



**Nishorgo Support Project
3rd Year Work Plan:
June 1, 2005 through May 31, 2006**

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3rd Year Work Plan:
June 1, 2005 through May 31, 2006**

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

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**With subcontractors:
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Nature Conservation Management (NACOM)
Rangpur Dinajpur Rural Service (RDRS)**

Executive Summary

The Nishorgo Support Project has made considerable progress since our contract was signed on May 30, 2003 and since field work began in early 2004. In admittedly simplified sense, the first contract year (from June 1 '03 to May 31, '04) focused on project startup and initial dialogue and relationship building with the key members of the FD. The second year focused on putting major institutional elements and studies in place to put the co-management effort on sound footing for the coming years. Now, in this third year, all of the focus of the Project will turn to the field level to ensure that the co-management model for which enabling conditions were put in place in year two is tested and refined. To this end, we will pay greatest attention to the following four "Core Themes" for year three of the NSP:

1. Active Social Mobilization and Council/Committee Formation

Agreement has been reached on the formation of representative Councils and Committees to lead co-management efforts at each site. This year we have the challenge of ensuring that these representative governing structures become real and active bodies at each of the five initial pilot PAs.

2. Support to Re-Orientation of Forest Department at Field Level

Extensive community interviews, and the lessons learned from other countries, make it clear that when and if the local Forest Department staff members do their job, then forests are conserved. We believe that the local Forest Department officials and staff are key to the success of the entire co-management effort. We will work with them in providing training and other opportunities to have a more respectful, active and accomplished professional experience at the field level. We will also work with communities to explain to them that they have a right and a responsibility to ensure that Foresters perform to the highest standards.

3. Alternative Income Sources for Local Stakeholders

Without some offsetting income or incentive, it is difficult to imagine how local low income households can shift their dependence from the PAs to other revenue or income sources. So we must and will move actively in this third year to create these opportunities at field level, in multiple sectors. We will work to ensure that we do not get spread too widely in too many AIG activities or enterprise sectors, as we are a small team and can only succeed on a small number of variables. But we will nonetheless push very hard on our priority areas.

4. Establishment of Multi-Stakeholder Patrolling of PAs of High Risk Areas

Finally, we must recognize that if our social processes move in the right direction while the forest are being cut down, then we will have failed. We must save the forests urgently before they are altered permanently. We must stop the indiscriminate felling of mature trees in the northern forests and the intense destruction of both forests and soils in the southern forests from the commercial brick fields. To this end, we will develop multi-stakeholder patrols that focus urgently on protection of these forests, with the perspective that the forest are being conserved not for their own sake, but for the benefit of local people.

To achieve these overall ends, this Year Three Work Plan 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 1 below. In this Executive Summary, we highlight the major outcomes expected during the third year of implementation. A detailed list of all the expected milestones to be achieved in year two is shown in Annex 2.

In the remainder of this Executive Summary, we will highlight and list a selection of the major outcomes that we expect by the end of year three of the Project. The Executive Summary ends with a mention of some important implementation risks and issues.

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

- *Participatory Management Plans for three PAs are agreed to by the FD and submitted to the MoEF for approval*
- *Two additional Participatory Management Plans are completed and submitted to the FD*
- *Five Co-management Councils and Committees meet and begin doing business*
- *Illegal logging upward trends at LNP and SNP reversed*
- *Participatory bird surveys completed by communities with Bird Club at all five sites, and results discussed*
- *Initial Council meetings highlight transparency as a necessary element of Council/Committee MOU*

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

- *10 new local enterprise per site developed in areas of ecotourism, nursery, orchids, or export handicrafts*
- *50 individuals per site begin income enhancing activities due to Project support*
- *Heightened core zone patrolling also reduces degradation from commercial activity in the interface landscapes*
- *New production technologies training for 240 (120 for each region) user group members will be provided for involving them in AIGAs.*
- *Partner Government agencies in the landscape work in Council to catalogue on-going and available activities/projects with potential synergy with PA conservation*

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

- *Councils include local women, ethnic minorities, low income stakeholders and other often-marginalized groups*
- *Two options for extra-Revenue budget financing are explored and pursued*
- *Councils/Committees will highlight conflict resolution role*
- *Local FD officials will receive training in conflict resolution processes*

- *Support will be provided to re-drafting of the Wildlife Act*
- *At least one major new public-private partnership for conservation will be obtained*
- *Mechanisms for retaining financial benefits locally will be vetted and agreed upon*
- *Visitor number tracking systems will be put in place at all five PAs*
- *Numbers of visitors to Satchuri, Teknaf and Lawachara will double by year end.*
- *Bangladesh Bird Club members, working with Nishorgo Clubs, will be active in organizing efforts to slow or halt brick fields at southern PAs*
- *Five or more international refereed publications or papers will be submitted during the year*
- *Numerous training and orientation efforts will be executed during the year to explain conservation actions to local citizens*
- *Survey data shows that local percept of FD is beginning to improve*
- *Position paper is prepared and vetted giving Council/Committee authority to pre-approve forest management actions in interface landscape*
- *Two specific examples of such collaboration evident at year end*
- *The Satchuri National Park (proposed) will be gazetted as a new National Park officially*
- *One new area under consideration as new Protected Area*

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.

- *Management Scorecard values are set as baseline for all five initial pilot sites*
- *Independent "consumer survey" of community perceptions of FD demonstrates improved FD performance at field level during the year*
- *Community Scorecard values concerning Forest Dept local staff are set*
- *PA system presentation in written and electronic materials shows as integrated PA system*
- *By year end, key ACFs in the Wildlife Circle are prepared to take over PA management of five pilots*
- *Results to new surveys on economic costs and benefits, including poverty implications, of PA management are being used by senior policy makers and circulated in the press*
- *By year end, model is proposed for improvements to in-country training of Forest Officers in PA management*
- *Local communities at pilot sites will begin collecting a portion of PA visitor fees*
- *Proposal will be made to major donor for new funding round for PA management*
- *At least one PPP will be executed under the Nishorgo Conservation Partnerships program*
- *Ten applied research case studies by Bangladeshi researchers are launched focusing on one of the six pilot PAs*
- *Base values of the Management Scorecard, the Community Scorecard and the five "Core" indicators are set*

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, the DPP needs to be approved soon. Without that approval, the FD's participation in this process will be stalled. And without this participation at field level, the Project will be working independently of the FD, which will considerably reduce the potential for sustainability of the effort.

It is also always a risk that outside forces will interfere with the Project in ways that can be detrimental. Such activities may include politically motivated changes in FD staffing at key pilot sites. Right now two newly WII-trained ACFs have been posted to Nishorgo areas. If such personnel were to be suddenly changed, then that may slow the implementation of the Project.

More generally, this work plan will not be implemented at expected speeds if the key PA-level positions within the FD's Territorial Divisions and 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.

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List of Acronyms

ACF	Assistant Conservator of Forests
AIG	Alternative Income Growth
ATDP2	Agricultural Technology Development Program, Phase 2
BCCP	Bangladesh Center for Communication Programs
CBO	Community-based Organization
CEGIS	Center for Environmental and Geographic Information Services
CF	Conservator of Forests
COP	Chief-of-Party
CS	Communication Specialist
CTO	Cognizant Technical Officer
DCCF	Deputy Chief Conservator of Forests
DFO	Divisional Forestry Officer
ECA	Ecologically Critical Area
EDC	Enterprise Development Specialist
EDO	Enterprise Development Officer
ESMS	Ecological & Social Monitoring Specialist
FC	Field Coordinator
FD	Forest Department
FO	Field Organizer
FSP	Forestry Sector Project
GOB	Government of Bangladesh
IRG	International Resources Group
IUCN	International Union for the Conservation of Nature
LGCBS	Local Governance & Capacity-building Specialist
LGI	Local Governance Initiative
MACH	Managing Aquatic Systems through Community Husbandry
PAMS	Protected Area Management Specialist
PRA	Participatory Rural Appraisal
RC	Regional Coordinator
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
WII	Wildlife Institute of India

I. Year Three Work Plan Organization and Management Approach

This section is written to explain the organization of the NSP team in year three. It should provide context for understanding how we are going to achieve year three Outcomes and Milestones as set out in this document.

Four Core Themes for Year Three

The Nishorgo Support Project has made considerable progress since our contract was signed on May 30, 2003 and since field work began in early 2004. In admittedly simplified sense, the first contract year (from June 1 '03 to May 31, '04) focused on project startup and initial dialogue and relationship building with the key members of the FD. The second year focused on putting major institutional elements and studies in place to put the co-management effort on sound footing for the coming years. Now, in this third year, all of the focus of the Project will turn to the field level to ensure that the co-management model for which enabling conditions were put in place in year two is tested and refined. To this end, we will pay greatest attention to the following four "Core Themes" for year three of the NSP:

1. Active Social Mobilization and Council/Committee Formation

Agreement has been reached on the formation of representative Councils and Committees to lead co-management efforts at each site. This year we have the challenge of ensuring that these representative governing structures become real and active bodies at each of the five initial pilot PAs.

2. Support to Re-Orientation of Forest Department at Field Level

Extensive community interviews, and the lessons learned from other countries, make it clear that when and if the local Forest Department staff members do their job, then forests are conserved. We believe that the local Forest Department officials and staff are key to the success of the entire co-management effort. We will work with them in providing training and other opportunities to have a more respectful, active and accomplished professional experience at the field level. We will also work with communities to explain to them that they have a right and a responsibility to ensure that Foresters perform to the highest standards.

3. Alternative Income Sources for Local Stakeholders

Without some offsetting income or incentive, it is difficult to imagine how local low income households can shift their dependence from the PAs to other revenue or income sources. So we must and will move actively in this third year to create these opportunities at field level, in multiple sectors. We will work to ensure that we do not get spread too widely in too many AIG activities or enterprise sectors, as we are a small team and can only succeed on a small number of variables. But we will nonetheless push very hard on our priority areas.

4. Establishment of Multi-Stakeholder Patrolling of PAs of High Risk Areas

Finally, we must recognize that if our social processes move in the right direction while the forest are being cut down, then we will have failed. We must save the forests urgently before they are altered permanently. We must stop the indiscriminate felling of mature trees in the northern forests and the intense destruction of both forests and soils in the southern forests from the commercial brick fields. To this end, we will develop multi-stakeholder patrols that focus urgently on protection of these forests, with the perspective that the forest are being conserved not for their own sake, but for the benefit of local people.

Management Instruments

Management **instruments** includes these major elements. A number of principal management instruments or tools are used to guide :

Work Plan: This work plan, including the approach, targets and milestones included here. This work plan is derived directly from the latest DPP and from the NSP USAID contract. The Work Plan includes quantitative targets for each site. A concordance of the Activities included in this Work Plan to the elements of the DPP and the USAID Nishorgo Contract is included in Annex 1 below.

Bi-weekly Technical Progress Reports: Reports updated by the COP which set out highest priority targets in the near term, and briefly report on progress against the near-term targets at the summary NSP Dhaka level;

Rolling Monthly Site Plans: These plans are drafted at field level and then sent to Dhaka for discussion, modification and approval, after which they are implemented. Development of the Rolling Monthly Site Plans are finalized by the LGCBS and the respective Regional Coordinators. These Rolling Plans also include a summary of progress against targets from the previous period, including physical presence of team members at the site level, which is a critical ingredient of success in this third year.

Site Strategies: There are five site strategies. They are updated as necessary, but not more often than six months. These documents explain how the NSP is working with the FD to achieve Project goals, and particularly social mobilization goals, at the level of each site.

Structure and Organization

Management **structure and organization** includes a number of characteristics that contribute to efficiency of Project impact.

Allocation of Responsibility for Achievement to Individuals. At the site level, allocation of responsibility for achievement of impacts is included and noted in the Rolling Monthly Site Plans. At the NSP Dhaka level, responsibility is mentioned by name against each milestone.

Organization into Cross-Cutting Thematic Teams: The Project includes four specific teams composed of one member each from NSP Dhaka, NSP North and NSP

South. These Thematic Teams work together on specific cross-cutting activities that require input and collaboration from all sites. These teams are as follows (full names and designations are included in the Organograms in the Annexes.

1. **Communication & Outreach Team:** Coordinator is Mehrin Mahbub. Members are Lutfun and Bishwajit.
2. **Enterprise and AIG Team:** Coordinator is Mehrin Mahbub (acting until appointment of Enterprise Development Specialist in Dhaka) and Members are Touhidul as EDO and Bhairul as AIG Officer at NSP South and Mr. Jalil and the Enterprise Development Officer (being hired) in NSP North.
3. **Training & Capacity Building Team:** Coordinator is Hashem and Members are Sharmi in NSP South and Training & Capacity Building Officer (to be hired) in NSP North.
4. **Monitoring Team:** Coordinator is Nasim Aziz as ESMS in Dhaka and members are Dhrubo at NSP North and Safiq at NSP South.

Overall Coordination of Field Activities Between NSP Dhaka and Regional Offices:
As noted above, Rolling Monthly Site Plans are the principal written means by which activities are coordinated between Dhaka and site level. This coordination process is led by Dr. S. Huda in Dhaka (as LGCBS) and by the respective Regional Coordinators in NSP North and NSP South.

Reporting Systems

Reporting on progress during the year will include the following reports:

- Bi-weekly Summary Progress Reports
- Rolling Monthly Site level Plans and Progress Reports
- Semi-Annual Report¹
- Regularly Updated Deliverables List

¹ Assumes that this is approved as part of the Contract modification request already made.

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

DPP 2008 Expected Outcomes and Year 3 Incremental Outcomes

The numbered items below include the expected outcomes of the NSP by 2008. Bulleted items include those incremental outcomes we expect to achieve by the end of the 3rd year of implementation.

2. At least one third of the Protected Areas will operate under a co-management model.
 - *Participatory Management Plans for three PAs are agreed to by the FD and submitted to the MoEF for approval*
 - *Two additional Participatory Management Plans are completed and submitted to the FD*
3. At Protected Area sites employing the co-management model, local resource users and stakeholders will actively participate and collaborate in Protected Area management.
 - *Five Co-management Councils and Committees meet and begin doing business*
4. Degradation will be slowed, halted or reversed to the extent feasible, as biodiversity is conserved and the productivity of forest is increased and ecosystem services are protected and enhanced in the Protected Areas managed under a co-management model.
 - *Illegal logging upward trends at LNP and SNP reversed*
5. Ecological monitoring and M & E system in place and functioning effectively.
 - *Participatory bird surveys completed by communities with Bird Club at all five sites, and results discussed*
6. Local co-management councils and committees will be recognized for their transparency, good governance, and used and trusted as a vehicle for conflict resolution and Protected Area oversight.
 - *Initial Council meetings highlight transparency as a necessary element of Council/Committee MOU*

Activities, Milestones and Rationale

In order to achieve the outcomes above, the following Activities and Milestones are to be undertaken in Year 3:

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

Rationale: We will make a special effort to fix and then communicate the exact methodology we are following for engaging the diversity of stakeholders in the social

mobilization process. To that end, the LGCBS will identify the specific methodology and approach that we are using for this next phase of specific needs assessment by stakeholders.

In addition, it is essential this year that the five Site Strategies developed in March of 2005 be improved and clarified, so that our "road map" for each site is clear. These site strategies can be updated and modified as we learn more about the sites, but they should lay out a clear plan of the changes we expect to see taking place ("outcomes"), and the stakeholders, activities and resources we plan to use.

Milestones:

- a) *Summary of Field Appraisals published and widely circulated, both inside and outside Bangladesh*
- b) *Specific methodology for stakeholder needs ranking is developed*
- c) *Methodology for stakeholder needs ranking is implemented, including social capital baseline (LGCBS)*
- d) *Site Strategies are Refined and Clarified for Each of Five Sites*

1.2 Natural resource assessments, baselines and a monitoring system will be developed and implemented for the six target Protected Areas and their identified landscapes.

