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INTEGRATED PROTECTED AREA CO-MANAGEMENT (IPAC)

FIRST ANNUAL WORK PLAN

June 5, 2008 – May 31, 2009

Revised September 2, 2008

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Acronyms and Abbreviations

A&E	Architectural and Engineering
ACF	Assistant Conservator of Forests (post of Park Wardens)
ADB	Asian Development Bank
ADP	Annual Development Plan
ADS	Automated Directives System
AIDAR	Agency for International Development Acquisition Regulations
AIG	Alternative Income Generation
BELA	Bangladesh Environmental Lawyers Association
BRAC	Bangladesh Rural Advancement Committee
CCNs	Cooperating Country Nationals
CDM	Clean Development Mechanism
CHT	Chittagong Hill Tracts
CMC	Co-Management Committees and Councils
CMO	Co-Management Organization
CO	Contracting Officer
CODEC	Community Development Center
COP	Chief of Party
CTO	Cognizant Technical Officer
DC	District Council
DCOP	Deputy Chief of Party
DEC	Development Experience Clearinghouse
DFID	United Kingdom's Department for International Development
DFO	Division Forestry Officer
DoE	Department of Environment
DoF	Department of Fisheries
dTS	Development & Training Services, Inc.
ECA	Ecologically Critical Areas
ELI	Environmental Law Institute
ERD	Economic Relations Division, Ministry of Finance
EWC	East-West Center
FAR	Federal Acquisition Regulation
FD	Forest Department
FRUG	Federation of Resource User Group
FUG	Forest User's Groups
GDA	Global Development Alliance
GEF	Global Environment Facility
GIS	Geographic Information Systems
GOB	Government of Bangladesh
IARC	International Agricultural Research Centers

ICFS	Inland Capture Fisheries Strategy
ICRAF	International Center for Research in Agroforestry
IEC	Information, Education, Communication
IPAC	Integrated Protected Area Co-management
IQC	Indefinite Quantity Contract
IRG	International Resources Group
IUB	Independent University of Bangladesh
IUCN	World Conservation Union
JU	Jahangirnagar University
KAP	Knowledge Attitude and Practice
KM	Knowledge Management
LOI	Leaders of Influence
M&E	Monitoring and Evaluation
MACH	Management of Aquatic Ecosystems through Community Husbandry
MoEF	Ministry of Environment and Forest
MoFL	Ministry of Fisheries and Livestock
MoL	Ministry of Land
NAPA	National Adaptation Program of Action
NBSAP	National Biodiversity Strategy and Action Plan
NGOs	Non-Governmental Organizations
NRM	Natural Resources Management
NSP	Nishorgo Support Project
NWP	Nature, Wealth and Power
PA	Protected Area
PLACE	Prosperity, Livelihoods and Conserving Ecosystems (PLACE) IQC
PMP	Performance Monitoring Plan
PPP	Public Private Partnerships
ProAg	Program Agreement
PRSP	Poverty Reduction Strategy Paper
RDRS	Rangpur Dinajpur Rural Service
RFTOP	Request for Task Order Proposal
RMO	Resource Management Organizations
RUG	Resource User Groups
SMEs	Small and Medium Enterprises
SOW	Statement of Work
TO CO	Task Order Contracting Officer
UNDP	United Nations Development Program
USAID	U.S. Agency for International Development
USG	United States Government
WFC	World Fish Center
WWF	World Wildlife Fund

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EXECUTIVE SUMMARY

USAID/Bangladesh awarded a technical support contract for the Integrated Protected Area Co-Management (IPAC) Project to IRG, for the period June 5, 2008 to June 4, 2013. Over the next five years, the IPAC team will provide technical advisory services to the environment, forestry and fisheries agencies of the Government of Bangladesh and key stakeholders engaged in the further development and scaling up of the collaborative management or co-management of wetlands, floodplains, forested national parks, wildlife sanctuaries and other protected areas in Bangladesh. IPAC will build on the strong foundation established by past USAID support to the Nishorgo Program of the Forest Department, and the pilot activities of the Management of Aquatic Ecosystems through Community Husbandry (MACH) project. IPAC is designed to contribute to sustainable natural resource management and enhanced biodiversity conservation in targeted landscapes with the goal of preserving the natural capital of Bangladesh while promoting equitable economic growth and strengthening environmental governance.

This first annual work plan for IPAC describes the work to be accomplished by the IPAC team during the first year (June 2008 to May 2009), including program objectives, proposed activities, anticipated results, timeframes, and the roles and responsibilities of implementing partners. It also includes a procurement plan, schedule of deliverables and performance monitoring plan.

IPAC will be implemented by the Forest Department, Department of Environment and Department of Fisheries through a team of implementing and strategic partners led by IRG. IPAC includes three main components:

1. Development of a coherent strategy for integrated protected areas co-management and biodiversity conservation, through support for constituency building; visioning, policy analysis and strategy development; partnership building for sustainable financing; and development of an outreach and communication strategy with a focus on awareness-raising.
2. Building stakeholder and institutional capacity, through support for training to GOB national and local level staff, NGOs and rural communities; strengthening of existing training centers and development of new and innovative applied training courses; and development of local support services for integrated, participatory co-management.
3. Site specific implementation of co-management in Protected Areas to continue field testing and institutionalization of proven approaches for integrated PA co-management in existing and new aquatic and terrestrial protected areas.

This will include the selection of additional sites to scale up the network of co-managed PA, and expanded support for alternative income generation activities, value chain strengthening, public-private partnerships, leveraged conservation financing and local level outreach to increase community interest in conservation and environmental stewardship, while contributing to improved welfare of rural communities through reduced vulnerability and increased adaptation to climate change, increased access to improved drinking water supplies and more secure and diversified livelihoods. The project will also support cross-cutting approaches to take account of gender perspectives in natural resource management and to enhance gender mainstreaming processes, along with a focus on youth, to improve the livelihoods of young people and to provide a solid future constituency for conservation.

IPAC will focus its field level interventions on some 26 Protected Area (PA) sites that have been initially identified in five Clusters: Sylhet and Northeast; Teknaf peninsula and Southeast, Modhupur and Central, Sundarbans, and Chittagong Hill Tracts. IPAC assistance may also be extended to other areas of ecological/watershed importance following further consultation with GOB agencies.

INTRODUCTION

The technical support contract for the Integrated Protected Area Co-Management (IPAC) Project was awarded by USAID/Bangladesh through the PLACE Indefinite Quantity Contract (IQC) to IRG through Task Order no. EPP-I-01-06-00007-00 and effective on June 5, 2008. The estimated completion date for IPAC is June 4, 2013.

The IPAC contract provides for technical advisory services and other support to be provided over the next five years to GOB environment, forestry and fisheries agencies and key stakeholders engaged in the further development and scaling up of the collaborative management or co-management of protected areas in Bangladesh. IPAC is designed to contribute to sustainable natural resource management and enhanced biodiversity conservation in targeted landscapes with the goal of preserving the natural capital of Bangladesh while promoting equitable economic growth and strengthening environmental governance.

This first annual work plan for IPAC covers the period June 5, 2008 to May 31, 2009. It describes the work to be accomplished by the IPAC team during the first year, including program objectives, proposed activities, anticipated results, timeframes, the roles and responsibilities of implementing partners and an estimated budget. The IPAC Procurement Plan, team organization structure, timeline for first year results and deliverables, and a draft Performance Monitoring Plan are also included.

As this is the first work plan being prepared for a new activity, in addition to information about proposed activities, this initial work plan includes information about the scope and context of IPAC, including its relationship to the development priorities of the Government of Bangladesh (GOB) and prior investments by USAID in environmental programs and participatory natural resources management.

