Nishorgo Support Project
First Annual Progress Report:
June 1 2003 to May 31 2004

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Submitted to:
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Forest Department
Ministry of Environment and Forests

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

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Implemented by IRG
With partners: CODEC, NACOM & RDRS

Executive Summary

This First Annual Progress Report for the Nishorgo Support Project covers the first 12 months following contract signature, or from June 1, 2003 to May 31, 2004. This Report will provide a detailed review of Project implementation progress against the 37 Project Results and 45 associated deliverables included in the approved First Year Nishorgo Support Project Work Plan. This Executive Summary provides highlights of progress and key challenges for the five major Project contract Components and for the Cross-Cutting Result activity areas, and closes with an identification of key issues and constraints that arose in the first year.

IRG signed the contract for implementation of the Nishorgo Support Project on May 31, 2003. The IRG Team, consisting of Community Development Chittagong (CODEC), Nature Conservation & Management (NACOM) and Rangpur Dinajpur Rural Services (RDRS), began work during an initial visit of the Chief of Party (COP) from IRG in July, 2003, and after the COP's relocation to Bangladesh in mid-August, 2003.

Context and Framework for Assessing First Year Progress

So as to assess the significance of the Project's progress in the first year, it is helpful to distinguish between what may be called an "independent project" approach and the approach followed by the Nishorgo Support Project. An "independent project" is designed and implemented parallel to (or at times separate from) national systems. Technical Assistance projects developed under bilateral agreements between donor and the GOB generally follow this approach, under which project staff may inform the Government of their plans, but generally do not seek to work with or through Government or national systems. When following this approach, field implementation activities can be set up rapidly, and delivery of technical or material services can follow close behind.

Lawachara National Park

The approach taken by the Nishorgo Support Project is, by contrast, woven into and supportive of national governmental systems. The Nishorgo Support Project has not taken this approach for idealistic or philosophical reasons, but because it is the only way to make steady and lasting progress, during the Project and after it. This is principally because the resource we are obliged to improve (forests and biodiversity inside National Parks and other Protected Areas) is such an unequivocal national asset that we had no choice but to work with and through the Government. We would never obtain permission to work inside the country's National Parks without the support of and partnership with the Government actor responsible for managing those areas. And that institution in Bangladesh is the Forest Department (FD) of the Ministry of Environment and Forests. The FD -- we recognized from the beginning -- is the door through which we must pass to achieve lasting impact.

Boys in Rema Kelanga Wildlife Sanctuary

The timing for seeing field level impacts differs depending on which of these two approaches is followed. Had we followed an independent approach, we could have immediately set up operations in target sites and begun working with communities. We could have delivered technical inputs, credit and other livelihood improving contributions. But our implementation successes would have been short-lived. Sooner or later, we would have had to formally link our field activities to the management processes of the Forest Department and other local governing bodies of the GOB. We have attempted to learn the lesson of SO6 partner Winrock that moving forward at field level without formal processes established with the GOB creates implementation problems later, and in effect slows down field progress.

Our "support" approach, by contrast, moves more slowly at first, as partnerships are defined, roles are clarified and trust is developed. But once these steps are undertaken, progress in the long-run can be much more rapid and permanent. The Nishorgo Project did indeed take a relatively long time to get setup at field level -- certainly by comparison to an equivalent independent project -- but we are convinced that the stage is now set for project efforts that contribute to a lasting change in Protected Area management, and in the livelihoods of those people interacting with them.

By February of 2004, our strategy of working in partnership with the Government had yielded a number of milestones. We had received official authorization from a multi-ministerial Steering Committee to begin work at all sites. The FD has welcomed our NGO field partners, even asking them to set up office within the PAs (a highly unusual request given the oft-cited distrust between government and NGOs). We had completed field appraisals (RRA/PRA) and the FD was beginning to engage in discussion of the often-critical results. We had mobilized our field staff and opened offices, with the explicit recognition that our Nishorgo Support Project was providing support to the FD's Nishorgo Program. Meanwhile, at the Dhaka-level, we were able to push forward with the ambitious technical and policy initiatives reviewed in this report.

Our field level startup has indeed been slower than it would have been if we had operated as a conventional independent project. We are convinced that our approach will yield more -- and more lasting -- impacts in the long-run on our target objective: the conservation of biodiversity in Bangladesh. It is via this optic of long-term change in resource management practices that this Annual Progress Report should be viewed.

Snapshot of Project Impact Against Targets

So as to give a snapshot of progress during the first year, a summary review and scoring of the expected 1st Year Work Plan milestones was conducted internally by the IRG Team. The Team looked at the 45 specific milestones projected under the Project Results. Scoring (as shown in Section 7 below) was done on the basis of the level of achievement of milestones, with a score between "1" and "4" given to each milestone. Of the 45 milestones included in the 1st year Nishorgo Work Plan, 69 percent have been achieved, or are on schedule to be

achieved. Only 2 of the 45 activities are far behind schedule. One of those -- the cross-visit to West Bengal with local stakeholders -- has been moved to early 2005 at the advice of counterparts in West Bengal. In sum, the Project is largely on schedule to achieve the milestones and results set out in the 1st year work plan and in the overall contract.

Concerning internal administration, by the end of the first year, the Nishorgo Support Project Team had evolved to include 20 senior staff members from the technical or administrative sides, located at offices in Cox's Bazar (to cover the two southern pilot sites), Srimongal (to cover the three northern sites) and Banani in Dhaka. The team was continuing to expand at year end, and had nearly reached its full number of postings at that time.

A summary of major outcomes and issues is included in the remainder of this Executive Summary. The summary is organized by the major Project Components.

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

During the first year, Project targets centered on getting a clear understanding of the constraints and challenges involved in establishing co-management agreements for the identified protected areas. To this end, a number of significant results are worthy of mention:

√ *Completion of Secondary Data Reviews, Rapid Rural Appraisal and Participatory Rural Appraisal for all Five of the Pilot Protected Areas*: Field appraisal teams, with the participation of the Forest Department (FD), conducted diagnostic meetings at all of the sites, and succeeded in identifying key stakeholder groups per each site. A brief report summarizing outcomes from all the field appraisals was circulated to a core group of Forest Department staff for their comments and reactions. The FD has become increasingly forthcoming concerning the complex challenges they face in improving management at the pilot PAs.

The Project team conducts field appraisals with stakeholders at Teknaf Game reserve.

√ *Initial Preparation of an Ecological and Social Monitoring Framework for Tracking Project Impact*: The Project team completed initial design of a three-tier impact monitoring system. The three tiers include a first focusing on a small set of three changes in forest quality expected from the Project, a second focusing on a range of social, livelihood and management indicators linked to project expected results, and a third designed to track compliance to expected outputs and timing included in the work plan. At year-end, this initial set of documents was still being vetted internally for near-term circulation to NSP partners.

Component 2: Improve Ecosystem Management

The purpose of this component is to ensure that a sufficient range of income generation and ecosystem management activities occur to serve as an incentive to PA conservation within core pilot PAs. During the year, the Project team realized a number of key outcomes:

√ *Joint Execution of an Enterprise Assessment with Experts from the USAID JOBS Project*: This joint effort with the JOBS Project succeeded in identifying a short list of high

probability sectors for enterprise development. The Project is designed to support alternative income generation around PAs so as to decrease resource pressure on the PAs. From the short list proposed in this report, the Project recommended immediate pursuit of enterprise opportunities in the areas of: (1) local nursery development; (2) bamboo/cane production and initial processing; and, (3) vegetable dyed cloth production. In the coming year, a more detailed assessment will be completed for each of these three areas, and work will begin to develop markets for each of them so that communities surrounding PAs can begin to see economic benefits to participation with co-management activities. It remains a special challenge to ensure that these enterprise development activities have direct backward linkages to improved conservation.

The joint JOBS/Nishorgo enterprise assessment identified production & initial processing of bamboo/cane as a promising enterprise- Here a girl is processing bamboo near Rema Kelanga Wildlife Sanctuary.

√ A number of additional developments are worthy of mention under this component, including the following:

- Completion of an initial list of priority production technologies for promotion to village and community groups surrounding PAs
- Drafting of initial concept paper linking social forestry contracts to improved conservation in a so-called "PBSA-Plus" format ("Participatory Benefits Sharing Agreement - Plus"). These PBSA-Plus agreements are expected to be a central mechanism by which the Project will offer income-generating opportunities to local citizens, but in return for active contributions to PA protection and conservation.

Component 3: Enhance Co-management Policy Environment

Improving and setting the policy climate for long-term improvements in PA management has been an important focus of attention in the first year. Work has proceeded on a number of levels, and has generated the following key outputs:

√ *Support in Drafting of Nishorgo: Vision 2010 on behalf of the Forest Department*: On the basis of an initial visioning exercise conducted in August 2003, the Project assisted the FD in capturing its vision of the future challenges, opportunities and priorities for the coming years. After initial drafting of the outcomes of the visioning exercise, the Project assisted in two additional rounds of vetting and review by the Forest Department senior staff, at retreats held at Ban Bhaban in January and March. In the second year of the Project, this Vision 2010 will be more thoroughly vetted by the FD until it represents a clear statement of the Department's -- and ultimately the MoEF's -- vision of PA management in the future.

Co-management experiences from Indonesia, Sri Lanka and elsewhere were discussed with Forest Department in October visit by experts McCaulev and Palit.

√ *Initial Infusion of Asian Regional Experiences for PA Management and Policy Implications for the Nishorgo Effort*: In October of 2003, the Project benefited from the insights of two Asian experts on PA co-management, Dr. David McCauley and Mr. S. Palit. The two experts prepared a summary report entitled "Asian Experiences in PA

Co-Management: Initial Policy and Implementation Relevance for the Nishorgo Support Project". The two experts undertook extensive discussions, including a summary presentation to the CCF and other senior FD staff, on PA co-management experiences from other South Asian and East Asian countries.

