



**Nishorgo Support Project  
4th Year Work Plan:  
June 1, 2006 through May 31, 2007**

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## **Nishorgo Support Project 4th Year Work Plan: June 1, 2006 through May 31, 2007**

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&  
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By:  
International Resources Group (IRG)

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

&

East-West Center  
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# **Nishorgo Support Project 4th Year Work Plan: June 1, 2006 through May 31, 2007**

## **Introduction, Approach and Organization**

Based on a review of 3rd year progress of the Nishorgo Support Project, plus input from the evaluation report, our overall priorities and expected outcomes for the 4th year of the Project are as follows below.

This year, we have deviated slightly from the Work Plan approach used in the previous two years. In previous years, we organized all milestones against DPP objectives and activities. The work plan that year included a total of 254 milestones and deliverables made it difficult for the staff to distinguish highest priority activities from activities of secondary priority. Our approach to setting priorities within this large number of variables was to use a focus on a set of four "Core Themes" identified in the annual planning sessions. However, we believe that a reorganization of the work plan itself and a different approach may be more effective in focusing efforts.

This 4th year, we have organized the full work plan against a set of 7 "Priorities", where those priorities are organized in the order of importance to the Project. Within those seven priorities, we have identified a total of only 37 expected year end outcomes. It is these outcomes that will be used as the focusing management language for the team during the year.

These priorities and outcomes can be fit into only two pages, and thus are easier for the staff to use and review when they are planning out activities during the year. Also, these two pages of activities are more easily digestible to the Committees, and important consideration since we are working this year to have them take a more direct oversight role in the Project activities.

The Priorities and expected Outcomes identified and explained here cover all the priority activities that need to be executed this year in order for the Project to move forward. They have been identified after a careful and thorough review of the proposed activities included in the DPP's Objectives and Outcomes as well as the Contract Component language and expected outputs.

In Annex I we present a 4th year budget for the Project, organized by both Nishorgo Contract Component and Nishorgo DPP Objectives (these two match up directly, with the only exception that Components 3 and 4 of the Contract are combined in the single Objective 3 in the DPP).

In Annex II we present the revised organogram of the Project team. The organizational structure is to be changed in two principal ways in this fourth year. Most importantly, we will endeavor to decentralize decision-making by our field team, and empower site-based staff to interact more directly with the Committees and with the local Forest Department. These changes are explained in more detail under Priority 7 of the work plan below.

## **Priorities and Expected Outcomes from the 4th Year of Nishorgo**

### ***Priority #1: Expand Alternative Income Opportunities for Persons Central to Conservation of PAs***

#### **Outcome 1.1 -- 90% of community patrol members have received alternative income opportunity (AIG) from the Project**

Patrols are critical to protection of the resource, because outside interference and theft or encroachment is a regular feature of all of the five forests. Patrols need to be organized. They also need to be associated with the Forest Department. All Community Patrols must be accompanied by a member of the Forest Department. All will receive uniforms with Nishorgo and FD logos, along with accessories (gum boots, torchlight, etc.).

Total cumulative number of patrollers is shown in Exhibit 1. Ninety percent of these patrollers are to receive some form of AIG benefit from the Project before year's end.

#### **Outcome 1.2 -- Community-wide AIG opportunities expand (as a complement to FUG-based AIG)**

We have operated principally in Forest User Groups in years 2 and 3. In year 4 we will provide a broader range of the landscape population access to livelihood improvement opportunities beyond the FUGs.

The primary example of this community-wide AIG is one which is targeted directly to women of the PA landscapes. Based on a partnership with GTZ's alternative energy project (PURE) in year 3, we have identified and expanded use of an appropriate technology mud and clay stove that reduces fuel wood use for cooking and evacuates harmful cooking fumes from the kitchen/cooking area. Training and expansion of the technology began at Chunati, Banskali Whykeong and Baharchara in year 3, and a follow check undertaken at the end of year 3 showed that the stoves were in continued use by households. Time savings for women and children in the collection of fuel is, as per user declaration, considerable. Fuel wood consumption for users has dropped by 30 to 50%. And health benefits for women and children are apparent.

Our approach to the improved stoves expansion begins with training of potential entrepreneurs together with leading adopters. The entrepreneurs are selected from populations of tradesman, with a focus on potters as a priority. Once trained, the entrepreneurs are supported in supplying stoves while leading adopters spread the word of the stoves value. One stimulates demand while the other stimulates supply. Our FUG members provide a round of potential first adopters, though our target goes much broader into the general community of women.

Targets for expansion of the number of women using improved stoves are shown in Exhibit 1. We will begin an expansion of the activity in the northern sites, and continue expansion in the southern sites.

In this same category of "community-wide AIG" we will also work to expand a variety of homestead-based improved forestry practices, including the expansion of fuel wood production and the production of commercial bamboo for later marketing.

### **Outcome 1.3 -- Fuel wood production has increased outside the PA, with emphasis on access for the poor**

If the nearly constant extraction of wood for fuel continues, the ecological character of all of our PAs will change dramatically in the next two to three years. Our patrols have been slowing this extraction, but we must at the same time urgently invest in developing alternative sources of household energy for the medium- to long-term.

The expansion in fuel wood supply and access will take place in a number of ways. Homesteads will learn about tree species that are appropriate for fuel wood production, and seedlings of those species will be allocated to those households. For many of those households, improvements in homestead forestry management can be sufficient to increase fuel wood production.

The LDF is expected to provide further opportunities for expanding fuel wood supply in the landscape, assuming some of the Committees make requests (as expected) for such projects. The Project will work to encourage Committees to allocate LDF funds for this purpose. Additional opportunities can be pursued by Committees in proposing that school lands or mosque lands be allocated for such similar fuel wood plantation proposals under the LDF.

Targets for expansion of fuel wood supply are shown in Exhibit 1.

### **Outcome 1.4 -- Financial capital leveraged for micro, small and medium enterprises**

Based on an assessment of economic opportunities for AIG expansion in our landscapes, we distinguish between needs for capital for small and medium enterprise and needs for capital for micro-enterprise.

In the first case -- needs for capital for small and medium enterprise -- we believe that we can make a framework agreement with one of the major large NGOs working at all Nishorgo sites, under which finance for small and medium sized entrepreneurs would be allocated following the same format at all sites. We will work to start this dialogue using the eco-cottage example, for which we have developed a detailed investment model. Based on the involvement of BRAC at the co-management week, and the interest they have expressed in working with Nishorgo, we will work with BRAC to develop an agreement by which they will provide finance under medium sized enterprise facility at all Nishorgo sites for eco-cottage development. We will also work with BRAC to provide loans to small sized entrepreneurs for businesses relating to tourism. Our intention is to

establish during this year that via such a partnership, we can leverage financing from partner institutions in a way that is mutually beneficial to the needs of the tourist sector and conservation as well as the interests of BRAC in doing business. To this end, we intend to develop an MOU with BRAC under which this small and medium financial loans would be undertaken at all NSP sites.