Work planning process and organization

This first annual work plan has been prepared following the initial 6 week period of mobilization and start-up of IPAC. Between June 15 and July 15, the IPAC Chief of Party (COP) and other key personnel worked closely with the USAID Cognizant Technical Officer (CTO) for IPAC to carry out a series of preliminary consultations with senior government officials and technical departments. This included meetings with the Chief Conservator of Forests, the Project Director for the Nishorgo Support Project (NSP) and other senior staff of the Forest Department (FD) and Department of Environment (DoE) of the Ministry of Environment and Forests (MoEF). Meetings were also organized with the Director General and senior staff of the Department of Fisheries (DoF) of the Ministry of Fisheries and Livestock (MoFL) and other key GOB stakeholders. All day brainstorming and work planning sessions were organized with DoF on July 6 and with FD on July 13, to brief headquarters and field staff on IPAC objectives, results, partners and targeted sites, and to provide an opportunity for GOB technical staff to discuss priorities for field interventions, training, infrastructure development and other IPAC activities. An additional brainstorming and planning session with DoE is scheduled in early September 2008. These work planning sessions also provided an opportunity for FD and DOF staff to become more familiar with co-management activities that have been carried out in other sectors.

The IPAC team met several times with the full complement of Bangladesh organizations proposed as implementing partners of IPAC, to brief them on the statement of work and proposed technical approach, and to discuss and provide guidance on needed inputs for the work planning process. The core IPAC team also worked closely with the Nishorgo Support Project team during the mobilization phase to coordinate with the close out process for NSP and to collaborate in the work planning process for IPAC. The IPAC COP participated in the Annual Development Planning (ADP) workshop organized by FD and NSP at Cox's Bazar to review and discuss the annual plans prepared by the 5 Co-Management Committees (CMC) assisted by Nishorgo in the Southeast.

Field visits were organized to several sites of the Management of Aquatic Ecosystems through Community Husbandry (MACH) project and Nishorgo in the Central, Northeast and Southeast Clusters. This included participation in a meeting convened by the Lawachara CMC to discuss their concerns about the impacts of exploratory seismic surveys on the national park with representatives of Chevron. Meetings were held with the MACH implementing partners to discuss close out procedures and the limited, follow on monitoring activities that will be funded by USAID after the official June 30, 2008 closing date of MACH.

Preliminary discussions were held with two other USAID funded projects, ICEA and Smiling Sun health clinics, to exchange information about the objectives and activities of each project, and to explore potential synergies and collaboration. Additional discussions are planned with PRICE and other projects. The IPAC team will also work closely in the coming months with USAID/Bangladesh to coordinate with other donors investing in the program areas or sites targeted by IPAC, including the proposed EC project and DOF projects for the Sundarbans.

In the coming weeks, the draft work plan will be reviewed by USAID/Bangladesh, and circulated with IPAC partners and other stakeholders to take full account of their additional feedback and suggestions. The US based IPAC PLACE IQC partners and East West Center will also have an opportunity for further review and inputs into work planning, prior to finalizing the first annual work plan, particularly with respect to planning short term technical assistance related to gender, ecotourism development and applied social science research.

SCOPE AND VISION

IPAC will embark upon the *strategic goal* of scaling-up natural resource co-management at the policy and operational level by achieving recognition, acceptance and integration of this approach by the GOB into its management tactics. The overall IPAC *objective* is to promote and institutionalize an integrated protected area co-management system for sustainable natural resources management and biodiversity conservation that results in responsible, equitable economic growth and good environmental governance.

Under IPAC, carefully crafted, integrated, activities will be implemented over significantly larger areas to: develop a protected area strategy that applies to all ecologically and economically significant areas, including those outside of freshwater and forest ecosystems, build technical capacity within national and local level institutions for protected area co-management, and expand the geographic area of Bangladesh under co-management to ensure the long-term success of the model. Institutionalization and successful implementation of IPAC will also address a series of short-, medium- and long-term climate change adaptation and mitigation issues.

IPAC will be implemented by the FD, DoE and DoF in the MoEF and MoFL through a team led by IRG and including a consortium of implementing and strategic partners. The specific objectives and purpose of the IPAC team support include the following:

- Provide technical advisory services to GOB environment, forestry and fisheries departments to support the further development of the natural resources sector and the conservation of biological diversity.
- Develop a protected area strategy that applies to all ecologically and economically significant areas, including those outside of freshwater and forest ecosystems.
- Build technical capacity within national and local level institutions for protected areas co-management.
- Expand the geographic area of Bangladesh under site specific implementation of co-management to ensure the long-term success of the co-management model and to extend socio-economic benefits to surrounding communities, including increased access to improved drinking water supplies and to opportunities for alternative income generation.
- Address within IPAC a series of short-, medium-, and long-term climate change mitigation and adaptation issues.

In the interests of sustaining the targeted results of IPAC over the longer term, the IPAC project design includes an *exit strategy* that recognizes the importance of:

- Supporting innovative approaches to conservation finance, including policy and institutional reforms designed to facilitate public private partnerships, revenue sharing, retention of entry fees, carbon finance and other means of securing long term financing for field level co-management institutions and operations.
- Increased support for applied training at all levels and a range of other institution strengthening and capacity building activities.
- Continued investment in infrastructure development in targeted landscapes to support sustainable ecotourism and to provide needed facilities for protected area management..
- Renewed attention to the empowerment of co-management institutions and to the resolution of regulatory barriers so that local stakeholders will have the rights, capacity

and tools as well as the economic incentives and motivation to be fully engaged in co-management over the long term.

IPAC Components and Areas of Implementation

IPAC includes three main components:

1. Development of a coherent strategy for integrated protected areas co-management and biodiversity conservation, through support for constituency building; visioning, policy analysis and strategy development; partnership building for sustainable financing; and development of an outreach and communication strategy with a focus on awareness-raising.
2. Building stakeholder and institutional capacity, through support for training to GOB national and local level staff, NGOs and rural communities; strengthening of existing training centers and development of new and innovative applied training courses; and development of local support services for integrated, participatory co-management.
3. Site specific implementation of co-management in Protected Areas to continue field testing and institutionalization of proven approaches for integrated PA co-management in existing and new aquatic and terrestrial protected areas; this will include the selection of additional sites to scale up the network of co-managed PA, and expanded support for alternative income generation activities, value chain strengthening, public-private partnerships, leveraged conservation financing and local level outreach to increase community interest in conservation and environmental stewardship, while contributing to improved welfare of rural communities through reduced vulnerability and increased adaptation to climate change, increased access to improved drinking water supplies and more secure and diversified livelihoods.

The project will also support cross-cutting approaches to take account of gender perspectives in natural resource management and to enhance gender mainstreaming processes, along with a focus on youth, to improve the livelihoods of young people and to provide a solid future constituency for conservation.

IPAC will focus its field level interventions on some 26 Protected Area (PA) sites that have been initially identified; IPAC assistance may also be extended to other PA's or areas of ecological/watershed importance such as Gajani, depending on the outcome of ongoing consultations with the concerned GOB agencies. The project team and collaborating stakeholders will target their interventions in the rural communities and surrounding landscapes of these sites, which are grouped in five clusters:

1. Sylhet : Tanguar Haor, Hail Haor, Hakaluki Haor, Lawachara, Rema-Kalenga, Satchari Khadimnagar protected areas
2. Chittagong Hill Tracts : Pab lakhali, Kaptai protected areas
3. Southeastern : Teknaf Game Reserve, Teknaf Peninsula, Sitakunda, Inani, Himchari, Medha Kachapia, Fasiakhali, Chunati protected areas
4. Central : Modhupur, Ramsagar and Bhawal National Parks; Kangshaw-Malijhi and Turag-Bangshi wetlands
5. Sundarbans : Wildlife Sanctuaries and ECA

During the first year of implementation, it will not be possible to directly intervene in all of the targeted sites. However, field level implementation of IPAC will be launched in selected sites in the Sundarbans and CHT, while simultaneously following up on and extending the project support provided through MACH and Nishorgo to the Sylhet, Southeastern and Central Clusters.

