration and Finance (DAF), Mr. Khaled Rahman, will oversee a staff that will ensure that these processes are put in place. Specific targets for this administrative result will be elucidated in quarterly reports and internal tracking documents.

E. Cross-cutting Project Result C4: Forest co-management activities under the Project are complementary to and supportive of efforts of the Arannayk Foundation

The Arannayk Foundation's goal of supporting tropical forest conservation in Bangladesh is clearly closely related to the goals of this Support Project, and indeed to the PA Management Program at the FD. We believe that the absence of close collaboration between Arannayk and the Support Project would constitute a significant loss of effectiveness. The Project and the Foundation could consider sharing information, building synergies into pilot site strategies, working together on policy issues, sharing reference material and knowledge on co-management and a number of other areas. To this end, we will explore opportunities to

build synergies between the Foundation and our Support Project, none of which exist formally at this beginning time of the contract.

F. Cross-cutting Project Result C5: Women are integrated as central actors at all levels of project implementation

The Constitution of Bangladesh gives women equal status with men; it forbids discrimination against women. Furthermore, it declares that steps should be taken to ensure the participation of women in all spheres of national life and that nothing should prevent the State from making special provisions in favors of women and children. The Constitution also provides equal opportunity for women to participate in politics and public life. However, women still remain in a subordinate position in Bangladeshi society and are subject to discrimination both in cultural practice and in the law. This has resulted in significant disparities between women and men – disparities in health status, educational attainment and income generation. Dowry, although prohibited by law, is upheld by custom. Particularly poor families therefore see daughters as a financial burden. Sons are preferred to daughters. Girls and women are more often than men malnourished; many of them suffer poor health and early deaths. Traditionally, women work in the homes and are not seen much in public.

A large majority of girls and women who live below the poverty line do not receive education. Furthermore employment opportunities for women are few. Social constraints and norms relating to the women's role in the Bangladeshi society also contribute to lower employment. Women have over the years faced more constraints than men because they have been 'protected' by society and recognized more for their reproductive than for their productive role. Nevertheless, there has been a gradual increase of women among the labors force over the last decade. In particular, the growth of the garment industry has created a many new jobs for women. However, their salaries lower than those of men and the working conditions are not encouraging. Physical abuse of women is increasing. Some of this violence against women is related to disputes over dowries. Furthermore, murder, rape, acid attacks, trafficking of women and children are everyday phenomena.

In the face of such problems, women are often unaware of their rights also because of the continued high illiteracy rates. In general, women have very little judicial influence and they are discriminated against by the legal system. Often the inability to pay for legal assistance keeps women from reporting cases.

For the first time, women were in 1997 given the opportunity to be directly elected to local government at the Union Parishads level. With three seats reserved for women in each Union Parishad a step towards strengthening the platform for women's influence in political decision-making. Nevertheless, although women members are now directly elected and from a bigger constituency, they have not been provided with adequate powers and functions. GOB has issued executive orders regarding this matter but these are hardly followed by the male members. Given the complex socio-cultural structure of the

Bangladeshi society it is clear that the commencement of women's direct participation in political life is a challenging process.

Despite national policies and decrees, and although the focus on gender issues has increased over the years and the status of women has improved markedly, progress in the reduction of disparities has been limited. Women's progress continues to be inhibited because they do not have equal access to education, health care and job opportunities etc.

The IRG Team will aim at ensuring a gender balance throughout the Support Project implementation. Women and men are to targeted equally, when it comes to number of members in the Community Based Organizations (CBOs) and in Resource Management Organizations (RMOs), number of loans extended, students in the schools, and participants in the training activities, workshop and others. There are nearly an equal number of male and female CBOs. Gender balance has still to materialize at most project offices and in field offices, as well as in RMOs.

The Project management team desires to establish a better gender balance at management and administration level, and will actively pursue that goal in its employment policy. The project will also ensure gender mainstreaming in its monitoring and evaluation activities. Considering the existing social barrier and difficulties for rural women in taking advantage of social and economic opportunities, the Project will undertake an activity addressing the particular needs of women.