Rationale: Nishorgo Support Project (NSP) in its initial years has been involved in developing a monitoring system that encompasses monitoring of project progress, its performance and ultimately impact on biodiversity of the five Protected Areas. These three levels of monitoring system are in place and functioning. Among these three levels, the progress monitoring part is designed to assist NSP project managers/officers to see whether the Project is on track against its work plan.

The performance and impact monitoring are more concerned with effectiveness of the Project activities in desired direction. Traditional monitoring of any project often excludes involvement or participation of the targeted population for whom the project is intended. Such approach however does not generally pave the way to achieve the objectives.

However, NSP believes that the targeted population has the right and should voice their concerns by their own words to improve project performance. In believing so, the base line data collection for impact monitoring part has been done with participation of the local people.

As the Project enters into third year, major focus with respect to monitoring from third Year and onwards is to integrate or increase participation of the people. In other words, our approach is to put more emphasis on participatory monitoring, learning and empowering stakeholders to do monitoring on their own, i.e. institutionalization of the monitoring system.

Milestones:

- a) *Indicator bird species baseline population counts are described and published widely*

- b) *Indicator bird species counts are re-executed at all five PAs in May, 2006 by local populations with support from NSP and Bangladesh Bird Club members*
- c) *Photographic image baseline is clearly catalogue and archived, and photo points are shown on PA maps*
- d) *Offense Register data from PAs continues to be tracked and reported on*
- e) *Summary report on all baseline core indicators is presented to multiple fora*
- f) *New indicator on economic activities in PA landscapes is developed and measured for all sites*
- g) *New baseline surveys are begun for sixth site for NSP, most likely at Sitakunda*

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

Rationale: We have collected overall socio-economic data in year two. Now we need to have a clearer idea of the poverty profile of the people in our landscapes compared to others in the country and in other districts. To this end, the ESMS will oversee a collection of key data on a subset of poverty indicators for our landscapes.

In addition, key additional spatial data that has been collected (or will be collected) will provide a well rounded picture of the spatial layout of key infrastructure, social information and key resources that are not mapped on the major coverages.

Milestones:

- a) *Comparative data on poverty status in PA landscapes is developed for same indicators as in Bangladesh Bureau of Statistics (BBS) poverty studies*
- b) *Institutional infrastructure and characteristics in landscapes (markets, towns, etc.) are to be geo-referenced and then included in new maps of all landscapes*
- c) *Land use maps are to be developed based on new purchase of remote sensing information*

1.4 Based on preceding activities, a model for co-management developed and refined taking into account the ecological relationships and stakeholders activities.

Rationale: Based on preceding information, and knowledge gained in earlier years of the Project, we will proceed to formalize the Councils and Committees that will serve as the governing vehicle for co-management.

By year end, we will have published our results to that point widely, in both national and international fora.

Milestones:

- a) *Co-management Council/Committee structure is to be refined and tested*
- b) *Refined Site Strategy documents include distinct co-management approaches for each site*
- c) *Summary of NSP models for co-management is reported on and described by year end*

1.5 Co-management Committees and Councils will be created and given specific rights, responsibilities and authority for management of Protected Areas.

Rationale: It is very important that we pay special attention to this Council formation, and the selection of members in that council. To that end, we will develop a number of different strategic options for people the first meeting of the Council, and we will discuss these options with FD staff and other experts.

Milestones:

- a) *NSP proposes options/strategies for composing initial Council meetings, and options debated with FD*
- b) *Councils are invited for formation by FD with NSP input at all five sites*
- c) *Councils meet and are briefed/oriented on NSP and co-management, including their rights/obligations*
- d) *Councils elect Co-management Committees by year end*
- e) *Co-management Committees receive initial orientation about modalities for use of LDF startup funds of 6 Lakhs (approximate)*

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 inter-governmental coordination.

Rationale: The draft MOUs for Council and Committee were developed to ensure that these new bodies would be transparent and trusted. A number of steps will be taken to ensure that this trust and transparency is assured in the councils. One such step is the posting of the decisions/minutes of the Councils to the general public. Other such actions may be undertaken.

Milestones:

- a) *Councils and Committees review and discuss their MOU, which includes roles and modalities for conflict resolution and coordination*
- b) *Process agreed to for the public posting and dissemination of Minutes of 1st Council and Committee meetings (as per Articles)*

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

Rationale: Boundary demarcation is extremely important as an early step in understanding the PA and taking steps to protect it. But in the context of all of our PAs, there are considerable conflicts on the PA boundaries. In some cases, there is established and possibly legal "encroachment" inside what is described as the PA boundaries. Because of such a situation, rapid movement into PA demarcation could set back the entire co-management process by heightening animosity and mistrust between the FD and the communities. (Such is exactly what happened when the MoEF and FD decided to start demarcating the Chunati Sanctuary some 10 years ago -- in that case it was followed soon after by a rapid destruction of the Sanctuary.)

In spite of this, we will proceed first by a less visible updating of the borders to our PAs using the latest rectified maps from the process with CEGIS and RIMS now being completed. These will be validated in field visits. And, in those areas that are not likely to be contested, we will proceed to work with the FD to identify boundaries, and prepare for the use of the pillars to mark boundaries. (The funding for these pillars is included under Objective 5 of the DPP.)

Milestones:

- a) *Upon completion of rectified maps of all five PAs (on/about 10/1/05), NSP will proceed to review boundary demarcation with FD*
- b) *Demarcation of boundaries of PAs are completed with FD for three northern sites and Teknaf*
- c) *Maps showing proposed land use within the PAs are prepared and discussed with local stakeholder groups*

1.8 Protected Area participatory management plans, including Micro-Plans, are developed for the pilot PAs including surrounding landscapes.

Rationale: We will make a special effort in this third year to make the draft Management Plans widely accessible to Councils, Committees and to specific user groups. One way to do that is to prepare Micro-Plans based on the full Management Plans.

At the same time, we will continue the process of developing the participatory Management Plans for the two southern sites for which they have not yet been prepared (Teknaf and Chunoti). These will be vetted during preparation with local people, FD officials and other experts.

Milestones:

- a) *Complete draft Management Plans for Teknaf and Chunati sites and submit to FD*
- b) *Management Plans for Lawachara, Rema-Kalenga and Satchuri are submitted to the MoEF for official Government approval*
- c) *Simplified version of the three northern Plans are prepared for use in dialogue with local stakeholders*
- d) *Teknaf and Chunati draft Management Plans are discussed with local stakeholders prior to completion*

1.9 Elaboration of locally enforceable management procedures for improving PA management undertaken

Rationale: The proposed milestone that the Committees take a "first management" is included as a means of ensuring that Committees do more than just meet. They must understand from the beginning that they have authority, and should use it to the better of the PAs and the landscapes.

One of the specific areas that such management decisions and leadership are needed for is the dialogue with the tea estates. We will work to see that a process of dialogue

is initiated with the estate managers concerning the men from the estates that fell trees illegally both within the estates and within the PA.

Milestones:

- a) PA Committees at each site undertake first management decision at each site
- b) Initiate dialogue with Tea Estate managers and owners concerning how to minimize damage done jointly to tea estates and to the PAs resulting from illegal felling

1.10 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: As per the DPP, we expect to include the Sitakunda Eco Park and Reserve Forest as the sixth site for Project testing of the co-management model. To that end, we will have developed a set of guidelines for this extension of the model to Sitakunda by years end.

Milestones:

- a) By year end, an analysis and recommendation will be made for adaptation of the model to the sixth NSP site, most likely at Sitakunda

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

Rationale: We will work actively to build this capacity.

Milestones:

- a) Implement five training courses for 100 Council/Committee members (10 at each site) on co-management, organizational development and management.

1.12 An ecological monitoring and project M & E system will be developed and implemented to provide feedback and information required for adaptive management of NSP.

Rationale: As we move into the third year, our monitoring activities will be furthered by use of the “Community Scorecard”, which has been developed in concept in year two. This year, the monitoring team will train the local people to make them understand the importance of monitoring, and revise the developed set indicators by the stakeholders and develop to the extent possible a participatory monitoring plan.

Milestones:

- a) Translation of English version of “Community Scorecard” to Bangla version.
- b) Develop training materials on “Participatory M&E” in Bangla.
- c) Select trainees from the five PAs those are representatives of the society.
- d) Held training sessions as appropriate
- e) Revise “Community Scorecard” and finalize.
- f) Finalize reports of all indicators.

- g) *Prepare one journal article on bird monitoring, with focus on the participatory aspects of it.*

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

DPP 2008 Expected Outcomes and Year 3 Incremental Outcomes

The numbered items below include the expected outcomes of the NSP by 2008. Bulleted items include those incremental outcomes we expect to achieve by the end of the 3rd year of implementation.

2. Income-generating alternatives – consistent with Protected Area conservation – will be developed and extended for use by key Protected Area stakeholders in target landscapes.
 - *10 new local enterprise per site developed in areas of ecotourism, nursery, orchids, or export handicrafts*
 - *50 individuals per site begin income enhancing activities due to Project support*
3. Degradation in landscapes around Protected Areas will be slowed.
 - *Heightened core zone patrolling also reduces degradation from commercial activity in the interface landscapes*
4. Livelihood improvement programs will be implemented within landscapes around Protected Areas.
 - *New production technologies training for 240 (120 for each region) user group members will be provided for involving them in AIGAs.*
5. Local Government of Bangladesh agencies will work to coordinate inputs within the Protected Area landscapes.
 - *Partner Government agencies in the landscape work in Council to catalogue on-going and available activities/projects with potential synergy with PA conservation*

Activities, Milestones and Rationale

In order to achieve the outcomes above, the following Activities and Milestones are to be undertaken in Year 3:

2.1 Identify and increase market opportunities for enterprises pursuing sustainable investments in products and services linked to Protected Areas.

Rationale: We will put a heavy emphasis early in the year on developing a pro-poor ecotourism program. We will do so through parallel dialogue with communities on the one hand and the tour operators on the other. Communities, and especially the ethnic minorities in and around our PAs, are particularly concerned about the risks of ecotourism. We will thus work with them to facilitate a process by which they

develop their own guidelines for allowing tourists to visit their area. Our policy will be pro-poor in the sense that we will work to ensure that our key stakeholders from disadvantaged families and households are given preferential access in benefiting from the ecotourism opportunities.

In addition to supporting ecotourism enterprise opportunities, we will also work to support enterprise development in orchids, mushrooms and energy efficient stoves. But the a more significant effort will be begun in year three to lay the groundwork for enterprise development by our key stakeholder groups in the area of export quality handicrafts. We will work to establish and train, led by exports themselves, our local people to do this handicraft development.

Milestones:

- a) *Meet with select Tour Operators and local communities and develop action plan for pro-poor ecotourism development at five sites*
- b) *Initiate 15 ecotourism enterprises*
- c) *Make presentations at the private tour operator's association*
- d) *Establish at least one community-owned 4 bed guest house per site*
- e) *Promote the local trained EcoGuides and ensure that they receive income at all sites for their services*
- f) *Develop PA wise brochures to facilitate eco-tourism*
- g) *Provide support on demonstration basis to 6 entrepreneurs for fuel efficient wood stoves marketing/sale*
- h) *Identify , specific modalities of production/training and sale for export quality natural product handicrafts made in PA landscapes*
- i) *Develop an additional 25 nursery enterprises*
- j) *Train 10 of the present nursery farmers on orchid and mushroom culture.*

2.2 Encourage involvement of select local stakeholders in participatory benefit sharing agreements signed under Forestry Sector Project on Reserve Forest land and other public land adjacent to Protected Areas, but only in return for agreement to conserve Protected Areas.

Rationale: Using models for PCBSA developed in year two, we will work to ensure that key stakeholders at each site are given access to social forestry opportunities linked back to PA conservation via the PCBSA mechanism.

Milestones:

- a) *Impart training to existing FSP social forestry Groups at Teknaf, Lawachara and Rema Kalenga*
- b) *Include representatives of FSP social forestry Groups in all NSP social mobilization activities*
- c) *Sign 7 PCBSAs for each of the five initial pilot sites, or 35 in total*
- d) *Co-Management Council at two sites review PCBSA for that site*

2.3 Provide assistance and make available information on improved practices and sustainable use to stakeholders around the PAs

Rationale: During year 1 and year 2 the project has short listed priority production technologies. In year 3 the project will provide necessary technical and financial assistance to the user groups to start house hold alternative income generation activities such as beef fattening, poultry. Further, to mitigate the problem of huge fuel wood collection, NSP will promote alternative sources for fuel woods and the related production technology.

Milestones:

- a) *Undertake demonstration and extension activities on household energy efficiency at all sites, with emphasis on southern sites*
- b) *Extend information on improved practices for milk-cow rearing and two other priority technologies to 50 groups*
- c) *Train 240 user group members in new production technologies*
- d) *Extend water harvesting technology for key stakeholder groups, if appropriate*
- e) *A three days awareness raising training on PA conservation processes for 1000 (200 for each site) user group members will be provided for PA management and protection.*
- f) *Extend key health improvement activities through partner NGOs and Government agencies*

2.4 Provide credit to households or communities around Protected Areas in the context of co-management agreements.

Rationale: The LDF will become active in year 3, after approval by USAID of the final modalities. (In fact, the LDF policy and guidelines were completed during year two, but a delay has ensued as we ensure that the existing LDF guidelines meet all necessary USAID criteria and requirements.)

Milestones:

- a) *Obtain approval from USAID on LDF modalities*
- b) *Activate Landscape Development Fund (LDF) after approval by USAID*
- c) *Train/orient NSP-North and NSP-South teams on LDF use*
- d) *Initiate micro-loans through 25 Groups, 5 at each site, linked to conservation activities*

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

Rationale: With a particular product focus on the export handicraft business, we will work in year three to extend the idea of "Nishorgo friendly" label developed initially in the concept papers of the Nishorgo Conservation Partnership.

In addition, a special effort will be undertaken to try and remove the most damaging of the brick fields located around the southern sites. A number of brick fields are located directly inside the PAs, and are causing extensive damage not only to the wood fuels in the PAs, but also even to the hillsides, which are being cut away to make the bricks.

Milestones:

- a) Identify terms of use of the "Nishorgo-friendly" label for products made in the PA landscapes*
- b) Undertake local and national/policy efforts to remove most damaging brickfields from proximity to PA sites*
- c) Ensure compliance by sawmills in northern landscapes that they are complying with FD requirements for wood sourcing*

2.6 Integrate on-going Government programs including Forestry Sector Project in the nearby areas of the PA with the Nishorgo Program.

Rationale: We will work to find ways of collaborating with major investments by Government and other donors in our PA landscapes. This is especially true of the need for micro-financing, which we feel can be obtained also from major micro-financing NGOs such as BRAC, Grameen, ASA and even HEED (in the Lawachara area).

Milestones:

- a) Establish working linkages with similar projects, including UNDP's Coastal Biodiversity Project for work in Teknaf and the UNDP/FAO Community based Coastal Fisheries Project in Teknaf*
- b) Identify (in refined Site Strategies) and implement actions for leveraging existing activities with Ministries of Agriculture, Fisheries, Education and Health*
- c) Identify (in refined Site Strategies) and implement actions for leveraging (1) financing from other NGOs (Grameen, BRAC, ASA, HEED, etc.), (2) existing development activities of these and other NGOs*

2.7 Build the capacity of local stakeholders through appropriate training courses.

Rationale: We will undertake numerous training courses for local stakeholders.

Milestones:

- a) Assess training needs on issues in PA conservation and management and co-management organization*
- b) Prepare training curriculum for PA conservation and management course and co-management organization development and management*
- c) Organize and implement five training courses for 100 Council/Committee members (20 at each site) on roles and responsibilities on PA conservation and management*

- d) *Organize and implement one day orientation workshop in each region for 30 participants. Workshop will include regional NGO heads, selected journalists, academics, other influential people, and topics will cover the current status of PAs and approaches for improving them.*

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

DPP 2008 Expected Outcomes and Year 3 Incremental Outcomes

The numbered items below include the expected outcomes of the NSP by 2008. Bulleted items include those incremental outcomes we expect to achieve by the end of the 3rd year of implementation.