Summary of Targeted IPAC results

As IPAC builds on the lessons learned and strong foundation established by MACH and Nishorgo and carries forward with the integration of co-management in wetlands and forested areas, the following are expected results that IPAC aims to achieve over the next five years and before the end of the project in 2013. The estimated completion dates for each of the overall results of the project have not yet been fixed, however a timeline for targeted results and associated deliverables for the first year of IPAC is provided in Annex C.

IPAC Component	Overall Results
Development of IPAC Strategy	<ul style="list-style-type: none"> • Formal policy recognition of PA as a system and management unit, and approval of a national Integrated Protected Areas Co-management Strategy and Action Plan that devolves co-management authority to communities. • Pragmatic conservation financing mechanisms developed and approved by the GOB to mainstream conservation financing in favor of co-management implementation at the national and local levels. • At the local level, financial support through conservation financing mechanisms will facilitate adaptation of the communities as well as the GOB to climate change related vulnerabilities. • Successful implementation of the conservation financing mechanism and demonstration of its sustainability. • Climate change mitigation through improved land use initiatives and adaptation of the communities as well as the GOB to climate change related vulnerabilities.
Building Institutional Capacity	<ul style="list-style-type: none"> • Institutionalization of co-management by the GOB as the accepted approach for PA management and biodiversity conservation. • Ensure the sustainability of gains achieved under MACH and NSP. • A cadre of professionals trained in PA management and co-management within the GOB institutions, as well as community organizations and NGOs. • Community-based natural resource management organizations involved in IPAC are sustainable, transparent, pro-poor and equitable.
Site Specific Implementation	<ul style="list-style-type: none"> • Implementation of the approved IPAC strategy establishing sustainable, more productive and resilient PAs. • Declaration of additional forest PA per the Wildlife Preservation (Amendment) Act of 1974. • Increase the number of hectares under co-management and the visibility of the approach, by expanding co-management into additional PAs, including freshwater wetlands, coastal ecosystems and the designated Ecologically Critical Areas (ECA). • Development and demonstration of ecological restoration plans to rehabilitate degraded critical ecosystems through co-management while building stakeholder capacity for restoration. • Recovery of areas of the Sundarbans damaged by Cyclone Sidr. • Public-private sector alliances for PA co-management established and successfully operating.

Relation to GOB Priorities and Programs

IPAC is designed to contribute to sustained, broad based economic growth through the conservation of biodiversity and the protection and improved management of forests, wetlands and other natural resources that are the basis for the rural livelihoods of millions of people in Bangladesh. IPAC interventions are also aimed mitigating the impacts of climate change, while reducing the vulnerability of rural populations to climate change, and facilitating their adaptation to climate change. Specific IPAC activities will contribute to increasing the number of people with access to improved water supplies.

The economic development priorities of the GOB are largely organized by sector (forestry, environmental protection, fisheries, livestock, agriculture, etc.) and several different technical departments are involved in the designation and management of a range of natural resources such as RAMSAR wetlands, coastal areas, national parks, wildlife sanctuaries, ecologically critical areas, etc. There is currently no consolidated, harmonized legislative framework defining a national system of Protected Areas, although the GOB has adopted a National Biodiversity Strategy and Action Plan.

An over-riding objective of the GOB is poverty reduction. Several national action plans have also been developed to identify actions needed to conserve biodiversity and to adapt to climate change. Although there have been several pilot projects and efforts aimed at promoting

community based NRM and participatory or collaborative management of forests, wetlands and other natural resources, additional work is needed to refine the sector-specific strategies for applying the principles of CBNRM and co-management, and to support the scaling up and application of participatory management models. The GOB has explicitly recognized the potential importance of co-management as a poverty reduction strategy. In the draft National Strategy for Accelerated Poverty Reduction 2009-2011, a number of explicit actions are proposed for the second PRSP period, including:

- Policy and planning to mainstream poverty and environment by improving coordination and understanding on environmental issues among government agencies.
- Co-management of rural and urban environment by taking a pro-poor ecosystem based approach through wider local participation, with a focus on wetlands, forests, hills, coasts and urban areas; this will extend restoration of bio-diverse forests to sustain watersheds and protect coastal communities...and adopt integrated approaches to management of land, water and fisheries that enhance their overall productivity based on healthy ecosystem functions and devolving decision making to local people.
- Mainstreaming of climate change issues into national and sectoral development plans and policies and address climate change adaptation and mitigation measures.
- Enhance environmental education, awareness and motivational programs.
- Ensure good governance in managing environmental issues and natural resources with the active involvement of poor women and men.
- Ensure sustainable livelihoods of the poor, especially for women and disadvantaged groups; establish user rights through licensing / leasing / participatory systems to common pool resources in the natural resource management of water bodies and forests.
- Finalize the Wetlands Policy, upgrade Forestry Sector Master Plan and Bangladesh Wildlife Amendment Act 1974 with provision to access of the local poor and women.
- Develop demonstration projects for sustainable resources management.
- Develop mandatory participatory and co-management approach in all common pool resources.
- Develop networking with different stakeholders.
- Establish participatory co-management approach by involving local communities in 20 natural forest and inland water areas.

The scope of IPAC is fully consistent with these orientations and proposed actions, and IPAC is well positioned to contribute to progress in many of these areas cited in the National Strategy for Accelerated Poverty Reduction.

Continuity with MACH and Nishorgo

IPAC will build upon and provide additional support to the successful co-management interventions launched with USAID funding under the MACH project and NSP. MACH served to demonstrate the feasibility of the community co-management model to open water and wetland resources. MACH was designed as a pilot activity, aimed at developing and testing an alternative approach to the top-down management of wetlands and inland capture fisheries by the government technical services. Owing to manpower constraints and other limitations, this past approach had not been effective in slowing the encroachment and conversion of wetlands, or in controlling non-sustainable harvesting practices. As a consequence, wetlands were shrinking in size, being degraded by overfishing, siltation and pollution, losing their biodiversity and productivity was declining. The poor and others directly dependent on these wetland resources

for their livelihoods were also facing problems of inequitable access or exclusion. Over the past ten years, MACH has demonstrated that local communities, working together with local government officials and field agents of GOB technical services, can be organized, trained and supported to play an important and effective role in the improved, participatory management of wetlands. As these communities are trained, equipped with skills and provided access to credit and other support, the co-management of wetlands can serve as a means to conserve biodiversity, increase resource productivity, secure local livelihoods, generate alternative sources of income and improve the well-being of local communities. In the coming years, IPAC will continue to work with the MACH partners, local communities and other stakeholders to consolidate and expand upon these achievements, and to scale up and extend the co-management of wetlands by applying the lessons learned and proven approaches of MACH.

