

**Nishorgo Support Project  
Year Two Work Plan:  
June 1, 2004 through May 31, 2005**



Task no.:  
USAID Contract no.: 388-C-00-03-00050-00



## Nishorgo Support Project Year Two Work Plan: June 1, 2004 through May 31, 2005

*Submitted to:*  
USAID/Bangladesh &  
Forest Department  
Ministry of Environment and Forests

*By:*  
International Resources Group (IRG)

With subcontractors:  
Community Development Center, Chittagong (CODEC)  
Nature Conservation Management (NACOM)  
Rangpur Dinajpur Rural Service (RDRS)

*USAID Contract no.: 388-C-00-03-00050-00*  
(Formerly known as Co-management of Tropical Forest Resources in Bangladesh)



Implemented by IRG  
With partners: CODEC, NACOM & RDRS



## Executive Summary

This Year Two Work Plan for the Nishorgo Support Project sets a discrete number of milestones to ensure progress towards the contract period targets for the Project. Those end-of-Project targets are included and explained in Annex I below.

In this second year, the Nishorgo Support Project will continue to be closely integrated to the Government of Bangladesh goals and processes. The Forest Department has prepared a Project Concept Paper (PCP) for the Nishorgo Support Project with six broad "Objectives". The first four of these Objectives precisely cover the five "Components" included in the IRG Team's Contract with USAID. The only exception to a direct one-to-one mapping of Components to PCP Objectives is that the third Component (policy) and the fourth Component (communication) are merged into a single Objective 3 in the PCP. The fifth Objective of the FD's PCP (covering PA infrastructure) and the sixth Objective (covering habitat management) are not funded under the IRG Team Contract, and thus are not included in this Work Plan. In fact, the financial GOB resources for Objectives 5 and 6 are not yet available, so it is not appropriate to include a detailed work plan for them.

In this Executive Summary, we highlight the major outcomes expected during the second year of implementation. A full summary of the targeted results and outcomes of the Nishorgo Support Project's IRG Team Objectives is shown in Annex 1. And a detailed list of all the expected milestones to be achieved in year two is shown in Annex 2.

### **PCP Objective #1: Develop a functional model for formalized co-management of Protected Areas**

It will be in this second year that the co-management model takes shape and begins to be applied to our pilot Protected Areas. To this end, the follow outcomes are expected:

- Field appraisals vetted and "owned" by FD
- The approach for building PA co-management committees and local resource organizations is determined
- All co-management committees will have been constituted and taken decisions
- Citizen engagement and empowerment activities underway
- Management plans for 3 PAs completed and submitted to Government via FD for approval

### **PCP Objective #2: Create alternative income generation opportunities for key local stakeholders associated with pilot co-managed Protected Areas.**

There are three major dimensions to advancing towards this Objective: disseminating appropriate household production improvements; introducing enterprise development opportunities, with strong market linkages; and putting the Landscape Development Fund in place. Specific expected outcomes pertaining to these three dimensions include the following:

- Create initial income-generating enterprise opportunities via nurseries and household technologies
- Prepare for long-term growth in the handicrafts enterprise sector
- Finalize and sign “PCBSA” contracts in buffer areas
- Sensitize and develop a core group of young unemployed stakeholders as future PA guides
- Begin targeted disbursements with Landscape Development Fund

**PCP Objective #3: Develop policies conducive to improved Protected Area management and build constituencies to further these policy goals.**

The Project will continue working in year two to develop and enabling policy framework to support long-term change in PA management. And we will continue working to build constituencies to support those policy changes. Specifically, we will target the following outcomes:

- Vision 2010 is an official statement of the FD and the MoEF concerning PA management
- Steering Committee has met and is supporting progress of the Project goals
- Co-management “network” under development
- Sustainable financing strategy is clearly proposed
- Awareness levels of Nishorgo Program rise considerably in national & international areas
- Local behavioral change communication efforts are well-designed and fully underway

**PCP Objective #4: Strengthen the institutional systems and capacity of the Forest Department and key stakeholders so that improvements in co-management under the Project can be made permanent.**

The Institutional Assessment completed at the end of year one provided an important framework for strengthening the capacity of the FD and key stakeholders to improve PA management. The Project will develop its own plan for undertaking training in support of this Assessment's recommendations. And we will also coordinate closely with the FD, and the CCF, to ensure that support is marshaled for those other capacity building areas that the NSP cannot include in its own budget. Specifically, we will work to achieve the following outcomes:

- National Nishorgo capacity building partners (Universities, etc.) accept Assessment recommendations
- Nishorgo Program assessment recommendations being “marketed” to attract additional financing
- NSP training plan in full implementation; meets recognized high quality standards
- All 3 parts of NSP impact and compliance monitoring system measured and functioning
- Knowledge base on costs/benefits of PAs is set
- Applied research policy is finalized for FD
- Networks strengthened on co-management between FD/Bangladesh and regional partners

## **Cross-Cutting Project Results**

A number of cross-cutting results will support these Project Objectives. Specifically we expect to achieve the following outcomes:

- Ensure timely implementation of our field activities
- Add select additional staff members as required to achieve Work Plan results
- Comply with all contractual reporting requirements
- Complement all remaining staff members Refine specific gender strategies for each of our sites.
- Work jointly with the Arannayk Foundation, particularly in development of the Nishorgo Conservation Partnership Program, a Public-Private Partnership
- Benefit from the technical expertise and know-how of at least two other USAID projects

## **Risks**

The NSP team believes that this work plan is achievable. We recognize, however, that we are not in complete control of all the factors of change. A number of risks are evident, and thus should be noted.

First, and most importantly, this work plan will not be implemented at expected speeds if the key PA-level positions within the FD's Wildlife Management & Nature Conservation Circle are not filled. Appointment of ACFs to revenue posts in the Wildlife Circle is of particular importance. Without those postings being completed, our work will be considerably slowed. More generally, the quality and training of FD postings is in direct correlation with the quality of project implementation.

It must be noted that the proposed Unocal pipeline in the Lawachara National Park is a serious risk for the implementation effectiveness of this Project. There are two causes of the risk. First, if Bangladesh environmentalist activists raise objections to the pipeline in a vocal way, it is possible that this US Government Project's image may be tarnished by criticisms of the US Unocal company. Secondly, as the pipeline is project to pass through the area of the Park where 1-hour and 3-hour nature hikes for visitors have been proposed, the pipeline may reduce the attractiveness of those hikes, and thus the income generation opportunities for our local stakeholders. Finally, the pipeline, if it is allowed, will further reduce the image of the Forest Department at the local level, at a time when the Project is attempting to strengthen that image.

## Table of Contents

Executive Summary .....	i
Table of Contents .....	iv
List of Acronyms .....	vii
I. Year Two Work Plan Methodology and Organization.....	8
II. Progress Reporting Processes.....	9
III. PCP Objective #1: Develop a functional model for formalized co-management of Protected Areas .....	10
PCP 2008 Expected Outcomes .....	10
Year 2 Activities, Milestones and Rationale.....	10
1.1 A stakeholder analysis and needs assessments will be developed and conducted for Protected Areas within target landscapes.....	10
1.2 Natural resource assessments, baselines and a monitoring system will be developed and implemented for the targeted Protected Areas and their surrounding landscapes. ....	11
1.3 A socio-economic and institutional assessment will be conducted for Protected Areas and landscapes .....	12
1.4 Based on preceding activities, a model for co-management developed and refined. ....	12
1.5 Co-management committees will be created and given select responsibilities and authority for management of Protected Areas. ....	12
1.6 Introduce and formalize processes that will ensure the trust of local co-management committees as vehicles for conflict resolution, Protected Areas management support and local intergovernmental coordination. ....	13
1.7 Boundaries of Protected Areas will be demarcated, and recommended land use within Protected Areas will be proposed. ....	13
1.8 Protected Area participatory management plans will be developed (or completed in the case of Lawachara and Rema-Kalenga) and implemented .....	14
1.9 The co-management model will be tested and refined at pilot sites, leading to a proposal for a model to be applied to remaining Protected Areas and new Protected Areas. ....	15
1.10 Build the capacity of local and national stakeholders to implement co-management through training courses in these areas.....	15
IV. PCP Objective #2: Create alternative income generation opportunities for key local stakeholders associated with pilot co-managed PAs .....	16
PCP 2008 Expected Outcomes .....	16
Year 2 Activities, Milestones and Rationale.....	16
2.1 Identify and increase market development opportunities for micro, small and medium enterprises pursuing clean and sustainable investments in natural products and services linked to Protected Areas. ....	16
2.2 Encourage involvement of select local stakeholders in social forestry agreements on Reserve Forest land and other public land adjacent to Protected Areas, but only in return for agreement to conserve Protected Areas.....	17
2.3 Make available production technology improvements to households in and around Protected Areas in exchange for agreement to participate in protection. ....	18

2.4	Provide credit to households and/or communities in and around Protected Areas in the context and under the terms of co-management agreements.....	18
2.5	Clarify procedures for increasing clean and environmentally-friendly private investment in economic activities associated with Protected Areas.....	19
2.6	Integrate on-going Government programs in the nearby areas of the PA with the Nishorgo Program.....	20
2.7	Build the capacity of local stakeholders through appropriate training courses ....	21
V.	PCP Objective #3: Develop policies conducive to improved PA management and build constituencies to further these policy goals .....	22
	PCP 2008 Expected Outcomes .....	22
	Year 2 Activities, Milestones and Rationale.....	22
3.1	Develop a vision and strategy for improved Protected Area management, and begin implementing it.....	22
3.2	Support the Project Steering Committee and the Wildlife Advisory Board, as requested, to advance the cause of improved Protected Area management. ....	23
3.3	Develop a national network of co-management practitioners. ....	24
3.4	Develop a strategy for the sustained financing of Protected Areas .....	24
3.5	Work with Ministry of Finance to develop rules or directives allowing .....	25
3.6	Prepare special studies or recommendations on select priority issues relevant to co-management.....	25
3.7	Develop and implement a communications strategy for Protected Area.....	25
3.8	Develop and implement a strategy for establishing a recognized and easily .....	26
3.9	Disseminate, via electronic and printed media, resources concerning the .....	26
3.10	Assist researchers and decision-makers in the preparation of communication ...	27
3.11	Design and implement a communications activity targeted to senior and key....	28
3.12	Ensure that the improvements in and attractions of the Protected Area system..	28
3.13	Develop and implement an education and sensitization program for future .....	28
3.14	Develop and establish appropriate communication actions for local .....	29
VI.	PCP Objective #4: Strengthen the institutional systems and capacity of the Forest Department and key stakeholders .....	30
	PCP 2008 Expected Outcomes .....	30
	Year 2 Activities, Milestones and Rationale.....	30
4.1	Assess the existing and required capacity of the Forest Department and key stakeholders to co-manage Protected Areas. ....	30
4.2	Implement key elements of the identified capacity building and training.....	31
4.3	Identify the key elements of a transformation of the existing Protected Areas ...	32
4.4	Identify and put in place a streamlined and focused system for monitoring the ..	32
4.5	Develop the detailed understanding of the economic costs and benefits of .....	33
4.6	Identify and implement strategies for ensuring the long-term sustained.....	33
4.7	Develop a prioritized applied research agenda for the Protected Areas, and .....	34
4.8	Build professional and communication networks between Bangladeshi.....	35
4.9	Develop a strategy for phasing out Project support.....	35
VII.	Cross-Cutting Project Results .....	36
	CC1: Northern Site Implementation Progresses According to Activity Plan.....	36
	CC2: Southern Site Implementation Progresses According to Activity Plan.....	36
	CC3: Overall Project Management Systems are Functioning Effectively.....	36
	CC4: Support Project team works closely with, and is trusted by, the FD PA management staff members.....	37
	CC5: Project efforts are complementary to and supportive of the Arannayk Foundation..	37

CC6: Nishorgo implements a strategy benefiting women and capitalizing on their unique social roles .....	38
CC7: The project actively engages the full range of PA partners in public and private sector .....	38
CC8: The Project benefits from synergies with other USAID projects.....	38
ANNEX 1: Summary of Contract and Project Outcomes for the Nishorgo Support Project .	41
ANNEX 2: Summary of Milestones Expected in Year Two.....	48
ANNEX 3: Activity Plan & Milestones for Northern Sites.....	55
ANNEX 4: Activity Plan & Milestones for Southern Sites....	<b>Error! Bookmark not defined.</b>
ANNEX 5: Summary of Project Financial Resources Allocated to Achieve Year Two Milestones .....	62
ANNEX 6: Organizational Chart of Nishorgo Support Project Team Members .....	<b>Error! Bookmark not defined.</b>



## 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
EDS	Enterprise Development Specialist
ESMS	Ecological & Social Monitoring Specialist
EWC	East West Center
FC	Field Coordinator
FD	Forest Department
FSP	Forestry Sector Project
GOB	Government of Bangladesh
IRG	International Resources Group
IUCN	International Union for the Conservation of Nature
JOBS	USAID Project "Assisting Enterprises to Create Employment
LGCBS	Local Governance & Capacity-building Specialist
LGI	Local Governance Initiative
MACH	Managing Aquatic Systems through Community Husbandry
NPC	National Planning Commission
PAMS	Protected Area Management Specialist
PBSA	Participatory Benefits Sharing Agreement
PCP	Project Concept Paper
PP	Project Pro Forma
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

# **Nishorgo Support Project Year Two Work Plan: June 1, 2004 through May 31, 2005**

## **I. YEAR TWO WORK PLAN METHODOLOGY AND ORGANIZATION**

This Year Two Work Plan for the Nishorgo Support Project sets a discrete number of milestones to ensure progress towards the contract period targets for the Project. Those end-of-Project targets are included and explained in Annex I below.

In this second year, the Nishorgo Support Project will continue to be closely integrated to the Government of Bangladesh goals and processes. The Forest Department has prepared a Project Concept Paper (PCP) for the Nishorgo Support Project with six broad "Objectives". The first four of these Objectives precisely cover the five "Components" included in the IRG Team's Contract with USAID.

This annual work plan is organized by PCP Objectives, which themselves precisely reflect the Contract Components of IRG's Contract with USAID. For each PCP Objective, we present the Activities for which time and resources will be allocated in year two. For each of these Activities, we provide a brief explanation of our approach for year two, and we then set one or more discrete milestones that we intend to meet using Project resources in year two. The Activities and Milestones are summarized by PCP Objective in Annex 2.