2. Local stakeholders have a more active role in the collaborative management of Protected Areas.
 - *Councils include local women, ethnic minorities, low income stakeholders and other often-marginalized groups*
3. Financing of Protected Areas management will be more secure and sustained.
 - *Two options for extra-Revenue budget financing are explored and pursued*
4. Conflict resolution processes will be enhanced, particularly to resolve land tenure and land use conflicts in Protected Areas.
 - *Councils/Committees will highlight conflict resolution role*
 - *Local FD officials will receive training in conflict resolution processes*
5. Support will be provided, as necessary, to the policy-making developments of the Wildlife Advisory Board.
 - *Support will be provided to re-drafting of the Wildlife Act*
6. The private sector will invest in conserving natural forest habitats.
 - *At least one major new public-private partnership for conservation will be obtained*
7. Stakeholders will receive financial benefits generated from the management of the Protected Areas.
 - *Mechanisms for retaining financial benefits locally will be vetted and agreed upon*
8. The number of visitors to pilot Protected Areas will increase significantly soon after implementation of co-management plans and complementary investments.
 - *Visitor number tracking systems will be put in place at all five PAs*
 - *Numbers of visitors to Satchuri, Teknaf and Lawachara will double by year end.*
9. A variety of institutions within civil society will become more vocal in their support for Protected Area conservation.
 - *Bangladesh Bird Club members, working with Nishorgo Clubs, will be active in organizing efforts to slow or halt brick fields at southern PAs*
10. 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.
 - *Five or more international refereed publications or papers will be submitted during the year*

11. Citizens living in and around target Protected Areas will become active partners in implementation of conservation actions.
 - *Numerous training and orientation efforts will be executed during the year to explain conservation actions to local citizens*
12. The image of the Forest Department as an active partner of local stakeholders in Protected Area management will be improved.
 - *Survey data shows that local percept of FD is beginning to improve*
13. Synergy and coordination between the management of PAs and forests in the surrounding landscape will be encouraged and enhanced.
 - *Position paper is prepared and vetted giving Council/Committee authority to pre-approve forest management actions in interface landscape*
14. On issues critical to Protected Area management, GOB ministries will collaborate to resolve obstacles.
 - *Two specific examples of such collaboration evident at year end*
15. The existing Protected Area network will increase by at least 10 percent in coverage.
 - *The Satchuri National Park (proposed) will be gazetted as a new National Park officially*
 - *One new area under consideration as new Protected Area*

Activities, Milestones and Rationale

In order to achieve the outcomes above, the following Activities and Milestones are to be undertaken in Year 3:

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

Rationale: Forest Department's senior officials did a exercise to determine the vision for the country's Protected Area management which is now known as Nishorgo Vision 2010. The result of exercise or the Vision 2010 was circulated and re-circulated to the Forest officials. It was then finalized and translated into Bangla for wider circulation and review.

It is important that the FD continues to debate and discuss the Vision as a means of bringing it more closely into the fabric of the institution. In this next year, we will also work to assist the FD in using the Vision with its partners outside the FD -- public and private -- as a means of capturing the FD's view of the future.

Milestones:

- a) *Vision 2010 used in all training and orientation courses for FD staff, in which it is studied in detail*
- b) *Vision 2010 is presented to MoEF for approval as official policy document*
- c) *Vision 2010 is circulated to Policy makers, Environmentalists and other relevant groups.*

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

Rationale: We will support the upcoming meetings of the Steering Committee and the Wildlife Advisory Board, as critical policy setting or ratifying bodies for this Project and its activities. In the 2nd project year, the NSP was not directly involved in supporting the Wildlife Advisory Board, although towards year end the FD asked the project to assist in revisions to the Act, which are now well underway. The Advisory Board is critical to the future policy making in the PA management area, and as such we will remain open to any assistance we can offer to the FD in facilitating or planning for these meetings.

Milestones:

- a) *3rd Steering Committee is held, with preparatory work assisted by the Project staff*
- b) *4th Steering Committee is held, with preparatory work assisted by the Project staff*
- c) *Project provides technical preparation for Wildlife Advisory Board, and makes presentation on co-management activities to the Board*

3.3 Develop a national network of co-management practitioners, including PA managers, FD personnel, civil society and community leaders

Rationale: To create a synergy level among the environment related organizations, private bodies, we will try to initiate joint activities and supplement common conservation issues. Increased level of interaction will also raise awareness about the urgency for conservation. Our planned subcontract to IUCN/Bangladesh for preparation of a "Coalition in support of Protected Areas" will be the principal means of achieving these milestones in year three.

Milestones:

- a) *Network development fully under way in form of IUCN subcontract on "Coalition in support of Protected Areas" activity*
- b) *IUCN and FD/Nishorgo co-host at least three widely publicized events concerning network development on PA management*

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. Landscape Development Fund (LDF) will be set up.

Rationale: As the year begins we will work to develop our initial sustainable financing plan and strategy, with the assistance of national and international consultant economists. As the year progresses, we will work to highlight the outcomes of that strategy with the MoEF, the Steering Committee and with senior economists and decision-makers concerned with financial issues (eg. from Ministry of Finance, think tanks, etc.).

Milestones:

- a) *Sustainable financing plan and strategy is completed, in consultation with FD*
- b) *Policy and analytical outcomes from Sustainable Financing strategy are presented to senior economists and financial policy-makers at seminar hosted by institution such as BIDS*
- c) *Sustained financing strategy is vetted and recommendations are made to Steering Committee and MOEF on local participation in benefits and other funding sources for PA management*

3.5 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: The strategy and plan will include recommendations for this diversion of revenue to local stakeholders. The Project will work in year three to put some of these mechanisms in place at site level on a pilot basis, after developing specific proposed mechanisms for doing so.

Milestones:

- a) *Mechanisms and modalities are established for allowing some local retention of entry fees at PA level*
- b) *Initiate tracking system for all visitors to PAs, to be managed by the FD*

3.6 Provide technical assistance to Forest Department/MOEF for finalizing the draft Wildlife (Preservation) (Amendment) Act as developed by FD.

Rationale: The Project will continue supporting revision of this very important Act. We will support public consultations process, although we do not have resources allocated for a country wide public comment process. However, we will seek public feedback through the Nishorgo website and through a number of specific stakeholder consultations at the national level.

Milestones:

- a) *Act draft revision is completed after consultation with field staff and national staff of the FD*
- b) *Draft Act revision is made available to the public and comments/feedback are systematically compiled*
- c) *Revised version of the Act is forwarded to the Wildlife Circle for review and forwarding to the Wildlife Advisory Board*

3.7 Prepare analyses on select priority issues relevant to co-management.

Rationale: The Project has already supported the initial development of the DPP with the FD, and we will continue to support the FD in other ways also. We expect to provide assistance in other technical area before the year is completed.

Milestones:

- a) *First of two special analyses -- support to the DPP development -- is conducted and completed*
- b) *Second of two special analyses is conducted and completed*

3.8 Assist FD with a review of management objectives and procedures related to forestry activities in the surrounding landscape including linkages with Forestry Sector Project activities.

Rationale: We will work in a number of ways to continue FD linkages, especially through the NSP. And we will explore FD management objectives in landscapes surrounding the PAs, to ensure compliance with PA goals and objectives.

Milestones:

- a) *NSP FSP linkages will be reviewed and established in identified landscape zones*
- b) *A review of management practices for the FD managed forests in identified landscape zone will be done taking into account conservation oriented forest management*

3.9 Develop and implement a communications strategy for Protected Area management.

Rationale: In the first year of the Nishorgo Program, we assisted in developing a communication strategy. In the 3rd year Nishorgo Support Project will continue implementing this communication strategy targeted to five priority target groups for behavioral change.

Milestones:

- a) *Undertaken one-day observations at site level for special days such as Environment day or Victory day, as means of highlighting Nishorgo*
- b) *Implement opportunities to be present in mass communication media, particularly through public information access*
- c) *Undertake national photo competition covering Protected Areas and People*

3.10 Develop and implement a strategy for establishing a recognized and easily understood image of Nishorgo as a Program.

Rationale: With IUCN, NSP will organize a national level competition and then arrange a high profile seminar to determine the appropriate Bangla terminology for Protected Areas. We will also undertake a number of other activities to further establish and brand the Nishorgo image.

Milestones:

- a) *Continue to promote the use of the Nishorgo Program logo in all communications activities*

- b) *Organize national level competition to identify name for "Protected Areas" in Bangla*
- c) *Participate in national and site level Tree/Conservation Fair to acquaint people with Nishorgo and the flora of the country.*
- d) *Ensure that all new PA signboards and communication materials use the standard Nishorgo logo*

3.11 Disseminate, via electronic and printed media, resources concerning the Protected Areas.

Rationale: In this 3rd year, the email Nishorgo Kobor newsletter will become widely recognizable and used. Via this and other electronic means, we will continue spreading information to target audiences about the Nishorgo Program and its efforts.

Milestones:

- a) *Maintain www.nishorgo.org and link directly to the FD website*
- b) *Bi-monthly E-News Nishorgo Khobor is circulated to no less than 300 interested persons*
- c) *Version of Nishorgo Khobor is published in paper format in Bangla and in English*
- d) *Additional promotional materials such as hats, folders leaflets, posters and stickers are developed*
- e) *CD Rom containing information on Nishorgo Program is prepared and circulated*

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

Rationale: Ensuring that interested development and conservation professionals are aware of the Nishorgo efforts is critically important as a means of generating interest in, and ultimately, financing for, PA management. To ensure that this communication outreach is occurring, we will support no less than five published papers or meeting presentations.

Milestones:

- a) *5 new papers/articles are submitted to international refereed journals or meetings for publication and dissemination*
- b) *Four NSP staff members submitted articles/papers to international refereed journals*

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

Rationale: We will arrange VIP tours for the key level decision makers to motivate them to conservation issues. They will also be supplied with our newsletters and publications.

Milestones:

- a) *Organize and hold -- jointly with the fisheries and wetlands sector representatives -- a high level "Encounter" on NRM Co-Management in Bangladesh, planned for March, 2006*
- b) *Undertake workshops/meetings under IUCN subcontract targeted to senior and key decision-makers*
- c) *Implement at least three VIP tours of PAs with senior decision-makers*
- d) *Implement a one day national level orientation workshop in Dhaka for 100 participants from civil society and private groups or Projects with environmental linkages*

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

Rationale: Year 3 will be used to build extensive rapport with journalists that regularly news features on Nishorgo Program gets published. Further we will arrange tours and workshops for the journalists. We will also give press releases for all our major events.

Milestones:

- a) *30 news articles in national dailies disseminated*
- b) *30 news articles in local newspapers are disseminated*
- c) *Movies/shows on Nishorgo pilot sites are shown on national television*
- d) *Training/orientation workshop is conducted for local press about PA management and Nishorgo*
- e) *Press conferences are conducted for all major events of the Project and Nishorgo Program*

3.15 Develop and implement an education and sensitization program for young people that can directly impact PAs.

Rationale: The Nishorgo Program was launched with the motto "let us save nature for our future generations". Nishorgo Program truly believed that for your next generation the Protected Areas need to be conserved. From the very beginning Nishorgo Program tries to incorporate the creative energy and the enthusiasm whenever possible. For example, Nishorgo Program is working to sign a MOU with Bangladesh Scouts to utilize the spirit of nearly one million scouts for Protected Area Conservation.

Milestones:

- a) *Memorandum of Understanding with Bangladesh Scouts is signed by Scouts and NSP*
- b) *2nd PA-to-PA Hike of the Bangladesh Scouts is organized for the southern Nishorgo PAs*
- c) *Nishorgo Clubs are formed jointly by Scouts and other local youth at each of the five initial pilot PAs.*
- d) *Nishorgo Club youth undertake at least two widely publicized events at each PA*

- e) *School program briefings conducted jointly with Scouts at principle schools within PA landscapes*
- f) *Inter School Quiz/ Debate Competition is organized by the Project*
- g) *Video clippings shown to local youth/ children at all sites*

3.16 Develop and establish appropriate communication actions for local stakeholders in and around pilot sites.

Rationale: The forest villagers, local businessmen, Union Parishad members, ethnic people, and others belong to local direct stakeholder group. Because their behaviors are more likely to impact PAs, local communities are considered priority audiences for site-based communication or interpretive efforts. To maximize the chances that conservation initiatives and the program will succeed, those at the community level need to understand the concept and approach of Nishorgo. In year 3 we will maximize our efforts for outreach and social mobilization. We will use site specific messages for different sites. A series of communication and outreach programs will continue at each of the site to bring in behavioral change. Further, at the local level, acknowledging the different role of men and women in forest usage, we will chalk out different messages for women.

Milestones:

- a) *Movie in Video-CD is made from West Bengal trip*
- b) *West Bengal movie is shown and discussed throughout all five pilot site areas*
- c) *"Three Little Forests" movie is finalized with Bangla voice-over*
- d) *"Three Little Forests" movie is shown throughout northern sites for awareness raising*
- e) *Nishorgo's "Local Flora" exhibit (developed for 2005 Tree Fair) is used as part of local fairs for young people at all five sites*
- f) *Theater events developed and implemented at site level (see site targets)*
- g) *Radio events developed and implemented at site level (see site targets)*

V. Objective #4: Strengthen the institutional systems and capacity of the Forest Department and key stakeholders

DPP 2008 Expected Outcomes and Year 3 Incremental Outcomes

The numbered items below include the expected outcomes of the NSP by 2008. Bulleted items include those incremental outcomes we expect to achieve by the end of the 3rd year of implementation.

2. The quality of management of Protected Areas will improve, in particular via the enhanced capability of Forest Department Protected Area staff.
 - *Management Scorecard values are set as baseline for all five initial pilot sites*
 - *Independent "consumer survey" of community perceptions of FD demonstrates improved FD performance at field level during the year*
3. FD staff and other stakeholders fully engaged, professionally trained and motivated to carry out key, essential tasks related to the improved and collaborative management of targeted PAs.
 - *Community Scorecard values concerning Forest Dept local staff are set*
4. A Protected Area System will exist and be recognizable as such.
 - *PA system presentation in written and electronic materials shows as integrated PA system*
5. The Wildlife Management & Nature Conservation Circle will project a clear mandate and operational independence within the Forest Department.
 - *By year end, key ACFs in the Wildlife Circle are prepared to take over PA management of five pilots*
6. A basic economic understanding of the costs and benefits of protecting natural areas will be generated and used in public policy decisions.
 - *Results to new surveys on economic costs and benefits, including poverty implications, of PA management are being used by senior policy makers and circulated in the press*
7. The quality and availability of in-country training in Protected Area management will improve.
 - *By year end, model is proposed for improvements to in-country training of Forest Officers in PA management*
8. Local participants in co-management agreements for Protected Areas will capture a portion of the financial and economic benefits derived from the Protected Areas.
 - *Local communities at pilot sites will begin collecting a portion of PA visitor fees*
9. Additional resources will be identified to further the goals of Protected Area management.
 - *Proposal will be made to major donor for new funding round for PA management*

- *At least one PPP will be executed under the Nishorgo Conservation Partnerships program*
10. 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.
- *Ten applied research case studies by Bangladeshi researchers are launched focusing on one of the six pilot PAs*
11. 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.
- *Base values of the Management Scorecard, the Community Scorecard and the five "Core" indicators are set*

Activities, Milestones and Rationale

In order to achieve the outcomes above, the following Activities and Milestones are to be undertaken in Year 3:

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

Rationale: The Mitchell/Alum/Bari report of the 2nd year laid out a road map for institutional developments required to ensure that the FD moves towards a sustainable capacity for PA management. Some of the recommendations in that strategy will require fundamental capacity building and financing changes at the FD. For this reason, it is essential to complete in year three what was intended for the end of year two: a vetting of the report by senior MoEF officials (including Secretary) and by potential donors.

We will also work to assess existing capacity of FD using an established "Management Scorecard" for all sites. The Scorecard draws from multiple institutional and technical areas to come up with a simple scoring of PA management at each site. This tool is a useful means of engaging the FD and local partners in a self-evaluation process.