Over the past five years, NSP has supported the co-management of tropical forest resources and pilot sites of the FD protected area network. Nishorgo has concentrated on preserving forest protected areas in Bangladesh, along with biodiversity conservation, by working with local resource users living in and around officially notified protected areas (wildlife sanctuaries, national parks and game reserves). Particular emphasis has been given to developing the capabilities of local resource management organizations to broker community consensus in understanding, accepting and assuming their roles and responsibilities under a co-management approach in collaboration with the FD. NSP has enabled the FD to work hand in hand with local communities around 5 targeted protected forest areas. In these pilot sites, co-management committees are in place, community patrolling groups are active and helping to stem illegal timber harvesting, and a range of alternative income generating activities have been launched through training to forest user groups and other project support. The communication activities supported by NSP have been very successful in raising awareness of the Nishorgo program and drawing attention to the programs many achievements in conserving biodiversity and in mobilizing local communities in the interest of nature conservation. Many initiatives are underway to develop public-private partnerships, and to improve the infrastructure in these protected areas, especially in support of the expansion of eco-tourism and increased visitation by students, scouts and others. IPAC will capitalize on the many accomplishments of NSP and build on the momentum of Nishorgo to address remaining challenges and to extend co-management to other protected areas.

Additional, more detailed results to be achieved by each component of IPAC are enumerated in the main body of the work plan.

Priorities for the First Year

Over the next twelve months, the IPAC will concentrate on achieving the following priority activities and results:

1. Elaboration and agreement on a ***strategic framework for IPAC*** and an approach that builds on proven models and lessons learned from MACH and Nishorgo to scale up and integrate the collaborative management of a diverse array of forests, wetlands, critical ecosystems and other natural resources; this would entail a widespread shift from top down resource management with exclusive control over benefits by GOB technical departments, to a multi-stakeholder, participatory and pro-poor management or “co-management.”
2. Further development and ***agreement on equitable and decentralized revenue sharing arrangements and benefit distribution*** that provides increased incentives for local participation in co-management and contributes to the improved well-being and livelihood security of local women and men living within the managed landscapes of protected areas; this would include formal agreements for the sharing of revenues from entry fees, access to leases for water bodies and to production forest land in buffer zones, enhanced benefit sharing arrangements related to reforestation, restoration and improved NRM, and other sources of revenue and income that promote the sustainability of co-management.

3. Development and implementation of a **communication strategy for IPAC** designed to increase awareness of the positive impacts and potential of co-management, build constituencies and foster partnerships in support of IPAC, and to prompt needed changes in behavior by key stakeholders.
4. Organize and offer the first series of **certificate courses in applied conservation biology** and preparation of carbon projects, along with short courses on other topics.
5. Develop and **support training activities aimed at establishing and strengthening community based organizations** with a role to play in co-management, with an emphasis on improved environmental governance, planning and implementation of priority interventions for PA co-management, and alternative income generation.
6. In existing MACH and Nishorgo assisted Protected Areas, ensure **further progress in abating pollution, slowing degradation, enabling leases and further consolidation of actions aimed at biodiversity conservation, habitat restoration, buffer zone management, revenue sharing, AIG, ecotourism development and continued infrastructure development**; ensure that an adequate level of benefits accrue to CPGs and support the further development and networking of federations of user groups, CPGs and eco-cottage managers.
7. For new PA sites targeted by IPAC, **support the establishment of CBOs and other co-management institutions with broadly representative stakeholders in these new sites**, and complete the assessment of the resource conditions and pressures, and organize urgently needed actions aimed at protecting and improving the management of these targeted areas.
8. Work with indigenous communities and local NGOs and CBOs active in the Modhupur area to **establish a model CMC for the protected forests in Modhupur National Park**, and help resolve conflicts and address the most pressing concerns of local stakeholders.
9. Provide a special emphasis on preparation and initial implementation of a **community based ecotourism development strategy for the Teknaf peninsula**, and on priority interventions in the new targeted Clusters: Sundarbans and CHT.
10. Put in place the necessary support staff with capacity to implement field level activities and support high level policy change for **carbon sequestration** modeling and sale of carbon credits including implementation of a pilot activity in the Chunoti Wildlife Sanctuary.
11. Implement **exchange visits** for the local stakeholders of targeted new PAs.
12. **Assess the baseline conditions and establish suitable benchmarks** in targeted sites to be used for monitoring improvements in biological conditions and other results and impacts of IPAC.

WORK PLANNING FOR MAIN COMPONENTS

The following section presents the *detailed work planning* for each of the main components and tasks outlined in the Statement of Work for IPAC. This detailed planning includes a listing of the objective and approach for each component, the key stakeholders, implementing partners and targeted results. Planned activities are presented for the specific tasks identified for each of the three major components of IPAC. An overall timeline for the achievement of listed *deliverables* for each component and task is included as Annex C.

All three components work will be implemented in an integrated and coordinated manner, so as to collectively contribute to the achievement of the majority of the targeted results of IPAC. Specific results are listed under a single component, but in most cases, activities carried out in all three components will contribute directly or indirectly to those results. For example, activities for component 1 that are related to constituency building and outreach will be reinforced and complemented by a number of activities planned for components 2 and 3. For this reason, all components will be contributing to the achievement of the IPAC performance targets listed in the PMP, and the indicators and targets are presented separately in the PMP, and not listed as part of a single component.

In addition to the activities listed for each component, the IPAC will also be supporting a number of cross-cutting actions aimed at integrating a perspective on gender and youth into the implementation of IPAC. Additional support activities are also described in the section on Organization and Management (see below).

Component 1 – Development of IPAC Strategy

Objective and Approach:

Develop a strategy that encompasses existing policies for the management of natural resources and protected areas, and enables them to be implemented in a coherent manner so as to establish a national, integrated Protected Area system, managed with the full participation of local stakeholders; support the IPAC strategy development with constituency building, outreach and awareness raising, and development of partnerships to finance the implementation of the IPAC strategy.

Key stakeholders:

MoEF (FD, DoE), MoFL (DoF), Ministry of Lands, Ministry of Finance, Co-Management CBOs, Supporting NGOs and PPPs.

Principal Implementing Partners:

- IRG COP and Public Policy team
- Asiatic, BELA, WFC, ELI, WWF

Targeted Results:

Activities in support of the core tasks for component one will be implemented to achieve the following results

Component 1: Development of IPAC Strategy	
Core tasks	Targeted Results (over 5 years)
Constituency Building and Outreach	<ul style="list-style-type: none"> - Active support from the relevant GOB stakeholders demonstrated by the development of a coherent, integrated PA management strategy and action plan. - A Communication Strategy and Action Plan designed and implemented - A series of targeted outreach activities carried out throughout the implementation period
Development of new PA Strategy	<ul style="list-style-type: none"> - The approval of a coherent, integrated protected areas system strategy and action plan that institutionalizes and scales up co-management as the approach for PA management at the national level. - Communities able to adapt to climate change related vulnerabilities.
Partnership Building for Sustainable Financing	<ul style="list-style-type: none"> - Development of an effective conservation partnership involving the GOB, private sector and other civil society organizations. - Development with the GOB and approval by the GOB of a formal conservation financing mechanism for sustainable natural resources management with part of the benefit reaching poor men and women directly, along with implementation of the mechanism with the GOB.

Planned Activities:

Constituency Building and Outreach

1. TDY by Joan Ablett, IRG Communications Specialist, to work with Asiatic and other IPAC partners, with the aim of identifying key stakeholders and target audiences of IPAC communications strategy, to advise on organization of Knowledge Attitude Practice (KAP) surveys and focus group (FG) discussions, and to assist with initial development of creative briefs for communications strategy.
2. Asiatic to follow through with consultations with stakeholders, KAP surveys, field work and process monitoring for preparation of communications strategy.
3. Organize workshop on message development for communications strategy.
4. Asiatic to design campaign to raise awareness of the PA Co-management vision, anticipated benefits and impacts, and necessary behavior changes to achieve IPAC objectives.
5. IPAC partners at field level are working under Asiatic communications strategic framework to implement coordinated communication campaign throughout the country, including production of quarterly newsletter, documentary film, policy roundtable and other Information Education Communication (IEC) events/activities.
6. Implementing partners responsible for Cluster level interventions to organize cross-visits by government leadership and senior staff, along with networked federations.
7. Advocacy and outreach campaigns at cluster level designed with input from BELA and implemented with leadership of the Site Coordinators, resulting in multiple inter-Cluster cross-visits by co-management members.
8. BRACnet to assist with establishment of Co-managers platform through the mobilization of eHut resources (see also Component 3/Outreach).