The only exception to a direct one-to-one mapping of Components to PCP Objectives is that the third Component (policy) and the fourth Component (communication) are merged into a single Objective 3 in the PCP. The fifth Objective of the FD's PCP (covering PA infrastructure) and the sixth Objective (covering habitat management) are not funded under the IRG Team Contract, and thus are not included in this Work Plan. A full summary of the targeted results and outcomes of the Nishorgo Support Project's IRG Team Objectives is shown in Annex I.

This Work Plan was presented and discussed with the full Nishorgo Support Project team, and the Forest Department, early in the second year of implementation. A number of minor modifications have been made on the basis of that presentation and discussion, and are now included in this final version.

## II. PROGRESS REPORTING PROCESSES

Progress against the outcomes, activities and milestones included in this Year Two Work Plan occurs in two principle ways. First, weekly progress reports are sent to USAID and the FD using the IRG Team's "Technical Progress Matrix". The IRG Team uses this tracking tool for its weekly management coordination meetings, attended by IRG Team members and the FD. Second, the COP holds a weekly briefing for the USAID CTO, at which the Progress Matrix released the previous day is reviewed. Finally, semi-annual progress are to be submitted against these same milestones and activities programmed in this report. The schedule for these reports is shown below.

Report Name	Period Covered	Due Date
Yr 2, Mid-Year Progress Report	6/1/04-11/30/04	12/30/04
3rd Annual Work Plan	6/1/05-5/31/06	5/15/05
2nd Annual Progress Report	6/1/04-5/31/05	6/30/05

[Technical progress & work plans will continue in the same way through Project closure.]

## **III. PCP OBJECTIVE #1: DEVELOP A FUNCTIONAL MODEL FOR FORMALIZED CO-MANAGEMENT OF PROTECTED AREAS**

### **PCP 2008 Expected Outcomes**

By the end of the Project in 2008, the following targets should have been achieved:

1. At least one third of the Protected Areas will operate under a co-management model.
2. At Protected Area sites employing the co-management model, local resource users will actively participate in Protected Area management.
3. Degradation will be reversed in Protected Areas operating under a co-management model. Local co-management committees will be recognized for their transparency and good governance, and in doing so be trusted as a vehicle for conflict resolution and Protected Area oversight.<sup>1</sup>

### **Year 2 Activities, Milestones and Rationale**

In order to achieve Objective #1, the following activities will be undertaken, with the indicated milestones set out for Year Two.

*1.1 A stakeholder analysis and needs assessments will be developed and conducted for Protected Areas within target landscapes.*

*Rationale:* The five Field Appraisals in development at the end of year one will be completed and circulated. These documents provide the essential initial overview of the key stakeholders interacting with the target protected areas. They will remain in draft form until field level FD officers can have a chance to review their content. The FD officers will not in some cases agree with the content, since some of the observations in the Appraisals do not reflect well on the FD. But it is important that such recommendations be discussed and vetted with FD officials, and debated accordingly. After such discussion, the Appraisals will be revised and finalized.

At the same time, an initial rough draft of a summary report from the five field appraisals was drafted in year one, and will be finalized and extended in year two. This draft report is a critical means of telling the "story" of what the Nishorgo Support Project faces in

---

<sup>1</sup> If co-management is to succeed as a means to improving Protected Areas management, 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, the Project 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.

understanding and working with stakeholders at the PAs. Towards the end of the second year and into the third, it will be used as the source document for deriving related communications materials such as PowerPoint presentations and wider circulation reports.

*Milestones:*

- a) *Complete and circulate five site-based "Field Appraisals" based on RRA and PRA*
- b) *Vet draft "Field Appraisals" with field FD officers and revise*
- c) *Complete and circulate summary report from five "Field Appraisals"*

*1.2. Natural resource assessments, baselines and a monitoring system will be developed and implemented for the targeted Protected Areas and their surrounding landscapes.*

*Rationale:* During year one, the NSP developed a three tier monitoring system, where the first tier included those "core" indicators that would directly show improvement or deterioration in the quality of the Protected Areas that we are working to protect. Three core indicators emerged, focusing on illegal logging, natural regeneration and biodiversity (using bird populations of selected species). This methodology will be finalized in year two, and the baseline measures of these three indicators will be completed. For this, the NSP team will make extensive use of GPS and telescope at all of its sites.

We will incorporate the GPS-assisted information in a spatial framework. Working with the RIMS unit of the FD, we will develop an initial assessment of the quality and availability of spatial data for the pilot PAs. Pursuant to this study, we will then work with the RIMS to organize and make available the spatial databases for all five of the pilot PAs.

At Chunati, we noted at the end of year one that there appeared to be a large discrepancy between the present conservation value of the Sanctuary and the value of the Sanctuary as reported in the FSP financed draft Management Plan produced five years ago. As a result of this discrepancy, the NSP in year two will commission a study team to examine more closely the conservation value of the Sanctuary, and report on its findings. These findings will be greatly beneficial in determining how and where and even if to proceed with co-management efforts at Chunati.

*Milestones:*

- a) *Methodology and approach for "core" indicators is completed and submitted*
- b) *Baseline indicator for illegal logging measured for all five sites;*
- c) *Baseline indicator for natural regeneration measured for all five sites*
- d) *Baseline indicator for biodiversity (selected bird populations) measured for all five sites*
- e) *All baseline core indicators are measured jointly with local stakeholders*
- f) *Photographic baseline completed for all five sites*
- g) *Targeted ecological study on Chunati identifies areas of conservation value*
- h) *Assessment of spatial data quality and availability for PAs is completed*
- i) *Spatial databases for pilot PAs updated & organized and available:*

### *1.3. A socio-economic and institutional assessment will be conducted for Protected Areas and landscapes*

*Rationale:* PRA and RRA studies have already helped to flesh out the subtleties of stakeholder relationships in and around the target Protected Areas. It is, however, also important to ensure that the FD understands basic socio-economic characteristics of each of target sites. Such socio-economic and institutional information is essential for communicating to outsiders how these areas differ from other areas of the country, and of the south Asian region.

*Milestones:*

- a) *Core socio-economic and institutional indicators identified and data availability assessed in a report*
- b) *Strategy identified for measuring full set of indicators in assessment*

### *1.4. Based on preceding activities, a model for co-management developed and refined.*

*Rationale:* In year two of the Project, we will prepare and present the model of co-management that we intend to pursue at pilot sites. After consultation with partners, we will propose initial members of co-management committees. We will propose the range of key committees and organizations that will interact for the governance of the PAs. And we will work to determine the roles of different key actors.

*Milestones:*

- a) *Composition of the PA co-management committee -- including relationships of community and resource groups to PA committee -- is proposed.*
- b) *Content of PA co-management committee articles of operation are proposed*
- c) *Proposed co-management model is reviewed by FD, MoEF and Steering Committee.*

### *1.5. Co-management committees will be created and given select responsibilities and authority for management of Protected Areas.*

*Rationale:* During year two, initial meetings of the core members of the PA-level Co-management Committees will happen at each site. Their full responsibilities and authority will not, however, be determined in year two, as that will need to be more exhaustively discussed and debated by the FD, the MoEF and the Committees themselves.

*Milestones:*

- a) *Initial PA level Co-management Committees meet at each of five sites*

*1.6. Introduce and formalize processes that will ensure the trust of local co-management committees as vehicles for conflict resolution, Protected Areas management support and local intergovernmental coordination.*

*Rationale:* As noted in the PCP itself, the long-term success of PA level co-management committees depends in some measure on the extent to which the committees are free from corruption, transparent in their dealings and fully democratic. To meet this objective, the documents that define committees' roles and responsibilities should include these principles explicitly, perhaps in a vision statement for the committees purposes.

It is also important that the committee refer explicitly to its role in resolving the increasing numbers of conflicts that will arise over the Protected Areas, as identified in the *Nishorgo Vision 2010*.

*Milestones:*

- a) Initial co-management committee articles of organization include principle that they should be "fully transparent and free from corruption"*
- b) Initial co-management committee articles of organization include principle that they should be "vehicles for conflict resolution"*
- c) Initial co-management committee articles of organization include principle that they should be "subject to periodic transparency audits"*

*1.7. Boundaries of Protected Areas will be demarcated, and recommended land use within Protected Areas will be proposed.*

*Rationale:* Physical demarcation of PAs in the second year is not feasible, as it would create undue and strong (perhaps even violent) reaction from local stakeholders. This is not surprising, given the visceral reactions that can accompany any land demarcation and ownership activity. Rather, the Project in this second year will ensure that FD RIMS maps indicating spatial demarcation of the pilot PAs are correct, and that they are easily and correctly identifiable at the field level.

In year three, when greater trust is engendered between the Co-management Committees and the local stakeholders, physical demarcation can begin in the northern sites, most likely after an order is given by the Committee itself.

*Milestones:*

- a) FD RIMS maps accurately show borders to pilot PAs*

### *1.8. Protected Area participatory management plans will be developed (or completed in the case of Lawachara and Rema-Kalenga) and implemented*

*Rationale:* At present, there are no operational management plans to guide the FD staff in management of the country's protected areas. A number of management plans have been proposed in the past, but none have been fully developed and accepted by the Government. Development and finalization of management plans is a centerpiece of the work of the NSP team.

In year two, we will propose a new management plan for three pilot PAs. We will begin with a structure and draft for the Lawachara National Park, building on the content and arguments of the FSP-funded draft management plan for that area. We will then proceed to development two additional draft management plans for submission to the FD. We will modify these management plans based on feedback from the FD, the MoEF and the Steering Committee.

Within each management plan, we will propose definition of an operational "landscape" which falls under the management purview of the plan implementers -- in this case the FD with the PA level Co-management Committee.

Full vetting and approval of the management plans will take time, probably into year three of the Project. But it is urgent to implement now some of the improvements in the PAs that will ultimately be included in detailed management plans. One such urgent need is in the area of trails. Even now, many visitors would like to go to see the pilot sites, but there are at present no visible marked trails, and no information to help visitors in understanding what they are seeing in the PAs. This is a particularly acute constraint when the NSP would like to communicate to VIPs and key decision-makers the value of the PAs, and their intrinsic beauty. To resolve this constraint, the NSP will work in year two to identify an initial set of 1-hour and 3 hour trails in each of the five PAs. Along with these trails being sited, we will also develop brochures and explanatory material for visitors, and we will prepare signboards and include trail markings so that visitors can have an easy and informative nature experience. In this process, we will work closely with young men and women of communities around each PA to engage them in trail development. These same young people would become future guides as a means of generating revenue, if they so wish.

#### *Milestones:*

- a) Draft management plan for Lawachara National Park is completed and submitted to FD for review*
- b) Draft management plans submitted for two additional pilot PAs*
- c) One proposed management plan submitted to the MoEF and Steering Committee*
- d) Landscape identified for three initial management plans*
- e) Initial hiking trails and accompanying information proposed for all five sites*



*1.9. The co-management model will be tested and refined at pilot sites, leading to a proposal for a model to be applied to remaining Protected Areas and new Protected Areas.*

*Rationale:* The actual testing of the co-management model will begin in year two, but key milestones for this effort will not be included until the year three work plan is submitted.

*Milestones:* (No milestones in year two.)

*1.10. Build the capacity of local and national stakeholders to implement co-management through training courses in these areas.*

*Rationale:* Many training courses and capacity building activities are to be conducted for stakeholders to implement co-management. A full summary of those courses and activities is to be included in the NSP Training Plan slated for year two.

One of the most important of the capacity building activities for local stakeholders and members of the PA level Co management Committees is the proposed cross-visit to West Bengal State. In this cross-visit, proposed for March 2005, local stakeholders will go to West Bengal State to visit with citizens and FD staff members there also trying to implement co-management efforts. Organization of this regional networking visit will be a major undertaking of the Project in year two, and is expected to have significant benefits in raising awareness of local stakeholders, as well as building a sense of common vision between them.

One of the particularly important areas of training in the second year is in the area of rights, advocacy and empowerment. The NSP team believes that the process of empowerment of local citizens -- to be active citizens, to know their rights, and to be active members of the co-management process -- is an essential pre-requisite to the long-term success of the Project. If we move too quickly to extend micro-credit, services and income generating activities without citizens being aware of their role in co-management, we risk setting the process back considerably. For this reason, we make it a specific milestone that training on rights, advocacy and empowerment be included in the second year plan.

Finally, during the second year, we will explore the Child-to-Child approach as a means of building the capacity of local stakeholders around co-management.

*Milestones:*

- a) Cross-visit of local stakeholders implemented to West Bengal State*
- b) Training and orientation conducted for local low income stakeholders on rights, advocacy and empowerment*
- c) Other training courses conducted as per NSP Training Plan*

## **IV. PCP OBJECTIVE #2: CREATE ALTERNATIVE INCOME GENERATION OPPORTUNITIES FOR KEY LOCAL STAKEHOLDERS ASSOCIATED WITH PILOT CO-MANAGED PAs**

### **PCP 2008 Expected Outcomes**

By the end of the Project in 2008, the following targets should have been achieved:

1. Income-generating alternatives – consistent with Protected Area conservation – will be developed and extended for use by key Protected Area stakeholders in target landscapes.
2. Degradation in landscapes around Protected Areas will be slowed.
3. Livelihood improvement programs will be implemented within landscapes around Protected Areas.
4. Local Government of Bangladesh agencies will work to coordinate inputs within the Protected Area landscapes.

### **Year 2 Activities, Milestones and Rationale**

In order to achieve Objective #2, the following activities will be undertaken:

#### *2.1 Identify and increase market development opportunities for micro, small and medium enterprises pursuing clean and sustainable investments in natural products and services linked to Protected Areas.*

*Rationale:* During year two, we will work to implement market development opportunities for enterprises linked to pilot PAs. Pursuant to the Enterprise Pre-Assessment conducted with JOBS in year one, we will begin implementing an enterprise approach in one of the pilot sectors. The likely sector for such implementation is the handicraft sector. The NSP will focus not on simple handicrafts for the local market, but rather on high value handicrafts designed and produced for the export market. We expect to develop an agreement and subcontract with the Iris Center of the University of Maryland to begin implementing such activities, principally because Iris at present is the only locally available entity with the existing capacity to implement this particular approach.

In addition, we will move aggressively in year two to develop tree nursery production and marketing linkages for our local stakeholders (this sector was also recommended in the Enterprise Pre-Assessment). We will begin with a more detailed assessment of the nursery market and opportunities at each of the five sites, and then we will proceed to implement the market approach. These nursery products will be destined for sale on the local or regional market.