√ *Formal Launch of the Nishorgo Program and Nishorgo Support Project at Bhawal National Park*: In February, 2004, the FD's newly-created Nishorgo Program was officially launched by the Minister of the Environment, Mr. Shahjahan Siraj, in the presence of the US Ambassador and other dignitaries. At that same highly publicized launch event, a formal approval was given by the Minister, the Secretary and the CCF for the movement of the Nishorgo Support Project to the five initial pilot sites.

The US Ambassador and Minister of the Environment launched the Nishorgo Program at Bhawal National Park, Here they award the winner who proposed the name 'Nishorgo'.

√ *First Meeting of the Project Steering Committee*: In the same week in February as the Nishorgo Launch, the first meeting of the Project Steering Committee took place at the MoEF, presided by the Secretary, MoEF. The Steering Committee again confirmed the approval to proceed with implementation at all five pilot sites. The Committee also supported rapid completion and submission of the Project Concept Pro Forma (PCP), a critically important document for integrating the Project into the Government of Bangladesh planning process.

√ *PCP Drafting and Submission to the National Planning Commission*: During the first year, the Project expended considerable effort in supporting the FD in its drafting of a PCP for the Nishorgo Support Project. The PCP was completed, vetted and approved by the MoEF, and submitted to the National Planning Commission (NPC) during the year. At year-end, the NPC was reviewing the PCP submission.

Component 4: Lay the Foundation for a Conservation Constituency

The Project has considered it essential to move rapidly in developing a clear and focused communication strategy that would begin to lay the foundation for a conservation constituency that will be essential for sustained multi-stakeholder support to PA conservation. In this area, a number of key outputs and milestones were achieved, including the following:

√ *Preparation and Submission of a Communications Strategy for the Nishorgo Program*: Near the end of the year, the Project submitted to the FD a proposed strategy for a comprehensive communications effort of the FD to build a long-term constituency for PA management in Bangladesh. The strategy includes specific definitions of proposed target groups for behavioral change efforts as well as proposed communications tools. It will serve as a framework for communications efforts under the Project for the coming years.

√ *Development of Logo, Name and Image for the PA Management Program of the FD*: The Project considered development of a new image for the PA-management activities of the FD a high priority since soon after the initial Vision 2010 exercise was undertaken in August 2003. As a result, the Project supported the FD in organizing a national competition for

The Nishorgo Program's logo, which also represents the color of Bangladesh National flag.

students to find a name for this new PA management effort of the FD. In its support to this process, the Project has stressed the importance of creating an image for PA management that is clearly distinguished from that of the traditional production forestry activities of the FD. After a review of some 500 submissions by students from around the country, a Committee of the FD selected the name "Nishorgo" for the PA management program, and proceeded to forward it to the MoEF for non-objection. "Nishorgo" is a Bangla word meaning "idyllic nature". Soon after selection of the name, the Project provided a range of logo options to the FD, from which was selected the now commonly used green and red logo of Nishorgo.

√ *Preparation of English- and Bangla-language Brochures Describing the Nishorgo Program and Support Project*: After extensive vetting and review by FD and MoEF partners, the Project printed 3000 copies of color brochures in English and Bangla describing the Nishorgo Program. These brochures have been a useful instrument for spreading awareness of the FD's goals in the area of PA management improvements, and of the co-management approach to making those improvements.

√ *Establishment of Office, Conference Area and Reference Center that Project Clear Nishorgo Image*: The Nishorgo Support Project office in Banani is itself an important means of communicating the value of nature conservation, and is decorated to that end with the red and green of Nishorgo, as well as photographs of nature by some of the country's leading photographers. The Project and the FD have used the Nishorgo office space to fix an impression, for both public and private visitors, of the uniqueness of Nishorgo's PA conservation cause. The Project's new Reference Center, surrounded by light and increasingly populated with relevant PA management books and articles, is set to become an important research and networking area for those interested in the overall PA management effort.

The Nishorgo Project office space was created to highlight the beauty of the country's biodiversity, evident in these photographs by some of the country's leading nature photographers.

√ *Preparation of a Range of Supporting Communication Tools*: Also during the year, the Project has prepared a number of additional communication tools to communicate the importance of Nishorgo. Included among these are a Nishorgo bumper sticker, a Nishorgo file folder, Nishorgo stationary, Nishorgo pens and Nishorgo hats. In addition to development of these products and this office, the Project has drafted a number of other communications products during the year, including a website, a Nishorgo Program newsletter, and a site-level status report format.

Component 5: Ensuring Institutionalization of Co-Management

A number of important steps were taken during the first year to move towards a long-term institutionalization of co-management at the FD. Included among these are the following:

√ *Organization of a Training and Exchange Visit by Senior FD Officials to Observe Co-Management Experiences in West Bengal State of India*: In early 2004, six senior members of the FD, all working on or overseeing PA management activities, traveled to meet with counterparts in West Bengal State and to observe co-management efforts there. The FD staff members, accompanied by a senior member of the Nishorgo Project team, also began planning for a March 2005 cross-visit by local stakeholders to co-management counterparts in West Bengal. The travel to West Bengal was a cost effective means of expanding the awareness of opportunities to FD staff as this new initiative on co-management in Bangladesh is being pursued.

So as to meet work plan targets that would have been implemented by CFI, IRG organized a networking visit by FD officials to learn from co-management experiences in West Bengal State, India.

√ *Development of initial Vetting of Public-Private Partnership (PPP) effort entitled "Nishorgo Conservation Partnerships Program*": The Project worked at a conceptual level with select members of the FD to conceive of a strategy for attracting private financing for PA conservation-related activities in a way that is acceptable to the GOB and also to private institutions. The proposed Partnerships Program suggests that the new Arannayk Foundation may act as an "honest broker" facilitating private investment into five possible PA related activity areas. The concept has been elaborated in a detailed concept paper prepared by the Project, and a draft brochure describing the Program in simple form has been prepared for informal feedback by interested parties. Although the Partnerships Program has not been officially approved by the GOB (it is to be presented for this purpose at the next Steering Committee meeting) it has been reviewed by the FD, and is of considerable interest and acceptance. The first year of implementation did see, however, one albeit small case of PPP between the Forest Department and the Radisson Water Garden Hotel, under which the Hotel financed a communications effort advertising the Nishorgo Program and linking it to the national annual tree planting fair. Such small successes begin to build the foundation for greater private sector support to conservation because they demonstrate to others the value of a "green image".

This proposed public-private partnership initiative is awaiting presentation to and vetting by the Steering Committee.

√ *Preparation and Groundwork for a Full Scale Institutional Assessment of Capacity of the FD to Manage a PA system*: At year end, a full team had been prepared to conduct this comprehensive assessment, and the FD was fully supportive of the studies approach and team. In particular, a study led by Dr. S.M.A. Rashid examined and estimated the

The public-private partnership initiative has already had one success in a contribution for Nishorgo communication from the Radisson Water Garden Hotel.

investments necessary to implement two of the Objectives included in the Government's Project document for Nishorgo (the PCP). His report included the physical investment costs as well as capacity and training costs to implement the visitor's infrastructure and habitat rehabilitation activities in the PCP. Planning for the full institutional assessment had been set for early August 2004.

Cross-Cutting Project Results

The Project team is also adhering closely to our Cross-Cutting Project Results.

√ As per Result CC1, we *committed to establishment of a Project monitoring system*. A draft of that system, and of a series of related forest-based impact indicators, has been completed. This effort has been supported from IRG/DC's expertise in linking the Mission Program Monitoring Plan (PMP) to Nishorgo Project indicators and approaches.

√ As per Result CC2, we have established a *close working relationship with the FD*. At a small Nishorgo Project office in the Ban Bhaban headquarters of the Forest Department, senior staff members of the Nishorgo Project teamwork on a rotating basis, with at least one staff member present every day of the week. This regular physical presence in the FD has aided our coordination and team spirit with colleagues at the FD. The Project's weekly Technical Progress Tracking Matrix is sent every week to the FD, and the FD attends most of the weekly planning and coordination sessions. In addition, the Chief of Party of the NSP is in daily contact coordinating efforts with the FD's National Nishorgo Coordinator.

√ As per Result CC3, we committed to *putting in place a functioning management system* for the project, and to rapidly starting up the Project. To that end, we:

- Fielded the initial startup team, including the Chief of Party and another consultant, in Bangladesh only five weeks after the Contract was signed;
- Advanced the date by one month on which our proposed Protected Areas Management Specialist joined the Project staff;
- Opened Project offices in Banani for the Dhaka area, and in Cox's Bazar and Srimongal regional offices;
- Completed initial staffing of Project staff down to and including the Site Facilitator level (with exception of the Local Governance & Capacity Building Specialist, which is discussed below);

√ As per Result CC4, we have taken *important steps to ensure that Project activities are complementary to the Arannayk Foundation*. We identified office space that includes neighboring offices for the Foundation, and we have built our Conference Room and Reference Center so as to be shared by Arannayk and the Nishorgo Project. We have provided secretarial and logistical support to three Foundation meetings at the Project premises. We have assisted them since the selection of the Executive Director in establishing and furnishing their own offices and setting up staff. And, most importantly, we have integrated the Foundation into the technical activities of the Project, most notably proposing the Foundation as the designated "honest broker" in the Nishorgo Conservation Partnership concept.

√ As per Result CC5, we have *integrated women at all levels of the Project*, via the full inclusion of women in the Field Appraisals and via their inclusion as key members in the Project staff (e.g. Communications Specialist). Although this represents adherence to the goals, the more important challenge will come in year two, when a carefully constructed gender strategy will assess whether modifications of approach should be undertaken to take full advantage of gender differences to maximize project and social justice impacts of the Project efforts.