Milestones:

- a) *At least one session is organized at which Mitchell/Alam/Bari report is presented to senior Government and donor representatives*
- b) *Follow on opportunities for co-financing are identified with specific donors*
- c) *New "Code of Conduct" is developed for local FD Officers and Guards at PA level*
- d) *Distribute Bangla version of "Management Scorecard" to all FD staff of five PAs.*
- e) *Conduct survey of stakeholder perceptions of FD in target landscapes as baseline for comparing changes to FD performance over time*
- f) *Revise and finalize the Management Scorecard.*

- g) *Enter data collected by NSP South and North, data analysis and report writing on Management Scorecard*
- h) *Management Scorecard values set at each site and reviewed with FD PA staff*

4.2 Take account of co-management assessment and evaluate training needs for FD staff as well as collaborating stakeholders, then develop and implement appropriate training activities.

Rationale: An extensive training program for local FD officials will be undertaken in year three, including specially designed courses and orientation sessions for different categories of FD officials (Guards/Gardeners, Beat Officers, Range Officers, ACFs, DFOs).

Milestones:

- a) *Design and implement minimum two sessions of 3 days each training and reorientation program for local FD Guards/Mali at all five initial pilot PAs*
- b) *Design and implement minimum two sessions of 3 days each training and reorientation program for local FD Officers at all five initial pilot PAs*
- c) *Special session is organized for all available ACFs to focus on PA management and co-management*
- d) *Special training strategies focus on ethnic minority and gender sensitivity training and implications*
- e) *Baseline values and survey conducted concerning community perceptions and trust of Forest Department staff*
- f) *15 Assistant Conservator of Forest & Deputy Conservator of Forest will be given two days NSP Planning Sessions*
- g) *35 Range Officers, Deputy Range Officers and Beat Officers will be given three days Orientation Training*
- h) *50 Forest Guard & Mali will receive Skill Development Training for three days on tasks related to PA management.*
- i) *35 Range Officers, Deputy Range Officers and Beat Officers as well as 50 Forest Guard & Mali will be provided three days community mobilization processes and social development training*

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

Rationale: In this 3rd year, the focus will be on consolidating and refining our approaches at site level so that we have a functional model for co-management. Once this process is on solid footing, we can then turn to this broader issue of transforming the scattering of PAs into a formalized system. Nevertheless, a few steps in this direction will be taken this year.

Milestones:

- a) *Marketing and awareness of "System" is heightened through preparation of "Your National Parks" communication package*
- b) *NSP-specific guidelines concerning use of local citizens for PA work and tourism opportunities are adapted PA-wide*

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: As we move into the third year, our monitoring activities will be furthered by use of the “Community Scorecard”, which has been developed in concept in year two. This year, the monitoring team will train the local people to make them understand the importance of monitoring, and revise the developed set indicators by the stakeholders and develop to the extent possible a participatory monitoring plan.

Milestones:

- h) Translation of “Community Scorecard” to Bangla.*
- i) Develop training materials on “Participatory M&E” in Bangla.*
- j) Select trainees from the five PAs and hold training sessions as appropriate*
- k) Revise “Community Scorecard” and finalize starting scores.*
- l) Community Scorecard scores generated for all sites*
- m) Poverty baseline data collected for all sites in concordance with BBS Poverty study reports and survey outputs*

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: We will undertake at least one study focused on the economic costs and benefits associated with Lawachara National Park, and results to this study will be widely circulated. In addition, we expect to undertake a second study highlighting costs and benefits of PA management.

Milestones:

- a) Initial site-specific study at Lawachara National Park of costs/benefits of PA management improvements is completed and presented*
- b) Results of this LNP study published in international forum*
- c) Second site-specific study on economic costs and benefits of PAs is conducted*
- d) Results of second study are presented and published*

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

Rationale: The strategy for sustainable financing process was begun at the end of year 2, and is being completed at the beginning of year three. This strategy will be discussed and vetted in a number of fora, including senior level policy makers.

As one specific activity in this coming year, we will work to support the FD and the MoEF in pursuit of a financed activity relating to PA management with the GEF or one other major donor.

And, we will continue to pursue public private partnerships as another option necessary to a long-term financing strategy for PAs. To this end, we will in this

coming year work to find one major new private partner to support PA conservation. Likely targets include Grameen Mobile Phone, Square Pharmaceuticals, HSBC Bank and other mobile phone companies.

Milestones:

- a) *Results of the sustainable financing strategy are presented and discussed by economists and policy-makers at high level forum (likely to be at BIDS)*
- b) *Support FD in preparation of proposal to GEF for PA financing*
- c) *Obtain additional funds for PA management under the "Nishorgo Conservation Partnership" program*

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

Rationale: Just at the end of the second year of implementation, the Project cleared obstacles and received approval to subcontract an applied research support role to the East West Center, an institution affiliated with the University of Hawaii. Under this subcontract, Dr. Jefferson Fox is expected to come to Bangladesh in late August of 2005 to begin developing the modalities of an applied research support program including 10 case studies in each of two consecutive years. Dr. Fox will advise students on development of these case studies, and will also support the Forest Department in refining an applied research agenda for the PA system.

Milestones:

- a) *Vet draft Applied Research Policy and Agenda of the Forest Department*
- b) *Revise and Present to Steering Committee*
- c) *Identify modalities for 10 initial applied research case studies on PA management social/economic issues (under subcontract with EWC)*
- d) *Applied researchers identify subjects*
- e) *Applied researchers receive training in writing*
- f) *Applied researchers begin field work*
- g) *At least two researchers from outside Bangladesh begin doing applied research inside the pilot sites*

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

Rationale: The NSP has developed its proposed subcontract with IUCN/Bangladesh in one sense to capitalize on that institutions strong association with co-management efforts in the region. When the IUCN holds workshops on PA co-management, it may invite other experts from the South Asian region, or organize such events when those regional experts are present. In addition, we may follow up on year two's successful cross-visit to India with a follow up cross visit by professionals to work on PA management issues.

Milestones:

- a) *Under "PA Coalition" subcontract, South Asian PA management experts come to interact with Bangladeshi counterparts*
- b) *Follow up exchange undertaken with co-management personnel in India*

4.9 Develop a strategy for phasing out Project support.

Rationale: One of the other means of deepening a working relationship by which the technical skills of the NSP can be transferred to the FD is by working in close proximity. To that end, the Project in year three will develop and establish a new Nishorgo Program office within the Ban Bhaban office of the FD. But more needs to be done to ensure that Project support will be phased out and the FD effort will be viable. We have mentioned numerous training efforts. We will work closely with FD officials at the site level, and may in some cases share offices with them.

Milestones:

- a) *Develop and put in place offices of the Nishorgo Program at the Forest Department*

VI. 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. Unlike the Objectives and Activities presented above, these Cross-cutting Results are adapted each year to be in harmony with changing circumstances of the Project.

CC1: Execute critical management and administrative activities in support of the Project

Rationale: A number of management and administrative actions will be taken in year three that provide cross-cutting support to all the objectives mentioned above. Some of the most important of those milestones to be pursued are listed here.

Milestones:

- a) *Advertise and hire new Enterprise Development Specialist (EDS) in Dhaka to coordinate enterprise and AIG activities across the Project sites*
- b) *2nd Year Annual Report is completed and submitted*
- c) *IUCN subcontract is signed.*
- d) *Administrative issues relating to addition of sixth site for NSP are completed*
- e) *Meet with partner institution Directors no less than once during the year*
- f) *Select NSP deliverables are formatted in PDF/Word with photos and submitted to the USAID/DEC by IRG/DC*
- g) *Conduct mid-year Work Plan review in October, 2005*
- h) *Staff TOT training for SFs & FOs (5+20) of each site will be conducted*
- i) *FOs (20) of each Site will be provided Conflict Management training courses*

CC2: 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 field 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 two, the NSP Dhaka team members have worked one day per week inside the Ban Bhaban offices of the FD. We will continue this policy through year three. 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 continued 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.

Finally, our support to establishment of improved office space for the FD's Nishorgo Program at Ban Bhaban will further reinforce these working relationships, not least because the new office space will create an environment in which NSP staff and FD staff can work side by side.

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) *New Project staff ID cards are issued with approval of the FD*

CC3: 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. We will work particularly closely with the Foundation in developing the Nishorgo Conservation Partnership concept and modalities. One option for working with Arannayk Foundation in the 3rd year is the organization of an architectural competition for design of the infrastructure inside the PAs to be financed under the DPP's Objective 5. This would be an excellent opportunity for a PPP with Arannayk, if the Arannayk Board and other parties should find it suitable.

Milestones:

- a) *Achieve at least two Nishorgo-related public private partnership contribution jointly brokered by NSP and the Arannayk Foundation*
- b) *Include Arannayk as partner, if Arannayk accepts, in planning for the March 2006 "Encounter" on "Co-Management of Natural Resources in Bangladesh"*
- c) *Share office facilities with Arannayk in Banani office.*

CC4: Nishorgo implements a strategy benefiting women and minority groups and capitalizing on their distinct social roles

Rationale: In the second year, the Project developed a set of strategies for ensuring that we took full cognizance of the differential roles played by women and men both at site level and in our own project offices. In this third year, these strategies will be adopted and adapted in two ways. At site level, our refined Site Strategies will pay special attention to making recommendations for the involvement of target women's groups and segments of the population. At the national level, we will appoint a focal person for gender issues and work to continue increasing hiring levels of women throughout the Project.

This year, we will also expand and extend this inclusionary approach to pay special attention to issues of minorities also. Ethnic minorities are key actors at all of our sites, and indeed in forest areas throughout the country, and the Project must thus be exemplary in ensuring that cross-cultural sensitivity to these groups is preeminent.

Milestones:

- a) *Refined Site Strategies pay special attention to gender-differentiated recommendations for action*

- b) *Gender roles and issues included explicitly in field level FD Officer and Guard/Mali training/orientation courses*
- c) *Over 60 percent of new hires to the Project at all levels are women*
- d) *Discrimination Focal Person appointed in Dhaka office reporting to COP to cover gender, minority and other possible discrimination issues*
- e) *All RCs, FCs, FOs (35) and technical staffs will undergo three days gender awareness training for promoting gender neutral behavior.*

CC5: The project actively engages environmentalist organizations from civil society in support of PA conservation goals

Rationale: As we did in the first and second years 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 Club and with other important environmental associations in civil society*

CC6: The Project benefits from synergies with other USAID projects

Rationale: We will continue working to benefit from knowledge and capacity of other USAID projects. In particular, we will work closely with the MACH Project as it heads towards closure this coming year. They have extensive lessons learned on co-management and we hope to capitalize on them. Also, we will continue our efforts to support establishment of a "Zone of Good Governance" (now being referred to as the "Shoshashoner Anneshonay Initiative") in the Moulavibazar District. This Initiative takes advantage of the presence of seven USAID partners in this District to support mobilization of local citizens for improved governance.

Milestones:

- a) *Jointly plan for lessons learned "Encounter" on NR co-management with MACH Project*
- b) *Assist in preparation and implementation of Shoshashoner Anneshonay (Zones of Good Governance) Initiative in the Srimongal District with other USAID Projects and partners*

CC7: The Project facilitates achievement of NSP Objectives 5 and 6 under the Forest Department

Rationale: During this coming year, the FD should complete approval of the full DPP, and local currency funds will be shifted to an FD bank account for financing of Objectives 5 and 6 of the Project. (The IRG Team is financed by USAID directly for execution of Objectives 1 to 4.) While the FD will have financing for these activities

in their own budget, we will take special efforts to support some of those activities with our own team and funds. A selection of these support areas are included here.

Milestones:

- a) Complete trail development for 15 trails, including putting up signs and identifying initial trail routing (FD to undertake additional improvements)*
- b) RIMS maps will be updated and rectified with 5 other GIS layers for each of the six NSP pilot sites and their interface landscapes*
- c) Additional remote sensing data will be purchased for one or more of the pilot sites*
- d) On basis of rectified and corrected maps of PAs, the NSP will provide assistance to the FD in boundary demarcation and pillar posting at site level.*

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.
- *"Development Project Pro Forma (DPP) 2008 Expected Outcomes"*: These are the specific targets included in the Forest Department's DPP for the part of the Nishorgo Support Project overseen and managed by the IRG Team.
- *"DPP Activities"*: These are the specific Activities included in the Forest Department's DPP 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

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

DPP 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 and stakeholders will actively participate and collaborate in Protected Area management.

3. Degradation will be slowed, halted or reversed to the extent feasible, as biodiversity is conserved and the productivity of forest is increased and ecosystem services are protected and enhanced in the Protected Areas managed under a co-management model.
4. Ecological monitoring and M & E system in place and functioning effectively.
5. Local co-management councils and committees will be recognized for their transparency, good governance, and used and trusted as a vehicle for conflict resolution and Protected Area oversight.

DPP 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 identified landscapes.
3. A socio-economic and institutional assessment will be conducted for Protected Areas and the surrounding landscapes.
4. Based on preceding activities, a model for co-management developed and refined taking into account the ecological relationships and stakeholders activities.
5. Co-management committees/councils will be created and given specific rights, responsibilities and authority for management of Protected Areas including access to benefits. Organization of joint patrols to control exploitative access and use within PAs may be arranged by co-management committees.
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 inter-governmental 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 for the pilot PAs including surrounding landscapes identified based on PRA/RRA reports. Micro-Plans may be developed by following the co-management process within the overall framework of PA level Participatory management plans. Micro-Plans will be fully vetted with local stakeholders with a view towards incorporating local knowledge, recognizing local priorities and stakeholders concerns, and promoting local understanding, ownership and commitment to the successful implementation of NSP.
9. Elaboration of locally enforceable management procedures with the aim of conserving biodiversity, developing sustainable uses, reducing illegal extraction, discouraging unsustainable practices, and empowering local stakeholders in the protection, conservation and improved management of the targeted areas.
10. 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.
11. Build the capacity of local and national stakeholders to implement co-management through training courses in these areas.

12. An ecological monitoring and project M & E system will be developed and implemented to provide feedback and information required for adaptive management of NSP.

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

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

DPP 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.

DPP 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 participatory benefit sharing agreements signed under Forestry Sector Project on Reserve Forest land and other public land adjacent to Protected Areas, but only in return for agreement to conserve Protected Areas.
3. Provide assistance and make available information on improved practices and sustainable use as well as new or improved production technologies to households, user groups and stakeholders in and around the PAs in conjunction with their roles, responsibilities for PA management, protection, conservation and associated enterprise development activities.
4. Provide credit to households and/or communities in and around Protected Areas and identified landscapes 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 including Forestry Sector Project 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

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

DPP 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. Synergy and coordination between the management of PAs and forests in the surrounding landscape will be encouraged and enhanced.
13. On issues critical to Protected Area management, GOB ministries will collaborate to resolve obstacles.
14. The existing Protected Area network will increase by at least 10 percent in coverage.

DPP 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, including PA managers, FD personnel responsible for the management of forests in surrounding landscape, civil society and community leaders and other key local and national stakeholders engaged in pilot co-management activities.
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. Landscape Development Fund (LDF) will be set up.
5. 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. Provide technical assistance to Forest Department/MOEF for finalizing the draft Wildlife (Preservation) (Amendment) Act as developed by FD.
 7. Prepare white papers on select priority issues relevant to co-management.
 8. Assist FD with a review of management objectives and procedures related to forestry related activities in the surrounding landscape including linkages with Forestry Sector Project activities.
 9. Develop and implement a communications strategy for Protected Area management.
 10. 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.
 11. Disseminate, via electronic and printed media, resources concerning the Protected Areas.
 12. Assist researchers and decision-makers in the preparation of communication materials concerning the Protected Areas management program for international fora.
 13. Design and implement a communications activity targeted to senior and key decision-makers within Bangladesh.
 14. Ensure that the improvements in and attractions of the Protected Area system are widely communicated in the written press.
 15. Develop and implement an education and sensitization program for young people that can directly impact PAs.
 16. 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

DPP 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.