At the level of micro-enterprise and microfinance, however, our approach will differ. With near 200 Forest User Groups developed through the end of year 3 at the five pilot sites, there is now a growing demand for and need of capital liquidity to expand economic activities for the low income members of these groups. The Project faces two options for this microfinance access expansion to our Project beneficiaries. First, we will request our NGO implementing partners (CODEC and RDRS) at the field level -- both of which have extensive microfinance experience -- whether they would like to invest their own resources in conducting microfinance operations for our FUG members. If the partner NGOs do not pick up investment in microfinance for our FUGs, then we will look at the other opportunities of existing NGOs operating at field level. The large NGOs at field level (Grameen, BRAC, ASA, etc.) represent one opportunity, and the smaller NGOs (many of them with PKSF funding) represent another. We will evaluate these two options and proceed with one of them.

Targets for leveraged microfinance from these two categories (small-to-medium and micro) are shown in Exhibit 1.

### **Outcome 1.5 -- Site-level enterprises dependent upon nature tourism experience rapid growth**

At the heart of success to Nishorgo's approach is to stimulate growth in enterprises with positive and direct feedback linkages to nature conservation. In other words, we will focus on enterprises whose existence and continuity require in some way that the PA is conserved. Research has suggested that low impact eco-tourism or nature tourism represents one of the most direct backward linkages from enterprise to conservation. During this coming year, we will place a very strong emphasis on the support and development of enterprises that work in the nature tourism sector. Target enterprises include:

- Eco-cottages that can provide family-type experience near to the PA to be visited;
- Small tourist support enterprises that would be located at or near PA entry. These might include small restaurants or shops selling items for tourists.
- Sales of the Co-Management Committees themselves. The Committees will have authority to sell Nishorgo-labeled products at the entry to the PA, and the project staff will work with the Committees to ensure that this is a viable enterprise. In support of this enterprise, we will considerably expand the offering of brochures, booklets and other technical material for sale at these kiosques;
- Elephant rides are to be started at three PAs this year, with management to be done by private elephant owners, who will in turn allocate a portion of earnings to the Committee;
- Horse-back riding enterprise may be proposed for one northern PA;
- Ethnic cloth production and marketing is to be done with stakeholders at SNP, LNP and RKWS, with market linkages facilitated by the Project staff;



- Eco-rickshaw pullers at four of five sites will receive training and support to provide service to arriving visitors;
- Bicycle rental operations may be started at one to two sites in the north;
- Eco-guide training will expand so that these guides can provide service to and gain income from arriving visitors.

The year 4 targets for enterprise growth in all these tourism related business are shown in Exhibit 1.

### **Outcome 1.6 -- The "Nishorgo label" begins to be used for tribal cloth and eco-cottage marketing**

Nishorgo's approach to supporting income generation associated with "tribal cloth" includes three sequential phases. In the first phase, to start at the beginning of year 4, training will be organized with women at the three northern sites focusing on basic issues of quality control and speed of production. The purpose of this first phase is to improve techniques and output for the existing tourist season, so that the women participants can see the direct benefit for this year from their efforts. In this first phase, products will be those that are traditionally produced by the women. We will not suggest fundamental changes to their traditional motifs nor to the type of products they traditionally make.

In the second phase -- which is to start after the first is under way -- we will develop and refine a labeling concept and practical approach for the cloths produced by the women. Cloth products will be marketed as "Nishorgo-friendly" when they have been produced by women of the PA landscape and meet quality control standards. The "Nishorgo-friendly" label is developed to certify that the products for sale are benefiting people associated with conservation of the Protected Areas. Labels will also include some information about the motif of the cloth being sold, or about the traditional patterns/styles of the ethnic group.

As a test to this labeling and marketing support, we will identify a single (or two, depending on volume of production) up-scale retail outlet in Dhaka, where a small Nishorgo cloth kiosk will be installed to market Nishorgo products. The stand or kiosk will hold the cloths themselves as well as the labels explaining the motifs of the sellers.

The third phase includes expansion of production and possible refinement of product -- maintaining and respecting the traditional motifs. We will explore possible market outlets through sales for meeting/workshop or conference products. A number of large scale producers buy raw material in traditional cloths, and use them to decorate handbags, leather folders or other materials distributed to participants at large scale conferences. We believe this market chain has considerable potential for expansion using the cloths labeled Nishorgo friendly.

## Outcome 1.7 -- Forest User Groups (FUG) continue to receive expanded access to AIG

With nearly 200 Forest User Groups (FUG) formed across the five sites, a social base has been put in place for supporting conservation and showing how livelihood improvements are associated with Nishorgo.

We will continue expansion of many of these activities in year 4, while discontinuing others. Those to be continued include: nurseries; fish culture; poultry rearing; home gardening; pig rearing; and, social forestry.

AIG activities to be discontinued in year 4 include goat rearing and cow rearing. While both have been effective in communicating to FUG members that livelihood improvements are associated with Nishorgo, there are nevertheless two disadvantages. First, the grazing of the animals may in some cases occur near or in the PAs, and this would have negative impact if the activity were continued. Second, the cost in expanding this activity, per stakeholder, is relatively higher than other AIG opportunities for the FUG members. Since the approach is to reach a large number of stakeholders with resources available, the expending relatively large amounts of resources as matching demonstration grants from the project is not as productive as other approaches. We will also discontinue proposed activities in mushroom cultivation because of complexity of the technical process and our limited numbers of trained staff for teaching this.

We will evaluate during the year whether or not to carry forward with handicraft development using bamboo and rattan available at PA level. If options present themselves to expand this, then we will do so.

Year 4 targets for all these areas are presented in the following Exhibit

### ***Exhibit 1: AIG & Enterprise Targets for Year 4***

<b>Outcome &amp; Target Name</b>	<b>LNP</b>	<b>RKWS</b>	<b>SNP</b>	<b>TGR</b>	<b>CWS</b>	<b>Total</b>
<b><i>Outcome 1.1 -- AIG to Patrols</i></b>						
• # patrollers	40	50	5	120	80	295
• % of active patrollers benefiting from AIG	90	90	90	90	90	90
<b><i>Outcome 1.2 -- Broad-based AIG</i></b>						
• # households using fuel wood saving stoves	100	150	50	1200	1100	2600
• # households improving tree crop cultivation in homestead gardens (new) <sup>1</sup>	3000	1000	375	80	80	4535
• # households starting bamboo production (new) <sup>2</sup>	50	60	30	60	50	250
<b><i>Outcome 1.3 -- Increase in fuel wood production in landscape</i></b>						
• # trees planted as alternative fuel	60000	20000	7500	1600	1300	90400

<sup>1</sup> These households will receive fast-growing improved species for planting in homestead garden (acacia, eucalyptus, neem, sishu, etc.). These species will be used for fuel wood, timber and medicinal purposes.

<sup>2</sup> Expansion of commercial quality bamboo is being done in association with INBAR advisors and the BFRI INBAR bamboo activity.