*Milestones:*

- a) Organize nursery producers and initiate first 15 nursery operations*
- b) Identify specific strategy for export-oriented handicraft development*
- c) Begin organizing communities and training on export handicraft production*

*2.2 Encourage involvement of select local stakeholders in social forestry agreements on Reserve Forest land and other public land adjacent to Protected Areas, but only in return for agreement to conserve Protected Areas.*

*Rationale:* In year one, we submitted an initial concept for what we described as "PBSA+". Based on the "Participatory Benefits Sharing Agreement" process used at the Forest Department for social forestry plantations, the PBSA+ was designed to focus on and around Protected Areas, and was to include not only the sharing of benefits but also the sharing of responsibilities.

In year two, we will continue to develop and refine this instrument, and we will submit a revised and extended version of it to the Forest Department for review. We will alter the name of the process from PBSA+ to something akin to PCBSA, where the "C" places an emphasis on conservation and the responsibilities that go with it. The ultimate name will be the choice of the FD.

Also in year two, we will propose the committee and technical process by which new PCBSAs in Reserve Forests around PAs will be reviewed and approved with input from the PA Co-Management Committee. It is critically important to NSP success that PA Committees associate the PCBSA mechanism with actions to conserve the core.

As we work to modify and extend the PCBSA concept, we must also recognize that many PBSA's, most of them under the existing Forestry Sector Project (FSP) are being negotiated and approved in the buffer zones of four of the five pilot PAs. At all sites except Satchuri, the FSP has current funding in their annual work plan and budget to undertake an estimated 1000 hectares of PBSA contracts prior to June 2005. We will work informally to see that these PBSA contracts are allocated and implemented in such a way that they at the same time help achieve FSP goals and assist in achieving conservation goals of the NSP.

*Milestones:*

- a) Revised PCBSA is submitted to FD*
- b) FD approves content of PCBSA*
- c) Process for Co-management Committee review of PCBSA is formalized*
- d) NSP orients more than 15 PBSA recipients in PA areas on responsibilities for PA conservation*

### *2.3 Make available production technology improvements to households in and around Protected Areas in exchange for agreement to participate in protection.*

*Rationale:* During the second year, the Project will identify a short list of priority production technologies that will be extended to households. It is assumed that production and income increases, especially when extended via an organization that is acting on behalf of the FD, will increase the incentive of households to be participants in PA conservation.

The initial short list of production technologies will be presented to households as our field teams conduct feedback sessions with them during the second year, and the list may be modified accordingly, depending on the needs and past experiences of those communities.

We will move forward to develop training courses for local stakeholders based on this short list of production technologies. At the same time, we will work to ensure that market linkages for the products being produced under this activity are well developed. Specifically in this regard, we will work with RDRS -- an institution with extensive experience in household technologies, particularly those in agriculture -- to target a single individual to focus on this enterprise linkage dimension.

*Milestones:*

- a) *Short list of target technologies is agreed to by FD and NSP Team*
- b) *Training begun with households on short-list of production technologies*

### *2.4 Provide credit to households and/or communities in and around Protected Areas in the context and under the terms of co-management agreements.*

*Rationale:* In the second year, we will refine the precise approach to be used in implementing the \$300,000 Landscape Development Fund included in the IRG Team Proposal for this work. We will begin by establishing the basic criteria and strategy of the Fund, where this strategy represents the collective (and extensive) experience of RDRS and CODEC as well as IRG. We will work to ensure that Fund managers are fully conversant with USAID Regulations concerning micro-credit management, principally through training courses and training supported by IRG in Dhaka and IRG in Washington.

We have made a conscious and deliberate decision not to move too quickly in extending the micro-credit resources of the LDF. If the LDF becomes the initial and primary focus of the negotiations with our local stakeholders, then they will perceive the NSP as a credit and -- more generally -- resource/finance delivery project, rather than a conservation project that works to improve livelihoods. For the NSP team, it is essential that local stakeholders understand first that our goal is to enlist their active partnership to improve conservation of the PA, and that we believe that their improved livelihoods are an essential part of that overall process and goal.

Also in the second year, our field team will work to identify specific complementary micro-credit funds for our key local stakeholders. In the Field Appraisals, we have already

identified at each site the presence of such micro-credit facilities as those operated by Grameen, ASA and BRAC. We will in this second year enter into detailed discussions with them to learn their requirements for loan extension. We will then prepare our households and other local stakeholder groups to be in a position to access some of these resources in year three.

*Milestones:*

- a) *Landscape Development Fund guidelines are developed*
- b) *Strategy for accessing other PA level micro-credit funds (e.g., BRAC, ASA, Grameen) is produced.*

## *2.5 Clarify procedures for increasing clean and environmentally-friendly private investment in economic activities associated with Protected Areas.*

*Rationale:* Two principle areas have been and will remain the focus of these efforts to identify and increase private investment in activities associated with Protected Areas. The areas include household energy and ecotourism. In the Field Appraisals, it became very clear that one of two principle causes of forest loss is removal of woody biomass for household fuel. In some cases this fuel wood is not used by people of the immediate vicinity (in these cases it is sold through fuel wood marketing channels) but in most cases it is used by people of the area. In year two, we will work to get a more detailed understanding of the local processes and flows of material used for household energy. We will look more closely at households and their behavioral practices to identify those practices that might be modified through introduction of energy-altering technology or practice, where appropriate. And we will assess the markets for other electricity products (electricity, etc.) that may have secondary impacts on household fuel wood as a principle energy source.

It is important to note that we do not only focus on fuel wood because of its direct association with clearing out of PAs woody biomass. We also recognize that women and children of our target stakeholder groups suffer considerable and deleterious upper respiratory health impacts as a result of indoor air pollution caused by use of fuel wood in existing conditions. And we recognize that these negative health impacts may be as bad for children as they are for women. We also recognize that women -- according to our Field Appraisals -- are in most areas the principle collectors of fuel wood for direct household use, and so modifications in energy use patterns may have particularly strong and positive correlation with reductions in their time and effort needed for this labor-intensive task. These two potential ancillary benefits of household energy modification -- health improvements and additional time available for other activities -- are two additional incentives for us to examine and modify this household energy market.

In the second year, we will also focus on development of the eco-tourism market and its backward linkages to our sites and the stakeholders present there. We will undertake two broad activities: one aimed at the tour operators and one aimed at the local stakeholders.

We believe that it is in the mutual interest of the NSP and tour operators if eco-friendly visitors are brought inside the PAs. It can help the local region because it can help generate

revenue for local people. Such eco-friendly visitors in the PAs can also help to make them become advocates for long-term protection and conservation of a national Protected Areas System, a longer term goal of Nishorgo Program.

To this end, we will meet in year two with major tour operators,, and we will present them with a set of areas of collaboration with the NSP. We will encourage them to visit our target PAs, and we will make information available to them that can help focus their activities in our areas.

At the local level, there must be some local capacity in order to provide services to visiting eco-tourists, and to benefit economically from the presence of those tourists. The NSP Team will work in year two to identify an initial set of young and unemployed local men or women to begin receiving training and orientation to support -- in the future -- ecotourist visitors. We will work with these initial groups of young people to involve them in such activities as baseline measurements of core indicators (which will require considerable time in the forests), siting of initial 1-hour and 3 hour trails, and other activities.

*Milestones:*

- a) Assess markets for fuel wood demand in pilot PAs and options for reducing that demand and simultaneously reducing indoor air pollution*
- b) Design program for clean energy alternatives where backward linkages to fuel wood extraction from PAs is strong*
- c) Present Nishorgo Program to leading Tour Operators and identify areas of follow on collaboration*
- d) Identify and begin training 5 young unemployed people at each pilot PA to participate in future Tour Guide employment*

## *2.6 Integrate on-going Government programs in the nearby areas of the PA with the Nishorgo Program.*

*Rationale:* It is indeed essential that existing local government programs and persons be active participants in the co-management process. In the second year of the NSP, we will meet with local government officials in special sessions to discuss the Project's approach and content. In this way, we will enlist them as more active participants of the process.

Also in year two, we will identify membership in the PA co-management committees that includes members of local Government, both from the Ministry of Local Government (e.g., UP Chairmen) and local representatives of other line ministries (e.g., agriculture).

We will explore in this second year the option of a closer and more synergistic linkage with the USAID Local Government Initiative Project in this regard.

*Milestones:*

- a) Meet with local government officials to review frank conclusions of the Field Appraisals at site level*

- b) *Include leading Government program representatives in the PA co-management committee structure*

## *2.7 Build the capacity of local stakeholders through appropriate training courses*

*Rationale:* Numerous training courses are to be undertaken in this Objective-area in year two, including such issues as communication, household technologies, fuel wood use and others. A full list of the second year training activities will be found in the Training Plan, also developed in year two.

*Milestones:*

*At least 20 training courses conducted for local stakeholder*

## **V. PCP OBJECTIVE #3: DEVELOP POLICIES CONDUCTIVE TO IMPROVED PA MANAGEMENT AND BUILD CONSTITUENCIES TO FURTHER THESE POLICY GOALS**

### **PCP 2008 Expected Outcomes**

By the end of the Project in 2008, the following targets should have been achieved:

1. Local stakeholders have a more active role in the collaborative management of Protected Areas.
2. Financing of Protected Areas management will be more secure and sustained.
3. Conflict resolution processes will be enhanced, particularly to resolve land tenure and land use conflicts in Protected Areas.
4. Support will be provided, as necessary, to the policy-making developments of the Wildlife Advisory Board.
5. The private sector will invest in conserving natural forest habitats.
6. Stakeholders will receive financial benefits generated from the management of the Protected Areas.
7. The number of visitors to pilot Protected Areas will increase significantly soon after implementation of co-management plans and complementary investments.
8. A variety of institutions within civil society will become more vocal in their support for Protected Area conservation.
9. The Forest Department and leading researchers and decision-makers will raise the profile of Bangladesh's Protected Area network within the international community of conservationists, donors, and researchers.
10. Citizens living in and around target Protected Areas will become active partners in implementation of conservation actions.
11. The image of the Forest Department as an active partner of local stakeholders in Protected Area management will be improved.
12. On issues critical to Protected Area management, GOB ministries will collaborate to resolve obstacles.
13. The existing Protected Area network will increase by at least 10 percent in coverage.

### **Year 2 Activities, Milestones and Rationale**

In order to achieve Objective #3, the following activities will be undertaken:

#### *3.1 Develop a vision and strategy for improved Protected Area management, and begin implementing it.*

*Rationale:* In year one, the NSP assisted the FD in developing a vision that came to be called "Nishorgo Vision 2010". At the end of the first year, this document was still be vetted



internally by the FD at senior levels. In the second year, it will be revised based on earlier comments, and then translated into Bangla and circulated to all FD officers, and all FD members at PA level. When those comments and feedback are received, the Vision will be revised accordingly and the Vision will be submitted to the Steering Committee for approval. Once it is approved, the NSP will work to publish and circulate it widely as an official policy statement for PA management of the FD.

*Milestones:*

- a) Circulate Nishorgo Vision for comment to all FD officers in Bangla & English*
- b) Revise accordingly and submit to Steering Committee for approval*
- c) Publish and circulate as an official policy statement for PA management at the FD.*

### *3.2 Support the Project Steering Committee and the Wildlife Advisory Board, as requested, to advance the cause of improved Protected Area management.*

*Rationale:* The Project Steering Committee and the Wildlife Advisory Board are the two bodies that provide approval and guidance to the NSP. Major developments and policy issues of the Project are to be presented to the Steering Committee for advice and, where necessary, approval. In year two, a number of particularly important issues will need to be presented to the Steering Committee for approval. That list includes at least the following, among others:

- Nishorgo Vision 2010
- Nishorgo Conservation Partnership Program (a Public-Private Partnership concept for support to the PA system)
- Sustainable financing policy and approach
- Final Institutional Assessment of PA Management Capacity
- Work plans and Annual Reports

In addition, the Steering Committee will want to be fully informed about the progress towards obtaining full Government approval of the Project through an approved Project Pro Forma (PP).

Although we have not been requested to provide any support to Wildlife Advisory Board meetings as yet, we remain on-call to provide such support. We do so in light of the long-term importance of the Board as a leading institutional actor in achievement of the NSP goals.

*Milestones:*

- a) Support preparation of necessary materials for 2nd Steering Committee meeting*
- b) Support preparation of necessary materials for 3rd Steering Committee meeting*

### *3.3 Develop a national network of co-management practitioners.*

*Rationale:* Our principle tactic for developing a national network of co-management practitioners is to rely on the experience, contacts and role of IUCN/Bangladesh. As proposed earlier, we will make the case for IUCN/Bangladesh to lead this effort to develop and strengthen a network of co-management practitioners, via a targeted subcontract that would be finalized in year two. One of the first activities of that subcontract would be to organize a national workshop on participatory management of Protected Areas in Bangladesh, to which we would invite participation of other leading advocates of such participatory management as co-financing partners (e.g., Ministry of Fisheries, Ministry of Lands, MACH, DFID Fisheries Project, Arannayk Foundation, etc.).

*Milestones:*

- a) Obtain approval from FD and USAID to sign contract with IUCN/Bangladesh to pursue this activity*
- b) Finalize negotiations and sign contract*
- c) Undertake first workshop or conference focusing on development of a national network of co-management practitioners*

### *3.4 Develop a strategy for the sustained financing of Protected Areas management, and for the participation of local stakeholders in the financial benefits accruing that improvement management.*

*Rationale:* Two specific activities will be undertaken in year two in this area. First, we will draw on the services of a financial strategy expert with experience in assessing options for sustainable financing of PA systems. We will ask that expert to develop a strategy for the sustained financing of the PAs of Bangladesh.

Second, we will work to ensure that the PP language provides necessary scope for the local sharing of benefits related to PAs with local stakeholders. Particularly, this effort will focus on sharing of gate fees as one important participant benefit to accrue from the Project.

*Milestones:*

- a) Develop & circulate TOR for consultancy to develop SF strategy*
- b) Complete SF strategy document*
- c) Discuss with FD, MoEF and submit to Steering Committee*
- d) Include local sharing of benefits as specific language in the PP text*

### *3.5 Work with Ministry of Finance to develop rules or directives allowing diversion of revenue generated by the activities of Nishorgo Support Project to distribution among the stakeholders as a means of ensuring long-term sustainability of the PA management program.*

*Rationale:* In the second year, we do not expect to interact with the Ministry of Finance on this issue, but will instead focus on those activities highlighted in 3.5 above.

*Milestones:* (No milestones programmed for year 2. We will await completion of strategy recommendations from SF consultancy under Activity 3.5.)