In the Site Orientation at remote Rema Kelanga Wildlife Sancuary, a woman from the community speaks up.

√ As per Result CC6, we are *engaging a wide range of PA partners*. We have regularly included the private sector, Universities, regional training centers and other government ministries and departments in our work, and will continue to do so.

Issues, Problems and Challenges

Finally, we would note that a number of implementation challenges have arisen during the year, and have either already been addressed or will need to be addressed in year two if implementation is to proceed apace. These issues include:

- *Filling of Post for Local Governance and Capacity Building Specialist*: This is a critical post to the long run success of the Project, and a designated "Key Personnel" in the IRG Team proposal and contract. IRG's proposed candidate for the post resigned only two days prior to his designated start date in October of 2003 (in spite of having signed an Employment Contract). IRG then re-advertised the post but did not receive a sufficient number of qualified candidates, and did not receive any female candidates. As a result, a second advertisement was released in January 04, this time to a broader audience, including both print and web media. Pursuant to this advertisement, a highly qualified candidate was identified and submitted to USAID for approval as replacement of key personnel. In the interim, the candidate did work as a short-term consultant fulfilling select roles of the LGCBS, while other NSP staff ensure that other aspects of the LGCBS responsibilities were accounted for. IRG was informed in end-May, however that this candidate would no longer be able to switch from the short-term into a full time status. At year-end, IRG had reopened discussions for filling of the long-term post, while continuing to ensure that expected deliverables from this post were completed with short-term and staff expertise.

- *Replacement of Caritas*: Caritas was included in the IRG Team with two broad responsibilities: (1) to support cross-site training, particularly in alternative income generation, and (2) to oversee management of the Landscape Development Fund. After a long process of negotiation, Caritas officially informed IRG that, in spite of its earlier commitment to the Project (in the IRG proposal), it had decided to withdraw from the IRG Team. IRG accepted that withdrawal, and recommended that cross-site training responsibilities be apportioned to CODEC and RDRS, with some portion for IRG. We also recommended that the Fund management responsibilities e allocated evenly between RDRS and CODEC. This recommendation was accepted by USAID. Because Caritas' planned activities in cross site training and fund management were not to have occurred in the first year, their removal from the team and replacement by RDRS and CODEC has not slowed Project implementation.

Degraded or missing infrastructure at pilot PAs makes it more difficult for PA managers to be posted to those sites.

- *Withdrawal of Community Forestry International (CFI) and Their Replacement*: As the IRG Team mobilized in Bangladesh and undertook work planning sessions, team member Community Forestry International (CFI) informed IRG that it was withdrawing from the contract. This was done without detailed explanation, although IRG tried to obtains such an explanation from them. CFI's key proposed first year activities in the IRG proposal included principally networking with co-management colleagues in India. These precise activities and results were achieved via a visit of S. Palit in October and a follow up cross-visit by Bangladeshi FD staff to West Bengal. In the meantime, IRG conducted an extensive search for an institution that could provide the inputs that CFI was to have provided. After this extensive search, IRG concluded that the East West Center of Hawaii was the only institution with the requisite skill to support the case study elements of the CFI mandate. IRG has proceeded to propose inclusion of EWC to the IRG team. At the same time, IRG concluded that IUCN/Bangladesh should be considered for networking support, while other activities would be apportioned amongst other actors.

- *Delays in Posting of Fully Authorized Site-Level Managers to Pilot Protected Areas*: One risk to the Project is the delay in posting of fully authorized PA-level managers to direct co-management activities at the pilot PAs. As the year ended, DFOs were providing support to PA level efforts, but as activities increased at PA level, DFOs were having an increasingly difficult time in providing the necessary support. In the second year, it will be extremely important that ACF-level leadership be provided at PA level.

- *Need for Additional Staff in Dhaka FD Office to Take Part in Nishorgo Program*: To date during the first year, the number and diversity of activities has been such that the Nishorgo Project Coordinator and other key FD staff have had the time to vet and participate in Project activities. But as the year ended, more diverse and more complex activities were in the process of being launched or moved forward. In the second year, it will be extremely important that additional FD staff at the Dhaka level have the time and authority to engage as leaders of the Project support efforts. Without this leadership from the FD, the Project risks moving off on its own in a way that is not sustainable in assisting the FD.

- *Importance of FSP and PBSA+ to Future Project Implementation Success*: One final area of need merits mention as the first year ends. And that is the need to provide an explicit linkage between the PBSA contracts of the social forestry activities in the FD and the co-management activities and committee being advanced under Nishorgo. To date, the social forestry activities and the co-management activities have existed in parallel, but not in a fully integrated fashion. There will be an important need for coordination between social forestry implementers (particularly, the Social Forestry Wing and the FSP) and the Nishorgo Program and Project.

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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
EDS	Enterprise Development Specialist
ESMS	Ecological & Social Monitoring Specialist
EWC	East West Center
FC	Field Coordinator
FD	Forest Department
FSP	Forestry Sector Project
GOB	Government of Bangladesh
IRG	International Resources Group
IUCN	International Union for the Conservation of Nature
JOBS	USAID Project "Assisting Enterprises to Create Employment
LGCBS	Local Governance & Capacity-building Specialist
LGI	Local Governance Initiative
MACH	Managing Aquatic Systems through Community Husbandry
NPC	National Planning Commission
PAMS	Protected Area Management Specialist
PBSA	Participatory Benefits Sharing Agreement
PCP	Project Concept Paper
PP	Project Pro Forma
PRA	Participatory Rural Appraisal
RECOFTC	Regional Community Forestry Training Center
RIMS	Resource Information Monitoring System
RRA	Rapid Rural Appraisal
SF	Site Facilitator
SOAG	Strategic Objective Grant Agreement
UP	Union Parishad
USAID	US Agency for International Development

Nishorgo Support Project
First Annual Progress Report:
June 1 2003 to May 31 2004

1. First Annual Progress Report Methodology and Organization

The approved October 22nd 2003 Nishorgo Support Project Work Plan includes 37 Results organized around the five Contract Components and a sixth area entitled "Cross-Cutting Results". This First Annual Report details progress against the 37 Work Plan Results, and the milestones included per each Result. A listing of the 37 Project Results is included in Annex 1 below. Also included there is the language of each Project Component, and other related Project targets.

The approved First Year Work plan was designed to go from the contract signing through to end-December, 2004, as it was agreed at the time of submission that subsequent annual work plans and progress reports would be submitted on a calendar year. It was subsequently decided to submit all annual work plans and progress reports, including quarterly or semi-annual progress reports, on the Contract year, which runs from June 1 through May 31. This Progress Report therefore covers only June 1 2003 through May 31 2004 and thus does not cover the full period of the first year work plan.

A second year work plan is being submitted concurrently with this first year progress report, and that second year work plan will cover the period June 1 2004 through May 31 2005.

Because we have organized this Work Plan by contract component, and the same components represent USAID's Intermediate Results in the SO6, our Results can be used to track contributions to USAID's Strategic Plan, and USAID's Strategic Objective No. 6 ("Improved Management of Open Water and Tropical Forest Resources") in particular.

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

During the first year, Project targets centered on getting a clear understanding of the constraints and challenges involved in establishing co-management agreements for the identified protected areas. To this end, a number of significant results have been achieved and are worthy of mention.

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

Progress and Issues: The Project completed secondary data studies for all sites on schedule. For each of the sites, a set of all available reference materials pertinent to the site was compiled and submitted to the FD and the Project Reference Center. The purpose of these secondary data reports was to ensure that the Project took full advantage of work already completed or underway on the five target PAs.

In early 2004, field appraisal teams, with the participation of the Forest Department (FD), conducted diagnostic meetings at all of the sites, and succeeded in identifying key stakeholder groups per each site. Initial RRA sessions were organized and conducted in February and March, with final RRA reports delivered in April 2004. These RRA reports helped identify key stakeholder groups, and assisted also in developing hypotheses to be more thoroughly tested in subsequent PRA sessions, which were being planned at year-end.

RRA and PRA processes - essential for identification of stakeholders and co-management committee members -- fell behind schedules in the work plan principally because of delays in formal recognition of the Project by the Ministry. Without the public recognition and approval of the Project implicit in the February 2004 Project and Nishorgo Program launch at Bhawal National Park, FD staff members were naturally reluctant to enable or take part in field activities, especially appraisals. Moreover, it would not have been appropriate for the Project staff to undertake the appraisals without the participation of the FD. Once the Launch was completed, these field appraisal activities proceeded rapidly.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
Deliver secondary data review reports and data	Nov 03	Delivered on schedule.
Deliver RRA reports for each pilot site, with emphasis on stakeholder analysis	Jan 04	Delivered in April 2004. Delayed due to need for formal recognition of the Project, which occurred at Launch in February 2004.
Deliver PRA reports for each pilot site, with emphasis on stakeholder analysis	Mar 04	Fieldwork under way at year end, with reports expected in August.

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

Progress and Issues: As planned, the natural resource assessment and monitoring system methodology did develop in parallel to the PRA and RRA field appraisal processes. The monitoring process was also beset by the same delays that were only overcome with the public launch of Nishorgo in February 2004. In an important consultancy in October 2003,

IRG/DC's Anne Lewandowski worked on elaboration of details for indicators linking this Nishorgo Support Project to the SO6. She proposed modifications to the SO6 indicators at the IR level, and proposed methods for collecting that data. The Project staff subsequently completed another proposed modification to the Program Monitoring Plan (PMP) indicators of USAID in March 2004.