<b>Outcome &amp; Target Name</b>	<b>LNP</b>	<b>RKWS</b>	<b>SNP</b>	<b>TGR</b>	<b>CWS</b>	<b>Total</b>
wood source in landscape						
• % of these trees allocated to ultra-poor or landless	80	80	80	50	50	
• # "improved oven-making" businesses	6	6	6	15	25	58
<i>Outcome 1.4 -- Link stakeholders to micro-finance</i>						
• Amount of microfinance leveraged for small & medium enterprise <sup>3</sup> (in lakh)	2	1	1.5	3	1.5	9 <sup>4</sup>
• Amount of microfinance leveraged for micro-enterprise (in lakh)	0.5	0.5	0.5	1.5	1.0	4 <sup>5</sup>
<i>Outcome 1.5 -- Growth in enterprises dependent upon conservation</i>						
• # of 4-6 bed eco-cottage enterprises operating (new)	2	1	1	3	2	9
• # small tourist service enterprises (new) <sup>6</sup>	5	5	10	25	20	65
• Sales revenue generated at PA counters/kiosques (in lakh) <sup>7</sup>	15	0.25	12	12	2.75	42
• # elephant ride enterprises	0	0	2	2	1	5
• # participants in ethnic cloth production & sale	50	50	23	15	0	138
• # Eco-rickshaw pullers	12	0	4	20	100	136
• # Eco-guides (new ones only)	10	2	8	26	20	66
• # Bicycle enterprises	2	0	0	0	0	2
<i>Outcome 1.6 -- Maintain and gradually expand support to AIG within FUGs</i>						
• # nurseries	15	45	15	40	40	155
• # fish culture activities	10	10	10	55	70	155
• # poultry rearing	16	20	15	55	20	126
• # beef fattening	0	10	0	10	10	30
• # home gardening	25	5	25	60	60	175
• # pig rearing	6	20	4	0	0	30
• # small trade / glossary shops (not tourist shops)	2	10	2	10	10	34
• # integrated homestead management	100	120	60	120	50	380
• # handicrafts production (bamboo, cane baskets etc) <sup>8</sup>	10	5	0	4	0	19
• # rickshaw van	0	10	0	35	15	60
• # fish drying	0	0	0	60	0	60
• # fish trading	0	0	0	30	0	30
• # stakeholders holding PBSA agreements (NSP or FSP)	20	60	0	35	0	105

<sup>3</sup> Includes small enterprise targeted under BRAC onnoti loan program and medium-enterprise targeted under BRAC MELA program, and loans of similar size.

<sup>4</sup> Assumes that loan of 1.5 lakh given to eco-cottage investor to complement our demonstration fund, while 2 small businesses receive "onnoti" type BRAC loans of 50,000 taka.

<sup>5</sup> Assumes that 15 of our FUG members per site receive micro loans of 10,000

<sup>6</sup> These are small enterprises serving the tourist industry primarily, not village "glossary" shops located out of the path of tourist visitors. Can include restaurant services or tourist item sales at PA level.

<sup>7</sup> This includes all sales

<sup>8</sup> This includes AIG other than the ethnic cloth making.

<b>Outcome &amp; Target Name</b>	<b>LNP</b>	<b>RKWS</b>	<b>SNP</b>	<b>TGR</b>	<b>CWS</b>	<b>Total</b>
• # km strip plantation by CMC under way	10	10	5	10	10	45

## ***Priority #2: Support Co-Management Committees in taking leadership role in management of the PAs***

In year 4, the Project will undertake direct dialogue with and support to the Co-Management Committees, who are the key to success of the Project. A number of outcomes are critical in ensuring that the Committees are moving in the right direction.

### **Outcome 2.1 -- Committees have resolved multiple conflicts**

Conflicts are arising at all the PAs, especially so with the active role of joint community-FD patrols. In year 3, violent conflict occurred at Rema Kalenga and Lawachara. We expect more such conflict to take place as the forest is conserved by community patrols.

The key to resolution of these conflicts and others is the Committee acting together with the Forest Department. As such conflicts arise at each PA, the Committees must be actively involved in resolving them, together with the FD. We will continue to rely on the Committees as the leaders in conflict resolution, providing facilitation where and when possible. We will also conduct a number of "simulation" training sessions with Committees under which we present possible conflicts to them and ask them to work through solutions.

### **Outcome 2.2 -- Committees have taken action to benefit from '06-'07 tourist season through PA planning**

The arrival of the next tourist season marks the most tangible immediate opportunity via which the Committees can get substantially involved in planning and co-managing the PAs. The Project staff will work to ensure that the Committee moves in this direction. To that end, we will prepare sessions at which the Committee can begin to weigh in on these issues.

### **Outcome 2.3 -- Committees have prepared, discussed, submitted and received grants under the Landscape Development Fund (LDF) grants program**

Now that Committees have all been formed and are functioning, it is time for the Project to activate the Landscape Development Fund (LDF) as proposed in March of 2006. Upon getting approval from USAID for the LDF grants program, the Project will work with each committee to help them prepare proposals responding to the grant areas.

We will work to see that 12 lakh taka in grants requests have been approved and implemented by each of the Committees during the year (pending approval of the LDF by

USAID). The first round of these grants will focus on Fast Action type (under 3 lakh) grants, with a second round being from the larger Small Grant category.

In order to achieve this rapid use of the LDF resources, we will need to organize and hold special training "Modules" for all of the Committee members, as well as two two-day sessions for Committee members directly involved with grant administration.

### **Outcome 2.4 -- Annual meeting of Co-Management Councils highlights markedly more active role of women, minorities and the poor**

In this upcoming year, it is urgent that women and the poor become more actively involved in the Co-management governing framework. To that end, the Project will stimulate their involvement at each PA. We will conduct a range of awareness and motivation sessions to see that this involvement is more active, and the impact of these interventions should be evident by the year end full plenary Council meeting. At this full annual Council meeting, we expect to see that women make vocal demands for action by the Council, and that the same occurs for the federations of low income households.

### **Outcome 2.5 -- Committees directly monitor co-management activities and impact**

In years two and three, the Project team has developed a number of approaches for simple and easily understandable ways of monitoring the impact of co-management on the PA (tracking of illegal felling and monitoring of indicator bird populations) and the performance of co-management process itself (the community scorecard).

In year 4, we will work directly with Committees and Councils to see that these three general monitoring tools are taken up and adapted and used for their own purposes of monitoring. We will also, as a complement to this, present regular monthly monitoring updates to the Committees about project activities and progress against targets, so that the Committees have the opportunity to take a stronger role in modifying project activities to meet their needs.

### **Outcome 2.6 -- Boundary demarcation begins at one of the northern PAs**

With so many conflicts over land ownership and boundaries throughout rural areas, the process of demarcating boundaries of ownership is necessarily fraught with difficulties. However, ultimately, if the boundaries of the PAs to be protected are only vague, then encroachment will continue to occur. At this point in the project, it is not feasible to undertake the demarcation process at the southern sites, given the extensive encroachment problems at those sites. However, the boundaries of the PAs are generally more respected at the northern sites. This year, therefore, we will undertake the boundary demarcation process at one of our northern PAs to establish the methodology and process to be used at other sites.

### **Priority #3: Build capacity of the Forest Department and Committees in PA Management**

Priority #3 focuses principally on fundamental training and capacity building in the area of PA management. As was noted in the recent Evaluation, it is urgent in year 4 to ensure that key actors in the Forest Department and on the Committees are sufficiently aware of the technical and managerial issues involved with PA management. To support this, a number of specific outcomes are envisioned.

#### **Outcome 3.1 -- PA management certificate course for ACF-level officers begins**

In this year, we will provide training to ACF-level officers, with a priority for those that are currently managing PAs. The training is to be for a 2-3 month duration, and will be organized in partnership with an existing national training institution(s). The training program will result in a Certificate in the area of PA management. Teachers/trainers will be drawn from existing experts in-country, and may be completed by invited guests from outside the country. A partnership with the Indian wildlife experts at Dehradun may be considered in this regard for provision of experts in areas that are not currently available in-country.