### *3.6 Prepare special studies or recommendations on select priority issues relevant to co-management.*

*Rationale:* We believe that it would be useful to conduct a detailed and participatory review of the extensive and successful work of the FD to date on proposed revisions of the Wildlife Act. The Act is the central piece of legislation for the future PA management System. We have not been formally asked by the FD to date to conduct such an assessment, and hope that such an invitation might be forthcoming in year two.

One more likely special study in year two is an analysis of issues relevant to the Project Pro Forma (PP), which we would expect to be requested upon successful meeting of the Ecnic, which should take place in year two. We will provide support as necessary to the FD in this regard.

*Milestones:*

- a) *Provide special analysis for inclusion in the Project Pro Forma (PP) as requested by the FD*

### *3.7 Develop and implement a communications strategy for Protected Area management.*

*Rationale:* In year one, the NSP prepared a detailed communication strategy for the Nishorgo Program. In year two, we will work to implement aspects and priority activities of that strategy, as detailed under this Activity and under Activities 3.8 through 3.14.

We believe that a successful communications program requires a constant refinement of targeted messages for behavioral change. And we believe that this coordination should be led by a small and management number of key actors. To this end, the Project will work to put in place a communications coordination working team that will work on continued refinements of key messages pertaining to the overall Nishorgo Program and the NSP. The composition of this team, and its working modalities will be determined in year two.

We will seek funding from private businesses to finance a national photo competition focusing on the existing upland PAs, so as to communicate the existence of the existing national PA network, and its value to the country.

Within the FD, we will take steps to ensure that the Nishorgo Program, and the NSP, is widely understood and recognized as a central program of the Department.

Finally, we will work to raise awareness about Bangladesh's PA co-management efforts at key financing institutions such as USAID, the World Bank and large private US conservation NGOs. This effort should be undertaken as a means of attracting interest in, and later financing for, related Bangladeshi efforts in PA conservation. To this end, the NSP will work with an international expert in PA management and forestry that can communicate information about this program to the broader targeted audience.

*Milestones:*

- a) *Composition and modalities of communications coordination working team is determined with the FD*
- b) *At least one communication action from the CCF to all FD officers focuses on explaining and highlighting the Nishorgo Program, and the NSP*
- c) *Financing is obtained and modalities are determined for a national photo competition focusing on the forested Protected Areas*
- d) *International expert contracted to raise awareness amongst target groups at key financing institutions*

### *3.8 Develop and implement a strategy for establishing a recognized and easily understood image of Nishorgo as a Program of the Forest Department designed to improve Protected Area management throughout the country.*

*Rationale:* It is urgent to fix in the common Bangladeshi person's mind the present lack of a System of Protected Areas in this country, and the urgency of working to establish one on solid footing for the future. In year one, we took steps to establish this need, and we proposed that the Nishorgo Program of the FD was an important means by which the GOB would address the urgent need. In year two we will take additional steps to establish an easily recognized and understood image of the Nishorgo Program. The national workshop mentioned in Activity 3.3 above will be helpful, as will the meeting of targets mentioned below under this Objective. So, no specific milestones are proposed for this Activity in year two, since achievement of other communication targets will represent achievement of this goal.

*Milestones:* (No specific milestones for year two, since other communication milestones will represent achievement of this target.)

### *3.9 Disseminate, via electronic and printed media, resources concerning the Protected Areas.*

*Rationale:* In year two, we will make it considerably easier to disseminate information about the PAs, and we will ensure that extensive materials are distributed by our channels.

We will have finalized and made operational our Nishorgo Support Project web site at [www.nishorgo.org](http://www.nishorgo.org). From this platform, we will make numerous resources available in digital form. Hard copy materials for Nishorgo will be available from our offices, and the offices of the FD, and a wide range of documents will be available from our NSP Reference Center, which will be fully operational by year end.

Also in year two, we will develop a first "Nishorgo Program Newsletter" which will be made available in printed color form and also in digital media, so that it can be easily emailed to partners here and in other countries.

We will also develop a series of five periodic "Site Status Reports" for each of our pilot areas. These reports are to summarize the key information about our sites, and review what has happened since the previous Status Report.

Finally, we will prepare a comprehensive CDROM covering Protected Areas in Bangladesh, and including all the NSP reference materials, as well as other key reference documents on PAs in Bangladesh. We will discuss whether this should be published jointly with IUCN/Bangladesh. This CDROM will be called a "Primer on Forested Protected Areas in Bangladesh", or something akin to that title.

*Milestones:*

- a) *[www.nishorgo.org](http://www.nishorgo.org) is designed, "populated" and made operational*
- b) *First "Nishorgo Program Newsletter" is released in paper and digital form*
- c) *First "Site Status Reports" are released for all five sites*
- d) *CDROM on "Primer on Forested Protected Areas in Bangladesh" is completed*
- e) *Reference Center at NSP is fully operational*

### *3.10 Assist researchers and decision-makers in the preparation of communication materials concerning the Protected Areas management program for international fora.*

*Rationale:* The NSP team will work to assist Bangladeshi researchers focusing on PA management, whether from the FD or other institutions, to get their work published in international fora. To this end, we will explore whether a Peace Corps volunteer with necessary experience may be enlisted to provide some of such support.

In addition, we will work to ensure that information about the Nishorgo Program, and particularly the pilot co-management efforts of the NSP, are made available to key international fora. We would specifically suggest that Nishorgo's activities and experience be present at the IUCN World Conservation Congress meetings in Bangkok in November 2004. And we will work to identify other options for strategic communication of Nishorgo efforts to international audiences.

*Milestones:*

- a) *Assist at least 3 applied researchers in preparing or reviewing papers for publication at international fora*
- b) *Ensure a strong and visible presence of the NSP at the World Conservation Congress meetings in Thailand in November 2004*

### *3.11 Design and implement a communications activity targeted to senior and key decision-makers within Bangladesh.*

*Rationale:* The "communications coordination working team" mentioned under Activity 3.7 above will provide focus to efforts to target senior and key decision-makers. In addition to that, the IUCN/Bangladesh national workshop on PA will also target senior and key decision-makers. But in addition to these two already-mentioned activities, the NSP in year two will also take additional steps to target these people. We will bring key decision-makers when and as appropriate to make "VIP Tours" to our target sites, during which we will work to inform them about the challenges to the Program. And we will distribute key communications materials (Newsletters, Status Reports, brochures, etc.) to them to complement our behavioral change efforts.

*Milestones:*

- a) Disseminate targeted materials to senior and key decision-makers*
- b) Organize at least two initial "VIP tours" for targeted decision-makers*

### *3.12 Ensure that the improvements in and attractions of the Protected Area system are widely communicated in the written press.*

*Rationale:* We will work actively to ensure that the English and Bangla newspapers regularly carry stories highlighting the Nishorgo Program and the Protected Areas System. We will take journalists to project sites to educate and inform them of what we are doing. And we will on occasion prepare articles ourselves for submission to the written press.

*Milestones:*

- a) Organize visit by more than 7 leading journalists to Project sites*
- b) Publish no less than 10 articles concerning Nishorgo in English and another 10 in Bangla press*

### *3.13 Develop and implement an education and sensitization program for future leaders now in high school.*

*Rationale:* So as to maintain the maximum focus, the NSP will target its youth education and sensitization program on the Boy Scouts and Girl Guides of Bangladesh. We will work to establish a partnership with the Scouts and Guides, under which they become advocates for the National Protected Area System and we assist them in focusing their activities on the existing PAs. They might, for example, conduct their jamborees at or near existing PAs, and they might conduct their service work inside of PAs. In addition, they could become a vocal advocate to the GOB for conservation and protection of the network. In year two, we will hope to develop the terms of a memorandum of understanding (MOU) with the Scouts or Guides. And in year three we will begin to implement actions under the Memorandum. We would hope to include select Peace Corps Volunteers with Scout experience to participate in this process.

*Milestones:*

- a) Terms of Memorandum of Understanding (MOU) between Scouts and Nishorgo Program are developed and proposed to parties

### *3.14 Develop and establish appropriate communication actions for local stakeholders in and around pilot sites.*

*Rationale:* The activity plans outlined for the northern and southern sites in Annexes 3 and 4 highlight a range of site-appropriate communications activities. Partners RDRS and CODEC will implement a variety of locally appropriate communication actions for local stakeholders in and around pilot sites.

*Milestones:*

- a) *Local communications materials developed and implementing team fully formed at all sites*
- b) *No less than 30 communications “events” undertaken*

## **VI. PCP OBJECTIVE #4: STRENGTHEN THE INSTITUTIONAL SYSTEMS AND CAPACITY OF THE FOREST DEPARTMENT AND KEY STAKEHOLDERS**

### **PCP 2008 Expected Outcomes**

By the end of the Project in 2008, the following targets should have been achieved:

1. The quality of management of Protected Areas will improve, in particular via the enhanced capability of Forest Department Protected Area staff.
2. A Protected Area System will exist and be recognizable as such.
3. The Wildlife Management & Nature Conservation Circle will project a clear mandate and operational independence within the Forest Department.
4. A basic economic understanding of the costs and benefits of protecting natural areas will be generated and used in public policy decisions.
5. The quality and availability of in-country training in Protected Area management will improve.
6. Local participants in co-management agreements for Protected Areas will capture a portion of the financial and economic benefits derived from the Protected Areas.
7. Additional resources will be identified to further the goals of Protected Area management.
8. An increasing number of researchers -- from Bangladesh and around the world -- will conduct research within the Protected Areas network, generating in the process lessons learned for Protected Area managers, additional data on which to make future decisions and heightened exposure around the world to the Forest Department's efforts to improve Protected Areas.
9. Clearly established environmental and social indicators will make it possible to establish whether the Project has been successful in achieving its objectives, and which objectives should be reformulated.

### **Year 2 Activities, Milestones and Rationale**

In order to achieve Objective #4, the following activities will be undertaken:

#### *4.1 Assess the existing and required capacity of the Forest Department and key stakeholders to co-manage Protected Areas.*

*Rationale:* In the first year, the Project led an "Assessment of the Capacity of the FD and Key Stakeholders to Manage a PA Management System". The study was led by Drs Mitchell and Alam, with support from Mr. Abdul Bari. In the second year, this full report will be discussed and debated by the FD itself, since the implications for the FD are considerable. After initial discussion in the Dhaka offices, key sections of the Assessment will be translated into Bangla and will be forwarded to field staff at PA level and the full Wildlife Circle for review and comment. After these comments are incorporated by the Project, the Assessment



will be presented to a wide array of public and private sector PA partners for comment and feedback, and after that it will be presented to the Steering Committee. Finally, toward the end of the year, the Project will begin working to communicate key elements of the Assessment to possible financing partners and capacity building partners.

*Milestones:*

- a) *Discuss and debate recommendations of the Institutional Assessment within senior FD staff*
- b) *Circulate & discuss recommendations of Assessment with PA level staff and full Wildlife Circle Staff, with recommendations in Bangla and English*
- c) *Revise Assessment and then present to wide array of PA partners from public and private sectors*
- d) *Finalize and submit to Steering Committee for non-objection*
- e) *Circulate Assessment's conclusions and recommendations to possible financing institutions*

#### *4.2 Implement key elements of the identified capacity building and training program as identified in assessment (activity 1).*

*Rationale:* In year two we will be actively implementing the recommendations made in the Mitchell/Alam Assessment Report. We will begin by preparing an NSP-specific Training Plan and Training Guidelines for implementing those parts of the Assessment that fall within the budget and purview of the Project. By year end, all Project-funded courses and sessions will adhere to these guidelines.

By the end of year one, the Project had undertaken all necessary preparations for the Nishorgo Project Coordinator to attend the "International Seminar on Protected Area Management" organized by the Consortium for International Protected Area Management (CIPAM) and supported by the US Forest Service, the University of Montana, the University of Idaho and the Colorado State University. The course was slated for August, 2004. Upon return from this course, it will be essential in year one to take maximum advantage of the knowledge gained in this course. To that end, the Project Coordinator will conduct a training session for all Forest Officers -- with invitation of the CCF -- to present these lessons learned.

In addition to these activities, we will focus on a number of high priority capacity building efforts, two of the most important of which are centered on the beat and range officers on the one hand and the ACFs on the other. For each of these two groups, the Project will design a targeted training course covering the Project concept itself, co-management and general principles of PA management. It is essential that these key FD staff members are well aware of the underlying logic of the Project if it is to have any chance of succeeding.

So as to implement the training and capacity building activities most effectively, the Project may consider drawing on the expertise of a Peace Corps Volunteer, if one can be identified that has extensive experience in training organization and execution.

*Milestones:*

- a) *NSP-specific Training Plan and Guidelines are developed, based on Assessment*

- b) *By year end, all NSP-led training and capacity building activities will adhere to the training guidelines*
- c) *Nishorgo Project Coordinator conducts training session for all FD officers on outcomes of the Montana PA management course*
- d) *Training course designed and implemented on the Project and co-management for Beat and Range Officers at all pilot sites*
- e) *Weeklong intensive course prepared for ACF level on co-management, PA management and related issues*

#### *4.3 Identify the key elements of a transformation of the existing Protected Areas into a formalized Protected Areas System.*

*Rationale:* In year two, our highest priority in this regard is to raise the awareness amongst key decision-makers and the general public of a need for a "System" of PAs rather than a scattered agglomeration of sites designated as PAs. We will work to make the case that Bangladesh deserves a coherent, efficiently managed and integrated system of PAs for its future. This goal will be partially met through communication activities elucidated in Objective 3 above. Only in year 3 will we work directly on the definition of a System as such. At that time, we will pay special attention to such policy documents as the National Conservation Strategy, the National Biodiversity Strategy and Action Plan and other key documents.

*Milestones:* (No milestones for year two.)

#### *4.4 Identify and put in place a streamlined and focused system for monitoring the environmental and social impacts -- both positive and negative -- of the Nishorgo Support Project.*

*Rationale:* Under Objective 1, Activity 1.2, we presented our approach for setting an environmental baseline for our Project interventions in the PAs. We call these "Level I" indicators, as they are distinguished by being easily comprehensible, focused on highest level impact, and few in number. But the indicators discussed in that Activity are only a subset of the full range of monitoring indicators that will be required for the NSP to be accurately monitored. In year two, we will complete and put in place a full three level system for monitoring the environmental and social impacts of the Project. We will link our monitoring system as closely as possible to the Program Monitoring Plan (PMP) of SO6 of the USAID Mission (which in fact maps well onto the NSP Objectives). We will establish management performance indicators for the local level. Specific milestones are set out below.