The project's gender strategy includes the following main elements:

1. Equal targeting of women and men in socio-economic survey and program implementation, ensuring that at least 50% of the CBOs/RMOs will be female groups;
2. Special attention will be given to identifying and including female-headed households in group formation of CBOs and RMOs;
3. Numbers of widows, women headed household, destitute women and ethnic women will be especially targeted as RMO members.
4. Women will be targeted particularly for nursery and forest based cottage and small scale industries and their skills will be improved by providing gender appropriate training & tools.
5. Female CBOs/RMOs will receive an equal share of the total amount of credit provided under Landscape Development activities, taking into consideration their absorptive capacity;
6. Encourage the increase of female members in higher posts within RMOs;
7. The Project will attempt to facilitate adequate services in the area of water and sanitation, family planning, legal rights and other relevant fields with special attention to women's needs;
8. The Project will pursue gender balance in staff recruitment at all levels in Head Quarter office as well as at decentralized field levels;

9. The Project will continue exploring new possibilities of making its program as gender and social justice relevant as possible,
10. We will continue gender sensitive monitoring and evaluation and collection and analysis of gender disaggregated data & reports.

G. Cross-cutting Project Result C6: The project actively engages the full range of PA partners in public and private sector

The FD is far from being the only institution in Bangladesh that maintains an active interest in protected area management and conservation. Private sector companies have in some cases reasons for wanting to see PAs conserved (particularly in the tourism industry) and a considerable number of NGOs and associations (both formal and informal) exist in the interests of improved conservation. In the area of PA management, probably no other single non-governmental organization is more important than the IUCN, with its explicit conservation mandate, its high level of recognition, and its ability to network with the foremost environmental experts in the country and the sub region.

We will take special efforts to include these non-FD actors implementation of the Support Project. We will encourage the participation of such actors in the review of action plans, the evaluation of research results, the assessment of communications materials and approaches, and the quality of our work.

H. Cross-cutting Project Result C7: The Project benefits from synergies with other USAID projects

Other implementing partners in USAID's portfolio offer important opportunities for synergy with our Support Project. Because each of these Projects represents a center of excellence in their specific technical areas, we would be wasteful to try and duplicate such knowledge and capacity. We anticipate working closely with at least three USAID Projects, and have already held initial discussions with each of them on the modalities for building synergy.

First and foremost among these is the MACH Project, which offers important lessons to be learned from the process of building RMOs and community-based action plans for resource conservation. We will also want to identify specific opportunities for linking with MACH's field site in Hail Haor, located closely as it is to the Lawachara National Park.

We will also explore a close working relationship with the JOBS Project, believing as we do that nature-based enterprises linked to the Protected Area network represent an important growth sector for micro-enterprises and SMEs. We will attempt to organize an enterprise opportunity assessment for this sector with JOBS in the first year of implementation.

Finally, we would hope to work closely from the LGI Project also. LGI, in their support to the UP's throughout the country, signify an important link to UP representatives, who themselves are likely to be central actors in both signing onto and monitoring co-

management agreements. We would hope that their knowledge of UP potential and interests would not only help us shape our UP-relevant interventions for co-management, but also provide a learning network (via their proposed UP newsletter) to which we could communicate with a larger number of UPs.

First Year Activities and Output Milestones

Activity -- Brief Description	Start (mm//yy)	End (mm//yy)	IRG Lead/Support
Invite MACH to participate in RRA design, PRA design, co-management model planning and similar procedural steps	Dec 03	Dec 04 & beyond	COP
Identify opportunities for conducting a nature-based enterprises sector assessment with JOBS, with specific recommendations for investing in support to the sector	Nov 03	Jan 04	COP
Present co-management model and approach to regional or national meeting of Ups, organized with support of the LGI	Apr 04	May 04	LGCBS

11. Allocation of Project Resources by Component

At the time of submitting this Work Plan, we have not yet vetted the full set of Project Results with key partners, or received feedback from them. We will wait to allocate specific levels of Project resources to specific results until after this vetting is completed.

Once the Project is underway, we will track expenditures against the five Components, and report on Component level expenditures in a Quarterly Financial Report to USAID, submitted at the same time as the Quarterly Technical Report. We believe that this Quarterly financial report is an essential tool for management of Progress toward overall PA Management goals.