We may also conduct two-day intensive sessions on Nishorgo and co-management for FD staff members at the ACF and ACCF level, as they are the next generation of foresters to manage the PAs. To these sessions, we may invite outside guests.

#### **Outcome 3.2 -- Over half of all Committee members are able to explain and discuss the management plan and key co-management issues**

Through the end of the 3rd year, we have developed full length management plans for all sites, and also simplified versions in Bangla of each of the plans. Early in the 4th year, we will develop simplified Guidelines for each of the PA management plans, which will assist the FD officers and PA Committee members to understand precisely what should be done in adapting and implementing the plans. We will develop and implement as part of regular monthly Committee meetings a series of "Learning Modules" covering different aspects of these plans, so that Committee members become increasingly capable of explaining and discussing the plans.

#### **Outcome 3.3 -- Training activities called for in the DPP are implemented**

The Nishorgo DPP calls for a number of Study Tours to support the goals of the Project. The first of these will be set for a study tour of co-management sites, most likely to be set for Indonesia. A second may include sending one member of the Forest Department to attend the PA management course organized by the University of Montana and the USFS in the USA in the summer of 2007. Other training programs listed in the DPP will be implemented.

### **Outcome 3.4 -- Results of 1st EWC/FD applied research program are published and 2nd round of research initiated**

The IRG East-West Center subcontract calls for two rounds of support to applied research in the Pas. During this year, the results of the first round will be published in a monograph jointly produced by the FD and the EWC, while the second round of applied research studies will be launched.

### **Outcome 3.5 -- The PA Management Scorecard is being used by the FD to self-assess management effectiveness across the Protected Area system**

The Project designed the PA Management Scorecard in 2004 as a means for the Forest Department to assess its own progress in implementing improvements to PA management at the Nishorgo sites as well as other sites in the system. The Scorecard -- based on an approach developed initially by the TNC and WWF -- was presented and discussed with the FD senior staff in 2006, but has not yet been fully implemented, owing to other priorities. In this coming year, we will work with the FD to see that the Scorecard is used as a means of scoring and ranking progress towards improved PA management across the full PA system of the FD, in a way that engages the senior officers of the Department.

We will also begin to discuss the Scorecard with the PA Co-Management Committees.

### **Outcome 3.6 -- Additional research is undertaken at Nishorgo sites, and results to lessons learned on Nishorgo are captured and published**

It is a central feature of the DPP to encourage outside researchers to work at Nishorgo pilot and other PA sites. So long as their lessons learned are made available to the FD, then it has been assumed that it is in the interest of the FD to facilitate such research. This year, we will take a number of specific steps to encourage outside research in the PAs. We will prepare a research support toolkit for applied researchers, including digital copies of all of the Nishorgo reports, as well as supporting data from socio-economic surveys and remote sensing data collection that we have undertaken. We will put all of these materials on a single "Nishorgo Research Support CD" and present them to major universities. On this same CD, we will work with the FD to prepare a "Guidelines to Doing Research in the PAs", which should serve to help encourage researchers to focus their efforts on the areas.

In addition to these activities, we will also work to capitalize on the lessons that have emerged from the social mobilization process that has taken place over the past 2.5 years. We will work to write these results up in a form in which they can be presented to international as well as national audiences, either through published papers.

We also plan to begin preparing a single volume book capturing the major outcomes of the Nishorgo project. This book will be targeted primarily as a record for the future of what exactly Nishorgo did and how it did it. The book may be titled something to the effect of "Management of Protected Forest Areas in Bangladesh: Status and Challenges". It will be completed in the 5th and final year of Nishorgo, but begun this year.

Finally, we will also encourage a repeat of the indicator bird annual census, and will work with Dr. Monirul Khan of Jahanginagar (who designed and implemented the first two surveys) to write up and publish his results for the birding and broader Pa management communities.

#### ***Priority #4: Continue deepening support from civil society for Nishorgo Program***

Without broad-based support from civil society, the achievements at Nishorgo sites are not likely to last well beyond the project.

#### **Outcome 4.1 -- Public-private partnerships are increased in number, diversity and funding commitment levels**

Nishorgo developed the "Nishorgo Conservation Partnerships" program in the 2nd year and attracted significant private conservation contributions through it in the 3rd year (from five different firms). But the Partnerships concept as a full blown program requires an active role of a private member of civil society that can act as the "honest broker" helping to secure funding and support for PA related activities.

In this 4th year, the Project team will work to increase the number, diversity and depth of commitment of members of the civil society. We will enter a dialogue with Arannayk Foundation with the general goal of deepening relations between Arannayk (as a permanent Bangladeshi institution) and Nishorgo (as a Program of the Forest department). Specifically, we will ask Arannayk to act as the "honest broker" as spelled out in the Nishorgo Conservation Partnerships program.

To support expansion of our dialogue with the private sector, and potential contributors in particular, we will work with IUCN/Bangladesh under our subcontract with them. We will organize a Public-Private Round Table (as envisioned in the third year) jointly with IUCN, the Forest Department and, as per expectations, Arannayk Foundation.

In order to support the PPP efforts in the 4th year, we will propose that the short-term consultant now working on PPP be shifted to a one year fixed term position. This person would be critical in this coming year to assisting growth in the partnerships area, and would work with a special emphasis on the Lawachara fund-raising (see Outcome 4.2 below).

Other activities to support this outcome may include a more formal adoption and use of the Nishorgo Conservation Partnerships program and a national photo competition about the Protected Area system.



#### **Outcome 4.2 -- Commitments for fundraising to build Lawachara Visitor Information Center exceed 75% of total costs**

In this Project year, we will need to move forward rapidly on raising the funds to build the winning design for the Lawachara National Park Visitor Information Center designed in concept by Vitti Sthopoti Brinda, Ltd, architects. To that end, we will organize a series of fund-raising events jointly with the FD and other stakeholders, and work to get commitments meeting 75% of the total needs of this building, now estimated at 35-40 lakh.

#### **Outcome 4.3 -- Site-based youth outreach effort reaches 75% elementary school age children**

During this year, we will increase the coverage and sophistication of our youth outreach efforts at the local level, with materials and messages specific to the Nishorgo effort. In the north, a youth materials package will be prepared focusing on the Hoolock Gibbon and its importance, but with additional information about birds and fuel wood saving stoves. In the south, the package will be similar, although the "charismatic mega-fauna" will be the elephant rather than the Hoolock.

We will organize joint activities between our Nishorgo Clubs and the local Scout troops, in which the Scouts take the younger Club members on outings in the PAs. We will request permission to make presentations at madrassas and at local schools around all our PAs.

#### **Outcome 4.4 -- Young urban Dhaka youth at leading schools are aware of Nishorgo and its conservation efforts**

Today's educated urban youth, and especially those of Dhaka's leading schools, are the leaders of tomorrow. It is very much in the interest of conservation to make them aware (1) that their country has a PA system, (2) that they can visit it, (3) that they should take care of it, and (4) that the Forest Department is working with local people to conserve it, and (5) that Nishorgo Program is supported by the American people through USAID.

To this end, we will organize a series of events at the 8-9 leading middle and high schools of Dhaka, at which students will be made aware of Nishorgo and its activities. They will all receive PA Visitor's Guides and be asked also to form their own groups to support conservation of the PAs. To this end, we may request the input of a consultant for a short-time to get this program under way in the 4th year.