Finally, we will ensure that our monitoring system is as participatory and self-evaluative as is possible. We believe that local participants should be actively involved in monitoring the quality of Project interventions and social impacts, and will design the Monitoring System to operate on the basis of this assumption.

*Milestones:*

- a) *Baseline values and methodology are set for Level II (impact) monitoring system indicators*
- b) *Baseline values and methodology is set for Level III (compliance) monitoring system indicators*
- c) *Recommendations are made for explanation and baseline measurement of full set of NSP-related Mission PMP*
- d) *Role of communities in participatory monitoring is clarified; training in their role completed*

#### *4.5 Develop the detailed understanding of the economic costs and benefits of Protected Areas that is required in order to understand the contribution of the Protected Areas to the national and local economies and households.*

*Rationale:* Two major sub-activities are to be undertaken in year two to achieve this overall Activity. First, we will prepare a summary document of available knowledge about the costs and benefits of Protected Areas in Bangladesh. This analysis will be conducted after a review of available research in the country on the economics of PAs, and the available non-market valuation work done on related areas (e.g., hydrology).

We are likely in year two to add a new "Level I" indicator focusing on the economic growth implications of our PA level interventions. We believe that well-managed PAs and ancillary Project interventions will not only improve PA quality, they will also be associated with positive economic growth in the regions surrounding the Protected Areas. We will work in year two to develop this concept and we will set the methodology before the year is over.

*Milestones:*

- a) *Complete initial summary of available knowledge about costs/benefits of PAs*
- b) *New indicator will be designed for measuring the economic and financial contributions of improved PA management at the local and regional level*

#### *4.6 Identify and implement strategies for ensuring the long-term sustained financing of Protected Areas.*

*Rationale:* Our work in year two in this area will proceed along three complementary lines. First, we will take advantage of the services of someone who has extensive experience in PA System financing to advise the Nishorgo Program and Project on options for ensuring sustainable long-term financing of the PA system. IRG had proposed this activity in its initial Proposal for this Project, and we believe that the time has come in year two to implement such a strategic study. This "Recommendations for the Sustainable Financing of PA Management in Bangladesh" study would be led by an international expert.

A second track of work in year two will be to continue pursuing the Nishorgo Conservation Partnerships Program designed in year one. For this, the most pressing issue is to present the concept to the Steering Committee and to have their green light to proceed. The objective of the Partnership Program is to attract private financing to the PA management system, in a way that fully respects the state's role in PA management and yet generates benefits also for the private contributors.

And the third broad area of focus in the second year on sustained financing is that the Project will continue to reach out to potential financing bodies to inform them of the activities and potential of the Nishorgo Program, and to attract financing for the Program for the long-term. To this, the Project will support presentations to the LCG/E whenever possible and appropriate. And the Project will also communicate with other major donors whenever such communication might help increase the likelihood of financing for PA conservation from those donors.

*Milestones:*

- a) "PA Sustainable Financing Strategy and Recommendations" is completed with support of international expert*
- b) Nishorgo Conservation Partnership Program (a public-private partnership) is presented to the Steering Committee and approved*
- c) AT least two communications are made to potential funding agencies for the Nishorgo Program*

*4.7 Develop a prioritized applied research agenda for the Protected Areas, and assist researchers in addressing these priorities.*

*Rationale:* In year two, the Project will put in place an institutional relationship with an international applied research institution that will assist the Nishorgo Support Project and Program in two ways: it will assist in the development of a series of 20 applied case studies on co-management to be conducted over a period of 3 years, and it will work to develop and refine an applied research agenda and policy that encourages researchers from Bangladesh and around the world to focus their work on the PA system of Bangladesh.

We believe that the NSP team should set a good example concerning applied research and communication, and to this end, we will develop and implement an action plan for the publication of papers by NSP senior staff members. During year two, we intend for this publication plan to be prepared, and for two such papers to be submitted to international fora for review and possible publication.

*Milestones:*

- a) Draft applied research agenda and policy focused on PA management issues*
- b) Clarify modalities and processes for applied research case study program with international research institution*
- c) Begin implementing the approach*
- d) Complete action plan for applied research and publication by NSP senior staff members*
- e) Submit no less than 2 papers by NSP staff members for publication in recognized international journals or meetings*
- f) At least one non-Bangladeshi researcher begins planning to do research within the pilot PAs*

#### *4.8 Build professional and communication networks between Bangladeshi Protected Area management experts and counterparts in other South Asian countries.*

*Rationale:* The proposed subcontract with IUCN/Bangladesh (initially mentioned in Activity 3.3 above) will focus principally on creation of a network of co-management practitioners here in Bangladesh. But via IUCN's regional South Asian networks, we will expect to strengthen professional and communication networks with people in other countries of the region at the same time.

In addition, the Project will support high priority meetings between South Asian and worldwide professionals meeting on issues of PA Management. The IUCN-supported World Parks Congress in Bangkok would be one such meeting, scheduled for November of 2004. This meeting provides a high profile opportunity for the Bangladesh PA system managers to highlight activities and highlights to other PA managers from South Asian countries, and to benefit from the information shared.

*Milestones:*

- a) Bangladesh Nishorgo Program activities and outcomes are presented to large gathering of South Asian PA managers*

#### *4.9 Develop a strategy for phasing out Project support.*

*Rationale:* The Training Plan and Strategy being developed under Activity 4.2 will include strategic priorities for ensuring that the Project can be phased out on schedule.

*Milestones:*

- a) Training Plan and Strategy includes recommendations for training necessary to ensure that the Project can be phased out on schedule*

## VII. CROSS-CUTTING PROJECT RESULTS

Adherence to achievement of these cross-cutting Project Results will ensure more successful implementation of the Project, and also more sustainable impact. We believe that adherence to these cross-cutting results is essential, and for this reason have broken them out as separate results, to be achieved and reviewed periodically.

### **CC1: Northern Site Implementation Progresses According to Activity Plan**

*Rationale:* The Activity Plan and Milestones for Nishorgo's northern sites is shown in full in Annex 3 below. That Annex shows a detail of planned activities organized in the same structure as this Work Plan. Continued progress against these targets is essential during Year Two of the Project.

*Milestones:*

- a) *Milestones included in northern region Activity Plan are met*

### **CC2: Southern Site Implementation Progresses According to Activity Plan**

*Rationale:* The Activity Plan and Milestones for Nishorgo's southern sites is shown in full in Annex 4 below. That Annex shows a detail of planned activities organized in the same structure as this Work Plan. Continued progress against these targets is essential during Year Two of the Project.

*Milestones:*

- a) *Milestones included in southern region Activity Plan are met*

### **CC3: Overall Project Management Systems are Functioning Effectively**

*Rationale:* A number of milestones should be met as evidence that overall Project management systems are functioning effectively. In addition to the milestones listed below, the COP would be expected to attend the Annual Planning Session of IRG in Washington.

*Milestones:*

- a) *Position of LGCBS is switched from short-term TA to long-term TA*
- b) *Directors of the NSP partner institutions meet twice during the year to discuss and resolve outstanding management issues*
- c) *NSP staff meets at mid-year to review Project implementation resolve management issues*
- d) *Semi-annual report is delivered on schedule*
- e) *3rd annual work plan is submitted to FD/USAID on schedule*

## **CC4: Support Project team works closely with, and is trusted by, the FD PA management staff members**

*Rationale:* We will continue to collaborate closely with the FD's senior staff, and particularly all those directly related to Nishorgo. One of the leading means of maintaining this trust is via regular briefings to the key FD staff persons. Throughout year one, the NSP Dhaka team has adhered to working one day per week inside the Ban Bhaban offices of the FD. We will continue this policy through year two.

In addition to the regular presence of NSP staff members at the FD offices, the COP will join the Nishorgo Coordinator for regular briefings on Project progress to the CCF.

Evidence of the trust will be visible in the issuance by the FD of identify cards for use by NSP staff working at field sites. The ID cards will recognize that NSP staff members are working in support of an FD Project and Program.

One of the other means of deepening that working relationship is by assisting the FD to center their PA management activities in facilities are both conducive to productive work and in harmony with the overall Nishorgo image being developed and used throughout the Program. To that end, the Project may in year two propose development and establishment of a new Nishorgo Program office within the Ban Bhaban office of the FD.

*Milestones:*

- a) *Regular briefings for CCF undertaken by Nishorgo Project Coordinator and Chief-of-Party*
- b) *NSP Dhaka-based team continue to work one day per week at the Ban Bhaban FD offices*
- c) *Project staff ID cards are issued with approval of the FD*
- d) *Development of FD office space for the Nishorgo Program at Ban Bhaban is considered and discussed, and possible undertaken*

## **CC5: Project efforts are complementary to and supportive of the Arannayk Foundation**

*Rationale:* The private Arannayk Foundation can play a central role in the sustainability of NSP interventions. We will continue to work closely with the Foundation and support their development. In the second year, their offices will be opened next to the NSP's offices in Banani. They will be encouraged to use our Conference Room and our Reference Center. They will be invited to attend our weekly coordination meetings on all occasions.

We will work particularly closely with the Foundation in developing the Nishorgo Conservation Partnership concept and modalities. When we visit potential Partnership contributors, we will always do so with ARannayk Foundation presence, since ARannayk is the likely vehicle for long-term management and implementation of the Partnership.

*Milestones:*

- a) *Assist Arannayk Foundation to open offices adjacent to the NSP; provide Conference Room and Reference Center facilities to the Foundation*
- b) *Achieve at least one Nishorgo-related public private partnership contribution jointly brokered by NSP and the Arannayk Foundation*
- c) *By year end, three additional public private partnership opportunities under the Nishorgo Conservation Partnership Program will have been identified*

## **CC6: Nishorgo implements a strategy benefiting women and capitalizing on their unique social roles**

*Rationale:* In the first year Nishorgo Work Plan, we set targets for rough parity in hiring between men and women. While we have largely achieved this initial target, we must in the second year get well beyond such numerical parity goals. Rather, we must ensure that we have and are implementing a well designed strategy for ensuring that gender differences are taken fully into account in our implementation of all project activities. Because of the vast differences in men's and women's roles that emerged during the PRA and RRA processes, it has become clear that we should develop site-specific gender strategies for all sites, rather than a generic gender strategy that would cover all sites together. As a result, we will work to develop site specific strategies for all sites. We will then work to ensure that implementing partners -- both NSP staff members and key members of the FD --received training in the proposed recommendations, and that they are following them at field level as a result.

*Milestones:*

- a) *Site-specific gender strategies are completed for all five sites*
- b) *Training is begun for NSP and FD staff on implications of these strategies*

## **CC7: The project actively engages the full range of PA partners in public and private sector**

*Rationale:* As we did in the first year of implementation, we must again reach out to PA management actors that go beyond just the Project, the Forest Department, other key Government Departments/Ministries and donors. We will develop working relationships with environmentalist NGOs, with public and private universities and with the private sector.

*Milestones:*

- a) *Collaborate with the Bangladesh Bird Association in the measurement of bird-based biodiversity indicators at site level:*
- b) *Collaborate closely with the Wildlife Trust of Bangladesh*

## **CC8: The Project benefits from synergies with other USAID projects**

*Rationale:* In its first year of implementation, the NSP benefited greatly from the refined methodologies and know-how of the JOBS Project of USAID. Under a purchase order with the NSP, the JOBS team developed a Pre-Assessment of enterprise Development

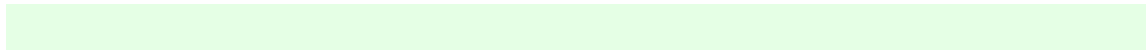


Opportunities for our PAs. In year two, we expect to further take advantage of this enterprise development skill developed with USAID funding, this time to launch our activities in the area of handicraft production and export. We will also work closely with the LGI project, bringing their expertise to bear on our Union Parishad stakeholders. And we will liaise with the MACH Project to benefit from their extensive knowledge of co-management processes.

Finally, we will work in year two to develop an integrated sharing of information at the local level between a number of USAID Projects. We propose to call the approach the "Zones of Good Governance" concept and approach. Within these zones, we will work to set up information sharing and advocacy activities that benefit from the extensive USAID Project know-how in areas such as wetlands management (MACH), local government (LGI), primary schools (Save the Children), electricity (NRECA), maternal and child health (FHI). The NSP team will work with some or all of these partners to develop the concept and its modalities of execution during year two.

*Milestones:*

- a) Follow on activity to benefit from USAID-developed expertise in JOBS is signed*
- b) Activities jointly undertaken with LGI*
- c) "Zones of Good Governance" concept developed jointly with other USAID Projects*



## **ANNEXES**

ANNEX 1: Summary of Contract and Project Outcomes for the Nishorgo Support Project

ANNEX 2: Summary of Milestones Expected in Year Two

ANNEX 3 Activity Plan & Milestones for Northern Sites

ANNEX 4: Activity Plan & Milestones for Southern Sites

ANNEX 5: Summary of Project Financial Resources Allocated to Achieve Year Two Milestones

ANNEX 6: Organizational Chart of Nishorgo Support Project Team Members

## **ANNEX 1: Summary of Contract and Project Outcomes for the Nishorgo Support Project**

This Annex includes the following different categories of Nishorgo Support Project expected outcomes:

- *"USAID SO6 Intermediate Result (IR)"*: The collective activities of SO6 are designed to contribute to achievement of these outputs.
- *"Component"*: This is the brief statement of the Project component as included in the Nishorgo Support Project Contract between IRG and USAID. It is closely associated with the IR, but focused specifically on the forest co-management activity.
- *"Project Concept Paper (PCP) 2008 Expected Outcomes"*: These are the specific targets included in the Forest Department's Project Concept Paper for the Nishorgo Support Project. Achievement of these targets is beyond the immediate manageable scope of the Project itself, but within the management scope of the FD's Nishorgo Program, which the Project will support.
- *"PCP Activities"*: These are the specific Activities included in the Forest Department's PCP for the Nishorgo Support Project. Implementation of these activities is within the manageable scope of the Project.
- *"End-of-Contract Indicator(s)"*: These are the indicators included in the Scope of Work for this Contract. After each of these indicators, the specific targets included in the IRG Team's final proposal are shown. Achievement of these specific quantitative and qualitative targets are part of the IRG Contractual obligation.

### **USAID SO6 Intermediate Result (IR) 6.1: Effective Community Based Resource Management Mechanisms Implemented**

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

PCP Objective #1: Develop a functional model for formalized co-management of Protected Areas.