Throughout the end of 2003 and the beginning of 2004, conceptual work proceeded in the development of a three-part Project monitoring system, including these three parts:

- A Volume 1 that would focus on the core set of indicators showing change in the natural resources, in this case the Protected Areas;
- A Volume 2 that would include all the PMP indicators relevant to the Nishorgo Support Project -- an estimated 16 -- and would include detailed methodologies for collection of all of them; and
- A Volume 3 that would focus on compliance indicators vis-à-vis the contract.

All three Volumes were drafted during the first year, but at year-end additional work was being undertaken to refine the three Volume methodologies prior to release to a broader audience. An initial presentation was made to the Forest Department in a March 2004 retreat, however, and initial feedback was obtained at that time.

As per our work plan objectives, we did coordinate closely with the RIMS of the FD, and at year-end were developing a specific set of deliverables that would be produced by and with the RIMS for support to the PA management effort.

We have also taken special care to ensure an active role for local communities in the participatory monitoring process, as will be evident in the final versions of all three monitoring protocols.

First Year Output Milestones:

Brief Description	**End (mm/yy))**	**Status**
Identify key/indicator species, vegetation indices or other means of setting initial pilot baseline status and tracking impact	Dec 03	Draft delivered in March, 2004 and presented to FD. Approach being reviewed by NSP staff and colleagues at year-end.
Deliver status reports on natural resource monitoring	Mar 04	First status report not yet completed, as final methodology not completed.

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

Progress and Issues: While the three part Project monitoring system focuses on clear and simple measures of change, this Result focuses on developing a knowledge base for each site that is essential also for future research and management. This Result is behind schedule, as

it has awaited completion and stakeholder identification from the PRA/RRA process. It will be conducted early in the second year.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
Propose detailed approach to pilot site socio-economic and institutional data collection exercise	May 04	Delayed due to delays in start of field appraisal work (PRA/RRA), as discussed above.

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

Progress and Issues: The COP prepared an initial conceptual model -- based on the model included in the IRG Team's proposal -- for discussion with the Forest Department and key stakeholders at a March 04 retreat at the Forest Department. But the finalization of this model will be undertaken, as per the work plan, in year 2 of the Project, once inputs have been received from the field appraisal process.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
(No deliverables programmed for the period through end-May 04.)		

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

Progress and Issues: This too has been delayed because of delays in the start and completion of the PRA/RRA field appraisal process, which was an important input to the Result. It will be completed early in Year Two.

To ensure that the Project was taking full advantage of social and economic development literature in Bangladesh, the Project did contract with a local consultant for the preparation of an annotated bibliography of leading social development literature in the country. The consultant compiled leading scholarly and analytical studies, and then prepared the annotated bibliography. These documents are all available in the Nishorgo Reference Center, and are being used by staff and visitors to ensure that this expected Result of the Project will be adhered to in the future.

First Year Output Milestones:

Brief description	End (mm/yy)	Status
Propose approach to local based economic and livelihood development	Apr 04	Behind schedule due to delays in start of

		RRA/PRA process and outcomes.

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

Progress and Issues: As per the First year work plan, this Result did not have any scheduled milestones for completion through end-May '04. With the early joining of the Project's Protected Area Management Specialist (Dr. Ram Sharma), however, we are now ahead of schedule on this area. In March, 04, the Project submitted an outline of a revised PA management plan for the five pilot PAs. This note was presented to senior FD staff for consideration and review, and will be discussed further and finalized in year two. The proposal for a revised management plan for the PAs includes new sections devoted to the roles of the co-management committees, wildlife and biodiversity inventory information, and other issues. Also in year one, progress began on specific adaptations of the existing PBSAs for social forestry, so that they can be linked explicitly to co-management plans for the PAs. This too was submitted to the FD in March 04 and was under consideration by the Department at year-end.

First Year Output Milestones:

Brief Description	End (mm/yy))	Status
(No deliverables programmed for the period through end-May 04.)		

3. Component 2: Improve Ecosystem Management

The purpose of this component is to ensure that a sufficient range of income generation and ecosystem management activities occur to serve as an incentive to PA conservation within core pilot PAs. During the year, the Project team realized a number of key outcomes, including the following.

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

Progress and Issues: During the first year, we designed and carried out a jointly funded pre-assessment of opportunities for enterprise development around our five priority PAs. The pre-assessment was completed in April 2004 and was conducted jointly with the JOBS Project of USAID. The pre-assessment identified a number of high priority opportunities for

enterprise development, based on likely profit levels, lack of production constraints, and appropriateness for key stakeholder groups. From this prioritized list, the Project has decided to pursue three of the priority recommendations for further development: nursery development; bamboo/cane production and processing; and, vegetable-dyed cloth production. These recommended sectors have been reviewed with the FD. At year-end, we are preparing detailed strategies and resources to allocate for moving into these three areas.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
Deliver sector assessment for enterprise development	Oct 04	Initial assessment completed ahead of schedule in January 2004

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

Progress and Issues: The NSP's field implementers -- RDRS and CODEC -- prepared during the first year a joint proposal of household production technologies that should be extended at household level for Project sites. Technologies included poultry production, rice processing, cattle fattening, home gardens, vegetable production and others. This draft and justification is to be reviewed and prioritized in light of final Field Appraisal (PRA/RRA) reports.

First Year Output Milestones:

Brief description	End (mm/yy)	Status
On basis of RRA and PRA, identify short list of priority technology interventions for each site	Sep 04	Initial list ready ahead of schedule. At year-end, awaiting final vetting with FD

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

Progress and Issues: The Project credit program was initially to have been overseen by Caritas. With Caritas' withdrawal from the team in early 2004, IRG proposed allocation of the Landscape Development Fund and its management to RDRS and CODEC. This proposal was accepted by the RCO.

In fact, the first year work plan of the Project did not call for specific deliverables for the micro credit program in year one, principally because field based activities and systems had to be put in place prior to beginning the credit program.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
Selection of RMOs working in micro-credit	Dec 04	On schedule.

Project Result 2.4: Community-level landscape interventions are implemented

Progress and Issues: These "community-level landscape interventions" include such things as social forestry Participatory Benefits Sharing Agreements linked to PA conservation. During the first year, the Project presented at a FD retreat in March a model of PBSA's adapted to include a direct link to PA conservation, whereby PBSA agreements would include specific conditionality requiring recipient involvement in PA protection. At year-end, this proposed model was still being discussed and debated by the FD and Project staff.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
(No deliverables programmed for the period through end-May 04.)		

4. Component 3: Enhance Co-Management Policy Environment

Improving and setting the policy climate for long-term improvements in PA management has been an important focus of attention in the first year. Work has proceeded on a number of levels, and has generated the following key outputs:

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

Progress and Issues: On the basis of an initial visioning exercise conducted in August 2003, the Project assisted the FD in capturing its vision of the future challenges, opportunities and priorities for the coming years. After initial drafting of the outcomes of the visioning exercise, the Project assisted in two additional rounds of vetting and review by the Forest Department senior staff, at retreats held at Ban Bhaban in January and March. The draft Vision includes projection of the challenges that the FD will face in managing PAs by 2010, and the necessary characteristics that PA managers will need to demonstrate to face those challenges. In the second year of the Project, this Vision 2010 will be more thoroughly vetted by the FD until it represents a clear statement of the Department's -- and ultimately the MoEF's -- vision of PA management in the future.

First Year Milestones:

Brief Description	End (mm/yy))	Status
An initial communication effort of the FD PA vision is presented to the public	Nov 04	On schedule.

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

Progress and Issues: In February, 2004, the FD's newly-created Nishorgo Program was officially launched by the Minister of the Environment, Mr. Shahjahan Siraj, in the presence of the US Ambassador and other dignitaries. At that same highly publicized launch event, a formal approval was given by the Minister, the Secretary and the CCF for the movement of the Nishorgo Support Project to the five initial pilot sites.

In the same week in February as the Nishorgo Launch, the first meeting of the Project Steering Committee took place at the MoEF, presided by the Secretary, MoEF. The Steering Committee again confirmed the approval to proceed with implementation at all five pilot sites. The Committee also supported rapid completion and submission of the Project Concept Paper (PCP), a critically important document for integrating the Project into the Government of Bangladesh planning process.

During the first year, the Project expended considerable effort in supporting the FD in its drafting of a Project Concept Paper (PCP) for the Nishorgo Support Project. The PCP was completed, vetted and approved by the MoEF, and submitted to the National Planning Commission (NPC) during the year. At year-end, the NPC was reviewing the PCP submission.

First Year Output Milestones:

Brief Description.	**End (mm/yy)**	**Status**
Prepare initial submission of project status, including field site selection and context, for the 1st Steering Committee meeting	Nov 03	Completed, although 1st Steering Committee set for February

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

Progress and Issues: The NSP has considered that the FD and the IUCN/B may jointly host such a Co-management Working Group focused on PA co-management. At year-end, discussions with FD and with IUCN/Bangladesh were still being held.

First Year Output Milestones:

Brief Description	**End (mm/yy)**	**Status**
(No deliverables programmed for the period through end-May 04.)		

Project Result 3.4: Papers on select priority issues are developed and vetted

Progress and Issues: As noted above, the Vision 2010 was submitted and initially discussed with the FD and the internal NSP team. One of the other major developments in this area has been the informal request by the FD to have the NSP support them in the revisions to their Wildlife Presentation Act.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
Complete and submit 1st White Paper: Vision 2010	Nov 03	Completed, but at end of the reporting period.

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

The Project has considered it essential to move rapidly in developing a clear and focused communication strategy that would begin to lay the foundation for a conservation constituency that will be essential for sustained multi-stakeholder support to PA conservation. In this area, a number of key outputs and milestones were achieved, including the following.