DPP 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. FD staff and other stakeholders fully engaged, professionally trained and motivated to carry out key, essential tasks related to the improved and collaborative management of targeted PAs.
3. A Protected Area System will exist and be recognizable as such.
4. The Wildlife Management & Nature Conservation Circle will project a clear mandate and operational independence within the Forest Department.
5. A basic economic understanding of the costs and benefits of protecting natural areas will be generated and used in public policy decisions.
6. The quality and availability of in-country training in Protected Area management will improve.
7. Local participants in co-management agreements for Protected Areas will capture a portion of the financial and economic benefits derived from the Protected Areas.
8. Additional resources will be identified to further the goals of Protected Area management.
9. 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.
10. 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.

DPP Activities:

1. Assess the existing and required capacity of the Forest Department and key stakeholders to co-manage Protected Areas.
2. Take account of co-management assessment and analytical exercise and evaluate training needs for FD staff as well as collaborating stakeholders and

- develop and implement appropriate training activities for FD and other stakeholders involved in PA management (activity 1).
3. Identify the key elements of a transformation of the existing Protected Areas into a formalized Protected Areas System.²
 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

² At present, the Protected Areas do not exist in a network or system, but are rather a selection of sites that have been delegated on a periodic basis. A formalized Protected Area system would include greater conceptual and administrative linkages between all the existing Protected Areas, and a clear roadmap for future growth to the system, based on conservation and biodiversity priorities.

ANNEX 2: Summary of Milestones Expected in Year Three

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

2008 Expected Outcomes and Year 3 Outcomes

1. At least one third of the Protected Areas will operate under a co-management model.
 - Participatory Management Plans for three PAs are agreed to by the FD and submitted to the MoEF for approval
 - Two additional Participatory Management Plans are completed and submitted to the FD
2. At Protected Area sites employing the co-management model, local resource users and stakeholders will actively participate and collaborate in Protected Area management.
 1. Five Co-management Councils and Committees meet and begin doing business
3. Degradation will be slowed, halted or reversed to the extent feasible, as biodiversity is conserved and the productivity of forest is increased and ecosystem services are protected and enhanced in the Protected Areas managed under a co-management model.
 1. Illegal logging upward trends at LNP and SNP reversed
4. Ecological monitoring and M & E system in place and functioning effectively.
 1. Participatory bird surveys completed by communities with Bird Club at all five sites, and results discussed
5. Local co-management councils and committees will be recognized for their transparency, good governance, and used and trusted as a vehicle for conflict resolution and Protected Area oversight.
 1. Initial Council meetings highlight transparency as a necessary element of Council/Committee MOU

Activities, Milestones and Rationale

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

- a) Summary of Field Appraisals published and widely circulated, both inside and outside Bangladesh
- b) Specific methodology for stakeholder needs ranking is developed
- c) Methodology for stakeholder needs ranking is implemented, including social capital baseline (LGCBS)
- d) Site Strategies are Refined and Clarified for Each of Five Sites

1.2 Natural resource assessments, baselines and a monitoring system will be developed and implemented for the six target Protected Areas and their identified landscapes.

- a) Indicator bird species baseline population counts are described and published widely
- b) Indicator bird species counts are re-executed at all five PAs in May, 2006 by local populations with support from NSP and Bangladesh Bird Club members
- c) Photographic image baseline is clearly catalogue and archived, and photo points are shown on PA maps
- d) Offense Register data from PAs continues to be tracked and reported on
- e) Summary report on all baseline core indicators is presented to multiple fora
- f) New indicator on economic activities in PA landscapes is developed and measured for all sites
- g) New baseline surveys are begun for sixth site for NSP, most likely at Sitakunda

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

- a) Comparative data on poverty status in PA landscapes is developed for same indicators as in Bangladesh Bureau of Statistics (BBS) poverty studies
- b) Institutional infrastructure and characteristics in landscapes (markets, towns, etc.) are to be geo-referenced and then included in new maps of all landscapes
- c) Land use maps are to be developed based on new purchase of remote sensing information

1.4 Based on preceding activities, a model for co-management developed and refined taking into account the ecological relationships and stakeholders activities.

- a) Co-management Council/Committee structure is to be refined and tested
- b) Refined Site Strategy documents include distinct co-management approaches for each site
- c) Summary of NSP models for co-management is reported on and described by year end

1.5 Co-management Committees and Councils will be created and given specific rights, responsibilities and authority for management of Protected Areas.

- a) NSP proposes options/strategies for composing initial Council meetings, and options debated with FD
- b) Councils are invited for formation by FD with NSP input at all five sites
- c) Councils meet and are briefed/oriented on NSP and co-management, including their rights/obligations
- d) Councils elect Co-management Committees by year end

- e) Co-management Committees receive initial orientation about modalities for use of LDF startup funds of 6 Lakhs (approximate)

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 inter-governmental coordination.

- a) Councils and Committees review and discuss their MOU, which includes roles and modalities for conflict resolution and coordination
- b) Process agreed to for the public posting and dissemination of Minutes of 1st Council and Committee meetings (as per Articles)

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

- a) Upon completion of rectified maps of all five PAs (on/about 10/1/05), NSP will proceed to review boundary demarcation with FD
- b) Demarcation of boundaries of PAs are completed with FD for three northern sites and Teknaf
- c) Maps showing proposed land use within the PAs are prepared and discussed with local stakeholder groups

1.8 Protected Area participatory management plans, including Micro-Plans, are developed for the pilot PAs including surrounding landscapes.

- a) Complete draft Management Plans for Teknaf and Chunati sites and submit to FD
- b) Management Plans for Lawachara, Rema-Kalenga and Satchuri are submitted to the MoEF for official Government approval
- c) Simplified version of the three northern Plans are prepared for use in dialogue with local stakeholders
- d) Teknaf and Chunati draft Management Plans are discussed with local stakeholders prior to completion

1.9 Elaboration of locally enforceable management procedures for improving PA management undertaken

- a) PA Committees at each site undertake first management decision at each site
- b) Initiate dialogue with Tea Estate managers and owners concerning how to minimize damage done jointly to tea estates and to the PAs resulting from illegal felling

1.10 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.

- a) By year end, an analysis and recommendation will be made for adaptation of the model to the sixth NSP site, most likely at Sitakunda

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

- a) Implement five training courses for 100 Council/Committee members (10 at each site) on co-management, organizational development and management.

1.12 An ecological monitoring and project M & E system will be developed and implemented to provide feedback and information required for adaptive management of NSP.

- a) Translation of English version of “Community Scorecard” to Bangla version.
- b) Develop training materials on “Participatory M&E” in Bangla.
- c) Select trainees from the five PAs those are representatives of the society.
- d) Held training sessions as appropriate
- e) Revise “Community Scorecard” and finalize.
- f) Finalize reports of all indicators.
- g) Prepare one journal article on bird monitoring, with focus on the participatory aspects of it.

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

2008 Expected Outcomes and Year Three 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.
 - o 10 new local enterprise per site developed in areas of ecotourism, nursery, orchids, or export handicrafts
 - o 50 individuals per site begin income enhancing activities due to Project support
2. Degradation in landscapes around Protected Areas will be slowed.
 - o Heightened core zone patrolling also reduces degradation from commercial activity in the interface landscapes
3. Livelihood improvement programs will be implemented within landscapes around Protected Areas.
 - o New production technologies training for 240 (120 for each region) user group members will be provided for involving them in AIGAs.
4. Local Government of Bangladesh agencies will work to coordinate inputs within the Protected Area landscapes.
 - o Partner Government agencies in the landscape work in Council to catalogue on-going and available activities/projects with potential synergy with PA conservation

Activities, Milestones and Rationale

2.1 Identify and increase market opportunities for enterprises pursuing sustainable investments in products and services linked to Protected Areas.

- a) Meet with select Tour Operators and local communities and develop action plan for pro-poor ecotourism development at five sites
- b) Initiate 15 ecotourism enterprises
- c) Make presentations at the private tour operator’s association
- d) Establish at least one community-owned 4 bed guest house per site
- e) Promote the local trained EcoGuides and ensure that they receive income at all sites for their services

- f) Develop PA wise brochures to facilitate eco-tourism
- g) Provide support on demonstration basis to 6 entrepreneurs for fuel efficient wood stoves marketing/sale
- h) Identify , specific modalities of production/training and sale for export quality natural product handicrafts made in PA landscapes
- i) Develop an additional 25 nursery enterprises
- j) Train 10 of the present nursery farmers on orchid and mushroom culture.

2.2 Encourage involvement of select local stakeholders in participatory benefit sharing agreements signed under Forestry Sector Project on Reserve Forest land and other public land adjacent to Protected Areas, but only in return for agreement to conserve Protected Areas.

- a) Impart training to existing FSP social forestry Groups at Teknaf, Lawachara and Rema Kalenga
- b) Include representatives of FSP social forestry Groups in all NSP social mobilization activities
- c) Sign 7 PCBSAs for each of the five initial pilot sites, or 35 in total
- d) Co-Management Council at two sites review PCBSA for that site

2.3 Provide assistance and make available information on improved practices and sustainable use to stakeholders around the PAs

- a) Undertake demonstration and extension activities on household energy efficiency at all sites, with emphasis on southern sites
- b) Extend information on improved practices for milk-cow rearing and two other priority technologies to 50 groups
- c) Train 240 user group members in new production technologies
- d) Extend water harvesting technology for key stakeholder groups, if appropriate
- e) A three days awareness raising training on PA conservation processes for 1000 (200 for each site) user group members will be provided for PA management and protection.
- f) Extend key health improvement activities through partner NGOs and Government agencies

2.4 Provide credit to households or communities around Protected Areas in the context of co-management agreements.

- a) Obtain approval from USAID on LDF modalities
- b) Activate Landscape Development Fund (LDF) after approval by USAID
- c) Train/orient NSP-North and NSP-South teams on LDF use
- d) Initiate micro-loans through 25 Groups, 5 at each site, linked to conservation activities

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

- a) Identify terms of use of the "Nishorgo-friendly" label for products made in the PA landscapes
- b) Undertake local and national/policy efforts to remove most damaging brickfields from proximity to PA sites

- c) Ensure compliance by sawmills in northern landscapes that they are complying with FD requirements for wood sourcing

2.6 Integrate on-going Government programs including Forestry Sector Project in the nearby areas of the PA with the Nishorgo Program.

- a) Establish working linkages with similar projects, including UNDP's Coastal Biodiversity Project for work in Teknaf and the UNDP/FAO Community based Coastal Fisheries Project in Teknaf
- b) Identify (in refined Site Strategies) and implement actions for leveraging existing activities with Ministries of Agriculture, Fisheries, Education and Health
- c) Identify (in refined Site Strategies) and implement actions for leveraging (1) financing from other NGOs (Grameen, BRAC, ASA, HEED, etc.), (2) existing development activities of these and other NGOs

2.7 Build the capacity of local stakeholders through appropriate training courses.

- a) Assess training needs on issues in PA conservation and management and co-management organization
- b) Prepare training curriculum for PA conservation and management course and co-management organization development and management
- c) Organize and implement five training courses for 100 Council/Committee members (20 at each site) on roles and responsibilities on PA conservation and management
- d) Organize and implement one day orientation workshop in each region for 30 participants. Workshop will include regional NGO heads, selected journalists, academics, other influential people, and topics will cover the current status of PAs and approaches for improving them.

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

2008 Expected Outcomes and Year 3 Outcomes

1. Local stakeholders have a more active role in the collaborative management of Protected Areas.
 - o Councils include local women, ethnic minorities, low income stakeholders and other often-marginalized groups
2. Financing of Protected Areas management will be more secure and sustained.
 - o Two options for extra-Revenue budget financing are explored and pursued
3. Conflict resolution processes will be enhanced, particularly to resolve land tenure and land use conflicts in Protected Areas.
 - o Councils/Committees will highlight conflict resolution role
 - o Local FD officials will receive training in conflict resolution processes
4. Support will be provided, as necessary, to the policy-making developments of the Wildlife Advisory Board.
 - o Support will be provided to re-drafting of the Wildlife Act
5. The private sector will invest in conserving natural forest habitats.

- At least one major new public-private partnership for conservation will be obtained
- 6. Stakeholders will receive financial benefits generated from the management of the Protected Areas.
 - Mechanisms for retaining financial benefits locally will be vetted and agreed upon
- 7. The number of visitors to pilot Protected Areas will increase significantly soon after implementation of co-management plans and complementary investments.
 - Visitor number tracking systems will be put in place at all five PAs
 - Numbers of visitors to Satchuri, Teknaf and Lawachara will double by year end.
- 8. A variety of institutions within civil society will become more vocal in their support for Protected Area conservation.
 - Bangladesh Bird Club members, working with Nishorgo Clubs, will be active in organizing efforts to slow or halt brick fields at southern PAs
- 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.
 - Five or more international refereed publications or papers will be submitted during the year
- 10. Citizens living in and around target Protected Areas will become active partners in implementation of conservation actions.
 - Numerous training and orientation efforts will be executed during the year to explain conservation actions to local citizens
- 11. The image of the Forest Department as an active partner of local stakeholders in Protected Area management will be improved.
 - Survey data shows that local percept of FD is beginning to improve
- 12. Synergy and coordination between the management of PAs and forests in the surrounding landscape will be encouraged and enhanced.
 - Position paper is prepared and vetted giving Council/Committee authority to pre-approve forest management actions in interface landscape
- 13. On issues critical to Protected Area management, GOB ministries will collaborate to resolve obstacles.
 - Two specific examples of such collaboration evident at year end
- 14. The existing Protected Area network will increase by at least 10 percent in coverage.
 - The Satchuri National Park (proposed) will be gazetted as a new National Park officially
 - One new area under consideration as new Protected Area

Activities, Milestones and Rationale

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

- a) Vision 2010 used in all training and orientation courses for FD staff, in which it is studied in detail
- b) Vision 2010 is presented to MoEF for approval as official policy document

- c) Vision 2010 is circulated to Policy makers, Environmentalists and other relevant groups.

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

- a) 3rd Steering Committee is held, with preparatory work assisted by the Project staff
- b) 4th Steering Committee is held, with preparatory work assisted by the Project staff
- c) Project provides technical preparation for Wildlife Advisory Board, and makes presentation on co-management activities to the Board

3.3 Develop a national network of co-management practitioners, including PA managers, FD personnel, civil society and community leaders

- a) Network development fully under way in form of IUCN subcontract on "Coalition in support of Protected Areas" activity
- b) IUCN and FD/Nishorgo co-host at least three widely publicized events concerning network development on PA management

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. Landscape Development Fund (LDF) will be set up.

- a) Sustainable financing plan and strategy is completed, in consultation with FD
- b) Policy and analytical outcomes from Sustainable Financing strategy are presented to senior economists and financial policy-makers at seminar hosted by institution such as BIDS
- c) Sustained financing strategy is vetted and recommendations are made to Steering Committee and MOEF on local participation in benefits and other funding sources for PA management

3.5 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.

- a) Mechanisms and modalities are established for allowing some local retention of entry fees at PA level
- b) Initiate tracking system for all visitors to PAs, to be managed by the FD

3.6 Provide technical assistance to Forest Department/MOEF for finalizing the draft Wildlife (Preservation) (Amendment) Act as developed by FD.