12. Organizational Structure, Administrative Approach and Reporting

A. Organizational Structure

The Support Project's organizational structure is represented graphically in Annex 2. The Team can be divided into technical staff and administrative/finance staff, with the Chief of Party holding responsibilities for both aspects of the Project. The Protected Areas Management Specialist (PAMS) – Dr. Ram Sharma – will work in close partnership with the Chief of Party (COP) in reviewing and deciding upon key technical aspects of the Project. During temporary absences of the COP, and where necessary, the PAMS will take leadership of technical aspects of the Project. The administrative and financial staff is organized under the leadership of the Director, Administration and Finance (DAF), Mr. Khaled Rahman.

The Dhaka Project Office will consist of four technical staff members (including the COP) from IRG, and one each from NACOM and Caritas. At any time, there will be at least one additional member of the subcontractors working in the Dhaka office, thus bringing the total technical staff in Dhaka to eight.

Field Coordinators (FC), posted one to the Sylhet Region and one to the Chittagong Region, oversee and coordinate all Project-supported activities in those regions. At each site we will post a Site Facilitator (SF), with the exception that the FC/Sylhet is expected to also serve as the SF for Satchuri. Although FCs will have the PAMS as their primary point of contact, they will have clear autonomy and responsibility, and will return regularly to Dhaka to participate as full members of the core Support Project team. Their link to the PAMS is more one of oversight and communication than it is of management control.

FCs will be the primary point of contact with the Wildlife Management & Nature Conservation Circle DFOs, while SFs are expected to work closely with responsibility FD authorities at the PA level. (Although senior PA authorities are now typically Rangers, the FD plans to assign ACFs as senior authorities at each PA, and this ACF would be the primary point of contact at the FD of the SFs.)

Subcontractor staff, when working full time based in Dhaka, will physically work from the Support Project office in Banani. This physical proximity of the active team is essential for ensuring efficient work.

The Support Project's primary point of contact at the FD is the Project Coordinator, currently Mr. Monoj Kanti Roy, who also serves as the Conservator, Central Circle. At roughly monthly intervals, the COP, along with the Project Coordinator, will hold a briefing with the CCF to

discuss and, if necessary, resolve outstanding issues. The Project's primary point of contact at USAID for all technical issues is the USAID Cognizant Technical Officer (CTO), Mr. Mamunul Hoque Khan, although we will also regularly inform the USAID Environment Team Leader, Dr. Azharul Mazumder, of project developments.

B. Administrative Approach

The Support Project team will be managed with a flat structure and clear delegation of responsibility to team members. Responsibility for achievement of the Milestones and Results included in this work plan – and related milestones – will be clearly delegated to individuals, who will themselves form teams to get the work done. The Project will use the following management tools to ensure efficient progress toward goals:

- Weekly 30 minute Status reviews of Key Issues & Constraints: Each Result leader completes a brief sentence or two on the progress of the past week, the planned activities for the next and major constraints. This 3–4 page matrix is circulated to Project staff before the weekly meeting, and outstanding problems are discussed and resolved.
- Quarterly Results Reviews as Part of Quarterly Report: The quarterly reporting requirement of the contract serves as a convenient means of highlighting key developments and constraints being faced..
- Semi-annual Results Retreat: The Team's Results Leaders will make a ½ to 1 day retreat every 6 months to again review progress against results. These retreats are an important means of ensuring that the full staff is aware of the diversity of Project activities being undertaken, and thus capable of both convening project goals and achievements as well as learning from other efforts outside the Project and sharing with the Project team.

C. Reporting

Reporting requirements are clearly stipulated in the Project contract, and we will adhere to those requirements. This work plan is being submitted as per the agreed date of October 22, 2003. Short-term Consultants' Reports will be submitted to USAID and to our partners at the FD. Quarterly Progress Reports will also be submitted to USAID and the FD, as will the required Final Report. Annual Inventory of Commodities and Final Inventory will be submitted to USAID.

In addition to these reports, we will propose to the FD that an annual report is produced on their behalf entitled something in the order of: "Bangladesh's Protected Areas Management Program at the Forest Department: Status and Planned Activities". Such a report would be a useful and effective communications document for the FD – one that they might bring to any international meeting, circulate or send to potential PA donors, or merely circulate to

interested scientists and private citizens. The report would include extensive color photographs, tables and attractive layout.