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

Progress and Issues: Near the end of the year, the Project submitted to the FD a proposed strategy for a comprehensive communications effort of the FD to build a long-term constituency for PA management in Bangladesh. The strategy includes specific definitions of proposed target groups for behavioral change efforts as well as proposed communications tools. It will serve as a framework for communications efforts under the Project for the coming years.

The Project considered development of a new image for the PA-management activities of the FD a high priority since soon after the initial Vision 2010 exercise was undertaken in August 2003. As a result, the Project supported the FD in organizing a national competition for students to find a name for this new PA management effort of the FD. In its support to this process, the Project has stressed the importance of creating an image for PA management that is clearly distinguished from that of the traditional production forestry activities of the FD. After a review of some 500 submissions by students from around the country, a Committee of the FD selected the name "Nishorgo" (meaning "idyllic nature") for the PA management

program, and proceeded to forward it to the MoEF for non-objection. Soon after selection of the name, the Project provided a range of logo options to the FD, from which was selected the now commonly used green and red logo of Nishorgo.
After extensive vetting and review by FD and MoEF partners, the Project printed 3000 copies of color brochures in English and Bangla describing the Nishorgo Program. These brochures have been a useful instrument for spreading awareness of the FD's goals in the area of PA management improvements, and of the co-management approach to making those improvements.

Also during the year, the Project has prepared a number of additional communication tools to communicate the importance of Nishorgo. Included among these are a Nishorgo bumper sticker, a format for Nishorgo Program PowerPoint presentations, a Nishorgo file folder, Nishorgo stationary, Nishorgo pens and Nishorgo hats.

First Year Milestones:

Brief Description	End (mm/yy)	Status
Publicly announce name and present image and logo of the new Program	Nov-03	Image and logo completed on schedule; public use of name & logo required Gov't approval in February

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

Progress and Issues: This Project-focused communication strategy is included by reference in the draft Nishorgo Program strategy discussed above, although our First Year Work Plan called for a separate Project communications strategy in August '04. The Project has continually attempted to promote the Government's Nishorgo Program. For that reason, we will not promote the Project for its own sake. Nonetheless a number of specific Project-related communication activities have been undertaken, including the following:

- Format for all Nishorgo Support Project publications has been developed, including specifications for all formatting elements;
- The Project office has been designed in such a way as to be in keeping with Program goals and objectives (see further discussion in next paragraph); and,
- A standard NSP format has been developed for all PowerPoint presentations.

The offices of the Nishorgo Support Project office in Banani is itself an important means of communicating the objectives of the Project, particularly the value of nature conservation. The office is decorated to that end with the red and green of Nishorgo, as well as photographs of nature by some of the country's leading photographers. The Project and the FD have used the Nishorgo office space to fix an impression, for both public and private visitors, of the uniqueness of Nishorgo's PA conservation cause. The Project's new Reference Center, surrounded by light and increasingly populated with relevant PA management books and articles, is set to become an important research and networking area for those interested in the overall PA management effort.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
(No deliverables programmed for the period through end-May 04.)		

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

Progress and Issues: During the first year, the Project organized and put in place a Nishorgo Reference Center as a space in which to compile informational and educational resources concerning the PA network. Critical reference documents concerning PA co-management were gathered at this site, and the framework for later development of a database of all documents was developed. As the year ended, additional documents were being added to this Reference Center.

The Project has also progressed in development of a Nishorgo web site to ensure that resources can be made widely available to people in digital format. We have purchased the domain name www.nishorgo.org so as to hold it for the eventual web site. By year-end, we had also structured the initial web site and an IT consultant was being sought for the coding and formatting of the site in preparation for launch. The site will serve as a Nishorgo Program web site, with an included link to the Nishorgo Support Project of USAID. At year-end, an IT consultant was being sought for the coding and formatting of the site in preparation for launch.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
(No deliverables programmed for the period through end-May 04.)		

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

Progress and Issues: The NSP has worked closely and now has a common understanding with the FD that applied research should form a core component of the Project. We have met with a number of University researchers from North South University, the University of Dhaka, the University of Chittagong, and others. We are working actively to put in place an applied research internship program precisely to achieve these publishing -- and ultimately communication -- goals of the Project.

The Project had planned to bring an international Consultant to examine the progress and issues on co-management in Bangladesh, and then to communicate this status to a wide range of development and conservation partners in Washington and elsewhere. This activity, which was to have been led by IRG's George Taylor (as included in the winning IRG proposal) has

been moved back to later in 2004 so as to allow more written information and knowledge to become available for the target field sites. With the completion of PRA and RRA studies, this activity can now be undertaken, and was being scheduled for November 2004.

This Result will also be furthered by the proposed activity to support applied research case studies with the East West Center of Honolulu Hawaii. This subcontract has been proposed for approval to USAID. As proposed, Dr. Jefferson Fox of the East West Center is to work in years two through four of the Project to support Bangladeshi researchers to develop and publish applied research concerning co-management.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
Deliver Washington-based presentation to no less than 40 decision-makers from World Bank, USAID and key conservation NGOs WWF and CI	May 04	Behind schedule; planned for Nov '04 Consultancy

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

Progress and Issues: The Project had not set any major deliverables for this Result through the period to end-May 2004. This overall activity, however, is being slowed by the lack of an official Government approval of the Project in standard Government format. Until and unless this approval is obtained, the Project (and indeed the Forest Department) is constrained in its ability to engage high level decision-makers about it.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
(No deliverables programmed for the period through end-May 04.)		

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

Progress and Issues: The project collected news and articles on the various PA management issues and news of the project itself from two widely circulated national newspaper, one in Bangla and one in English. Further The Federation of Environmental Journalists of Bangladesh (FEJB) is collecting environment-related clippings from the 20 major Bangladeshi newspapers. We have discussed with FEJB and now have access to use database for our baseline report on news articles relating to the environment.

Further, we maintained liaison with journalists from the national and local newspapers and magazines. All press journalists either were invited to major Project events, or received press releases about them. As a result, the official launching of the Bhawal National Park was widely covered in all the major national newspapers and also in the national and private TV channels and in the radio. Similarly other items such as news on the site orientations are also published in newspapers and TV news.

Further one newspaper has agreed to print articles on PA on their weekly environment page that we would provide. For this, we are motivating the Forest Department personnel to write article on various PA issues utilizing their expertise and experience.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
Baseline status report on PA news is completed	Apr-04	On schedule.

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

Progress and Issues: We have planned to develop a program under which high school age youths from well-educated and relatively influential families and schools, become better acquainted with the country's parks and protected areas. As the year ended, we continued to progress toward this result, through a targeted effort to reach out to the National Scouts of Bangladesh. In year two, we intend to use this as a principle means of engaging young urban students in an awareness of PA conservation value.

First Year Output Milestones:

Description	End (mm/yy)	Status
(No deliverables programmed for the period through end-May 04.)		

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

Progress and Issues: In the first year, we developed local language radio broadcasts for the Sylhet dialect and protected areas. We did not, however, undertake these local communication efforts at the same pace and timing foreseen in our Work Plan. The reason for this delay was that without the formal approval of the Minister and MoEF/GOB, we did not have the freedom to go to the field and begin working with communities. We obtained this approval to begin field work in the February Launch events, and then proceeded almost immediately to undertake field appraisals. Thos appraisals were followed by the full field mobilization that is necessary for such communication efforts.

First Year Output Milestones:

Description	End (mm/yy)	Status
(No deliverables programmed for the period through end-May 04.)		

6. Component 5: Ensure Institutionalization of Co-Management

A number of important steps were taken during the first year to move towards a long-term institutionalization of co-management at the FD. Included among these are the following.

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

Progress and Issues: The delay in launching of the RRA and PRA -- for reasons stated above -- has made it necessary to move back the completion of an initial applied research agenda for economic issues in the PA system. Field level sociological and ecological information is a necessary pre-requisite to understand the priority issues that should be addressed under this Result. Progress toward this result will be undertaken in the first part of the second year of implementation.

First Year Milestones:

Brief Description	End (mm/yy)	Status
Propose applied research agenda for economics of PAs, after review of available secondary data and RRA results	Mar 04	Delayed until August/Sept 04 due to need to complete Field Appraisals first.

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

Progress and Issues: At the request of the Forest Department, this sustainable financing strategy was moved back so as to allow for revision of the financially-relevant sections of the Wildlife Act. The position of the FD is that financial provisions in the Act will have such a cricital determining role on the sustainable finance actions that the consultancy should wait.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
Propose strategy and recommendations for sustainable financing of the PA System	Apr 04	At request of the FD, this financing strategy will be undertaken after revision of the Wildlife Act.

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

Progress and Issues: The most urgent step required to position the Nishorgo Program of the FD to obtain financing from public and private donors is to put the Program on solid

institutional footing, and to begin testing the co-management PA approach at site-level. These two activities were therefore primary targets during year one of implementation.

The Project determined that it would be wise to proceed with a strategy to obtain private financing through a public-private partnership program entitled "Nishorgo Conservation Partnerships". The Partnerships was developed in both conceptual format and in the form of a color brochure. Both documents explain five primary ways in which private partners can provide support to PA conservation. The Partnerships concept remains a proposal until and unless it can be vetted and approved by the Steering Committee and the Government, but it has already been widely vetted within the FD, and with possible future donors.

In addition, the Partnership provides a unique and important role for the Arannayk Foundation. Acting as a sort of "honest broker" between private donors and the PA management system, the Foundation can provide an element of comfort and confidence for the donor while supporting the long-run objectives of the FD. Creation of this special role for the Foundation is another example of the Project attempting to ensure maximum synergy with the Foundation.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
Deliver initial "Outlook report on co-financing opportunities and suggested strategies for leveraging"	Mar 04	Moved to May 04 to follow preliminary presentation of financing approach at first donor LCG presentation in late April.