#### **Outcome 4.5 -- Awareness of Nishorgo amongst environmental networks of NGOs, journalists and policy-makers is increased**

As we have in previous years, we will continue to engage leading members of the environmental and press community to see and learn from Nishorgo and what it is trying to do. We will continue to do that this year through field visits, press conferences and possibly the making of a movie about Nishorgo.

#### **Outcome 4.6 -- Bi-weekly rate of newspaper publication in both regional and national newspapers is maintained**

While we have had considerable newspaper coverage in previous years, our target in this important upcoming year will be to have media events covering Nishorgo appearing on a regular basis, with a target of at least one news item every two weeks throughout the year. We will target specifically the readers of Prothom Alo and Daily Star as a readership group, so that the effects of cumulative articles can help in forming a general awareness about the program.

#### ***Priority #5: Ensure that physical works in the Protected Areas meet acceptable environmental, aesthetic and engineering standards***

We have progressed considerably through the end of year three in providing services for visitors as they arrive to the PAs. We have worked with the FD to put in place road signs, hiking trail signs, signs indicating "Do's and Don'ts" for PA visitors and other small activities. In this year, we will complete a small information kiosk at Satchuri and undertake a number of other activities concerning physical works that are in direct support of Nishorgo's conservation and alternative income goals.

#### **Outcome 5.1 -- Environmentally friendly designs, plans and estimates of the buildings included in the DPP are completed**

Begun in the 3rd year, the effort to provide the Forest Department with environmentally friendly and structurally sound designs, plans and estimates for the buildings included in the DPP will be completed in this 4th year. In addition to the standard buildings called for in the DPP, this may also include revisions of the winning Vitti Lawachara design, adapted to much smaller and less costly versions for Mochoni and Satchuri. In addition, so as to move forward with the fund-raising and building of the Lawachara Visitor Center, we will ask Vitti to proceed to move from concept stage of their winning building to the plans and estimates that can be used to build at the site.

#### **Outcome 5.2 -- Environmentally-friendly design for minor visitor service infrastructure at the PAs are completed**

We have designed and installed many signboards in year 3 for the PAs, and this work will continue in the 4th year, with more signs to be added at Mochoni, Satchuri, Lawachara, Rema Kalenga, and Chunati. As the year progresses, the process of developing these signboards will be increasingly done directly with the Forest Department. Our goal is to put in place both a high quality standard for signboards at the PAs and the capacity to continue developing such signboards at the FD.

We may also on occasion put in place water access points as necessary in the PAs to meet the needs of other infrastructure. For example, we expect to put in a deep tube well at

Satchuri (an extremely dry area for surface water) to provide water for the toilets at the kiosque, itself to be operated as an income-generating activity by the community.

So as to provide a welcome and informational booth for the Committees, and thus opportunities to generate income, we will undertake minor architectural restorations of the dilapidated Beat Officer's quarters at Lawachara and old Rest House at Teknaf. In both cases, we will be providing refurbishing and improvements to the structure that is already there. These small works are important in setting an example of respect for the traditions of the Forest Department and for the architectural beauty of what was once present there. It is our goal and intention that these models be repeated elsewhere after the Project is closed.

We will develop a set of guidelines for all minor construction activities in the PAs, including hiking trails, raised walkways, signboards, etc. A small purchase order will be developed and competed to generate this set of guidelines for all building to be done by the FD throughout the PA system. It is our intention that this "Guidelines" book be used to set common standards for all minor construction works under the FD throughout the Nishorgo sites, and ultimately throughout the PA system.

In support of the provision of elephant rides for nature tourists and the capture of income by the community, we will also put in place small mounting platforms at three of the PAs (Satchuri, Chunati and Teknaf/Mochoni).

Finally, we will provide our potential Eco-Cottage entrepreneurs with simple and cost-effective -- yet environmentally friendly -- designs for their cottages. These designs, and their associated estimated costs, will be helpful to the entrepreneurs not only in conceptualizing the cottages, but also in obtaining loans from financial institutions.

### **Outcome 5.3 -- Work Progress Delineated in DPP is Monitored**

The FD has made its expectation clear in the DPP that it would expect to have an outside organization to oversee and/or monitor the work financed under the DPP. The FD has included language in the DPP that IRG be allocated this activity. During this year, it is to be expected that IRG may allocate resources to undertake the role of monitoring work progress and quality financed under the DPP. IRG would only do this with the official and specific clearance of USAID. Such work would, if enacted under an acceptable MOU and TOR, be extremely helpful towards achievement of the NSP contract goals for conservation and AIG.

### ***Priority #6: Rapidly improve the quantitative data concerning the socio-economic characteristics of Nishorgo pilot sites***

The monitoring system of NSP was designed from the beginning of the Project to be one that could be replicated and carried on not only by the FD, but also by and with the target communities. For this reason, we deliberately did not embark on a large and complex M&E system with a large processing staff. In the PRA and RRA undertaken in the 1st

year of the Project, we collected and organized a considerable amount of socio-economic information about each of the sites. During years 2 and into year 3, we operated under the assumption that we could obtain additional acceptable socio-economic data from the Bangladesh Bureau of Statistics' many detailed survey reports, including data at the mouza level, which we were told would be obtainable. In the end, after great effort, it could not be obtained. In light of that, we have recognized that we need to strengthen in this 4th year, as a high priority, the quantitative data concerning the socio-economic characteristics of Nishorgo pilot sites. To that end, we will work to achieve the following outcomes.

### **Outcome 6.1 -- Knowledge of landscape characteristics is improved through collection of additional quantitative data**

We will design and implement a series of quantitative surveys covering socio-economic characteristics of the landscapes which we have not yet collected. These survey results will be made available to all researchers intending to work in our PAs. Most importantly, they will help quantify some of the characteristics of the Nishorgo sites identified early in the project.

### **Outcome 6.2 -- Beneficiary impact information system developed and functioning**

As the number of direct beneficiaries in the Nishorgo sites increases in both number and type, it becomes increasingly important to know more about who they are and how they have benefited specifically from Project interventions. In this coming year, we will extend the information collection on our beneficiaries, and analyze the results. We will improve estimates of the income benefits of Nishorgo. We will look at the characteristics of our beneficiaries and compare them to other persons in the landscapes.

### **Outcome 6.3 -- Nishorgo's core ecosystem change indicators are simplified, enhanced and better described**

The Project has developed a number of "core indicators" that are easy to understand and convey, even by policy-makers with little technical experience or understanding. These indicators include those on indicator birds, illegal felling, basal area and biomass, as well as a series of photos showing the forest at geo-referenced sites from which "before" and "after" comparisons can be made relating to project interventions.

We will work in this year to improve our organization of this information. This may include adding additional data for select variables and sites. It will also include a repeat of the indicator bird annual surveys undertaken in April/May of each of the past two years. We will also work to join the photographic records with biomass measures.

Finally we will work to see that these results and methods are more extensively written about in materials that are submitted for publication or presentation to wide audiences inside and outside the country.

## **Outcome 6.4 -- Nature tourist visitors to the PAs are monitored and profiled**

One specific and new variable that will be closely monitored this year is the number and type of visitors to the PAs. The number of visitors is expected to increase significantly in the November/December period, and it will be important this year to have a clear idea of who these visitors are and how they expend resources when making a visit to the PAs.