- a) Act draft revision is completed after consultation with field staff and national staff of the FD
- b) Draft Act revision is made available to the public and comments/feedback are systematically compiled
- c) Revised version of the Act is forwarded to the Wildlife Circle for review and forwarding to the Wildlife Advisory Board

- 3.7 Prepare analyses on select priority issues relevant to co-management.
- a) First of two special analyses -- support to the DPP development -- is conducted and completed
 - b) Second of two special analyses is conducted and completed
- 3.8 Assist FD with a review of management objectives and procedures related to forestry activities in the surrounding landscape including linkages with Forestry Sector Project activities.
- a) NSP FSP linkages will be reviewed and established in identified landscape zones
 - b) A review of management practices for the FD managed forests in identified landscape zone will be done taking into account conservation oriented forest management
- 3.9 Develop and implement a communications strategy for Protected Area management.
- a) Undertaken one-day observations at site level for special days such as Environment day or Victory day, as means of highlighting Nishorgo
 - b) Implement opportunities to be present in mass communication media, particularly through public information access
 - c) Undertake national photo competition covering Protected Areas and People
- 3.10 Develop and implement a strategy for establishing a recognized and easily understood image of Nishorgo as a Program.
- a) Continue to promote the use of the Nishorgo Program logo in all communications activities
 - b) Organize national level competition to identify name for "Protected Areas" in Bangla
 - c) Participate in national and site level Tree/Conservation Fair to acquaint people with Nishorgo and the flora of the country.
 - d) Ensure that all new PA signboards and communication materials use the standard Nishorgo logo
- 3.11 Disseminate, via electronic and printed media, resources concerning the Protected Areas.
- a) Maintain www.nishorgo.org and link directly to the FD website
 - b) Bi-monthly E-News Nishorgo Khobor is circulated to no less than 300 interested persons
 - c) Version of Nishorgo Khobor is published in paper format in Bangla and in English
 - d) Additional promotional materials such as hats, folders leaflets, posters and stickers are developed
 - e) CD Rom containing information on Nishorgo Program is prepared and circulated

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

- a) 5 new papers/articles are submitted to international refereed journals or meetings for publication and dissemination
- b) Four NSP staff members submitted articles/papers to international refereed journals

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

- a) Organize and hold -- jointly with the fisheries and wetlands sector representatives -- a high level "Encounter" on NRM Co-Management in Bangladesh, planned for March, 2006
- b) Undertake workshops/meetings under IUCN subcontract targeted to senior and key decision-makers
- c) Implement at least three VIP tours of PAs with senior decision-makers
- d) Implement a one day national level orientation workshop in Dhaka for 100 participants from civil society and private groups or Projects with environmental linkages

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

- a) 30 news articles in national dailies disseminated
- b) 30 news articles in local newspapers are disseminated
- c) Movies/shows on Nishorgo pilot sites are shown on national television
- d) Training/orientation workshop is conducted for local press about PA management and Nishorgo
- e) Press conferences are conducted for all major events of the Project and Nishorgo Program

3.15 Develop and implement an education and sensitization program for young people that can directly impact PAs.

- a) Memorandum of Understanding with Bangladesh Scouts is signed by Scouts and NSP
- b) 2nd PA-to-PA Hike of the Bangladesh Scouts is organized for the southern Nishorgo PAs
- c) Nishorgo Clubs are formed jointly by Scouts and other local youth at each of the five initial pilot PAs.
- d) Nishorgo Club youth undertake at least two widely publicized events at each PA
- e) School program briefings conducted jointly with Scouts at principle schools within PA landscapes
- f) Inter School Quiz/ Debate Competition is organized by the Project
- g) Video clippings shown to local youth/ children at all sites

3.16 Develop and establish appropriate communication actions for local stakeholders in and around pilot sites.

- a) Movie in Video-CD is made from West Bengal trip

- b) West Bengal movie is shown and discussed throughout all five pilot site areas
- c) "Three Little Forests" movie is finalized with Bangla voice-over
- d) "Three Little Forests" movie is shown throughout northern sites for awareness raising
- e) Nishorgo's "Local Flora" exhibit (developed for 2005 Tree Fair) is used as part of local fairs for young people at all five sites
- f) Theater events developed and implemented at site level (see site targets)
- g) Radio events developed and implemented at site level (see site targets)

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

2008 Expected Outcomes and Year 3 Outcomes

1. The quality of management of Protected Areas will improve, in particular via the enhanced capability of Forest Department Protected Area staff.
 - o Management Scorecard values are set as baseline for all five initial pilot sites
 - o Independent "consumer survey" of community perceptions of FD demonstrates improved FD performance at field level during the year
2. FD staff and other stakeholders fully engaged, professionally trained and motivated to carry out key, essential tasks related to the improved and collaborative management of targeted PAs.
 - o Community Scorecard values concerning Forest Dept local staff are set
3. A Protected Area System will exist and be recognizable as such.
 - o PA system presentation in written and electronic materials shows as integrated PA system
4. The Wildlife Management & Nature Conservation Circle will project a clear mandate and operational independence within the Forest Department.
 - o By year end, key ACFs in the Wildlife Circle are prepared to take over PA management of five pilots
5. A basic economic understanding of the costs and benefits of protecting natural areas will be generated and used in public policy decisions.
 - o Results to new surveys on economic costs and benefits, including poverty implications, of PA management are being used by senior policy makers and circulated in the press
6. The quality and availability of in-country training in Protected Area management will improve.
 - o By year end, model is proposed for improvements to in-country training of Forest Officers in PA management
7. Local participants in co-management agreements for Protected Areas will capture a portion of the financial and economic benefits derived from the Protected Areas.
 - o Local communities at pilot sites will begin collecting a portion of PA visitor fees
8. Additional resources will be identified to further the goals of Protected Area management.

- Proposal will be made to major donor for new funding round for PA management
 - At least one PPP will be executed under the Nishorgo Conservation Partnerships program
9. 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.
- Ten applied research case studies by Bangladeshi researchers are launched focusing on one of the six pilot PAs
10. 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.
- Base values of the Management Scorecard, the Community Scorecard and the five "Core" indicators are set

Activities, Milestones and Rationale

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

- a) At least one session is organized at which Mitchell/Alam/Bari report is presented to senior Government and donor representatives
- b) Follow on opportunities for co-financing are identified with specific donors
- c) New "Code of Conduct" is developed for local FD Officers and Guards at PA level
- d) Distribute Bangla version of "Management Scorecard" to all FD staff of five PAs.
- e) Conduct survey of stakeholder perceptions of FD in target landscapes as baseline for comparing changes to FD performance over time
- f) Revise and finalize the Management Scorecard.
- g) Enter data collected by NSP South and North, data analysis and report writing on Management Scorecard
- h) Management Scorecard values set at each site and reviewed with FD PA staff

4.2 Take account of co-management assessment and evaluate training needs for FD staff as well as collaborating stakeholders, then develop and implement appropriate training activities.

- a) Design and implement minimum two sessions of 3 days each training and reorientation program for local FD Guards/Mali at all five initial pilot PAs
- b) Design and implement minimum two sessions of 3 days each training and reorientation program for local FD Officers at all five initial pilot PAs
- c) Special session is organized for all available ACFs to focus on PA management and co-management
- d) Special training strategies focus on ethnic minority and gender sensitivity training and implications

- e) Baseline values and survey conducted concerning community perceptions and trust of Forest Department staff
- f) 15 Assistant Conservator of Forest & Deputy Conservator of Forest will be given two days NSP Planning Sessions
- g) 35 Range Officers, Deputy Range Officers and Beat Officers will be given three days Orientation Training
- h) 50 Forest Guard & Mali will receive Skill Development Training for three days on tasks related to PA management.
- i) 35 Range Officers, Deputy Range Officers and Beat Officers as well as 50 Forest Guard & Mali will be provided three days community mobilization processes and social development training

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

- a) Marketing and awareness of "System" is heightened through preparation of "Your National Parks" communication package
- b) NSP-specific guidelines concerning use of local citizens for PA work and tourism opportunities are adapted PA-wide

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) Translation of "Community Scorecard" to Bangla.
- b) Develop training materials on "Participatory M&E" in Bangla.
- c) Select trainees from the five PAs and hold training sessions as appropriate
- d) Revise "Community Scorecard" and finalize starting scores.
- e) Community Scorecard scores generated for all sites
- f) Poverty baseline data collected for all sites in concordance with BBS Poverty study reports and survey outputs

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) Initial site-specific study at Lawachara National Park of costs/benefits of PA management improvements is completed and presented
- b) Results of this LNP study published in international forum
- c) Second site-specific study on economic costs and benefits of PAs is conducted
- d) Results of second study are presented and published

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

- a) Results of the sustainable financing strategy are presented and discussed by economists and policy-makers at high level forum (likely to be at BIDS)
- b) Support FD in preparation of proposal to GEF for PA financing
- c) Obtain additional funds for PA management under the "Nishorgo Conservation Partnership" program

- 4.7 Develop a prioritized applied research agenda for the Protected Areas, and assist researchers in addressing these priorities.
- a) Vet draft Applied Research Policy and Agenda of the Forest Department
 - b) Revise and Present to Steering Committee
 - c) Identify modalities for 10 initial applied research case studies on PA management social/economic issues (under subcontract with EWC)
 - d) Applied researchers identify subjects
 - e) Applied researchers receive training in writing
 - f) Applied researchers begin field work
 - g) At least two researchers from outside Bangladesh begin doing applied research inside the pilot sites
- 4.8 Build professional and communication networks between Bangladeshi Protected Area management experts and counterparts in other South Asian countries.
- a) Under "PA Coalition" subcontract, South Asian PA management experts come to interact with Bangladeshi counterparts
 - b) Follow up exchange undertaken with co-management personnel in India
- 4.9 Develop a strategy for phasing out Project support.
- a) Develop and put in place offices of the Nishorgo Program at the Forest Department

Cross-Cutting Project Results

CC1: Execute critical management and administrative activities in support of the Project

- a) Advertise and hire new Enterprise Development Specialist (EDS) in Dhaka to coordinate enterprise and AIG activities across the Project sites
- b) 2nd Year Annual Report is completed and submitted
- c) IUCN subcontract is signed.
- d) Administrative issues relating to addition of sixth site for NSP are completed
- e) Meet with partner institution Directors no less than once during the year
- f) Select NSP deliverables are formatted in PDF/Word with photos and submitted to the USAID/DEC by IRG/DC
- g) Conduct mid-year Work Plan review in October, 2005
- h) Staff TOT training for SFs & FOs (5+20) of each site will be conducted
- i) FOs (20) of each Site will be provided Conflict Management training courses

CC2: 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) New Project staff ID cards are issued with approval of the FD

CC3: Project efforts are complementary to and supportive of the Arannayk Foundation

- a) Achieve at least two Nishorgo-related public private partnership contribution jointly brokered by NSP and the Arannayk Foundation
- b) Include Arannayk as partner, if Arannayk accepts, in planning for the March 2006 "Encounter" on "Co-Management of Natural Resources in Bangladesh"
- c) Share office facilities with Arannayk in Banani office.

CC4: Nishorgo implements a strategy benefiting women and minority groups and capitalizing on their distinct social roles

- a) Refined Site Strategies pay special attention to gender-differentiated recommendations for action
- b) Gender roles and issues included explicitly in field level FD Officer and Guard/Mali training/orientation courses
- c) Over 60 percent of new hires to the Project at all levels are women
- d) Discrimination Focal Person appointed in Dhaka office reporting to COP to cover gender, minority and other possible discrimination issues
- e) All RCs, FCs, FOs (35) and technical staffs will undergo three days gender awareness training for promoting gender neutral behavior.

CC5: The project actively engages environmentalist organizations from civil society in support of PA conservation goals

- a) Collaborate with the Bangladesh Bird Club and with other important environmental associations in civil society

CC6: The Project benefits from synergies with other USAID projects

- a) Jointly plan for lessons learned "Encounter" on NR co-management with MACH Project
- b) Assist in preparation and implementation of Shoshashoner Anneshonay (Zones of Good Governance) Initiative in the Srimongal District with other USAID Projects and partners

CC7: The Project facilitates achievement of NSP Objectives 5 and 6 under the Forest Department

- a) Complete trail development for 15 trails, including putting up signs and identifying initial trail routing (FD to undertake additional improvements)
- b) RIMS maps will be updated and rectified with 5 other GIS layers for each of the six NSP pilot sites and their interface landscapes
- c) Additional remote sensing data will be purchased for one or more of the pilot sites
- d) On basis of rectified and corrected maps of PAs, the NSP will provide assistance to the FD in boundary demarcation and pillar posting at site level.

ANNEX 3: Activity Plan & Quantitative Milestones for NSP North

Rangpur Dinajpur Rural Service (RDRS Bangladesh)
Nishorgo Support Project (North), Srimangal
Activity Plan and Milestones # Year 03 (June 2005 - May 2006)

SL	Objective wise Activities	Lawachara NP	Sathchari NP	Rema-Kelenga WLS	Milestone for 3rd Year	Responsibility
PCP Objective 1: Co-management Model						
A.	Mass Mobilization (Co-management Committee & Council)					
1	User Group Formation	22	22	36	80	FO, SF
2	User Group Member Admission	330	330	540	1200	FO, SF
3	Meeting and Dialogue with various Stakeholder	8	6	8	22	FO,SF, FC
4	Meeting and Dialogue with Civil Society and Local Elites	3	3	3	9	FO,SF, FC
5	Council Member selection	50	50	50	150	FO, SF
6	Formation of Co-management Council	1	1	1	3	FO,SF, FC
7	Formation of Co-management Committee	1	1	1	3	CM,SF, FC
PCP Objective 2: AIGA and Ecosystem						
A.	Alternative Energy Programme					
1	Introduce Energy-saving Oven	100	50	50	200	FO, SF
2	Communicate & meeting with brick field Owners	2	2	2	6	FO,SF, FC
3	Meeting with Betel-Leaf Cultivators	6	0	0	6	FO, SF,FC
B.	Alternative Income Generating Activities					
1	Nursery	6	6	10	22	FO,SF, MT
2	Homestead Gardening	25	15	20	60	FO, SF, MT
3	Orchid cultivation	4	0	0	4	FO, SF, MT
4	Mushroom Cultivation	5	1	1	7	FO, SF, MT

5	Shallow Tubewell	2	1	6	9	FO, SF, MT
6	Poultry/duck Raring	6	5	4	15	FO, SF, MT
7	Milk Cow Raring	15	10	23	48	FO, SF, MT
8	Cow fattening	10	10	10	30	FO, SF, MT
9	Pork rearing	5	5	6	16	FO, SF, MT
10	Fishculture	5	3	12	20	FO, SF, MT
11	Handicraft	5	3	7	15	FO, SF, MT
12	Tailoring	10		10	20	FO, SF, MT
13	Small Trades	40	10	30	80	FO, SF, MT
14	Eco Tour Guide	3	3	3	9	FO, SF, MT
15	Loan Disbursement during the Year (Amount)	1151830	588,170	1,160,000	2900000	FO, SF, FC
16	Disburse Loanee/Borrower during the Year	141	72	142	355	FO, SF, FC
PCP Objective 3: Policy and Communication/constituency Building						
A.	<i>Rapport building and workshop with Journalists</i>					
1	Workshop/Meeting/Discussion Session	1	0	0	1	Sn M (C.) FC
B.	<i>Environment and right forum</i>					
1	Communicate with CBO/NGO/Club	1	1	1	3	Sn M (C.) FC
2	Ecotoure Guide Training	9	7	8	24	FO SF NACOM
C.	<i>Local communication & out reach</i>					
1	Cultural Team Formation(PT/FS)	2	2	2	6	FO,SF, SnM©
2	Partcipants selection for PT/FS	22	22	22	66	FO,SF, SnM©
3	Training organized for PT/SF	22	22	22	66	FO,SF, SnM©
4	Issue selection	3			3	FO,SF, SnM©
5	Folk Song/ PT display	3	3	3	9	FO,SF, SnM©