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

Progress and Issues: Extensive planning for this assessment was conducted during the first year of implementation. The candidates for conduct of the assessment were vetted. The TOR for the assessment was reviewed and approved by the FD. And the date for the assessment was set for early in year two.

In particular, a study led by Dr. S.M.A. Rashid examined and estimated the investments necessary to implement two of the Objectives included in the Government's Project document for Nishorgo (the PCP). His report included the physical investment costs as well as capacity and training costs to implement the visitor's infrastructure and habitat rehabilitation activities in the PCP. This document was an important precedent for the final development of the PCP, as well as the future capacity and management improvements expected in the FD.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
(No deliverables programmed for the period through end-May 04.)		

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

Progress and Issues: Although the assessment was scheduled for the beginning of year two, elements of an implemented capacity building program were conducted during year one. Training courses were conducted at the FD concerning co-management, in the form of workshops and presentations by co-management experts McCauley/Palit, key thematic issues were presented at retreats at the RFD, and senior FD staff was sent to India to learn from co-management there. Full implementation of the capacity-building program is scheduled for the period in year two of the Project.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
(No deliverables programmed for the period through end-May 04.)		

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

Progress and Issues: No need for comment at present, as this activity was not programmed until the end of 2004.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
(No deliverables programmed for the period through end-May 04.)		

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

Progress and Issues: In early 2004, six senior members of the FD, all working on or overseeing PA management activities, traveled to meet with counterparts in West Bengal State and to observe co-management efforts there. The FD staff members, accompanied by a senior member of the Nishorgo Project team, also began planning for a March 2005 cross-visit by local stakeholders to co-management counterparts in West Bengal. The travel to West Bengal was a cost effective means of expanding the awareness of opportunities to FD staff as this new initiative on co-management in Bangladesh is being pursued.

Also in the first year, the Project benefited from the insights of two Asian experts on PA co-management, Dr. David McCauley and Mr. S. Palit. The two experts prepared a summary report entitled "Asian Experiences in PA Co-Management: Initial Policy and Implementation Relevance for the Nishorgo Support Project". The two experts undertook extensive

discussions, including a summary presentation to the CCF and other senior FD staff, on PA co-management experiences from other South Asian and East Asian countries.

The first work plan had intended for preparations to be ready for a local stakeholder cross-visit by June of 2004. In fact, during a visit to West Bengal by the COP and the SO6 Team Leader in October 2003, Indian counterparts advised that the complications of organizing such a trop, and the rainfall calendar both made February 2005 the optimal time for conducting such a trip. The timing for the trip has thus been shiften accordingly, and will appear as such in the 2nd year work plan.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
(No deliverables programmed for the period through end-May 04.)		

7. Cross-Cutting Project Results

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

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

Progress and Issues: As per Result C1, we *committed to establishment of a Project monitoring system*. A draft of that system, and of a series of related forest-based impact indicators, has been completed. This effort has been supported from IRG/DC's expertise in linking the Mission Program Monitoring Plan (PMP) to Nishorgo Project indicators and approaches. To that end, IRG/DC's Anne Lewandowski completed a proposed revision of the full set of PMP indicators relevant to the Nishorgo Support Project. On the basis of those proposed revisions, the Project has proposed a three part monitoring framework, including a core set of indicators focusing on natural change, a broader set of PMP indicators and a final set of Project compliance indicators. The initial drafts of the monitoring framework are participatory in nature. The three part monitoring system has been drafted, and is being reviewed internally by the Project prior to being sent in final form to the FD and USAID. Parts One and Two have been presented in draft form to the FD in the March 2003 Retreat.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
Deliver Project Monitoring Approach, Methodology and Baseline Measures	Apr 04	Drafted, but final version is behind schedule.

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

Progress and Issues: As per Result C2, we have established a *close working relationship with the FD*. At a small Nishorgo Project office in the Ban Bhaban headquarters of the Forest Department, senior staff members of the Nishorgo Project teamwork on a rotating basis, with at least one staff member present every day of the week. This regular physical presence in the FD has aided our coordination and team spirit with colleagues at the FD. The Project's weekly Technical Progress Tracking Matrix is sent every week to the FD, and the FD attends most of the weekly planning and coordination sessions. In addition, the Chief of Party of the NSP is in daily contact coordinating efforts with the FD's National Nishorgo Coordinator.

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

Progress and Issues: As per Result CC3, we committed to *putting in place a functioning management system* for the project, and to rapidly starting up the Project. To that end, we:

- √ Fielded the initial startup team, including the Chief of Party and another consultant, in Bangladesh only five weeks after the Contract was signed;
- √ Advanced the date by one month on which our proposed Protected Areas Management Specialist joined the Project staff;
- √ Opened Project offices in Banani for the Dhaka area, and in Cox's Bazar and Srimongal regional offices;
- √ Completed initial staffing of Project staff down to and including the Site Facilitator level (with exception of the Local Governance & Capacity Building Specialist, which is discussed below)

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

Progress and Issues: As per Result C4, we have taken *important steps to ensure that Project activities are complementary to the Arannayk Foundation*. We identified office space that includes neighboring offices for the Foundation, and we have built our Conference Room and Reference Center so as to be shared by Arannayk and the Nishorgo Project. We have provided secretarial and logistical support to three Foundation meetings at the Project premises. We have assisted them since the selection of the Executive Director in establishing and furnishing their own offices and setting up staff. Most importantly, we have integrated the Foundation into the technical activities of the Project, most notably proposing the Foundation as the designated "honest broker" in the Nishorgo Conservation Partnership concept.

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

Progress and Issues: As per Result C5, we have *integrated women at all levels of the Project*, via the full inclusion of women in the Field Appraisals and via their inclusion as key members in the Project staff (e.g. Communications Specialist). Although this represents adherence to the goals, the more important challenge will come in year two, when a carefully constructed gender strategy will take full advantage of gender differences to maximize project impact and social justice impacts of the Project efforts. We will in this sense clarify our strategy for working with men and women in ways that while different will maximize project impact.

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

Progress and Issues: As per Result C6, we are *engaging a wide range of PA partners*. We have regularly included the private sector, Universities, regional training centers and other government ministries and departments in our work, and will continue to do so.

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

Progress and Issues: We have succeeded in developing a jointly financed purchase order with experts from the University of Maryland's JOBS Project staff and Consultants. This represents an important effort to break away from the "stove-piping" of many projects. We are also continuing to explore options for linkages to the ARD Governance project and the MACH Project.

First Year Output Milestones:

Brief Description	End (mm/yy)	Status
Identify opportunities for conducting a nature-based enterprises sector assessment with JOBS	Jan 04	Ahead of schedule. Joint JOBS/Nishorgo Assessment completed prior to year end.

8. Summary of Progress Status Against all Milestones Expected through December 2004

The Result-by-Result review above has entered into detail about the Project's status of achievement of each of the deliverables expected through the period end-May 2004, or the end of the first year of implementation. In this section, we score progress against all these indicators, and also against all the other milestones expected during the full period covered by the First Year Work Plan, that is through December 2004.

Scores are given on a scale of 1 to 4, based on the following criteria:

- "1" = the milestone is far behind schedule or has been fundamentally modified
- "2" = the milestone is behind schedule but likely to be achieved before end-2004
- "3" = the milestone was achieved but behind schedule
- "4" = the milestone has been achieved on schedule or is due to be achieved on schedule

The results are shown in the Table below. Of the 45 milestones included in the 1st year Nishorgo Work Plan, 69 percent have been achieved, or are on schedule to be achieved. Only 2 of the 45 activities are far behind schedule. One of those -- the cross-visit to West Bengal with local stakeholders -- has been moved to early 2005 at the advice of counterparts in West Bengal.

In sum, the Project is largely on schedule to achieve the milestones and results set out in the 1st year work plan and in the overall contract.

Table 1: Summary Scoring of Progress Against First Year Work Plan Result Milestones

1st Year Work Plan Results with Milestones	**End (mm/yy)**	**Assessed Score**
1.1: Stakeholder analysis and needs assessments methodology developed and conducted for PAs within landscapes		
Deliver secondary data review reports and data	Nov 03	4
Deliver RRA reports for each pilot site, with emphasis on stakeholder analysis	Jan 04	3
Deliver PRA reports for each pilot site, with emphasis on stakeholder analysis	Mar 04	3
1.2: Natural resource assessment and monitoring system methodology developed and implemented for PAs and landscapes		
Deliver status reports on natural resource monitoring	Mar, Jun & Sep 04	4
1.3: Socio-economic and institutional assessment and monitoring system methodology developed and implemented for PAs and landscapes		
Propose detailed approach to pilot site socio-economic and institutional data collection exercise	May 04	2
Deliver preliminary report on socio-economic and institutional assessment of pilot sites	Dec 04	2
1.4: Conceptual model for co-management developed and implemented for PAs and		

landscapes		
Deliver co-management model description	Jul 04	2
1.5: Appropriate conceptual approach to local development process is developed and implemented in target landscapes		
Propose approach to local based economic and livelihood development	Apr 04	4
1.6: PA management plans are developed (or completed) and implemented		
Deliver note/memorandum clarifying processes to be followed for PA management plan approval and action	Oct 04	4
2.1: Market opportunities for micro, small and medium enterprises development linked to improved Pas and landscapes identified and realized		
Deliver sector assessment for enterprise development	Oct 04	4
2.4: Community-level landscape interventions are implemented		
Deliver short-list of community-level landscape interventions to be conducted	Aug 04	4
3.1: The FD develops a vision and strategy for improved PA management, and begins implementing it		
An initial communication effort of the FD PA vision is presented to the public	Nov 04	4
3.2: A high-level Government Steering Committee advances the cause of improved PA management by the FD		
Prepare initial submission of project status, including field site selection and context, for the 1st Steering Committee meeting	Nov 03	3
3.3: A national network of co-management practitioners exists and serves as a platform for knowledge improvements		
Identify the terms of a "Co-management Working Group"	Aug 04	4
Hold first meeting of practitioners	Oct 04	4
3.4: White papers on select priority issues are developed and vetted		
Complete and submit 1st White Paper: Vision 2010	Nov 03	3
Complete and Submit 2nd white paper	Jun 04	4
Complete and submit 3rd white paper	Sep 04	4
4.1: A communications strategy is developed and implemented for the FD's PA management program		
Publicly announce name and present image and logo of the new Program	Nov-03	3
Strategy completed and approved by the FD	Jul-04	3
4.2: A communications strategy is developed and implemented for the PA Support Project		
Complete and submit working Support Project Strategy to USAID	Aug-04	3
4.3: Informational and educational resources concerning the PA network are made widely and readily available		
Website launched	Nov-04	4
Submit proposed structure and approach to FD/USAID	Apr-04	3
Digital and hard copy reference center operational at Support Project offices	Nov-04	4