PCP 2008 Expected Outcomes:

1. At least one third of the Protected Areas will operate under a co-management model.
2. At Protected Area sites employing the co-management model, local resource users will actively participate in Protected Area management.
3. Degradation will be reversed in Protected Areas operating under a co-management model.

4. Local co-management committees will be recognized for their transparency and good governance, and in doing so be trusted as a vehicle for conflict resolution and Protected Area oversight.

PCP Activities:

1. A stakeholder analysis and needs assessments will be developed and conducted for Protected Areas within six target landscapes.
2. Natural resource assessments, baselines and a monitoring system will be developed and implemented for the six target Protected Areas and their surrounding landscapes.
3. A socio-economic and institutional assessment will be conducted for Protected Areas and landscapes
4. Based on preceding activities, a model for co-management developed and refined.
5. Co-management committees will be created and given select responsibilities and authority for management of Protected Areas.
6. Introduce and formalize processes that will ensure the trust of local co-management committees as vehicles for conflict resolution, Protected Areas management support and local intergovernmental coordination.
7. Boundaries of Protected Areas will be demarcated, and recommended land use within Protected Areas will be proposed.
8. Protected Area participatory management plans will be developed (or completed in the case of Lawachara and Rema-Kalenga) and implemented
9. The co-management model will be tested and refined at pilot sites, leading to a proposal for a model to be applied to remaining Protected Areas and new Protected Areas.
10. Build the capacity of local and national stakeholders to implement co-management through training courses in these areas.

End-of-Contract Indicator 6.1b – Number of protected areas and estimated overall total area in which sustainable co-management plans are being implemented

Four protected areas covering 2500 hectares will have sustainable co-management plans by 2008

Two additional protected areas will have draft co-management plans by 2008

Co-management plans, together with landscape development plans, impacting 25000 hectares, will be in place around four initial sites.

End-of-Contract Indicator 6.1c- GOB agreements to expand protected areas as appropriate IRG Team will work with FD to evaluate current proposed areas for gazetting; to define additional sites over the life of the project; and to assess potential for expansion of current protected areas. This is likely to be only in the order of several hundred hectares per year over the life of the project.

End-of-Contract Indicator 6.1d- Declining incidences of unsustainable and illegal use of protected areas

This indicator will be a proxy for customer satisfaction with the co-management approach. Percentage reduction (cumulative) over the life of the project for each year of implementation.

## **USAID SO6 Intermediate Result (IR) 6.2- Select Habitats and Ecosystems Improved**

### **IR 6.2.1- Innovations and Best Practices Adopted**

### **IR 6.2.2- Alternative Incomes Realized for Target Groups**

Component #2: Interventions and Investments for Improved Ecosystem Management

PCP Objective #2: Create alternative income generation opportunities for key local stakeholders associated with pilot co-managed Protected Areas.

PCP 2008 Expected Outcomes

1. Income-generating alternatives – consistent with Protected Area conservation – will be developed and extended for use by key Protected Area stakeholders in target landscapes.
2. Degradation in landscapes around Protected Areas will be slowed.
3. Livelihood improvement programs will be implemented within landscapes around Protected Areas.
4. Local Government of Bangladesh agencies will work to coordinate inputs within the Protected Area landscapes.

PCP Activities:

1. Identify and increase market development opportunities for micro, small and medium enterprises pursuing clean and sustainable investments in natural products and services linked to Protected Areas.
2. Encourage involvement of select local stakeholders in social forestry agreements on Reserve Forest land and other public land adjacent to Protected Areas, but only in return for agreement to conserve Protected Areas.
3. Make available production technology improvements to households in and around Protected Areas in exchange for agreement to participate in protection.
4. Provide credit to households and/or communities in and around Protected Areas in the context and under the terms of co-management agreements.
5. Clarify procedures for increasing clean and environmentally friendly private investment in economic activities associated with Protected Areas.
6. Integrate on-going Government programs in the nearby areas of the PA with the Nishorgo Program.
7. Build the capacity of local stakeholders through appropriate training courses.

End-of-Contract Indicator 6.2b/c - Upland forest habitat improved in targeted areas (hectare) 25,000 hectares within landscape over life of project. Improvements in this area will be both qualitative and quantitative. Initial estimate, in percentage terms, of the anticipated achievements over the life of the project will be site specific. An area with severe degradation, such as Chunati, will show a larger percent improvement of degradation than a less degraded area such as Lawachara.

End-of-Contract Indicator 6.2.1d – Watershed management and/or buffer zone plans and practices in operation.  
(Indicator is self-explanatory.)

End-of-Contract Indicator 6.2.2b – Increased income of targeted beneficiaries  
50,000 people will benefit from increased incomes.

Net incomes of the poorest quarter of the population will increase by no less than 10 percent.

**USAID SO6 Intermediate Result (IR) 6.3- Select Policies Implemented that Support IR's 1 & 2**

USAID SO6 Intermediate Result (IR) 6.4: Public Awareness of Key Issues Increased

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

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

PCP Objective #3: Develop policies conducive to improved Protected Area management and build constituencies to further these policy goals.

PCP 2008 Expected Outcomes:

1. Local stakeholders have a more active role in the collaborative management of Protected Areas.
2. Financing of Protected Areas management will be more secure and sustained.
3. Conflict resolution processes will be enhanced, particularly to resolve land tenure and land use conflicts in Protected Areas.
4. Support will be provided, as necessary, to the policy-making developments of the Wildlife Advisory Board.
5. The private sector will invest in conserving natural forest habitats.
6. Stakeholders will receive financial benefits generated from the management of the Protected Areas.
7. The number of visitors to pilot Protected Areas will increase significantly soon after implementation of co-management plans and complementary investments.
8. A variety of institutions within civil society will become more vocal in their support for Protected Area conservation.
9. The Forest Department and leading researchers and decision-makers will raise the profile of Bangladesh's Protected Area network within the international community of conservationists, donors, and researchers.
10. Citizens living in and around target Protected Areas will become active partners in implementation of conservation actions.
11. The image of the Forest Department as an active partner of local stakeholders in Protected Area management will be improved.
12. On issues critical to Protected Area management, GOB ministries will collaborate to resolve obstacles.
13. The existing Protected Area network will increase by at least 10 percent in coverage.

PCP Activities:

1. Develop a vision and strategy for improved Protected Area management, and begin implementing it.
2. Support the Project Steering Committee and the Wildlife Advisory Board, as requested, to advance the cause of improved Protected Area management.
3. Develop a national network of co-management practitioners.

4. Develop a strategy for the sustained financing of Protected Areas management, and for the participation of local stakeholders in the financial benefits accruing that improvement management.
5. Work with Ministry of Finance to develop rules or directives allowing diversion of revenue generated by the activities of Nishorgo Support Project to distribution among the stakeholders as a means of ensuring long-term sustainability of the PA management program.
6. Prepare white papers on select priority issues relevant to co-management.
7. Develop and implement a communications strategy for Protected Area management.
8. Develop and implement a strategy for establishing a recognized and easily understood image of Nishorgo as a Program of the Forest Department designed to improve Protected Area management throughout the country.
9. Disseminate, via electronic and printed media, resources concerning the Protected Areas.
10. Assist researchers and decision-makers in the preparation of communication materials concerning the Protected Areas management program for international fora.
11. Design and implement a communications activity targeted to senior and key decision-makers within Bangladesh.
12. Ensure that the improvements in and attractions of the Protected Area system are widely communicated in the written press.
13. Develop and implement an education and sensitization program for future leaders now in high school.
14. Develop and establish appropriate communication actions for local stakeholders in and around pilot sites.

End-of-Contract Indicator 6.3c- Number of formalized co-management agreements in place with communities surrounding targeted protected areas

Number of protected area hectares covered by agreements

% of total protected area under agreements

Number of reduced legal, regulatory or administrative barriers to local sustainable co-management by communities adjacent to protected areas

Number of communities adjacent to protected areas that have engaged in formal co-management relationships with actors, institutions external to the community

End-of-Contract Indicator 6.3d- Inter-Agency agreements in place allocating usage rights to local communities

Number of communities that have developed plans, protocols, agreements and local codes governing and allocating usage rights.

End-of-Contract Indicator 6.3e- Co-management policy agenda established and being acted upon by GOB

Improvements in the rules by which the Forest Department makes community based management agreements.

Tools and information systems developed to support policy process

End-of-Contract Indicator 6.4b- Number of communities and beneficiaries that participate in training cum planning sessions resulting in co-management agreements for protected areas

End-of-Contract Indicator 6.4c- Growing public awareness and understanding of the importance of biodiversity conservation and environmental services

## **USAID SO6 Intermediate Result (IR) 6.5: Improved Institutional Capacity**

### **Component #5: Ensuring Institutionalization of Co-Management**

PCP Objective #4: Strengthen the institutional systems and capacity of the Forest Department and key stakeholders so that improvements in co-management under the Project can be made permanent.

#### **PCP 2008 Expected Outcomes:**

1. The quality of management of Protected Areas will improve, in particular via the enhanced capability of Forest Department Protected Area staff.
2. A Protected Area System will exist and be recognizable as such.
3. The Wildlife Management & Nature Conservation Circle will project a clear mandate and operational independence within the Forest Department.
4. A basic economic understanding of the costs and benefits of protecting natural areas will be generated and used in public policy decisions.
5. The quality and availability of in-country training in Protected Area management will improve.
6. Local participants in co-management agreements for Protected Areas will capture a portion of the financial and economic benefits derived from the Protected Areas.
7. Additional resources will be identified to further the goals of Protected Area management.
8. An increasing number of researchers -- from Bangladesh and around the world -- will conduct research within the Protected Areas network, generating in the process lessons learned for Protected Area managers, additional data on which to make future decisions and heightened exposure around the world to the Forest Department's efforts to improve Protected Areas.
9. Clearly established environmental and social indicators will make it possible to establish whether the Project has been successful in achieving its objectives, and which objectives should be reformulated.

#### **PCP Activities:**

1. Assess the existing and required capacity of the Forest Department and key stakeholders to co-manage Protected Areas.
2. Implement key elements of the identified capacity building and training program as identified in assessment (activity 1).
3. Identify the key elements of a transformation of the existing Protected Areas into a formalized Protected Areas System.
4. Identify and put in place a streamlined and focused system for monitoring the environmental and social impacts -- both positive and negative -- of the Nishorgo Support Project.
5. Develop the detailed understanding of the economic costs and benefits of Protected Areas that is required in order to understand the contribution of the Protected Areas to the national and local economies and households.
6. Identify and implement strategies for ensuring the long-term sustained financing of Protected Areas.



7. Develop a prioritized applied research agenda for the Protected Areas, and assist researchers in addressing these priorities.
8. Build professional and communication networks between Bangladeshi Protected Area management experts and counterparts in other South Asian countries.
9. Develop a strategy for phasing out Project support.

End-of-Contract Indicator 6.5b- Forest Department skills and experience to promote co-management of protected area improved  
 Number of staff of FD trained, gender disaggregated  
 Number of training courses

End of Contract Indicator 6.5c- Enhanced GOB Agency capabilities for working together on integrated NRM programs  
 Number of agencies receiving training

End of Contract Indicator 6.5d- Local Govt. w/ improved land-use and NRM planning & governance capabilities  
 Number of government units receiving training in NRM planning and governance  
 Number of individuals receiving training in NRM planning and governance

End of Contract Indicator 6.5e- Improved local NGO capabilities to support ICDP  
 Number of local NGOs receiving training in integrated conservation and development  
 Number of individuals receiving training in integrated conservation and development  
 Number of NGOs participating in Roundtables, workshops and national or community meetings

### **Cross-cutting Support Project Results**

- CC1: Northern Site Implementation Progresses According to Activity Plan
- CC2: Southern Site Implementation Progresses According to Activity Plan
- CC3: Overall Project Management Systems are Functioning Effectively
- CC4: Support Project team works closely with, and is trusted by, the FD PA management staff members
- CC5: Project efforts are complementary to and supportive of the Arannayk Foundation
- CC6: Nishorgo implements a strategy benefiting women and capitalizing on their unique social roles
- CC7: The project actively engages the full range of PA partners in public and private sector
- CC8: The Project benefits from synergies with other USAID projects

## **ANNEX 2: Summary of Milestones Expected in Year Two**

### **PCP Objective #1: Develop a functional model for formalized co-management of Protected Areas**

- 1.1 A stakeholder analysis and needs assessments will be developed and conducted for Protected Areas within target landscapes.
  - a) Complete and circulate five site-based "Field Appraisals" based on RRA and PRA
  - b) Vet draft "Field Appraisals" with field FD officers and revise
  - c) Complete and circulate summary report from five "Field Appraisals"
- 1.2. Natural resource assessments, baselines and a monitoring system will be developed and implemented for the targeted Protected Areas and their surrounding landscapes.
  - a) Methodology and approach for "core" indicators is completed and submitted
  - b) Baseline indicator for illegal logging measured for all five sites;
  - c) Baseline indicator for natural regeneration measured for all five sites
  - d) Baseline indicator for biodiversity (selected bird populations) measured for all five sites
  - e) All baseline core indicators are measured jointly with local stakeholders
  - f) Photographic baseline completed for all five sites
  - g) Targeted ecological study on Chunati identifies areas of conservation value
  - h) Assessment of spatial data quality and availability for PAs is completed
  - i) Spatial databases for pilot PAs updated & organized and available:
- 1.3. A socio-economic and institutional assessment will be conducted for Protected Areas and landscapes
  - a) Core socio-economic and institutional indicators identified and data availability assessed in a report
  - b) Strategy identified for measuring full set of indicators in assessment
- 1.4. Based on preceding activities, a model for co-management developed and refined.
  - a) Composition of the PA co-management committee -- including relationships of community and resource groups to PA committee -- is proposed.
  - b) Content of PA co-management committee articles of operation are proposed
  - c) Proposed co-management model is reviewed by FD, MoEF and Steering Committee.
- 1.5. Co-management committees will be created and given select responsibilities and authority for management of Protected Areas.
  - a) Initial PA level Co-management Committees meet at each of five sites
- 1.6. Introduce and formalize processes that will ensure the trust of local co-management committees as vehicles for conflict resolution, Protected Areas management support and local intergovernmental coordination.
  - a) Initial co-management committee articles of organization include principle that they should be "fully transparent and free from corruption"
  - b) Initial co-management committee articles of organization include principle that they should be "vehicles for conflict resolution"
  - c) Initial co-management committee articles of organization include principle that they should be "subject to periodic transparency audits"
- 1.7. Boundaries of Protected Areas will be demarcated, and recommended land use within Protected Areas will be proposed.
  - a) FD RIMS maps accurately show borders to pilot PAs