Deliverables:

- Joan Ablett Communications Strategy Trip Report
- Preliminary results from communication field work and surveys
- IPAC Communications Strategy, including Creative Briefs
- Newsletters and ICE products for IPAC
- Reports of cross-visits / site visits by GOB senior staff and key stakeholders

Development of new PA Strategy

1. Organize and convene a Working Group to advise on the development of a new PA strategy (reference documents, contacts, sources of information, consultative process, strategic issues) and to review and comment on the interim products prepared as part of the strategy development process.
2. Examine existing wetlands co-management strategies and other relevant aspects of DoF Road Map, ICFS, NBSAP, NAPA, Forest Policy, Wildlife Act and related legal or strategic frameworks and action plans.
3. Work with GOB agencies (RIMS of FD, DoF and others), WFC and CGIS to identify, analyze and map hot spots for biodiversity, and the areas of greatest ecological and economic importance for biodiversity conservation and improved management of natural resources.
4. Analyze current legal framework for the designation, protection and management of various categories of protected areas in Bangladesh; clarify the jurisdictions of GOB technical departments over the different types of Protected Areas, and options for harmonizing the legislative framework to promote the integration of PA management at the landscape level.
5. BELA to participate in comprehensive review of existing models of participatory wetland and forest management and provide legal and strategic advice for the advancement of a PA co-management strategy.
6. Take stock of lessons learned from MACH, Nishorgo and related activities in support of community based, participatory and collaborative management of natural resources and PA. This is expected to include a consultancy by Ms. Grazia Borrini-Feyerabund, global expert on co-management.
7. Review the current modalities and potential options for ensuring full participation of local stakeholders in PA management, including an analysis of roles and responsibilities, rights, benefits, security and the inclusiveness (with respect to women, poor, youth, indigenous groups) of potential arrangements.
8. Consult with BELA, ELI, WWF, IUCN and others concerning possible revisions, extensions, adaptations of the legal framework for PA management in Bangladesh with a view towards developing a new, coherent framework for a new, integrated system of co-managed PA (IPAC system).
9. Assess the legal framework for co-management as it pertains to the proposed PA Strategy, with this work expected to be done by ELI's Jay Pendergrass and/or Lisa Goldman, both expert international environmental lawyers.
10. Build on Nishorgo Vision 2010 to develop a vision for PA co-management and expansion of the IPAC system
11. Organize a series of stakeholder meetings to review and discuss elements of proposed strategic framework for IPAC system; to be facilitated and support by senior public policy consultants (national and international).
12. Draft and circulate a vision and strategic framework for IPAC system.

Deliverables:

- Meeting notes of IPAC Strategy Working Group
- Preliminary assessments and maps identifying high priority sites for new PA
- Briefing Papers and analysis of legal framework for co-management of PA in Bangladesh

- Concept papers and technical reports by PA strategy consultants (Mujibur Rahman, John Pielemeier, others)
- Draft strategic framework for new co managed PA system

Partnership Building for Sustainable Financing

13. Assess constraints and identify measures to ensure the timely collection and return or retention of PA entry fees by local co-management entities.
14. Examine needed adjustments or innovations in benefit sharing arrangements to increase the motivation of CPG and other local co-management entities, and to ensure more equitable sharing of an expanded level of benefits.
15. Review the recommendations of the Nishorgo PPP Roundtable and move ahead with priority actions to stimulate PPPs in support of PA co-management.
16. Support overcoming of current constraints and completion of PPP for Lawachara Visitor Interpretation Center.
17. Liaise with and support PPP activities of the Tiger Project in support of the Sundarbans.
18. Pursue opportunities for expanded collaboration with Arannayk Foundation in support of PA co-management, including restoration of degraded PA and improved management of PA buffer zones.

Deliverables:

- Report on measures needed to retain / return entry fees
- Report on proposed improvements and adaptations to benefit sharing arrangements
- Organization of consultative meetings designed to promote PPPs
- Action memorandum on collaboration with AF

Component 2 – Building Institutional Capacity

Objective and Approach:

Assist the GOB and relevant NGOs and communities in implementing co-management within PA and to develop their ability to continue such programs on their own. This component will focus on building capacity by developing and reinforcing (1) a strategic framework for IPAC, (2) support systems for IPAC, and (3) streamlining and scaling up implementing processes for IPAC. Capacity will be developed through:

- Development of human and financial resources dedicated to IPAC
- Reinforced collective vision and awareness-raising
- Increased incentives, motivation and commitment
- Strengthening information sharing and knowledge management

Training programs in support of IPAC will aim to develop skills and address training needs with respect to: (1) more equitable access to resources and increased levels accruing of benefits to participants in co-management, (2) devolution of rights, transfer of authority, and decentralization of decision-making in support of IPAC, and (3) improved access to information and support services and mastery of improved NRM techniques by co-management practitioners

Key stakeholders:

FD, DoF, DoE (and associated training institutes including Forest Academy, Fisheries Academy), NGOs, CBOs.

Principal Implementing Partners:

- IPAC Institutional Capacity Building Team (senior staff and advisors)
- IUB/JU, EWC, WFC, BELA, RDRS, CODEC, CIPD, Oasis, dTS

Targeted Results:

Activities in support of the core tasks for component two will be implemented to achieve the following results:

Component 2: Building Stakeholder and Institutional Capacity	
Core tasks	Targeted Results (over 5 years)
Training	<ul style="list-style-type: none">- Needs for institutional capacity assessed and training plan developed- A series of in-country, Asia regional and US-based training and site visit programs on various aspects of PA management for GOB officials at various levels executed;- Development of a foundation course on integrated PA management;- Strengthened capacity of the existing training centers;- Capacity of the GOB to participate in international climate change negotiations and effectively implement National Adaptation Program of Action (NAPA) increased.
Local Support Services	<ul style="list-style-type: none">- A series of training programs at the community level conducted;- Development at the community level of a pool of trained male and female extension agents.- Capacity increased of the agencies and stakeholders involved in PA management during IPAC implementation and beyond

Planned Activities:

Training

1. Organization of institutional capacity building team and consultation with major stakeholders to organize an assessment of institutional capacity building needs and to prepare an updated training needs assessment.
2. Review and build on prior studies and analysis by MACH and NSP (including the NSP Institutional Capacity Assessment report).
3. Examine opportunities for information sharing, networking and leveraging of partnerships among institutions dedicated to training and capacity building.
4. Organize exchange visits to training institutes in India and Thailand, and promote collaboration leading to the offering of a diploma-level program in PA co-management.
5. Identify and train key specialists at Diploma and short-courses in the sub-region, with emphasis on India.
6. Organize Asia regional visits to address needs identified in stakeholder consultations and TNA.
7. EWC to organize technical support and workshops for young researchers and other targeted stakeholders to support investigation and analysis of lessons learned and critical IPAC issues to build long term capacity for implementing IPAC.
8. WFC to organize and manage applied research grants, following needs assessment, theme selection, advertisement, review of proposals (see also Performance Monitoring, below).