4.4: The FD and its partners prepares multiple research and programmatic contributions for presentation at regional and international conferences on PA management		
Three presentations on aspects of the country's PA Management Program are made at international conferences	Dec-04	4
Deliver Washington-based presentation to no less than 40 decision-makers from World Bank, USAID and key conservation NGOs WWF and CI	May 04	3
4.5: A communications program targeting key high-level decision-makers is implemented		
No less than five presentations are made to targeted decision-makers (targeted in the PA Management Strategy document)	Jun 04	3
No less than five VIP visits have been executed at pilot sites	Dec-04	2
4.6: The number and quality of press clippings concerning the PA system increase		
Baseline status report on PA news is completed	Apr-04	3
Number of PA-relevant newspaper articles in Bangla & English doubles, while quality improves, off base period	Dec-04	4
4.7: A program is established to expose young urban students to the PA network		
With the FD, jointly conduct at least 4 audio-visual presentations to schools in Dhaka	Dec 04	1
Preparatory work completed to facilitate at least one field visit for students from Sylhet or Chittagong to field sites	Dec 04	2
4.8: A program is developed and established to engage landscape-level stakeholders in PA conservation actions		
Identify and allocate responsibility for development of appropriate communication tools	Jul 04	3
Initial community-level communication tools implemented in all pilot sites	Sep 04	2
Communication tools used at communication sessions with non-village local stakeholders	Oct 04	2
5.1: Understand and where possible quantify the economic costs and benefits of PA		
Propose applied research agenda for economics of PAs, after review of available secondary data and RRA results	Mar 04	2
Work with potential domestic and international partners to identify opportunities for shared research	May 04	3
Deliver final research agenda and implementation approach for economics of Pas, including capacity-building plans	Jun 04	3
5.2: Develop and implement a strategy for the long-term sustainable financing of PAs		
Propose strategy and recommendations for sustainable financing of the PA System	Apr 04	2
5.3: Identify and pursue co-financing opportunities with national and international donors		
Deliver initial "Outlook report on co-financing opportunities and suggested strategies for leveraging"	Mar 04	2
5.4: Assess the existing and needed capacity of the FD and local stakeholders to co-manage PAs		
Deliver "Capacity-building Plan for PA Management at the FD"	Aug 03	2
5.5: Implement a capacity building program for FD PA managers and key local PA stakeholders		

Formalize and sign MoU with two different universities for MSc level thesis research at pilot sites	Aug 04	2
5.6: Identify phase-out plan and exit strategy		
White Paper on Phase out plan submitted for consideration to FD and Steering Committee	Dec 04	4
5.7: Network with other Asian PA managers and learn from best practices for PA management in other countries		
Execute 1st cross-visit to co-management sites in India with pilot site stakeholders	Jun 04	1
C1: A project management monitoring system is established and functioning		
Deliver Project Monitoring Approach, Methodology and Baseline Measures	Apr 04	3

9. Management Systems and Project Implementation Issues

A number of implementation challenges have arisen during the year, and have either already been addressed or will need to be addressed in year two if implementation is to proceed apace. These issues include the following.

Site Selection and Site Specific Accomplishments

We have succeeded in getting full approval from the Steering Committee, the Minister, the Permanent Secretary for moving to the field sites proposed in our October 22nd work plan. This represents an important accomplishment.

While we would have liked to move immediately to the pilot sites faster, it was essential that we do it in full partnership with the Government, which meant waiting for approval from the Minister and other senior officials. Even now that approval has been given by the Steering Committee, we are not yet working under an approved PCP or PP of the Government, which means a full authority for our Team's presence at site level cannot be given. We can and will, however, continue to work.

It is worth illustrating the Government's reticence to work at field level with partners. In early 2004, we were conducting RRA, which we had planned to conduct at the end of 2003. We were doing the planning and fieldwork for RRA jointly with the FD local field staff, which is precisely the way this diagnostic effort should have be done. Those field staff would not have attended such sessions if we had pushed to hold the RRA back when it was scheduled in our original work plan, as they would have had no "green light" to proceed from their seniors in Dhaka. The National Project Coordinator only received official confirmation of his position from the MoEF in April of 2004. Even now, without an approved PCP, he does not yet have full authority from the Government to send directives to support our

fieldwork, but because of such widely publicized events as the Nishorgo Launch of February, he is willing to send the orders to field staff to proceed on RRA and other field initiatives. This brief example illustrates both the cause of our delays in field implementation and the positive impact such delays are already generating for overall Project success.

Project Offices in Dhaka

The Project team officially inaugurated offices in Banani on February 26th, 2004. These offices represent not only a working space for the Project team, but also a space in which the overall challenges and goals of the Nishorgo Program of the Government can be highlighted. The Project has also succeeded in identifying a space that can be used by Arannayk, and we have planned to share conference rooms space, the resource center and other facilities with Arannayk. This represents an important success in trying to ensure coordination and complementarities of USAID-funded programs.

Field Mobilization Status

Our field mobilization was delayed in part to the issues mentioned in the preceding paragraphs, and also due to the importance of holding the national Nishorgo Launch prior to going to field level. The national Launch was the opportunity for all of the FD's protected area managers to be made aware of the Nishorgo Program and the Nishorgo Support Project. With that meeting completed in late February, our counterpart National Project Coordinator forwarded a message to the FD field staff ordering them to provide support and facilitation to the Project team.

Subsequent to this, our field NGO partners -- RDRS for the three northern sites and CODEC for the two southern sites -- established and opened field offices for the Field Coordinators. An office has been opened in Cox's Bazaar for the southern Field Coordinator and another in Srimongal for the northern Field Coordinator. Site Facilitators have been posted to all five sites. Additional staff employment agreements were being finalized at year-end.

We have now made site visits with the Forest Department to all of the field sites. At Satchuri, one of the three PAs in the north, we have identified the location for RDRS PA level office, and obtained agreement with the FD concerning refurbishing of a derelict office for use by the Project.

Recruitment Status and Team Mobilization

We have completed our full core staff recruitment process and team mobilization, with the exception of the full-time LGCBS (see discussion below). The following is a review of our team mobilization against planned targets in the work plan of October 22nd. We are pleased to report that the Protected Area Management Specialist -- Dr. Ram Sharma -- is beginning work earlier than expected. This will provide an implementation boost to the project. The Communication Specialist has been hired in October. The Field Coordinators and five Site Facilitators have been hired. The Ecological and Social Monitoring Specialist has been hired in January. We decided to hold the hiring of the Enterprise Development Specialist (EDS)

until we have completed the enterprise pre-assessment with JOBS and the targeted sectors were identified. The outcome of that assessment will help us in determining the exact makeup of this staff position.

On the administrative side of the Project, we have nearly hired our full complement of staff. The Director, Administration and Finance was hired in October. More recently, two accounting staff members, an Executive Assistant, a Receptionist and support staff have been hired. We have hired only one of two administrative staff support team members, and will postpone the hiring of the second until internal system are set.

Replacement of Local Governance & Capacity Building Specialist (LGCBS)

This is a critical post to the long run success of the Project, and a designated "Key Personnel" in the IRG Team proposal and contract. IRG's proposed candidate for the post resigned only two days prior to his designated start date in October of 2003 (in spite of having signed an Employment Contract). IRG then re-advertised the post but did not receive a sufficient number of qualified candidates, and did not receive any female candidates. As a result, a second advertisement was released in February, this time to a broader audience, including both print and web media. Pursuant to this advertisement, a highly qualified candidate was identified and submitted to USAID for approval as replacement of key personnel. In the interim, the candidate did work as a short-term consultant fulfilling select roles of the LGCBS, while other NSP staff ensure that other aspects of the LGCBS responsibilities were accounted for. IRG was informed in end-May, however that this candidate would no longer be able to switch from the short-term into a full time status. At year end, IRG had reopened discussions for filling of the long-term post, while continuing to ensure that expected deliverables from this post were completed with short-term and staff expertise.

Formalization of Contractual Relations with IRG Subcontract Partners

Final subcontracts were signed with all of the three subcontractors -- NACOM, RDRS and CODEC -- during the reporting period. In addition, final five year detailed budgets have been approved and agreed to between IRG and all three of the subcontractors. In addition, billing format and processes have been discussed and agreed to by IRG and its subcontracting partners.