- 1.8. Protected Area participatory management plans will be developed (or completed in the case of Lawachara and Rema-Kalenga) and implemented
  - a) Draft management plan for Lawachara National Park is completed and submitted to FD for review
  - b) Draft management plans submitted for two additional pilot PAs
  - c) One proposed management plan submitted to the MoEF and Steering Committee
  - d) Landscape identified for three initial management plans
  - e) Initial hiking trails and accompanying information proposed for all five sites
- 1.9. The co-management model will be tested and refined at pilot sites, leading to a proposal for a model to be applied to remaining Protected Areas and new Protected Areas. (No milestones in year two.)
- 1.10. Build the capacity of local and national stakeholders to implement co-management through training courses in these areas.
  - a) Cross-visit of local stakeholders implemented to West Bengal State
  - b) Training and orientation conducted for local low income stakeholders on rights, advocacy and empowerment
  - c) Other training courses conducted as per NSP Training Plan

**PCP Objective #2: Create alternative income generation opportunities for key local stakeholders associated with pilot co-managed PAs**

- 2.1 Identify and increase market development opportunities for micro, small and medium enterprises pursuing clean and sustainable investments in natural products and services linked to Protected Areas.
  - a) Organize nursery producers and initiate first 15 nursery operations
  - b) Identify specific strategy for export-oriented handicraft development
  - c) Begin organizing communities and training on export handicraft production
- 2.2 Encourage involvement of select local stakeholders in social forestry agreements on Reserve Forest land and other public land adjacent to Protected Areas, but only in return for agreement to conserve Protected Areas.
  - a) Revised PCBSA is submitted to FD
  - b) FD approves content of PCBSA
  - c) Process for Co-management Committee review of PCBSA is formalized
  - d) NSP orients more than 15 PBSA recipients in PA areas on responsibilities for PA conservation
- 2.3 Make available production technology improvements to households in and around Protected Areas in exchange for agreement to participate in protection.
  - a) Short list of target technologies is agreed to by FD and NSP Team
  - b) Training begun with households on short-list of production technologies
- 2.4 Provide credit to households and/or communities in and around Protected Areas in the context and under the terms of co-management agreements.
  - a) Landscape Development Fund guidelines are developed
  - b) Strategy for accessing other PA level micro-credit funds (e.g., BRAC, ASA, Grameen) is produced.
- 2.5 Clarify procedures for increasing clean and environmentally-friendly private investment in economic activities associated with Protected Areas.
  - a) Assess markets for fuel wood demand in pilot PAs and options for reducing that demand and simultaneously reducing indoor air pollution
  - b) Design program for clean energy alternatives where backward linkages to fuel wood extraction from PAs is strong

- c) Present Nishorgo Program to leading Tour Operators and identify areas of follow on collaboration
  - d) Identify and begin training 5 young unemployed people at each pilot PA to participate in future Tour Guide employment
- 2.6 Integrate on-going Government programs in the nearby areas of the PA with the Nishorgo Program.
- a) Meet with local government officials to review frank conclusions of the Field Appraisals at site level
  - b) Include leading Government program representatives in the PA co-management committee structure
- 2.7 Build the capacity of local stakeholders through appropriate training courses
- a) At least 20 training courses conducted for local stakeholder

**PCP Objective #3: Develop policies conducive to improved PA management and build constituencies to further these policy goals**

- 3.1 Develop a vision and strategy for improved Protected Area management, and begin implementing it.
- a) Circulate Nishorgo Vision for comment to all FD officers in Bangla & English
  - b) Revise accordingly and submit to Steering Committee for approval
  - c) Publish and circulate as an official policy statement for PA management at the FD.
- 3.2 Support the Project Steering Committee and the Wildlife Advisory Board, as requested, to advance the cause of improved Protected Area management.
- a) Support preparation of necessary materials for 2nd Steering Committee meeting
  - b) Support preparation of necessary materials for 3rd Steering Committee meeting
- 3.3 Develop a national network of co-management practitioners.
- a) Obtain approval from FD and USAID to sign contract with IUCN/Bangladesh to pursue this activity
  - b) Finalize negotiations and sign contract
  - c) Undertake first workshop or conference focusing on development of a national network of co-management practitioners
- 3.4 Develop a strategy for the sustained financing of Protected Areas management, and for the participation of local stakeholders in the financial benefits accruing that improvement management.
- a) Develop & circulate TOR for consultancy to develop SF strategy
  - b) Complete SF strategy document
  - c) Discuss with FD, MoEF and submit to Steering Committee
  - d) Include local sharing of benefits as specific language in the PP text
- 3.5 Work with Ministry of Finance to develop rules or directives allowing diversion of revenue generated by the activities of Nishorgo Support Project to distribution among the stakeholders as a means of ensuring long-term sustainability of the PA management program.  
(No milestones programmed for year 2.)
- 3.6 Prepare special studies or recommendations on select priority issues relevant to co-management.
- a) Provide special analysis for inclusion in the Project Pro Forma (PP) as requested by the FD
- 3.7 Develop and implement a communications strategy for Protected Area management.
- a) Composition and modalities of communications coordination working team is determined with the FD

- b) At least one communication action from the CCF to all FD officers focuses on explaining and highlighting the Nishorgo Program, and the NSP
  - c) Financing is obtained and modalities are determined for a national photo competition focusing on the forested Protected Areas
  - d) International expert contracted to raise awareness amongst target groups at key financing institutions
- 3.8 Develop and implement a strategy for establishing a recognized and easily understood image of Nishorgo as a Program of the Forest Department designed to improve Protected Area management throughout the country.  
(No specific milestones for year two.)
- 3.9 Disseminate, via electronic and printed media, resources concerning the Protected Areas.
- a) www.nishorgo.org is designed, “populated” and made operational
  - b) First "Nishorgo Program Newsletter" is released in paper and digital form
  - c) First "Site Status Reports" are released for all five sites
  - d) CDROM on "Primer on Forested Protected Areas in Bangladesh" is completed
  - e) Reference Center at NSP is fully operational
- 3.10 Assist researchers and decision-makers in the preparation of communication materials concerning the Protected Areas management program for international fora.
- a) Assist at least 3 applied researchers in preparing or reviewing papers for publication at international fora
  - b) Ensure a strong and visible presence of the NSP at the World Parks Congress meetings in Thailand in November 2004
- 3.11 Design and implement a communications activity targeted to senior and key decision-makers within Bangladesh.
- a) Disseminate targeted materials to senior and key decision-makers
  - b) Organize at least two initial “VIP tours” for targeted decision-makers
- 3.12 Ensure that the improvements in and attractions of the Protected Area system are widely communicated in the written press.
- a) Organize visit by more than 7 leading journalists to Project sites
  - b) Publish no less than 10 articles concerning Nishorgo in English and another 10 in Bangla press
- 3.13 Develop and implement an education and sensitization program for future leaders now in high school.
- a) Terms of Memorandum of Understanding (MOU) between Scouts and Nishorgo Program are developed and proposed to parties
- 3.14 Develop and establish appropriate communication actions for local stakeholders in and around pilot sites.
- a) Local communications materials developed and implementing team fully formed at all sites
  - b) No less than 30 communications “events” undertaken

**PCP Objective #4: Strengthen the institutional systems and capacity of the Forest Department and key stakeholders**

- 4.1 Assess the existing and required capacity of the Forest Department and key stakeholders to co-manage Protected Areas.
- a) Discuss and debate recommendations of the Institutional Assessment within senior FD staff

- b) Circulate & discuss recommendations of Assessment with PA level staff and full Wildlife Circle Staff, with recommendations in Bangla and English
  - c) Revise Assessment and then present to wide array of PA partners from public and private sectors
  - d) Finalize and submit to Steering Committee for non-objection
  - e) Circulate Assessment's conclusions and recommendations to possible financing institutions
- 4.2 Implement key elements of the identified capacity building and training program as identified in assessment (activity 1).
- a) NSP-specific Training Plan and Guidelines are developed, based on Assessment
  - b) By year end, all NSP-led training and capacity building activities will adhere to the training guidelines
  - c) Nishorgo Project Coordinator conducts training session for all FD officers on outcomes of the Montana PA management course
  - d) Training course designed and implemented on the Project and co-management for Beat and Range Officers at all pilot sites
  - e) Weeklong intensive course prepared for ACF level on co-management, PA management and related issues
- 4.3 Identify the key elements of a transformation of the existing Protected Areas into a formalized Protected Areas System.  
(No milestones for year two.)
- 4.4 Identify and put in place a streamlined and focused system for monitoring the environmental and social impacts -- both positive and negative -- of the Nishorgo Support Project.
- a) Baseline values and methodology are set for Level II (impact) monitoring system indicators
  - b) Baseline values and methodology is set for Level III (compliance) monitoring system indicators
  - c) Recommendations are made for explanation and baseline measurement of full set of NSP-related Mission PMP
  - d) Role of communities in participatory monitoring is clarified; training in their role completed
- 4.5 Develop the detailed understanding of the economic costs and benefits of Protected Areas that is required in order to understand the contribution of the Protected Areas to the national and local economies and households.
- a) Complete initial summary of available knowledge about costs/benefits of PAs
  - b) New indicator will be designed for measuring the economic and financial contributions of improved PA management at the local and regional level
- 4.6 Identify and implement strategies for ensuring the long-term sustained financing of Protected Areas.
- a) "PA Sustainable Financing Strategy and Recommendations" is completed with support of international expert
  - b) Nishorgo Conservation Partnership Program (a public-private partnership) is presented to the Steering Committee and approved
  - c) AT least two communications are made to potential funding agencies for the Nishorgo Program
- 4.7 Develop a prioritized applied research agenda for the Protected Areas, and assist researchers in addressing these priorities.
- a) Draft applied research agenda and policy focused on PA management issues

- b) Clarify modalities and processes for applied research case study program with international research institution
  - c) Begin implementing the approach
  - d) Complete action plan for applied research and publication by NSP senior staff members
  - e) Submit no less than 2 papers by NSP staff members for publication in recognized international journals or meetings
  - f) At least one non-Bangladeshi researcher begins planning to do research within the pilot PAs
- 4.8 Build professional and communication networks between Bangladeshi Protected Area management experts and counterparts in other South Asian countries.
- a) Bangladesh Nishorgo Program activities and outcomes are presented to large gathering of South Asian PA managers
- 4.9 Develop a strategy for phasing out Project support.
- a) Training Plan and Strategy includes recommendations for training necessary to ensure that the Project can be phased out on schedule

### **Cross-Cutting Project Results**

- CC1: Northern Site Implementation Progresses According to Activity Plan
- a) Milestones included in northern region Activity Plan are met
- CC2: Southern Site Implementation Progresses According to Activity Plan
- a) Milestones included in southern region Activity Plan are met
- CC3: Overall Project Management Systems are Functioning Effectively
- a) Position of LGCBS is switched from short-term TA to long-term TA
  - b) Directors of the NSP partner institutions meet twice during the year to discuss and resolve outstanding management issues
  - c) NSP staff meets at mid-year to review Project implementation resolve management issues
  - d) Semi-annual report is delivered on schedule
  - e) 3rd annual work plan is submitted to FD/USAID on schedule
- CC4: Support Project team works closely with, and is trusted by, the FD PA management staff members
- a) Regular briefings for CCF undertaken by Nishorgo Project Coordinator and Chief-of-Party
  - b) NSP Dhaka-based team continue to work one day per week at the Ban Bhaban FD offices
  - c) Project staff ID cards are issued with approval of the FD
  - d) Development of FD office space for the Nishorgo Program at Ban Bhaban is considered and discussed, and possible undertaken
- CC5: Project efforts are complementary to and supportive of the Arannayk Foundation
- a) Assist Arannayk Foundation to open offices adjacent to the NSP; provide Conference Room and Reference Center facilities to the Foundation
  - b) Achieve at least one Nishorgo-related public private partnership contribution jointly brokered by NSP and the Arannayk Foundation
  - c) By year end, three additional public private partnership opportunities under the Nishorgo Conservation Partnership Program will have been identified
- CC6: Nishorgo implements a strategy benefiting women and capitalizing on their unique social roles

- a) Site-specific gender strategies are completed for all five sites
  - b) Training is begun for NSP and FD staff on implications of these strategies
- CC7: The project actively engages the full range of PA partners in public and private sector
- a) Collaborate with the Bangladesh Bird Association in the measurement of bird-based biodiversity indicators at site level:
  - b) Collaborate closely with the Wildlife Trust of Bangladesh
- CC8: The Project benefits from synergies with other USAID projects
- a) Follow on activity to benefit from USAID-developed expertise in JOBS is signed
  - b) Activities jointly undertaken with LGI
  - c) "Zones of Good Governance concept developed jointly with other USAID Projects