Procedures for capturing progress data and reporting on it include adaptation of IRG's Project Management reporting software, developed initially for a major environmental project in Peru, and then adapted for multiple projects of IRG around the world. The software will be adapted for use by the Project team. The system is designed to ensure that those individuals most closely associate with achievement of Results are actually those that report on their progress. The system also allows for use of the same Result progress information to be used to generate reports for different audiences.

We will use this information about Project progress and progress against indicators to generate periodic inputs to meet USAID's reporting requests, such as the Mission MER Report and Performance Monitoring Plan.

13. Analysis of Risk

A complete work plan requires an analysis of Risk. What factors outside our manageable control would jeopardize achievement of the Project Results we have committed ourselves to achieving?

At present, the Forest Department's most senior staff are providing all necessary support for the achievement of PA improvements, and specifically of the objectives of this Project. Should there be a change in FD leadership, there exists the risk that new leadership would not be as amenable and supportive of the principles of this Program as the current administration. While we believe that we can work closely with any leaders of the Department, we must recognize this potential risk.

We have agreed with the FD that a DFO should be posted to oversee the three initial sites for co-management in the Sylhet Division. This DFO should be fully dedicated to the Wildlife Management and Nature Conservation Circle. Without fully dedicate staff at this DFO level, and the appointment of ACFs to the four targeted Protected Areas within a reasonable time, this Work Plan Results will not be achieved as quickly as anticipated.

Encroachment into Protected Areas is a real risk at the PA level, and such encroachment is at times supported by extremely powerful vested interests, often political ones. If such encroachment occurs in spite of co-management plans – and protected area rules – then the legitimacy of the co-management process will be called into question, and this will slow the process of co-management development down considerably. The Project, working with the FD, will work to build local and national advocacy groups precisely to counter such possible risks, but at times vested interests may be difficult to counter, no matter how dynamic the constituency groups.

As we have said, the working conditions and incentives of Wildlife Circle staff should be brought equal, through any of a variety of means, to the effective income levels of other FD staff. While the Project can support improved working conditions, we cannot directly address the causes of differences in these net pay scales. If the gap continues to be large, then it will be difficult to maintain the level of commitment in the Wildlife Circle that is needed to maintain momentum.

There is at present no small amount of discussion about whether a new Department should be created to oversee Protected Area management in the country. We firmly believe that the FD is the appropriate institution to support and advance the PA Management goals of the country for the foreseeable future. But should another new Department be created and allocated the responsibility for PA management of the same forest areas, this would be likely to bring an abrupt slowdown to the achievement of Project Results.

Annexes

- ANNEX 1: Summary of Proposed 2008 PA Management Targets and Support Project Results
- ANNEX 2: Organizational Structure of Support Project Team and Key Counterparts
- ANNEX 3: Select Maps Showing Initial Project Pilot Site Locations

ANNEX 1: Summary of Proposed 2008 PA Management Targets and Support Project Results

Component #1: Development of a Co-Management Planning and Implementation Model

Proposed Five-year Forest Department Program Targets:

1. One third of the National Parks and Wildlife Sanctuaries are operating under a collaborative management model:
2. At sites employing co-management model, local resource users exercise rights to participate actively in protected area management.
3. The existing National Park and Wildlife Sanctuary network increases in size by 10 percent.
4. Degradation is reversed in co-managed National Parks and Wildlife Sanctuaries.

Proposed Five-Year USAID/IRG Support Project Results:

1. Stakeholder analysis and needs assessments methodology developed and conducted for PAs within target landscapes
2. Natural resource assessment and monitoring system methodology developed and implemented for PAs and landscapes
3. Socio-economic and institutional assessment and monitoring system methodology developed and implemented for PAs and landscapes
4. Cost-effective conceptual model for co-management developed and implemented for PAs and landscapes
5. Appropriate conceptual approach to local development process is developed and implemented in target landscapes
6. PA management plans are developed (or completed) and implemented

Component #2: Interventions and Investments for Improved Ecosystem Management

Proposed Five-year Forest Department Program Targets:

1. Income-generating alternatives – consistent with PA conservation – are realized for key PA stakeholders in target landscapes:
2. Degradation slowed in landscapes around PAs:
3. Livelihood improvement programs being implemented within landscapes around PAs:
4. Local governance institutions overseeing co-management are highly transparent and trusted¹:
5. Local governance institutions deliver coordinated natural resource management support within landscape:

Proposed Five-Year USAID/IRG Support Project Results:

1. Market opportunities for micro, small and medium enterprises development linked to improved Pas and landscapes identified and realized
2. Household level production technology improvements are made available
3. Savings and credit support program is made available and used
4. Community-level landscape interventions (e.g., land stabilization, tree planting and social forestry, demarcation of park boundaries, road stabilization activities, agreement on establishment of park infrastructure improvements) are implemented

Component #3: The Enabling Policy Environment for Co-Management Enhanced

Proposed Five-year Forest Department Program Targets:

1. FD enhances and clarifies the rights and responsibilities of local stakeholders in PA management
2. FD policy allows partial local retention and management of PA revenues
3. The Protected Area network is exempted from the revenue generation targets made to the FD by the Min of Finance
4. Processes are functioning to resolve land tenure and land use conflicts in PAs:
5. A joint public-private oversight board for the FD's PA system is established
6. FD policy encourages private sector efforts to conserve natural forest habitats:

Proposed Five-Year USAID/IRG Support Project Results:

1. The FD develops a vision and strategy for improved PA management, and begins implementing it:
2. A high-level Government Steering Committee advances the cause of improved PA management by the FD:
3. A national network of co-management practitioners exists and serves as a platform for knowledge improvements:
4. White papers on select priority issues are developed and vetted:

Component #4: Laying the Foundation for a Conservation Constituency in Bangladesh

Proposed Five-year Forest Department Program Targets:

1. Ten-fold increase in the number of paying visitors to target Pas by Bangladeshis within 1 year of co-management agreement formalization:
2. Evidence of increased advocacy by civil society for PA conservation
3. Bangladesh PA efforts and lessons learned are communicated at international meetings on protected area management and forestry
4. Citizens living in and around target PAs implement conservation actions
5. The perception of the FD as a trustworthy and capable manager of Protected Areas is enhanced amongst naturalists

Proposed Five-Year USAID/IRG Support Project Results:

1. A communications strategy is developed and implemented for the FD's PA management program
2. A communications strategy is developed and implemented for the PA Support Project
3. Informational and educational resources concerning the PA network are made widely and readily available
4. The FD and its partners prepares multiple research and programmatic contributions for presentation at regional and international conferences on PA management
5. A communications program targeting key high-level decision-makers is implemented

6. The number and quality of press clippings concerning the PA system increase
7. A program is established to expose young urban students to the PA network
8. A program is developed and established to engage landscape-level stakeholders in PA conservation actions

Component #5: Ensuring Institutionalization of Co-Management

Proposed Five-year Forest Department Program Targets:

1. Independently-reviewed management performance scores improve at no less than 5 of 7 targeted PAs
2. Working conditions for members of the Wildlife Circle improve relative to other FD employees
3. On issues critical to PA management, GOB ministries collaborate to resolve obstacles
4. The Wildlife Circle - responsible for PA management and oversight - enjoys a clear mandate and operational independence within the FD
5. Professional training institutions for PA management are more capable of responding to PA management needs:
6. Complementary investment in FD PAs of at least \$1m is made by national and international donors
7. Local co-management authorities/committees pass financial management transparency audits

Proposed Five-Year USAID/IRG Support Project Results:

1. Understand and where possible quantify the economic costs and benefits of PA
2. Develop and implement a strategy for the long-term sustainable financing of PAs
3. Identify and pursue co-financing opportunities with national and international donors
4. Assess the existing and needed capacity of the FD and local stakeholders to co-manage PAs
5. Implement a capacity building program for FD PA managers and key local PA stakeholders
6. Identify phase-out plan and exit strategy
7. Network with other Asian PA managers and learn from best practices for PA management in other countries

Cross-cutting Support Project Results

1. A project management monitoring system is established and functioning
2. The Support Project team works closely with, and is trusted by, the FD PA management Wildlife Circle
3. Management systems for the support project are functioning
4. Forest co-management activities under the Project are complementary to and supportive of efforts of the Arannayk Foundation
5. Women are integrated as central actors at all levels of project implementation
6. The project actively engages the full range of PA partners in public and private sector
7. The Project benefits from synergies with other USAID projects

ANNEX 2: Organizational Structure of Support Project Team and Key Counterparts

ANNEX 3: Select Maps Showing Initial Project Pilot Site Locations