6	Arrange Debate	1	1	1	3	FO,SF, SnM©
7	Video clipping show by Enamul Haque to local youth/Children	1	1	1	3	FO,SF, SnM©
8	Art/Photography Competition for Students	1	1	1	3	FO,SF, SnM©
9	Trail hiking with YC/Students/Boy Scouts/Girls Guide	1	1	1	3	FO,SF, SnM©
10	Arrange Trail Hiking for Imam	1	0	0	1	FO,SF, SnM©
11	Mass meeting with Student on Biodiversity Conservation	2	2	2	6	FO,SF, SnM©
12	Tree Fair	1	1	1	3	FO,SF, SnM©
13	Day Observation	5	4	4	13	FO,SF, SnM©
D.	<i>Demonstration and Publication</i>					
1	Set-up Bill Board	10	10	10	30	"&NSP Dhaka
2	Initiate to Publish News, Features etc. at Local Daily's	As per need	As per need	As per need	0	SnM (C)
3	CDS Materials develop & supply	22	15	29	66	MT, SF, RDRS
4	Skill Training Module and Materials develop	10			10	MT, SF, RDRS
PCP Objective 4: Capacity Building and Institutionalization						
A.	<i>User Group/Youth Club</i>					
1	Bi -weekly/monthly meeting for Awereness Development	As per need	As per need	As per need	0	
2	Bio-dirbersity conservation training	15	10	13	38	NSP, Dhaka
3	AIGA training for GMs	141	72	142	355	NSP, Dhaka
4	Linkage with GOB and NSP	As per schedule	As per schedule	As per schedule	0	SF, FC
5	Linkages with FSP group	5		5	10	FO, SF
6	Leadership & Management Ttraining	44	37	65	146	NSP, Dhaka
7	Energy Saving Training	1	1	1	3	NSP, Dhaka
8	Women right-based Training for FD, Elites & Professionals	1	1	1	3	NSP, Dhaka
B.	<i>Community Development School (CDS)</i>					

1	CDS establish	22	15	29	66	FO, MT, SF
2	Session starts (Fortnightly)	22	15	29	66	FO, MT, SF
3	Training of Community Promoter	22	15	29	66	MT, SF, RDRS
4	Demonstration establish	22	15	29	66	FO
C.	<i>Co-management Council & Committee</i>					
1	Ensure Regular Meeting & Record Keeping	As per Schedule	As per Schedule	As per Schedule	0	
2	Exposer visit for Co-management Committee Member	5	5	5	15	NSP
3	CMgt committee members training on resourch Mgt /Environment	20	20	20	60	NSP, Dhaka
D.	<i>Forest Department</i>					
1	Good Governance Training	1	1	1	3	NSP, Dhaka
2	Policy Dialogue between NSP-FD	1	1	1	3	SF, FC
3	Rapport Building and Development	Keep communication	Keep communication	Keep communication	0	SF, FC
4	Patrolling	1	1	1	3	NSP& FD
E.	<i>NSP Staffs</i>					
1	Training on Group Dynamics & CDS	10	4	6	20	NSP, Dhaka
2	PME for staff	10	4	6	20	NSP, Dhaka
3	Training on Advocacy and networking	10	4	6	20	NSP, Dhaka
4	Training on PHC of FO	5	3	5	13	NSP, Dhaka
5	Training on conflict resulation	10	4	6	20	NSP, Dhaka
6	Exposure visit for Learning of Co-management Activities	1	1	1	3	FC & NSP, Dhaka
Cross-cutting Activities						
1	Monthly Coordination Meeting with FD& NSP at site level	12	12	12	36	SF

2	Monthly Coordination Meeting with FD & NSP at Project level	12	12	12	36	FC
3	Mid year planning review meeting	1			1	FC
4	Annual Planning progress review and next year planning	1			1	FC

ANNEX 4: Activity Plan & Quantitative Milestones for NSP South

Community Development Centre (CODEC)
Nishorgo Support Project (South), Cox's Bazar
Activity Plan and Milestones # Year 03 (June 2005 - May 2006)

SL	Objective wise Activities	Teknaf GR	Chunati WLS	Milestone for 3rd Year
PCP Objective 1: Co-management Model				
A.	<i>Mass Mobilization (Co-management Committee & Council)</i>			
1	User Group Formation (May '05: TGR - 22, CWLS - 15)	45	25	70
2	User Group Member Admission (May '05: TGR - 455, CWLS - 230)	900	500	1400
3	Federation Formation/CC (Apex Body of User Group)	2	1	3
4	Meeting and Dialogue with various Stakeholder	4	4	8
5	Meeting and Dialogue with Civil Society and Local Elites	4	4	8
6	Formation of Co-management Council	2	1	3
7	Formation of Co-management Committee	1	1	2
PCP Objective 2: AIGA and Ecosystem				
A.	<i>Alternative Energy Programme</i>			
1	Introduce Energy-saving Oven	50	50	100
2	Communicate & meeting with brick field Owners	4	4	8
3	Meeting with Betel-Leaf Cultivators	4	4	8
B.	<i>Alternative Income Generating Activities</i>			
1	Nursery / Plantation /Linkage with FSP	10	10	20
2	Cow Fattening	15	15	30
3	Milk Cow Raring	15	15	30
4	Vegetable Gardening	15	15	30
5	Poultry Raring	15	15	30
6	Handicraft	15	15	30
7	Eco Tour Guide	6	8	14
8	Loan Disbursement during the Year (Amount)	1,125,000	1,250,000	2,375,000
9	Disburse Loanee/Borrower during the Year	225	250	475
PCP Objective 3: Policy and Communication/constituency Building				
A.	<i>Rapport building and workshop with Journalists</i>			
1	Workshop/Meeting/Discussion Session	6	8	14
B.	<i>Local Ecosystem Enterprise Development</i>			
1	Trail Development	3	3	6

2	Ecotoure Guide Training	1	1	2
C.	<i>Youth Activities</i>			
1	Youth Club (YC) formation (Nishorgo Club)	2	0	2
2	YC Member Admission	30	0	30
3	Provide Sport Materials	As per approval	As per approval	
4	Assits for Arrange game & sports for youth	1	1	2
5	Arrange Tour/Visit for YC	1	1	2
6	Arrange Debate	1	1	2
7	Trail hiking with YC/Students/Boy Scouts/Girls Guide	1	1	2
8	Art Competition for Students	1	1	2
9	Cultural Team Formation	2	2	4
10	Arrange Various Cultural Programme regarding PCP objectives	2	2	4
11	Day Observation	2	2	4
D.	<i>Demonstration and Publication</i>			
1	Set-up Bill Board	10	10	20
2	Initiate to Publish News, Features etc. at Local Daily's	As per need	As per need	
PCP Objective 4: Capacity Building and Institutionalization				
A.	<i>User Group/Youth Club</i>			
1	Bi -weekly/monthly meeting for Awereness Development	As per schedule	As per schedule	
2	Bio-dirbersity conservation training	10	7	17
3	AIGA training and linkage with other NGO/NSP	6	6	12
4	Linkage with federation and GOB/FSP/NSP	As per schedule	As per schedule	
5	Leadership & Management Ttraining	1	1	2
6	Energy Saving Training	1	1	2
7	Women right-based Training	1	1	2
8	Awareness Training for Young Member of Nishorgo Club	1	1	2
B.	<i>Co-management Council & Committee</i>			
1	Ensure Regular Meeting & Record Keeping	As per schedule	As per schedule	
2	Exposer visit for Co-management Committee Member	1	1	2
3	Foundation Training	1	1	2
C.	<i>Forest Department</i>	1	1	2
1	Good Governance Training	1	1	2
2	Policy Dialogue between NSP-FD	1	1	2
3	Rapport Building and Development	Keep communication	Keep communication	
4	Patrolling	As per	As per	

		support	support	
D.	NSP Staffs			
1	Training on Group Dynamics	1	1	2
2	Orientation on Environment and Conservation and Forest Laws	1	1	2
3	Exposure visit for Learning of Co-management Activities	1	1	2
Cross-cutting Activities				
1	Arrange meeting/workshop with Imams, Teachers, Local Doctors, Newsmen & Social Worker	As per schedule	As per schedule	
2	Linkage with NSP and FSB & Bio-diversity Project	Keep communication	Keep communication	
3	Support program regarding education, water & sanitation for PA	As per support	As per support	
4	Add Sitakunda Reserve Forest as third PA of South Region and diagonious activities will be accomplish			
5	Monthly Coordination Meeting will be held at each Site			
6	Monthly Coordination Meeting will be held at Cox'sBazar Office			

Remarks:

Users Group Member Training Schedule will be finalize after discussion with NSP/IRG, Dhaka.

Community Development Centre (CODEC)
Nishorgo Support Project (South), Cox's Bazar- Chunati Site
Activity Plan and Milestones- Year-03- June 1, 2005 to May 31, 2006

SL	Objective wise Activities	Targets for 3rd Year
PCP Objective 1: Co-management Model		
A.	<i>Mass Mobilization (Co-management Committee & Council)</i>	
1	User Group Formation (Village Organization with in PA)	25
2	User Group Member Admission	500
3	Federation Formation/CC (Apex Body of User Group)	1
4	Meeting and Dialogue with various Stakeholder	1
5	Meeting and Dialogue with Civil Society and Local Elites	1
6	Formation of Co-management Council	
7	Formation of Co-management Committee	
PCP Objective 2: AIGA and Ecosystem		
		50
A.	<i>Alternative Energy Programme</i>	4
1	Introduce Energy-saving Oven	4
2	Communicate & meeting with brick field Owners	
3	Meeting with Betel-Leaf Cultivators	10
B.	<i>Alternative Income Generating Activities</i>	15
1	Nursery / Plantation	15
2	Cow Fatening	15
3	Milk Cow Raring	15
4	Vagitable Gardening	15
5	Poultry Raring	15
6	Handicraft	5
7	Eco Tour Guide	8
8	Loan Disbursement during the Year (Amount)	1,250,000
9	Disburse Loanee/Borrower during the Year	250
PCP Objective 3: Policy and Communication/constituency Building		
A.	<i>Rapport building and workshop with Journalists</i>	3
1	Workshop/meeting	1
B.	<i>Local Ecosystem Enterprise Development</i>	
1	Trail Development	0
2	Ecotoure Guide Training	0
C.	<i>Youth Activities</i>	As per approval
1	Youth Club (YC) formation (Nishorgo Club)	1
2	YC Member Admission	1
3	Provide Sport Materials	1

4	Assits for Arrange game & sports for youth	1
5	Arrange Tour/Visit for YC	1
6	Arrange Debate	2
7	Trail hiking with YC/Students/Boy Scouts/Girls Guide	2
8	Art Competition for Students	2
9	Cultural Team Formation	
10	Arrange Various Cultural Programme regarding PCP objectives	10
11	Day Observation	As per need
D.	<i>Demonstration and Publication</i>	
1	Set-up Bill Board	Targets for 3rd Year
2	Initiate to Publish News, Features etc. at Local Daily's	
PCP Objective 4: Capacity Building and Institutionalization		
A.	<i>User Group/Youth Club</i>	As per schedule
1	Bi -weekly/monthly meeting for Awereness Development	7
2	Bio-dirbersity conservation training	6
3	AIGA training and linkage with other NGO/NSP	As per schedule
4	Linkage with federation and GOB/FSP/NSP	1
5	Leadership & Management Ttraining	1
6	Energy Saving Training	1
7	Women right-based Training	1
8	Awareness Training for Young Member of Nishorgo Club	
B.	<i>Co-management Council & Committee</i>	As per schedule
1	Ensure Regular Meeting	1
2	Exposer visit for Co-management Committee Member	1
3	Foundation Training	1
C.	<i>Forest Department</i>	1
1	Good Governance Training	1
2	Policy Dialogue between NSP-FD	Keep communication
3	Rapport Building and Development	As per support
4	Patrolling	
D.	<i>NSP Staffs</i>	1
1	Training on Group Dynamics	1
2	Orientation on Environment and Conservation and Forest Laws	1
3	Exposure visit for Learning of Co-management Activities	
Cross-cutting Activities		As per schedule
1	Arrange meeting/workshop with Imams, Teachers, Local Doctors, Newsmen & Social Worker	Keep communication
2	Linkage with NSP and FSB & Bio-derversity Project	As per support
3	Support program regarding education, water & sanitation for PA	
4	Add Sitakunda Resurve Forest as third PA of South Region and diagonious activities will be accomplish	
5	Monthly Coordination Meeting will be held at each Site	

6 Monthly Coordination Meeting will be held at Cox'sBazar Office

Community Development Centre (CODEC)
Nishorgo Support Project (South), Cox's Bazar- Teknaf Site
Activity Plan and Milestones- Year-03- June 1, 2005 to May 31, 2006

SL	Objective wise Activities	Targets for 3rd Year
PCP Objective 1: Co-management Model		
A.	<i>Mass Mobilization (Co-management Committee & Council)</i>	
1	User Group Formation (Village Organization with in PA)	45
2	User Group Member Admission	900
3	Federation Formation/CC (Apex Body of User Group)	2
4	Meeting and Dialogue with various Stakeholder	1
5	Meeting and Dialogue with Civil Society and Local Elites	1
6	Formation of Co-management Council	2
7	Formation of Co-management Committee	1
PCP Objective 2: AIGA and Ecosystem		
		50
A.	<i>Alternative Energy Programme</i>	4
1	Introduce Energy-saving Oven	4
2	Communicate & meeting with brick field Owners	
3	Meeting with Betel-Leaf Cultivators	10
B.	<i>Alternative Income Generating Activities</i>	15
1	Nursery / Plantation	15
2	Cow Fatening	15
3	Milk Cow Raring	15
4	Vagitable Gardening	15
5	Poultry Raring	15
6	Handicraft	5
7	Eco Tour Guide	6
8	Loan Disbursement during the Year (Amount)	1,125,000
9	Disburse Loanee/Borrower during the Year	225
PCP Objective 3: Policy and Communication/constituency Building		
A.	<i>Rapport building and workshop with Journalists</i>	3
1	Workshop/meeting	1
B.	<i>Local Ecosystem Enterprise Development</i>	
1	Trail Development	2
2	Ecotoure Guide Training	30
C.	<i>Youth Activities</i>	As per approval
1	Youth Club (YC) formation (Nishorgo Club)	1
2	YC Member Admission	1
3	Provide Sport Materials	1

4	Assits for Arrange game & sports for youth	1
5	Arrange Tour/Visit for YC	1
6	Arrange Debate	2
7	Trail hiking with YC/Students/Boy Scouts/Girls Guide	2
8	Art Competition for Students	2
9	Cultural Team Formation	
10	Arrange Various Cultural Programme regarding PCP objectives	10
11	Day Observation	As per need
D.	<i>Demonstration and Publication</i>	
1	Set-up Bill Board	Targets for 3rd Year
2	Initiate to Publish News, Features etc. at Local Daily's	
PCP Objective 4: Capacity Building and Institutionalization		
A.	<i>User Group/Youth Club</i>	As per schedule
1	Bi -weekly/monthly meeting for Awereness Development	10
2	Bio-dirbersity conservation training	6
3	AIGA training and linkage with other NGO/NSP	As per schedule
4	Linkage with federation and GOB/FSP/NSP	1
5	Leadership & Management Ttraining	1
6	Energy Saving Training	1
7	Women right-based Training	1
8	Awareness Training for Young Member of Nishorgo Club	
B.	<i>Co-management Council & Committee</i>	As per schedule
1	Ensure Regular Meeting	1
2	Exposer visit for Co-management Committee Member	1
3	Foundation Training	1
C.	<i>Forest Department</i>	1
1	Good Governance Training	1
2	Policy Dialogue between NSP-FD	Keep communication
3	Rapport Building and Development	As per support
4	Patrolling	
D.	<i>NSP Staffs</i>	1
1	Training on Group Dynamics	1
2	Orientation on Environment and Conservation and Forest Laws	1
3	Exposure visit for Learning of Co-management Activities	
Cross-cutting Activities		As per schedule
1	Arrange meeting/workshop with Imams, Teachers, Local Doctors, Newsman & Social Worker	Keep communication
2	Linkage with NSP and FSB & Bio-derversity Project	As per support
3	Support program regarding education, water & sanitation for PA	
4	Add Sitakunda Resurve Forest as third PA of South Region and diagonious activities will be accomplish	
5	Monthly Coordination Meeting will be held at each Site	