## ***Priority #7: Pursue critical policy framework changes and provide management support to the Project***

We will continue to support key policy changes that are necessary for the Project and to ensure that the Project management support remains at high levels of performance.

## **Outcome 7.1 -- Government has approved PA entry fee proposal and PA participatory management plans**

Probably the most important of all the policy issues related to Nishorgo is the approval by the Government of an entry fee at the PA level and the allocation of some portion of this entry fee to the Committees for the benefit of communities in the surrounding areas. A proposal to this effect has been made by the FD to the MoEF and approved by the Steering Committee. The proposal was in the process of being sent to the Ministry of Finance for final approval. During the year, the Project team will work to see that this measure is passed, or some version of it is passed.

## **Outcome 7.2 -- Two new options for Long-term PA financing are initiated, including a carbon offset project development for Chunati**

Long-term financing for PAs is not likely to be forthcoming from either the GEF Biodiversity funds or major international conservation donors for Bangladesh. The GEF has set other countries as higher priorities for biodiversity conservation, and the major conservation donors generally do not consider Bangladesh as a "mega-diversity" country or priority ecosystem.

While investment in conservation from multilateral Banks or major donors is not likely, there are other means of attracting financing for conservation objectives. The Forest Department manages thousands of hectares of low-lying forest land in areas that are likely require either mitigation or adaptation activities in light of global warming and sea-level rise. Also, given the extremely high growth rate of forests in the country, the potential for carbon sequestration is quite high. In light of these are other related factors, the Project in its fourth year will support technical development of a carbon offset project for Chunati. We will work hand-in-hand with the Forest Department and with leading universities to develop the know-how to undertake and develop a carbon offset project for one forest. Afterwards, this methodology can be adapted and used in other forests to assist in capturing revenue from climate changing financing sources. we are not targeting the CDM, but rather other sources of financing, including in particular the rapidly growing

"secondary" market for carbon offsets, which has grown with particular speed in Europe in recent years.

This effort to do carbon offsets and a greenhouse gas emissions project at Chunati will also be of assistance in making proposals to GEF or other donors for expansion of PA financing under the guise of carbon sequestration. We will work in this respect to prepare one other financing opportunity for the FD's PA management activities, possibly to the GEF also under climate change funding.

### **Outcome 7.3 -- Technical support structure of the Project is decentralized**

As the eight Committees of Nishorgo sites become stronger, it is increasingly important to ensure that we have technical capacity at our sites to interact directly with Committees and the Forest Department staff that work there. We will take efforts in this respect to increase the level and quality of staff at site level, including placement of offices closer to sites so that decision-making can be more decentralized. The changes to the organizational structure are shown in Annex II.

We will create a new position on the staffs of our long-term field teams entitled "Site Coordinator". Placed above the position of "Site Facilitator" and with more skills and experience, this SC will be in direct dialogue with the Committees. In addition, in some areas we may need to add additional FOs to ensure that work proceeds according to schedule.

In this same spirit of decentralization, we will also work more closely in Dhaka with the Forest Department. As they are planning to move the offices of the Conservator of Forests for Wildlife to the new Agargaon building, we will expect also to shift our old Ban Bhaban Nishorgo offices to that new site. Furthermore, 4-5 of our key staff from the Banani office of Nishorgo will shift to the new FD premises, so that our work can be closer still with them.

The organogram now shows the role played by the Protected Area Management Specialist, Dr. Ram Sharma, who was during the 3rd year given the additional designation as Deputy Chief of Party. Dr. Sharma will continue in this additional role to directly coordinate the efforts of site-based and regional teams, ensuring both timely implementation and a coordinated approach..

### **Outcome 7.4 -- Project staff skills remain sufficient in order to perform required tasks**

It is critical to ensure that our Project skills remain high as we move toward the end of the Project, and that we continue the training and capacity building efforts among our own staff so that they are motivated to the end of this contract. To that end, we will take a number of steps to providing small-scale training opportunities for staff members so that they can increase skill levels directly related to the Project. The COP may also attend meetings of other COPs and administrative staff of IRG in Washington, so as to ensure that he is meeting USAID and IRG regulations concerning project management, and also

learning from knowledge that IRG has gained on local resource management from other countries.

**Outcome 7.5 -- Project meets contractual targets and adheres to regulations**

As usual, the Project will work to meet the contractual and work plan targets as laid out and approved.

## ANNEX I: Distribution of Year 4 Cost by Contract Component and Year 4 Objective

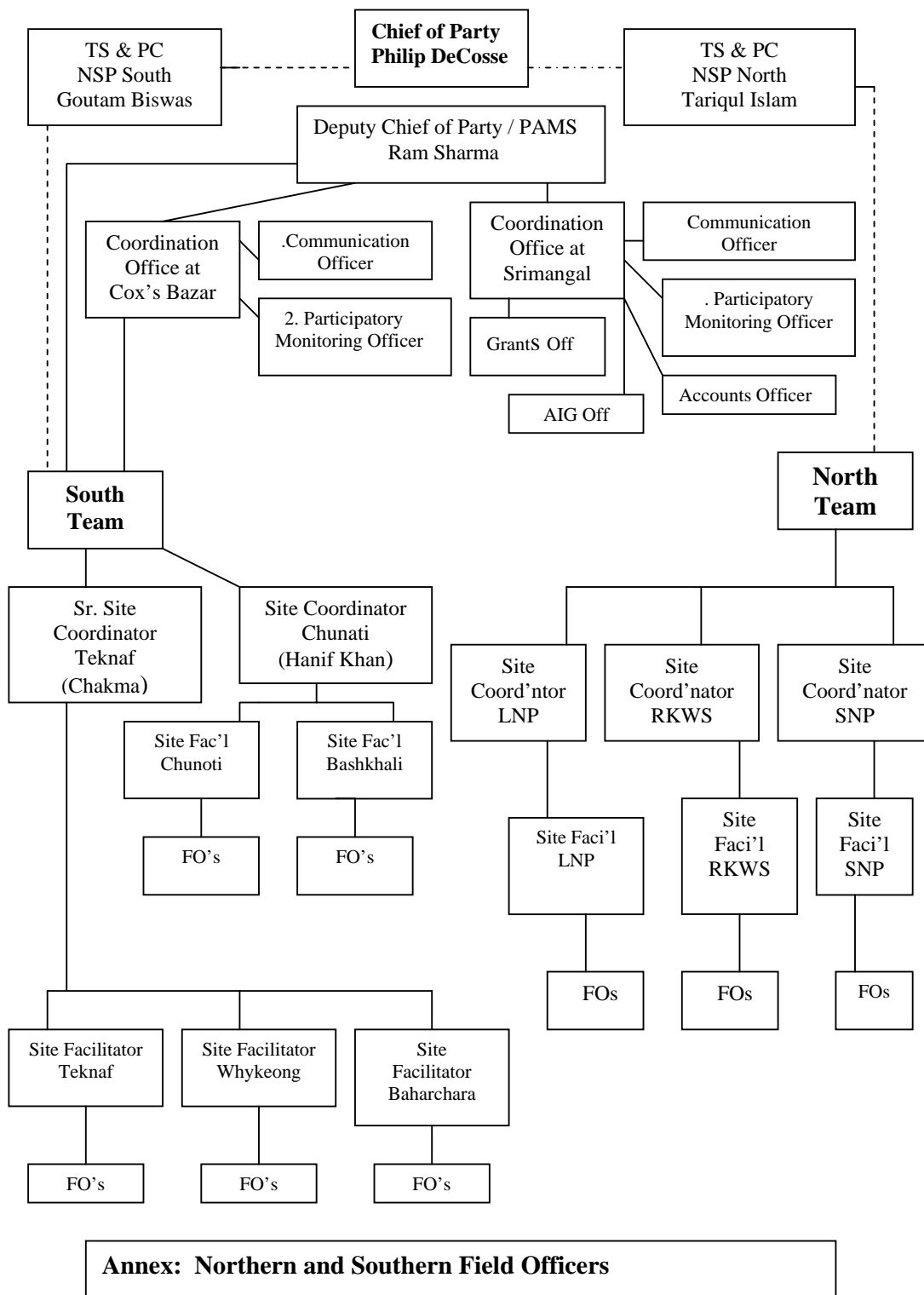
Distribution of Cost by Objectives NSP Year-4 Work Plan Budget Period: June 1 2006 - May 31, 2007						
Particulars	Total	Objective 1	Objective 2	Objective 3A	Objective 3B	Objective 4
<i>IRG Employee Labor</i>	\$380,617	\$76,123	\$72,317	\$87,542	\$68,511	\$76,123
<i>Travel and Per diem</i>	\$41,943	\$8,389	\$7,969	\$9,647	\$7,550	\$8,389
<i>Other Direct Costs</i>	\$293,840	\$58,768	\$55,830	\$67,583	\$52,891	\$58,768
<i>Non-expendable Equipment</i>	\$14,034	\$2,807	\$2,666	\$3,228	\$2,526	\$2,807
<i>Subcontracts</i>	\$609,300	\$121,860	\$115,767	\$140,139	\$109,674	\$121,860
<i>Indirects</i>	\$340,3h71	\$68,074	\$64,670	\$78,285	\$61,267	\$68,074
<i>Total Cost:</i>	<b>\$1,680,105</b>	<b>\$336,021</b>	<b>\$319,220</b>	<b>\$386,424</b>	<b>\$302,419</b>	<b>\$336,021</b>