### ANNEX 3: Activity Plan & Milestones for Northern Sites

Nishorgo Support Project ( North) -- Activity Plan and Milestones--Year 2--June 1,2004 to May 31,2005															
#	Activities	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Person Respon.	Milestone
<b>OBJECTIVE #1: CO-MANAGEMENT MODEL</b>															
<b>1 Need assessment for key stakeholder</b>															
a)	PRA guideline preparation					1								Raihan, MT	1
b)	TOT of staff on NA					12								RDRS expart	12
c)	PRA session conduct						3		3		4			SF,MT, FO	10
e)	Staff orientation for data collection				12									SF,MT	12
f)	Data collection for community				*	*	*	*	*	*	*	*	*	SF, FO	
<b>2 User Group/committee Formation ( With low income users)</b>															
a)	TOT of staff on group dynamics and leadership					12								RDRS expart	12
b)	Group bye law developed					*	*							AHB, PC	1
c)	Group record book developed					*	*							AHB, PC,AM	1set
d)	Workshop Organize on GBL							*						PC , SF, MT	1
e)	Group Formation					10	12	12	12	12	12	12	12	SF, FO, MT	94
f)	User Group meeting(Fortnightly)					*	*	*	*	*	*	*	*	FO , SF,MT	
<b>3 User Group/ Formation of Other Key Stakeholders committee</b>															
a)	Dialogue about Co-management of PAs to be started( LG,Elite Civil Society,NGO etc)							*	*	*	*	*	*	PC, SF,MT	
b)	Capacity of the user group/ Federation/RMO to be developed													PC & SF	
b.1	On Resource management											2			2
b.2	Environment and forest Law for RMO											2			2
b.3	Peoples right on forest resources											2			2
b.4	Exposure visit (Staff+ Stakeholders)										22				22
<b>C Environments &amp; Rights Forum</b>															
c.1	Communicate with different civil society organization/NGO/Club											10	20		30
c.2	Establish forum											1	2		3

c.3	Quarterly meeting of forum											*	*	SF, MT & FO	
d	Workshop on Co-management												1	MT	1
<b>#</b>	<b>Activities</b>	<b>Jun.</b>	<b>Jul.</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>		
<b>OBJECTIVE#2: ALTERNATIVE INCOME GENERATION</b>															
<b>4)</b>	<b>Development of Nursery Enterprises</b>														
a)	Nursery farmer selection						30							MT & SF	30
b)	Training Imparted to NF						30							FO, MT & SF	30
c)	Nursery establish									30				PC, SF & MT	30
<b>5)</b>	<b>Social Forestry Efforts ( PBSA+)</b>													<b>Person</b>	
a)	Area to be identified								3					<b>Respon.</b>	3
b)	Program Partner identified								45					PC, SF & MT	45
c)	Social Forestry established										1	1	1		3
d)	Agreement to be completed										3				3
<b>6)</b>	<b>Short listing of Key Production Technology</b>														
a)	Viable Short listed Eco-friendly					6								RDRS expart	5
	Production technology for user													RDRS expart	
	group to be identified(PRA)													FO,MT & SF	
b)	FFS session start ( fortnightly)							5	5	5				MT	15
b1)	TOT of staff on gr.based FFS							20						FO,MT, SF	20
b2)	Farmer promoter Training on FFS								15					FO,MT, SF	15
c)	Farmer Selection for Skill Train.						17	17	16					FO,MT, SF	50
d)	Skill Training on AIGAs						17	17	16						50
d1)	Demo. on Selected AIGA							3	3	3	3	3		Jalil,RDRS ex.	15
d2)	Follow-up for Demo.Estab.								3	3	3	3	3	MT,Raihan,ex.	15
d3)	Field day/Farmer rally											3	3	MT,RDRS ex.	6
<b>7)</b>	<b>Extension Materials Developed</b>														
a)	FFS materials & guideline deve.							1							1
b)	Skill Training Module develop						1	1	1						3
c)	Training Materials developed							1	1	1				MT(E&D),SF	3
<b>8)</b>	<b>Support to Trail development</b>														
<b>OBJECTIVE #3: POLICY &amp; CONSTITUENCY BUILDING</b>															
<b>9)</b>	<b>Local communication &amp; outreach</b>														
a)	Popular theater/Folk song team member to be organized											10		MT(E&D),SF	10
b)	Training Organize to Folk Team											3		MT( E&D)	3
c)	Issue selection for FST														3

d)	Folk Song staged in the PAs											3			FO,SF,MT,PC	3
<b>#</b>	<b>Activities</b>	<b>Jun.</b>	<b>Jul.</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>	<b>Person Res.</b>	<b>Milestone</b>	
e)	Bill board design including subj.							3						FO,SF,MT	3	
f)	Develop Poster& leaflet on Env.														1000	
<b>10)</b>	<b>International day observance</b>													PC,SF,MT		
a)	International Women's day										1			MT,SF	1	
b)	Human Rights day										1				1	
<b>11)</b>	<b>Awareness raising on people's rights and law</b>														3	
a)	Workshop on rights and law										3				6	
b)	Mass meeting with Student on Environmental awareness										6				3	
											3		3	SF, FO,MT		
<b>12)</b>	<b>Communication activities targeted to women</b>															
a)	Mass meeting with community women at site office (quartely)										3		3	PC, SE,MT		
<b>OBJECTIVES #4: INSTITUTIONALIZATION</b>																
<b>13)</b>	<b>Meeting with key Stakeholders to discuss challenges</b>															
a)	Meeting with FD field staff to					3								PC, SF, MT	3	
b)	Meeting with key local NGO								3						3	
c)	Meeting with LG to review							3							3	
<b>CROSS-CUTTING ACTIVITIES:</b>																
<b>14)</b>	<b>Finalization of Staffing</b>															
<b>15)</b>	<b>Attend Mid-Year NSP Team Review</b>															
a)	Meeting						1							PC,RDRS ex	1	
<b>16)</b>	<b>Attendance at Annual Planning Session</b>													RDRS expart		
a)	Meeting at Project Site									3	1				4	
<b>17)</b>	<b>NSP Staff Orientation and Training</b>															
a)	Foundation Training to Staff						20						4	SF,FO,MT	20	
b)	PME training to Staff								15						15	
<b>18)</b>	<b>Staff Meetings And Work Plan review</b>															
a)	Meeting at Project Site					1	1	1	1	1	1	1	1	MO,	8	
b)	Meeting at PA site					4	4	4	4	4	4	4	4		32	
<b>19)</b>	<b>Establish Project Monitoring &amp; Evaluation</b>													FO, MT,SF		

a)	Material developed						*	*	*	*	*	*	*	MT( PH)	
b)	Monitoring system established						*	*	*	*	*	*	*	MT(PH)	
<b>#</b>	<b>Activities</b>	<b>Jun.</b>	<b>Jul.</b>	<b>Aug.</b>	<b>Sep.</b>	<b>Oct.</b>	<b>Nov.</b>	<b>Dec.</b>	<b>Jan.</b>	<b>Feb.</b>	<b>Mar.</b>	<b>Apr.</b>	<b>May</b>		
<b>20)</b>	<b>Awareness raising on Primary Health Care</b>													<b>PC, SF</b>	
a)	Collection of PHI					*	*	*	*	*	*	*	*	<b>PC, SF</b>	
b)	Curriculum developed on PHC							*	*	*	*	*	*		
c)	Training Imparted to PHC (Half day session will be with all training courses)								*	*	*	*	*	<b>Person</b>	
<b>21)</b>	<b>PA Wise information display</b>													<b>Respon.</b>	<b>3</b>
<b>22)</b>	<b>Map of PA to be set in office</b>														<b>4</b>
<b>23)</b>	<b>Miscellaneous</b>														
a)	Site office renovation							3							<b>3</b>
b)	Furniture procurement							3							<b>3</b>
c)	Training Facilities make available							3							<b>3</b>
d)	Facilatation of Dhaka Based Activities														

MT=Master Trainer

SF= Site Facilitator

E&D= Environment & Disaster

AM= Account Manager

PHC= Primary Health Care

PHI= Primary Health Information

PH= Primary Health

MO= Monitoring Officer

FO= Field Organizer

HRM =Human Resource Management

PC= Technical Support &Project Coordinator

FST= Folk song Team

NA= Need Assessment

GBL= Group bye low

FFS= Farmer Field School

## ANNEX 4 Activity Plan & Milestones for Southern Sites

SL	Planned Activities	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	Apr	May	Person Resp.	Milestone
	<b>Objective 1: Co-management Model</b>														
<b>1</b>	<b>User group formation</b>														
1.1	Base Line Survey						10	10						SF and FO	Survey in 20 Villages
1.2	Need Assessment						7	7	6					SF and FO	In 20 Villages
1.3	Group formation								5	5	5	5		SF and FO	20 Groups
1.4	Awareness through group meeting								10	10	10	10	10	FO	50 Meetings
1.5	Exposure visit of selected stakeholders													TSPC, FC, NSP Dhaka	10 Members
1.6	Resource assessment at Chunati site					*								NACOM	At Chunati Site
1.7	Awarenes materials development							*	*						
<b>2</b>	<b>Resource Management Organization formation</b>														
2.1	Dialogue meeting to selct RMO member							*	*	*	*			FC, SF, FO	
2.2	RMO formation											1	1	FC, SF	2 RMO Formed
2.3	Meeting of RMO on quarterly basis												1	FC,SF,FO	1 Meetining is held
2.4	Annual planning workshop of RMO												2	TSPC, FC	2 Workshop
2.5	Materials and guidelines developed										*				
	<b>Objective 2: Alternative Income Generation</b>														
<b>3</b>	<b>Nurseary Enterprise</b>														
3.1	Feasibility Study						1							Mr. Jalil+ SF	1 study at Teknaf
3.2	Farmer selection							5	10					FO	15 members selected
3.3	Training on Nursery Enterprise									3				Mr. Jalil, TO	3 Training completed
3.4	Development of Nursery Enterprise										1	1	1	SF, FO	3 Nursery Developed
<b>4</b>	<b>Social Forestry Effort (PBSA+)</b>														
4.1	Area identification							3						FC, SF	3 sites identified
4.2	Partner Identified								30	30	30			SF, PO	90 participants is involved
4.3	Social Forestry Established											1	1	SF, PO	3 Sites established
<b>5</b>	<b>Production Technology</b>														
5.1	Short listing of production technologies (PT)					6								TSPC	Short list completed
5.2	Discussion with the farmer							*	*					FC,SF,FO	
5.3	Select useful PT from the list									5				SF,FO	5 PTs selected

5.4	Implementation of PTs											5				5 PTs is implemented
6	Materials prepared									*					TO, FC,SF	Matrials prepared
7	Training on specific PTs											5			TO, FC,SF	5 course is completed
8	Support to Trail Development at each PA														NACOM	
<b>Objective 3: Policy and Constituency Building</b>																
<b>9 Local Communication &amp; Outreach</b>																
9.1	Bill board											5	5	5	TSPC,FC, SF	15 bill board
<b>10 Drama/ Jatra of local youth using folk song</b>																
10.1	Issue identified									4					TSPC,FC, SF	4 issue identified
10.2	Team Organized									2						2 team organized
10.3	Rehearsal organized										2					2 Rehearsal completed
10.4	Drama/ Jatra of local youth using folk song staged											1	1			2 Play staged
<b>SL</b>	<b>Planned Activities</b>	<b>Jun</b>	<b>July</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>	<b>Apr</b>	<b>May</b>	<b>Person Resp.</b>	<b>Milestone</b>	
<b>11 Communication activities targeted women &amp; Students</b>																
11.1	Students Drawing Competetion									2				FC,SF,FO	2 competetion completed	
11.2	Video show on forest coservation for women											3	3	FC, SF,FO	6 showses will be held	
<b>12 Awareness raising</b>																
12.1	On Resource management										1	1		TO, FC,FO	2 Courses are completed	
12.2	Environment and forest Law for RMO												1	TO, FC, SF,FO	1 Course is completed	
12.3	Peoples right on forest resources											1	1	TO, FC, SF,FO	2 Courses are completed	
12.4	Exposure visit staff and stakeholders										10+5			TSPC,TO, FC, SF,FO	10 stakeholders & 5 staffs	
<b>13 Day observation</b>																
13.1	International Human Rights Day							1						FC, SF	Day observed at 1 site	
13.2	International Womens Day										2			FC, SF	Day observed at 2 site	
<b>14 Environments &amp; Rights Forum</b>																
14.1	Communicate with different civil society organization/NGO/Club										10			FC, SF	Communicated with 10 organization	
14.2	Establish forum											1		TSPC, FC,SF	1 Forum at Teknaf	
14.3	Quarterly meeting of forum												1	FC,SF	1st quarter meeting	

14.4	Communication and awareness materials developed							*	*	*										
<b>Objective 4: Institutionalization</b>																				
15	<b>Meet with key stakeholders to discuss challenges</b>																			
15.1	Meet with FD field staff to review field appraisal						2											TSPC,FC	2 meeting held at 2 Pas	
15.2	Meet with key local NGOs or MFI						2											FC, SF	2 meeting held at 2 Pas	
15.3	Meet with local Govt. to review key problems								1	1	1	1						TSPC,FC,SF	4 meetings at 2 Pas	
15.4	Meeting materials developed						*	*										TO,TSPC,FC		
<b>Cross Cutting Activities</b>																				
16	Finalization of Staffing					7												TSPC	7 more staffs recruited	
17	<b>Attend Mid-Year NSP Team Review</b>																			
17.1	Meeting						1											TSPC,FC,TO,SF	1 meeting of all NSP members	
18	<b>Attendance at Annual Planning Session</b>																			
18.1	Meeting at Project Site												1	1				TSPC,FC, SF,FO	2 session at 2 sites	
19	<b>NSP Staff Orientation and Training &amp; Meeting</b>																			
19.1	Foundation Training to Staff						1											TSPC,FC	1 course	
19.2	Ttraining to Staff on group dynamics						1											TSPC,FC	1 course	
19.3	Staff Meetings And Work Plan review at site level						1	1	1	1	1	1	1	1	1			FC, SF	1 meeting in each month	
19.4	Meeting at Project Site- Cox's Bazar						1	1	1	1	1	1	1	1	1			TSPC,FC	1 meeting in each month	
19.5	Training materials developed						*											TSPC,FC		
20	<b>Establish Project Monitoring</b>																			
20.1	Material developed																	TSPC, FC	Monitoring material developed	
20.2	Monitoring system established																	TSPC, FC	Monitoring established	
21	Demonastration																	TSPC, FC	Area to be identified	
22	PA Wise information display																2	FC, SF	At site and Project office	
23	Map of PA to be set in office																2	FC, SF	At site and Project office	
24	Facilatation of Dhaka Based Activities																			

## ANNEX 5: Summary of Project Financial Resources Allocated to Achieve Year Two Milestones

Distribution of Cost by Objectives NSP Year-2 Work Plan Budget Period: June 1 2004 - May 31, 2005						
Particulars	Total	Objective 1	Objective 2	Objective 3A	Objective 3B	Objective 4
<i>IRG Employee Labor</i>	\$350,601	\$70,120	\$66,614	\$80,638	\$63,108	\$70,120
<i>Travel and Per diem</i>	\$ 30,939	\$6,188	\$5,878	\$7,116	\$5,569	\$6,188
<i>Other Direct Costs</i>	\$289,232	\$57,846	\$54,954	\$66,523	\$52,062	\$57,846
<i>Non-expendable Equipment</i>	\$ 73,029	\$14,606	\$13,876	\$16,797	\$13,145	\$14,606
<i>Subcontracts</i>	\$501,662	\$100,332	\$95,316	\$115,382	\$90,299	\$100,332
<i>Indirects</i>	\$348,869	\$69,774	\$66,285	\$80,240	\$62,796	\$69,774
<i>Total</i> <i>Cost:</i>	<b>\$1,594,332</b>	<b>\$ 318,866</b>	<b>\$302,923</b>	<b>\$366,696</b>	<b>\$286,980</b>	<b>\$318,866</b>

Notes:

- (1) Objective 3A includes those policy oriented Activities from 3.1-3.6.
- (2) Objective 3B includes communication Activities from 3.7-3.14.



## **ANNEX 6: Organizational Chart of Nishorgo Support Project Team Members**