6 Monthly Coordination Meeting will be held at Cox'sBazar Office

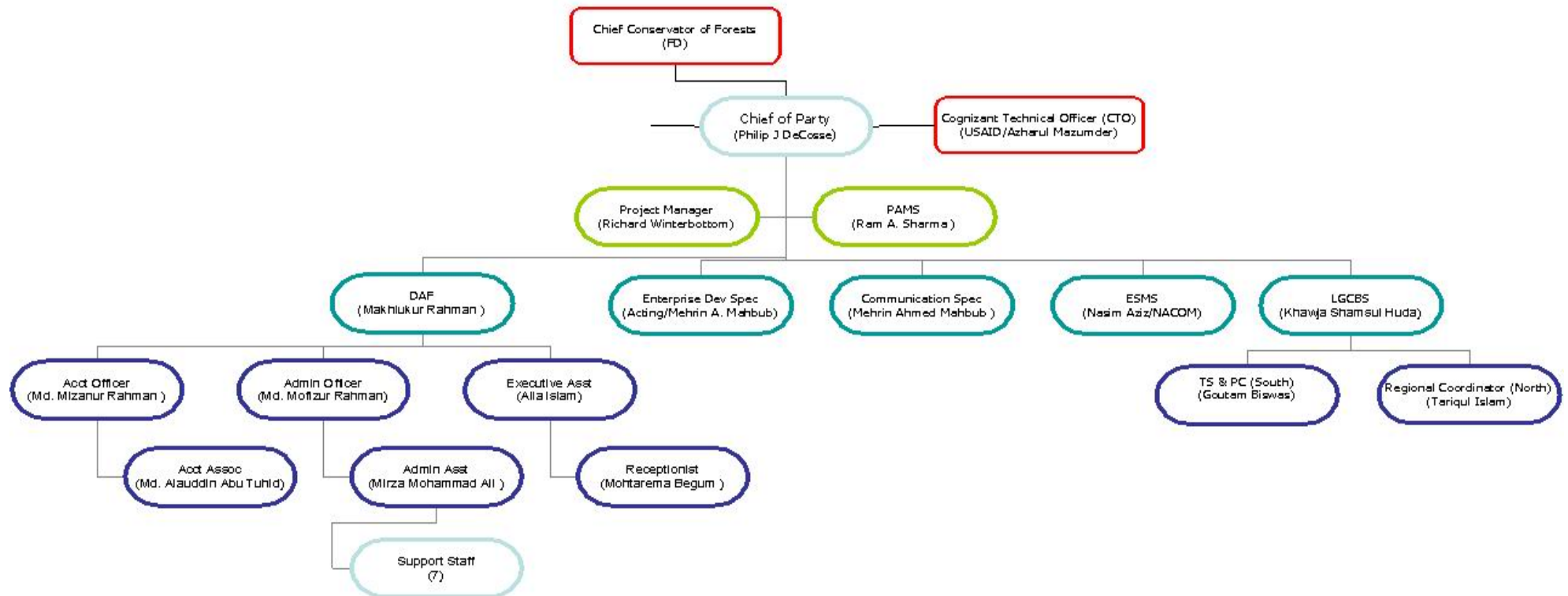
ANNEX 5: Summary of Project Financial Resources Allocated to Achieve Year Three Milestones

Distribution of Cost by Objectives NSP Year-3 Work Plan Budget Period: June 1 2005 - May 31, 2006						
Particulars	Total	Objective 1	Objective 2	Objective 3A	Objective 3B	Objective 4
<i>IRG Employee Labor</i>	\$376,549	\$75,310	\$71,544	\$86,606	\$67,779	\$75,310
<i>Travel and Per diem</i>	\$48,265	\$9,653	\$9,170	\$11,101	\$8,688	\$9,653
<i>Other Direct Costs</i>	\$259,316	\$51,863	\$49,270	\$59,643	\$46,677	\$51,863
<i>Non-expendable Equipment</i>	\$5,938	\$1,188	\$1,128	\$1,366	\$1,069	\$1,188
<i>Subcontracts</i>	\$599,984	\$119,997	\$113,997	\$137,996	\$107,997	\$119,997
<i>Indirects</i>	\$336,096	\$67,219	\$63,858	\$77,302	\$60,497	\$67,219
<i>Total Cost:</i>	\$1,626,148	\$325,230	\$308,968	\$374,014	\$292,707	\$325,230

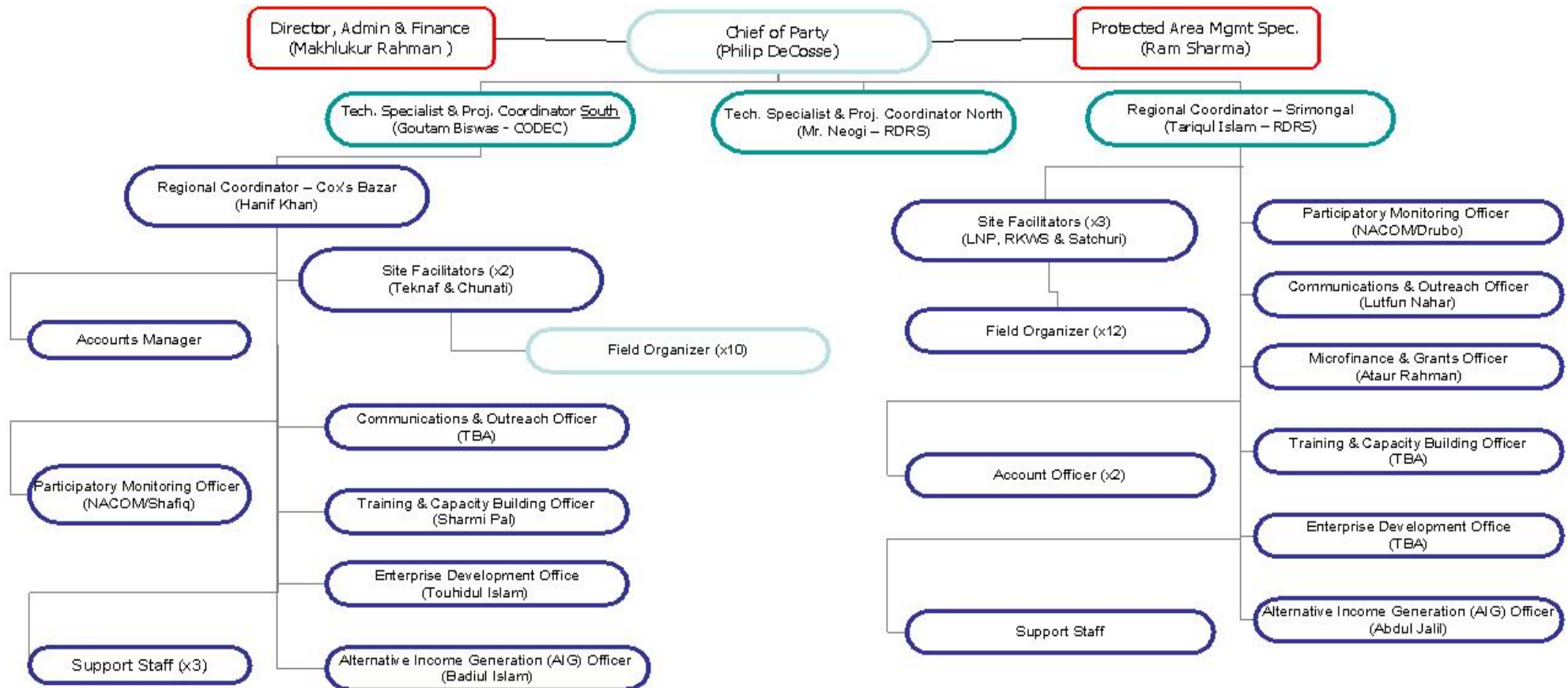
Notes:

- (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 NSP Team -- Dhaka Office



ANNEX 7: Organizational Chart of NSP Team -- Northern and Southern Field Offices



ANNEX 8: Villages & Zones Covered by NSP Field Organizers

Staff Wise Working Village and PA Zones of
North Site - Nishorgo Support Project
Srimangal, Moulvibazar

Site : Lawachara National Park

SL#	Name of Field organizer	Working village	Area/ zone
01	Mr. Khair Ali	Bagmara, North Baligao, Raj tila	Zone -A
02	Mr. Mahabubur Rahman	Satock chara, Bongao, Sariabari, Verachara, Baligao South	Zone-B
03	Mr. Mira Rani Ghosh	Noagao, Tila gaon, Vasanigaon, Longurpar, Ballarpar	Zone-D
04	Margaret Souching	Dolubari, Lawacharaponji, Magorcharaponji, Radhanagar, Bishamoni	Zone-E
05	New staff	Garobosti, Lamua, Chautoli, Kaikabazar, Birahimpur	Zone-C

Site : Satchari National Park

SL#	Name of Field organizer	Working village	Area/ zone
01	Ms. Uma Rani Deb	Shahjahanpur, Bagbari, Taliapara, Goshnagar, Ratanpur, Rashulpur, Promanandapur, Tiprpara.	Zone-B
02	Mr. Shafiqul Alam	Deorgach, Enatabat, Bhagharu, Kalishiri, Ghonoshampur, Noyanibongao.	Zone-A
03	Lutman Edmon Paduna	Gazipur, Holholia, Karullah, Doulatkhabad.	Zone-C

Site : Rema Kelanga Wild life Sanctuary

SL#	Name of Field organizer	Working village	Area/ zone
01	MR. Haripada Debnath	Krishnochara, Hatimara, Researve Tila, Gumborachara, Durgabasti, Laltila, Kelenga, Chokiderbari, Lalker, Himalia.	Zone-A&B
02	Ms. Prova Kubi	Debrabari, Chanbari, Mongoliabari, Kaliabari, Taltala, Himalia, Horinmara, Chanaltoli, Puranbari, Kalenga.	Zone-B.
03	Ms. Shahina Khanum Chow.	Barabda, Basullah, Alinagar, Balumara, Laturgaon.	Zone-D&E
04	Mr. Abdul Mannan	Shukuntala, Amirpur, Jaliabosti, Nichintopur.	Zone-C
05	Mr. Shafiul Islam	Basullah, Kabilashpur, Krishnanagar.	Zone-E

Chunati Site:

SL	Name of Field Organizer	Village	Area/Sector
01	Nazem Uddin Siddique	<ul style="list-style-type: none">• Kulpagle• Rashiderghona• Khalifa Para• DamirGhona• Kalairghona• Merekhali	Kulpagle To Shufinagar
02	Rashadul Hoque	<ul style="list-style-type: none">• Sufianagar• Ratarkul• Kalu Sikderpara• Hindupara• Lamba Pahar• Goalte Mura• Kumudia Duri• Bonpukur	Shufi Nagar To Ban Pukur
03	Shahima Akhter	<ul style="list-style-type: none">• Hatkhola Mura• Barua Para• Bosingha Ghona• Nalbungia• Tengharia Para• Rahmania Para	Ban Pukur To Rahmania Para
04	Abdul Gani Khan	<ul style="list-style-type: none">• Kalatali• Aziz Nagar• Gainakata• Jangalbasti• West Villager Para• Nawa Para• East Villager Para• Esakhali• Vandari Doba• Goalmara• Parmudu Para	Aziz Nagar To North Harbang
05	Md. Kamal Uddin	<ul style="list-style-type: none">• Jangal Puichari• East Puichari• Napora• Jangal Napora	Pui Chari To Napora (Partly)

It is mentioned that due to distance & geographical situation it is not possible to work at Banskhali from Chunati Office. It is needed to take another small at Banskhali area.

Tekanf Site:

SL	Name of Field Organizer	Village	Area/Sector	East/West
01	Kawser Malek	<ul style="list-style-type: none"> • Harikhola • Daygong Kata • Lamba Ghona • Laturi Khola • Amtali 	A	East
02	Khorshed Alam	<ul style="list-style-type: none"> • Lamba Bill • Unche Prang • Raykhong • Kanjar Para • Jhemong Khali 	B	
03	Proposed	<ul style="list-style-type: none"> • Nawa Para • Nawa Bazar • Kharang Khali • Mina Bazar 	C	
04	Momtaz Begum	<ul style="list-style-type: none"> • Shamlapur Nowapara • Shamlapur Puranpara • Montalia • Bylarchara 	D	West
05	Khaleda Begum	<ul style="list-style-type: none"> • North Shillkhali • Chowkeder Para • Chakma Para 	E	
06	Shamsul Alam	<ul style="list-style-type: none"> • South Shillkhali • Kader Para • Halbunia • JahazPura 	F	

At the period of Annual Palming Workshop at Hotel Media International, Cox'sBazar from May 23-26, 2005, the Field Organizers, Communication Officers, Site Facilitators and Regional Coordinators (RC/FC) chalked out their TOR, which will be included after refinement/tuning by NSP/IRG, Dhaka.

ANNEX 9: Summary of Site-level Outcomes for June-September 2005

This summary action plan at site level is developed to place special emphasis on actions that are forthcoming as the 3rd year gets under way. It is include to assist in generating specific targets, momentum and common understanding in the NSP team at the beginning of the year. The priority outcomes are organized by the four major focus areas of the 3rd year.

SOCIAL MOBILIZATION AND COUNCIL/COMMITTEE FORMATION

1. At each site, SF's prepare list of proposed Council members using vetted composition and "ideal" composition
2. Proposed Council composition vetted for each site with FD staff and consensus reached
3. Councils formally convened at each site, with presentation by senior FD official about purpose, context, rights and objectives
4. Five short Site Strategies are completed as guiding strategic document for social mobilization and supporting activities at each site
5. Follow-up stakeholder needs assessments process completed for all sites, using maps and well-articulated approach developed by LGCBS
6. Draft Management Plans are presented to and discussed with local stakeholders at all three northern sites.
7. All new Groups/Organizations (CBO/RMO) are formed from priority stakeholders, as per Site Strategies

ORIENTATION & TRAINING TO LOCAL FOREST DEPARTMENT STAFF

8. All FD Officers (DFO, SDFO, Range and Beat Officers) for NSP pilot sites have taken part in minimum three day orientation & planning session about objectives of Nishorgo and co-management
9. All FD Guards and Mali for NSP sites have taken part in minimum three day orientation, with practicum, about Nishorgo objectives and co-management
10. All FD training programs include component and practicum on ethnic/tribal sensitivity and gender sensitivity
11. "Protected Area Code of Conduct" is developed by Forest Officers and Guards
12. Improvements are identified for PA-level Forest staff, and initial needs are met by DPP financing
13. New guidelines are applied for interacting with and guiding tourists to the five PAs. These guidelines developed with/for the FD.

ALTERNATIVE INCOME GENERATION & ENTERPRISE DEVELOPMENT

14. Minimum 15 income generation demonstration activities undertaken at each site covering 10 different user groups (activities to be taken from priority list, including milk-cow rearing, ecotourism, nursery development and others)
15. Formal conservation linkages established for existing PCBSA holders in interface landscape of Lawachara, Rema Kalenga and Teknaf
16. Five new PCBSA signed at each of these sites between NGOs and User Groups
17. Four new PCBSA groups identified for activities inside/bordering all five sites
18. Community guidelines for receiving tourists developed at all sites, so as to increase likelihood of positive rather than negative tourism impacts and a pro-poor focus. (These guidelines developed based on feedback from communities themselves.)
19. Ten national or regional Tourism Companies are brought on field visit to northern and southern sites, and asked to advise on tourism approaches.
20. Partners and modalities for export quality production from Nishorgo sites is drafted

MULTI-STAKEHOLDER PATROLLING OF HIGH RISK AREAS

21. Day and night joint patrols with FD and local stakeholders are functioning and well understood at Shilkali garjan forest, Lawachara Khasia punji and Lawachara punji Zones and eastern zones, and Chunati Beat.
22. Modalities for remuneration and other aspects of multi-stakeholder patrolling are agreed to by FD and local communities
23. Night-time patrols in high risk areas are under way

SUPPORTING ACTIVITIES

24. Briefing materials and presentations are prepared for all five sites, including initial maps of the area
25. Rectification of base map coverages for all five Nishorgo sites completed and delivered to the FD/NSP (although new satellite coverage will not yet be ready)
26. Agree on funding and agenda for "Encounter in Srimongal" on subject of "Co-Management of Natural Resources" planned for March, 2006
27. LDF submitted in final form to USAID and approved
28. New Dhaka-based Enterprise Development Specialist (EDS) is added to the NSP team.