Notes:

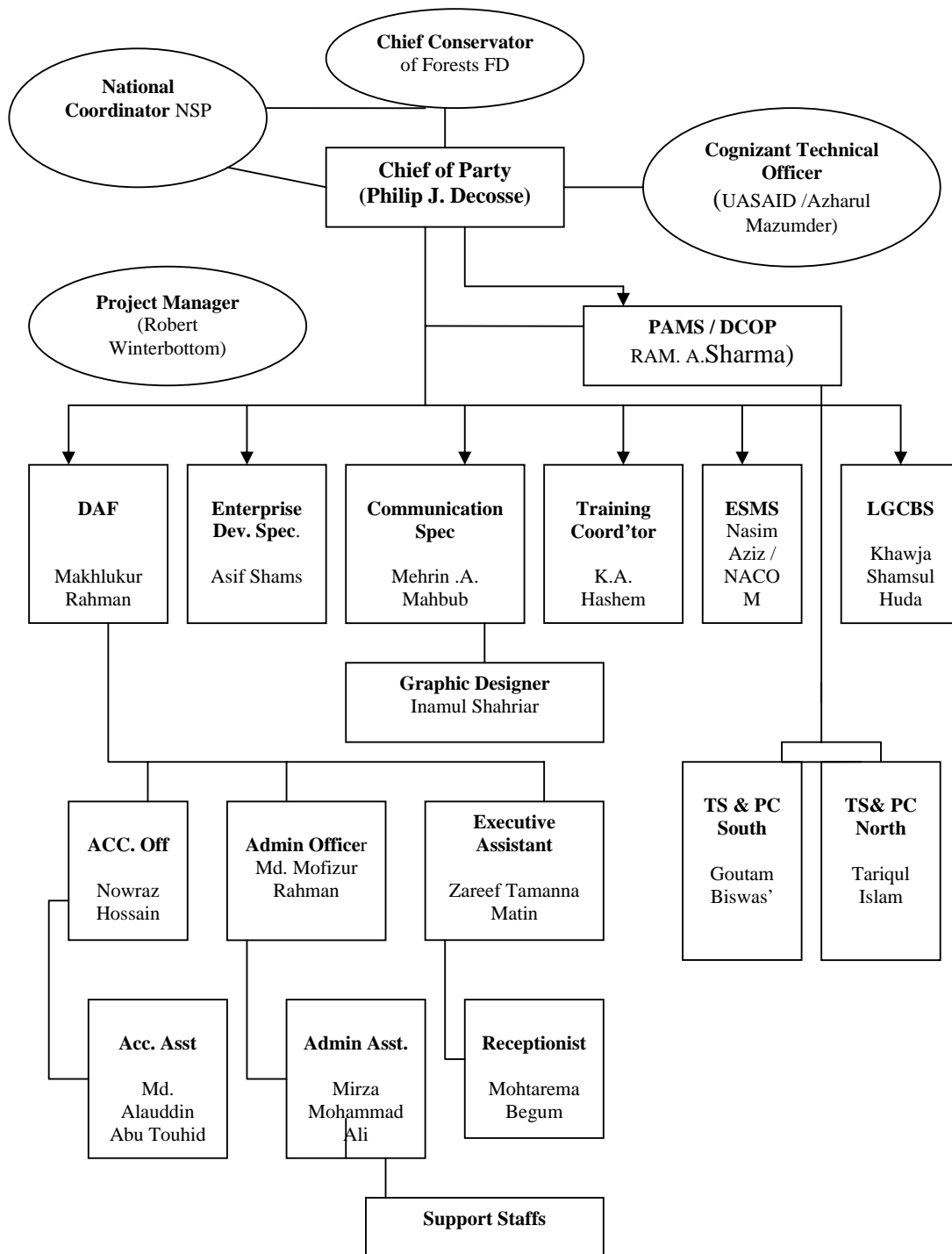
- (1) Objective 3A includes those policy oriented Activities from 3.1-3.6.
- (2) Objective 3B includes communication Activities from 3.7-3.14.