9. Organize cross-visits / site visits for GOB officials and NGO/CBO representatives to raise awareness and to build support for IPAC, and to demonstrate achievements and benefits of pilot co-management activities (see also component 1, above).
10. Finalize terms of public-private collaboration with IUB/JU for certificate course training.
11. IUB/JU to organize and offer two new certificate training courses, in Applied Conservation Biology (two courses) and on Carbon project financing (one course).
12. Develop and offer the foundation course in PA management (5 days) and other short training courses for targeted GOB and NGO staff, in collaboration with multiple institutions.
13. Identify and support priority interventions designed to strengthen existing training centers, including the FRI and Fisheries Academy.

Deliverables:

- Report of training needs assessment
- Trip report for exchange visits to India, Thailand
- Trip reports for cross visits, training sessions
- Reports of training workshops and short courses
- Published papers prepared by participants in EWC applied research / writing workshops
- Edited books of technical papers on PA co-management by stakeholders
- Periodic reports on status of Applied Research Grants
- Curriculum and list of participants for Certificate Courses
- Curriculum and list of participants for Foundation Course
- Report on trainees enrolled in Diploma course

Local Support Services

1. Organize workshop with implementing partners to develop approaches for local level training and strengthening of local support services.
2. Build on established RMO, CMC, RUG/FUG and AIG training activities to support the continued development of a pool of trained and experienced village men and women in support of IPAC field level implementation.
3. Develop existing youth and women's groups to support conservation issues and institutional linkages to foster the participation of women and youth.
4. Promote and reinforce the development of a network of experienced men and women through TOT activities, with a view towards enabling them to serve as paid extension agents for peer-to-peer training at the local level.
5. Assist with organization of periodic meetings of federations of co-management organizations (CMC, RMO, Eco-cottage owners, ethnic weaving businesses, etc.).

Deliverables:

- Report on workshop on strengthening local support services

- Concept paper and Action Plan for developing pool of experienced local level trainers
- Reports on TOT workshops for local extension agents
- Reports of meetings of federations of CM organizations

Component 3 – Site specific Implementation

Objective and Approach:

Implement and continue field testing of integrated PA co-management in a targeted number of new and existing aquatic/ wetland and coastal and terrestrial/ forested PA, including those where MACH and NSP worked, to institutionalize and scale up beneficial impacts. This will entail close collaboration with MACH partners engaged in follow-on monitoring to provide complementary support to existing MACH sites, and additional support to extend co-management to other wetland / coastal sites. IPAC will also carry forward the activities supported by NSP, to consolidate co-management in Nishorgo pilot areas and to extend IPAC to other priority sites. We will engage Cluster teams to carry out initial site planning and PRA assessments, support communication and capacity building activities, and to focus on the critical elements for site specific implementation of IPAC, including:

- Effective protection of targeted sites, and social mobilization to reduce illegal logging, overfishing, other non-sustainable uses, pollution and other forms of degradation.
- Organization and development of CBOs in support of IPAC.
- Assistance for PA management planning and identification of priority interventions to be supported.
- Assistance with NRM and AIG training.
- Enhancement of capacity of local communities to adapt to climate change.
- Assessment of potential IPAC developments (including infrastructure) and promotion of PPP and sustainable financing in support of IPAC implementation.

Key stakeholders:

FD, DoF, DoE and co-management CBOs.

Principal Implementing Partners:

- o IRG Core Management / Technical Specialist Teams in collaboration with FD, DoF, DoE
- o CODEC, RDRS, CIPD, WFC with Asiatic, Oasis, BELA, Module Architects, Epler Wood International and dTS

Targeted Results:

Activities in support of the core tasks for component three will be implemented to achieve the following results:

Component 3: Site Specific Implementation	
Core tasks	Targeted Results (over 5 years)
Selection of demonstration sites and deployment of	- Sustained co-management of existing MACH and Nishorgo project sites through targeted assistance.

appropriate field interventions	- Increased number of hectares under co-management and heightened visibility of co-management model through work in at least 3 additional PAs
Alternative income generation and financing	- A number of alternative income generation (AIG) activities involving targeted beneficiary groups of men and women in demonstration sites implemented. - Business plans for community-based eco-tourism developed and viability of these enterprises assured.
Climate Change Adaptation	- Climate change mitigation through improved land use and adaptation of targeted communities to climate change related vulnerabilities
Outreach	- Outreach activities that contribute to the successful implementation of co-management in selected sites carried out with communities.

Planned Activities:

Site Selection and Field Interventions

1. Organize initial briefings and planning sessions with FD, DoF, DoE and other key GOB stakeholders to familiarize them with IPAC and to review proposed site selection and priorities for IPAC implementation.
2. Carry out “needs analysis” with MACH and Nishorgo implementing partners, CBOs and stakeholders to identify priority interventions for IPAC, with a view towards consolidating, sustaining and scaling up MACH/Nishorgo pilot interventions.
3. Prepare a MOU to clarify terms of collaboration and support with MACH partners tasked with monitoring and other follow-on activities in support of MACH, and identify complementary actions to be carried out with the support of IPAC implementing partners (primarily WFC, and Cluster teams).
4. Complete recruitment, mobilization and initial training of core staff for Cluster teams.
5. Plan and carry out initial Cluster level awareness raising, site assessment and PRA for targeted new direct sites.
6. Review the results of NSP assessment of Nishorgo CMC and agree with FD and implementing partners on recommended priority follow up actions.
7. Organize a workshop to highlight the accomplishments and lessons learned from MACH, to inform the IPAC strategic framework, capacity building priorities and site specific interventions of IPAC.
8. Collaborate with NSP in the organization of a workshop and supporting communication events to highlight the accomplishments and lessons learned from Nishorgo, to inform the IPAC strategic framework, capacity building priorities and site specific interventions of IPAC.
9. Follow up on NSP support to local communities and indigenous peoples around the Modhupur National Park and support the extension of co-management to this new PA through the organization of a model CMC with the full participation of women and indigenous communities.
10. Organize the launch of IPAC in the CHT, and initiate the support for co-management in at least one new PA in this Cluster (Kaptai or Pablakhali).
11. Collaborate with IUCN and others to extend support for co-management in the RAMSAR wetlands of Tanguar Haor and adjacent PA in Sylhet Cluster.
12. Organize the extension of IPAC support to the Sundarbans Cluster, to initiate support for co-management in at least one new PA in this Cluster.

Deliverables:

- Report of brainstorming / planning workshops with FD, DoF, DoE

- Tripartite MOU on collaboration between MACH partners, DoF and IPAC for follow on activities in MACH sites
- Workshop report on lessons learned from MACH
- Workshop report on lessons learned from Nishorgo
- Site assessment and PRA reports for targeted new direct sites
- Summary report on priority interventions for IPAC in MACH and NSP sites
- Status report on initiation of co-management in targeted new sites, including Modhupur National Park, CHT, Tanguar Haor and Sundarbans PA

Alternative Income Generation and Financing

1. Organize TDY (Sept 2008) by Megan Epler Wood to develop a community-based nature tourism strategy for the Teknaf peninsula.
2. Organize follow up TDY (Nov 2008) by Megan Epler Wood to prepare a SWOT analysis for ecotourism development in the Sundarbans.
3. Mobilize expertise of Oasis and others to strengthen value chain for bamboo products, ethnic cloth production and other high potential value chains; organize initial market research, field surveys and related support for value chain strengthening in collaboration with Cluster teams.
4. Oasis to assist with development of business plans and pilot training in sustainable management of resource base and in value added processing techniques at selected locations.
5. Assess AIG options and potential support for livelihoods in line with proposed management interventions for targeted PA.
6. Support strengthening and expansion of Eco-Cottage networks.
7. Follow up on NSP PPP Roundtable and explore options/identify potential new PPPs in support of PA infrastructure development (see also Component 1, Partnerships for Sustainable Financing).
8. Assess options and develop a strategy and action plan to provide support for microfinance in targeted areas in collaboration with Mukti, BRAC and implementing partners for each Cluster.
9. Consult with PRICE team and organize collaboration in support of the strengthening of targeted value chains most relevant to the achievement of IPAC results.