Contractual Relations with Caritas, and Implications for the Cross-site Training and Landscape Fund Work

Caritas was included in the IRG Team with two broad responsibilities: (1) to support cross-site training, particularly in alternative income generation, and (2) to oversee management of the Landscape Development Fund. After a long process of negotiation, Caritas officially informed IRG that, in spite of its earlier commitment to the Project (in the IRG proposal), it had decided to withdraw from the IRG Team. IRG accepted that withdrawal, and

recommended that cross-site training responsibilities be apportioned to CODEC and RDRS, with some portion for IRG. We also recommended that the Fund management responsibilities e allocated evenly between RDRS and CODEC. This recommendation was accepted by USAID. Because Caritas' planned activities in cross site training and fund management were not to have occurred in the first year, their removal from the team and replacement by RDRS and CODEC has not slowed Project implementation.

Withdrawal of Community Forestry International (CFI) and Their Replacement

As the IRG Team mobilized in Bangladesh and undertook work planning sessions, team member Community Forestry International (CFI) informed IRG that it was withdrawing from the contract. This was done without detailed explanation, although IRG tried to obtains such an explanation from them. CFI's key proposed first year activities in the IRG proposal included principally networking with co-management colleagues in India. These precise activities and results were achieved via a visit of S. Palit in October and a follow up cross-visit by Bangladeshi FD staff to West Bengal. In the meantime, IRG conducted an extensive search for an institution that could provide the inputs that CFI was to have provided. After this extensive search, IRG concluded that the East West Center of Hawaii was the only institution with the requisite skill to support the case study elements of the CFI mandate. IRG has proceeded to propose inclusion of EWC to the IRG team. At the same time, IRG concluded that IUCN/Bangladesh should be considered for networking support, while other activities would be apportioned amongst other actors.

Implications of Tax Requirements

As per the SOAG governing SO6, taxes are not to be paid by the IRG Team on Nishorgo Project procurement. The mechanisms for ensuring that IRG complies with this provision of the SOAG are quite complex. In the end, it is highly complicated to comply, but the IRG Team is doing everything possible to do so. The Team faces a real risk and liability on this issue, which requires the serious attention of USAID.

Delays in Posting of Fully Authorized Site-Level Managers to Pilot Protected Areas

One risk to the Project is the delay in posting of fully authorized PA-level managers to direct co-management activities at the pilot PAs. As the year ended, DFOs were providing support to PA level efforts, but as activities increased at PA level, DFOs were having an increasingly difficult time in providing the necessary support. In the second year, it will be extremely important that ACF-level leadership be provided at PA level.

Need for Additional Staff in Dhaka FD Office to Take Part in Nishorgo Program

To date during the first year, the number and diversity of activities has been such that the Nishorgo Project Coordinator and other key FD staff have had the time to vet and participate in Project activities. But as the year ended, more diverse and more complex activities were in the process of being launched or moved forward. In the second year, it will be extremely important that additional FD staff at the Dhaka level have the time and authority to engage as leaders of the Project support efforts. Without this leadership from the FD, the Project risks moving off on its own in a way that is not sustainable in assisting the FD.

Importance of FSP and "PBSA+" to Future Project Implementation Success

One final area of need merits mention as the first year ends: the need to provide an explicit linkage between the PBSA contracts of the social forestry activities in the FD and the co-management activities and committee being advanced under Nishorgo. To date, the social forestry activities and the co-management activities have existed in parallel, but not in a fully integrated fashion. There will be an important need for coordination between social forestry implementers (particularly, the Social Forestry Wing and the FSP) and the Nishorgo Program and Project.

ANNEXES

ANNEX 1: Summary of Contract and Project Outcomes for the Nishorgo Support Project
ANNEX 2: List of Project Reports and Other Deliverables
ANNEX 3: Select Images of NSP Activities and Outputs from the First Year

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. It is closely associated with the IR, but focused specifically on the forest co-management activity.

- "Proposed Five-year Forest Department Program Targets": These are targets proposed by the Project to the Forest Department for their overall Nishorgo Program. Achievement of these targets is beyond the immediate manageable scope of the Project itself, but within the management scope of the FD's Nishorgo Program, which the Project will support.

- "Proposed Five-Year Support Project Results": These proposed specific Results are within the scope of the Project, and have been included as specific result areas in the approved 1st Year Work Plan. Each of these Results is associated with milestones included in the body of the Report.

- "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. By reference, these specific targets are included in the Contract.

***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

Proposed Five-year Forest Department Program Targets:

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

Proposed Five-Year USAID/IRG Support Project Results:

1. Stakeholder analysis and needs assessments methodology developed and conducted for PAs within target landscapes
2. Natural resource assessment and monitoring system methodology developed and implemented for PAs and landscapes
3. Socio-economic and institutional assessment and monitoring system methodology developed and implemented for PAs and landscapes
4. Cost-effective conceptual model for co-management developed and implemented for PAs and landscapes

5. Appropriate conceptual approach to local development process is developed and implemented in target landscapes
6. PA management plans are developed (or completed) and implemented

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 DF to evaluate current proposed areas for gazette; 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

Proposed Five-year Forest Department Program Targets:

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

Proposed Five-Year USAID/IRG Support Project Results:

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

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.
- Within target landscapes, we estimate that 20 percent of women will benefit from
- Technologies that we introduce or refine.
- 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

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

Proposed Five-year Forest Department Program Targets:

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

Proposed Five-Year USAID/IRG Support Project Results:

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

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

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

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

Proposed Five-year Forest Department Program Targets:

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

Proposed Five-Year USAID/IRG Support Project Results:

1. A communications strategy is developed and implemented for the FD's PA management program
2. A communications strategy is developed and implemented for the PA Support Project
3. Informational and educational resources concerning the PA network are made widely and readily available
4. The FD and its partners prepares multiple research and programmatic contributions for presentation at regional and international conferences on PA management
5. A communications program targeting key high-level decision-makers is implemented
6. The number and quality of press clippings concerning the PA system increase
7. A program is established to expose young urban students to the PA network
8. A program is developed and established to engage landscape-level stakeholders in PA conservation actions

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

Proposed Five-year Forest Department Program Targets:

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

Proposed Five-Year USAID/IRG Support Project Results:

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

End-of-Contract Indicator 6.5b- Forest Department skills and experience to promote co-management of protected area improved

- Number of staff of FD trained, gender disaggregated
- Number of training courses

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

- Number of agencies receiving training

End of Contract Indicator 6.5d- Local Govt. w/ improved land-use and NRM planning & governance capabilities

- Number of government units receiving training in NRM planning and governance
- Number of individuals receiving training in NRM planning and governance

End of Contract Indicator 6.5e- Improved local NGO capabilities to support ICDP

- Number of local NGOs receiving training in integrated conservation and development
- Number of individuals receiving training in integrated conservation and development
- Number of NGOs participating in Roundtables, workshops and national or community meetings

Cross-cutting Support Project Results

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

ANNEX 2: LIST OF PROJECT REPORTS AND OTHER DELIVERABLES

Title	Author/Inst'n	Note
Component 1: Co-management Model		
Rapid Rural Appraisal (RRA) Planning: Issues, Strategies & Protocol	Dr. A. Mollah /NACOM	
Secondary Data Collection: Lawachara National Park	NACOM	
Secondary Data Collection: Rema-Kalenga Wildlife Sanctuary	NACOM	
Secondary Data Collection: Satchuri Reserved Forest	NACOM	
Secondary Data Collection: Chunati Wildlife Sanctuary	Abdul Bari & Utpal Dutta / CODEC	
Secondary Data Collection: Teknaf Game Reserve	Abdul Bari & Utpal Dutta / CODEC	
Nishorgo Support Project (NSP) Monitoring Report-Part I: Core Indicators of Forest Health (draft)	Nasim Aziz / NACOM	
Set of Reference Documents on the Southern Sites	CODEC	This set of documents includes all those referenced in secondary data studies for southern sites.
Set of Reference Documents on the Northern Sites	NACOM	This set of documents includes all those referenced in secondary data studies for southern sites.
Annotated Bibliography of Local Governance and Social Development Literature from Bangladesh	Amina Shaikh	
Component 2: Ecosystem		
Pre-assessment of Enterprise Development Opportunities around the Protected Areas Pilot Sites	JOBS/IRG	
Linking PBSA's to PA Conservation via Co-management Agreements: The Nishorgo Support Project Approach	Dr. Ram Sharma	Still under review and discussion by the FD.
Proposed Livelihood Interventions at Nishorgo Pilot Sites	CODEC/RDRS	Still under review and discussion by NSP and FD
Component 3: Policy		
Nishorgo: Vision 2010	FD	Draft has been discussed by FD, and is still be vetted/modified by FD.
Asian Experiences in PA Co-Management: Initial Policy and Implementation Relevance for the Nishorgo Support Project	David McCauley and Subhabrata Palit	

Component 4: Communications/Constituency		
Nishorgo Brochure (English)	FD, with support of M. Mahbub	
Nishorgo Brochure (Bangla)	FD, with support of M. Mahbub	
Nishorgo Program Communication Strategy	M. Mahbub	
Nishorgo Conservation Partnership (brochure)	P. DeCosse & M. Mahbub	This concept brochure is being circulated, and is being prepared for vetting with Steering Committee
Nishorgo Conservation Partnership: Attracting Private Sector Contributions for Protected Forest Area	M. Mahbub	This full concept paper was prepared as part of internship by M. Mahbub.
Component 5: Institutionalization		
Planning for Inputs to Protected Area Facilities, Visitors Amenities and Habitat Management	S.M.A Rashid	
Set of Reference Documents Relating to Co-management in West Bengal State, India	CCBA	These documents were compiled subsequent to cross-visit to West Bengal.
Cross-cutting Results		
Nishorgo Support Project 1st Year Work Plan	IRG	This report includes status of Project progress for 1st and 2nd Quarter.
3rd Quarter Progress Report	IRG	

ANNEX 3: SELECT IMAGES OF NSP ACTIVITIES AND OUTPUTS FROM THE FIRST YEAR