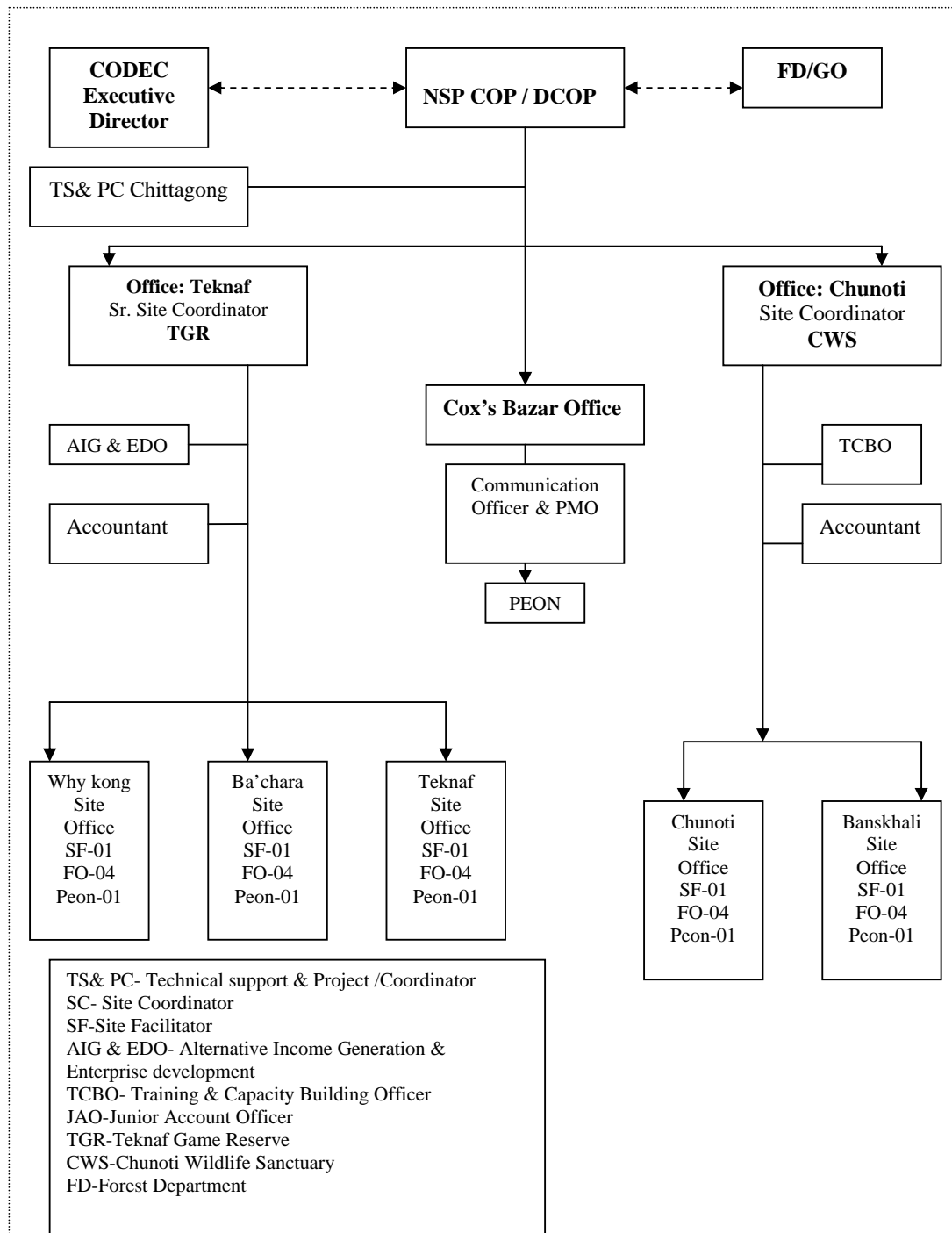
## ANNEX II: Internal Project Organizational Structure Year 4



# ANNEX III: Dhaka Office Project Organizational Structure, Year 4



# ANNEX IV: Project Operational Structure, Southern Sites, Year 4



## **ANNEX V: Summary of Priorities and Outcomes for Year 4**

### **Priority #1: Expand Alternative Income Opportunities for Persons Central to Conservation of PAs**

- Outcome 1.1 -- 90% of community patrol members have received alternative income opportunity (AIG) from the Project
- Outcome 1.2 -- Community-wide AIG opportunities expand (as a complement to FUG-based AIG)
- Outcome 1.3 -- Fuel wood production has increased outside the PA, with emphasis on access for the poor
- Outcome 1.4 -- Financial capital leveraged for micro, small and medium enterprises
- Outcome 1.5 -- Site-level enterprises dependent upon nature tourism experience rapid growth
- Outcome 1.6 -- The "Nishorgo label" begins to be used for tribal cloth and eco-cottage marketing
- Outcome 1.7 -- Forest User Groups (FUG) continue to receive expanded access to AIG

### **Priority #2: Support Co-Management Committees in taking leadership role in management of the PAs**

- Outcome 2.1 -- Committees have resolved multiple conflicts
- Outcome 2.2 -- Committees have taken action to benefit from '06-'07 tourist season through PA planning
- Outcome 2.3 -- Committees have prepared, discussed, submitted and received grants under the Landscape Development Fund (LDF) grants program
- Outcome 2.4 -- Annual meeting of Co-Management Councils highlights markedly more active role of women, minorities and the poor
- Outcome 2.5 -- Committees directly monitor co-management activities and impact
- Outcome 2.6 -- Boundary demarcation begins at one of the northern PAs

### **Priority #3: Build capacity of the Forest Department and Committees in PA Management**

- Outcome 3.1 -- PA management certificate course for ACF-level officers begins
- Outcome 3.2 -- Over half of all Committee members are able to explain and discuss the management plan and key co-management issues
- Outcome 3.3 -- Training activities called for in the DPP are implemented
- Outcome 3.4 -- Results of 1st EWC/FD applied research program are published and 2nd round of research initiated
- Outcome 3.5 -- The PA Management Scorecard is being used by the FD to self-assess management effectiveness across the Protected Area system
- Outcome 3.6 -- Additional research is undertaken at Nishorgo sites, and results to lessons learned on Nishorgo are captured and published

### **Priority #4: Continue deepening support from civil society for Nishorgo Program**

- Outcome 4.1 -- Public-private partnerships are increased in number, diversity and funding commitment levels
- Outcome 4.2 -- Commitments for fundraising to build Lawachara Visitor Information Center exceed 75% of total costs
- Outcome 4.3 -- Site-based youth outreach effort reaches 75% elementary school age children

Outcome 4.4 -- Young urban Dhaka youth at leading schools are aware of Nishorgo and its conservation efforts

Outcome 4.5 -- Awareness of Nishorgo amongst environmental networks of NGOs, journalists and policy-makers is increased

Outcome 4.6 -- Bi-weekly rate of newspaper publication in both regional and national newspapers is maintained

**Priority #5: Ensure that physical works in the Protected Areas meet acceptable environmental, aesthetic and engineering standards**

Outcome 5.1 -- Environmentally friendly designs, plans and estimates of the buildings included in the DPP are completed

Outcome 5.2 -- Environmentally-friendly design for minor visitor service infrastructure at the PAs are completed

Outcome 5.3 -- Work Progress Delineated in DPP is Monitored

**Priority #6: Rapidly improve the quantitative data concerning the socio-economic characteristics of Nishorgo pilot sites**

Outcome 6.1 -- Knowledge of landscape characteristics is improved through collection of additional quantitative data

Outcome 6.2 -- Beneficiary impact information system developed and functioning

Outcome 6.3 -- Nishorgo's core ecosystem change indicators are simplified, enhanced and better described

Outcome 6.4 -- Nature tourist visitors to the PAs are monitored and profiled

**Priority #7: Pursue critical policy framework changes and provide management support to the Project**

Outcome 7.1 -- Government has approved PA entry fee proposal and PA participatory management plans

Outcome 7.2 -- Two new options for Long-term PA financing are initiated, including a carbon offset project development for Chunati

Outcome 7.3 -- Technical support structure of the Project is decentralized

Outcome 7.4 -- Project staff skills remain sufficient in order to perform required tasks

Outcome 7.5 -- Project meets contractual targets and adheres to regulations