Deliverables:

- Trip Report and Phase 1 Draft Teknaf Strategy by Epler Wood
- Trip Report and SWOT Analysis for Sundarbans by Epler Wood
- Phase 2 Final Teknaf Strategy
- Report on Oasis led market and field surveys
- Business plans for targeted enterprises in selected locations
- Assessment report on potential AIG and Livelihoods support in targeted PA
- Concept Note and Recommended Actions to develop IPAC PPP
- Action Plan for collaboration with PRICE

Climate Change Mitigation and Adaptation

1. Consultation with DoE and Climate Change team to review NAPA and to explore opportunities for collaboration with IPAC.
2. Consultation with IRG Climate Change specialists on potential interventions to promote pilot carbon sequestration models in targeted sites.
3. Explore opportunities for collaboration and synergy with partners engaged in new RFA activities providing assistance in recovery and rehabilitation in areas affected by Cyclone Sidr.
4. Identify specific interventions to be supported by IPAC to mitigate climate change and to support local level adaptation to Climate Change.

Deliverables:

- Concept Note and Action Plan outlining IPAC interventions in support of the NAPA and related initiatives
- Status report on progress in implementing carbon sequestration model

Outreach

1. Carry forward with implementation of communication strategy at the local level.
2. Support Co-Managers platform.
3. WFC to lead in organizing linkages between IPAC and leveraged wetlands.
4. Organize collaboration with USAID Asia Foundation / Leaders of Influence and others, including Bangladesh Scouts, Sesame Street TV Production, assistance to primary schools mobilized through Save the Children (see also section on Cross-cutting elements, below).

Deliverables:

- Survey results reporting on awareness raising and behavior changes
- Periodic reports on outreach initiatives and related collaboration

Cross-cutting Elements

The IPAC team will follow through on the gender mainstreaming initiatives and targeted training and capacity building activities for women and youth supported by MACH and Nishorgo, and integrate these aspects into each of the three main components of IPAC.

This will include building on Nishorgo's recent and successful women-only dialogues about opportunities for strengthening PA co-management. The team will conduct 3 such sessions in each of the five clusters, with a view towards establishing a national women's platform on co-management of forests and wetlands. Specialized expertise for the development of additional supporting activities to mainstream gender will be mobilized through dTS during the first six months.

The IPAC team will also negotiate and begin implementation of the joint program on extension of fuel wood saving stoves and PA conservation with the Scouts of Bangladesh. IPAC will also collaborate with Save the Children's programs in support of primary education to increase benefits to youth in each of the IPAC Clusters. The IPAC communications strategy will also take account of gender and youth perspectives in its development and implementation.

Deliverables:

- Action plan for mainstreaming gender and youth perspective in IPAC

- Report of dialogue sessions with women and development of women's platform on co-management
- Update on development of initiatives with Bangladesh Scouts

Organization and Management

In the first 45 days of mobilization following the award of IPAC, the team has established contact with the key GOB stakeholders, set up a bank account and operating funds and established an interim project office in collaboration with NSP, initiated procurement of non-expendable equipment and preparation of employment agreements with key personnel, participated in a series of field visits and organized a work planning process with GOB technical departments and implementing partners.

Over the next several months, project management efforts will be focused on:

Planning and Coordination

- Consultation and collaboration with technical services, local government, other projects and key stakeholders to confirm selection of new sites to be targeted in each Cluster.
- Assistance as requested in the establishment and deliberations of the IPAC inter-ministerial Steering Committee.
- Continued close collaboration with the implementing partners of the follow-on activities for MACH, including transfer of leases for field offices and selected equipment.
- Maintain regular contact with other USAID projects to promote synergies and collaboration.

Management Tools and Elements for Results Tracking

- The following are management tools and elements to be coordinated by the COP/DCOP for tracking progress against work plan results and deliverables:
 - Quarterly work plans are prepared by Site Coordinators, reviewed and approved by the COP/DCOP
 - Against these quarterly work plans, Site Coordinators submit monthly status updates by email to the COP/DCOP
 - All expected outputs in this work plan will be allocated a single "lead" implementer responsible for its execution
 - Weekly Dhaka implementing staff coordination meetings are held, working from updated "highest" priority actions list prepared by COP/DCOP
 - Monthly meetings of all Site Coordinators (and Cluster Service Support Facilitators as required) with COP/DCOP and other Dhaka staff, at which monthly status updates against site quarterly work plans are reviewed
 - Bi-weekly status update meetings of the Performance Monitoring & Applied Research (PM&AR) Management Committee including COP/DCOP
 - Bi-monthly invited meetings for senior staff of all subcontractors to be briefed on progress and issues

Communications

- Continued outreach and communication with strategic partners and potential partners for PPPs.
- Preparation of project brochure, newsletters and updating of website.

- Organization of an official project “launch” to coincide with presentation of new books on lessons learned and achievements of Nishorgo.

Staffing and Team Building

- Preparation of employment contracts and personnel manuals for the new IPAC team.
- Completion of job descriptions and recruitment of key field staff, in consultation with USAID and implementing partners responsible for site interventions in each IPAC Cluster.
- Completion and approval of subcontracts for implementing partners.
- Organize briefing sessions for partners on IPAC PMP and clarify roles and expectations in monitoring, impact assessment and reporting.
- identify staff positions to fill the roles of “Statistician/SPSS Expert” and “GIS/Mapping Facility” as noted in PMP.
- Further elaboration and updating of the organigram for IPAC.
- Organization of periodic partner team building sessions.
- Participation in Annual Meeting organized by IRG home office.
- At the end of year one, we will conduct a review and assessment of management effectiveness of field and Dhaka operations, with input and guidance from a field visit by the Home Office Project Manager..

Administration and Finance

- Completion of procurement of urgently needed equipment (see Procurement Plan).
- Consolidation and set up of IPAC office space for the Dhaka based team in close proximity to the FD, DoE and DoF, at earliest viable opportunity.
- Support to USAID and GOB in the completion and approval of TAPP and DPP documentation.
- Timely preparation and submission of all required deliverables and reports, including consultant reports, financial reports, quarterly progress reports and the first annual progress report and second annual work plan.
- Finalization of long-term visas for COP/DCOP and families. This may require short-term travel to Bangkok for renewal purposes.

Additional details are provided below.

Project staffing and partners

The IPAC COP was mobilized in Bangladesh on June 15, 2008, within two weeks of the effective date of the contract. The Director of Finance and Administration and the Governance Specialist transferred from their full-time status with NSP to IPAC during the month of July. Additional key personnel and support staff are being progressively mobilized as activities planned during the extension period of NSP are completed, according to the schedule proposed to USAID. Staffing by subcontractors will be progressively completed during the months of August – Sept – October, following approval of their subcontracts. By November 2008, the core IPAC team will be in place, including all key personnel and required support staff for the Dhaka office. (see Annex B – Team Organizational Structure).

Job descriptions and detailed qualifications for the key staff to be recruited for the Cluster organizational structure were prepared in June-July and will soon be advertised in order to

complete the recruitment process for Site Coordinators and supporting technical staff by the end of September 2008.

Following the initial series of meetings and briefings on the objectives and targeted results of IPAC organized in June, IPAC implementing partners (subcontractors) have contributed to the work planning process, and their respective scopes of work have been refined, with a view towards completing their subcontracts in July-August-September, with priority given to those local and US based subcontractors with a key role to play in the initial months of project implementation.

IRG is the prime contractor for IPAC, and is teamed with a very strong consortium of Bangladeshi, US and International partners. The primary roles and organizational qualifications of the major implementing partners are as follows:

Subcontractor Roles and Qualifications

Name	Type of Organization & Qualifications	Roles Under IPAC
BANGLADESH SUBCONTRACTORS		
World Fish Center—Bangladesh	WFC provides fisheries and wetlands management/ applied research expertise, major contractor under the Community based Fisheries Management Project (CBFM-2), other co-management projects.	Provide strategic and technical guidance and advice; link WFC co-management researchers to IPAC issues; support knowledge management through high quality data collection and analysis; link PA network to ongoing fisheries/wetlands co-management sites, especially at the Central Cluster.
Adivasi Unnayan Kendra (CIPD)	This NGO provides leverage and advocacy on behalf of the indigenous people of the Chittigong Hill Tribes.	Provide field implementation support in the Chittagong Hill Tracts Cluster; provide its own micro-finance to stakeholders in and around the Kaptai and Pablakali National Park areas.
Rangpur Dinajpur Rural Services (RDRS)	NGO that serves the rural communities of Bangladesh and is presently a major IRG partner under Nishorgo.	Provide field implementation support in the Sylhet Cluster and its own micro-finance for all Direct sites in Sylhet Cluster.
Community Development Center, Chittagong (CODEC)	NGO founded specifically for assistance to rural communities in southern Bangladesh; major IRG partner under Nishorgo.	Provide field implementation support in Sunderbans and South-east Clusters; will provide its own micro-finance with Sunderbans Cluster and all Direct sites on north side of Southeast Cluster.
Bangladesh Environmental Lawyers Association (BELA)	NGO providing legal services in support of sustainable development and monitoring laws/regs to protect the environment. On UNEP's Global 500 Roll of Honor.	Direct advice and leadership to PA Strategy and related legal/regulatory issues; advocacy and training issues on rights and empowerment to CMOs by NRM Unit.
Asiatic Marketing & Communication Ltd.	Leading PR/advertising communication organization that specializes in social messaging for development.	Lead role in development of Communications Strategy; provide technical support to implement the Strategy.
Oasis Transformation Ltd.	Registered fair trade commercial company, contributes to economic development through bamboo processing.	Market value chain strategy development/implementation for bamboo, derivative products, for export/domestic sale.
Independent University of Bangladesh (IUB) –Jahangirnagar University (JU) –	Well regarded Department of Environmental Studies established at IUB; reknown academic and research capabilities also with the JU Zoology Department's Wildlife Rescue Center	Develop joint program for a foundation certificate course in co-management and applied conservation biology and deliver the course to selected participants ; carbon offset projects.
Module Architects	A&E consulting company, provides high quality monitoring of FD infrastructure within PAs.	Monitoring of GOB-expended local currency expenditures for PA infrastructure and habitat restoration.
US AND INTERNATIONAL SUBCONTRACTORS		
WWF/US	US NGO leader in wildlife conservation/preservation of animal habitats and endangered species, advocates to stop global warming.	Conservation planning; adaptation of Climate Witness Too kit for CMOs; advice/strategy on carbon financing; linkages for sub-regional visits to co-management sites, including Terai Arc areas.
Development Training Services (DTS)	US 8(a) SDB Certified woman-owned business with expertise in gender mainstreaming.	Provide technical services to support gender in environmental protection/conservation; develop gender integration strategies.
East-West Center	Internationally recognized US education/research hub, supports Nishorgo through WriteShops.	Support through two to three WriteShops on PA co-management; targeted research linkages of one to two leading researchers.
Environmental	US independent research and education	Provide targeted support to legal and regulatory

Name	Type of Organization & Qualifications	Roles Under IPAC
Law Institute	center, strengthens environmental law/governance worldwide.	frameworks; work with BELA on a PA Strategy, esp. legal analysis/writing.
EplerWood International	US small woman-owned business that leads the field in community-based ecotourism planning by developing markets for sustainable development	Provide strategic framework and recommendations for comprehensive community-based ecotourism strategy across PA network; lead same targeted strategy in Teknaf Peninsula.

Additional strategic partners have been identified and the IPAC team plans to work closely with them in the coming year to promote their involvement in the implementation of IPAC.

Strategic Partners' Roles

Name/Type of Organization	Roles and Responsibilities
Wildlife Institute of India – Renowned gazette wildlife training institution	Provide training (under 9-months and 3-months program) on wildlife management, wetlands management, ecotourism planning. Depending on numbers, can tailor course to participant group.
Bangladesh Scouts – Bangladeshi organization managing the Scout Movement	Play a role in awareness raising and informal education for youth about PA co-management; work through a “Ten Thousand Chulas” program plus continuation of activities to educate visitors in PAs.
bracNET – Bangladeshi ISP organized by major local NGO	Provide 3 years’ complimentary wireless connections to the Direct Support Site Co-Management organizations across the Clusters.
BRAC’s Micro-enterprise Lending Program (MELA) – NGO for provision of micro-finance	Provide strategic partnership for enterprise financing in nature tourism. Already engaged in the Teknaf area under Nishorgo, has identified additional sites for financing of eco-cottage enterprises.
Sundarbans Tiger Project – Initiative under Univ. of Minnesota under USFWS financing.	Provide TA to stimulate/accelerate tiger conservation under co-management activities relating to research and monitoring, tiger-human conflict alleviation program, community capacity building.
Waste Concern – Bangladeshi consulting firm specializing in CDM/carbon programs	Will work in the area of carbon credits and CDM to support the development of co-management options for protected areas in Bangladesh.
Save the Children USA – INGO working in development focusing on youth	Resources through the SUCCEED Project will ensure that pre-primary schools are established in collaboration with co-management government individuals or organizations.
Leaders of Influence – program run by the Asia Foundation	Work with religious leaders of influence to jointly implement orientation and outreach programs to Muslim, Hindu, Buddhist, and Christian religious leaders, journalists, and youth, including Scouts.
Arannayk Foundation – Bangladesh Tropical Forest Conservation Foundation	Support the sustainability of Co-Management Organizations through a funding mechanism with a modified set of proposal submission requirements and monetary tracking and reporting rules
MUKTI Cox’s Bazar – Bangladeshi social rights and poverty alleviation NGO	Provide micro-credit services to project participants in and around Teknaf Peninsula, Fasiakhali Wildlife Sanctuary and Medhakachapia National Park.

Stakeholders and Steering Committee

The key government stakeholders for IPAC are the FD and DoE in the MoEF, and the DoF in the MoFL. IPAC will also work closely with appointed local government officials and technical services working at the Upazilla and Union levels and elected political leaders, along with the field staff of the FD, especially the DFO, Range and Beat officers and ACFs assigned to manage targeted PAs.

Other key stakeholders and the primary beneficiaries of IPAC are the poor households and lower income resource users in local communities that are dependent on natural resources for their livelihoods. IPAC will work directly with these rural households and promote the organization and increased capacity of a range of community-based organizations (CBOs) that are critical to the success of co-management, such as Forest User Groups, Resource User Groups, Resource Management Organizations, Co-Management Committees and Co-Management Councils, as well as Federations and networks of these groups. IPAC will also collaborate with small and large NGOs that are implementing programs in sites targeted by IPAC and that have a capacity to support CBOs and co-management interventions.

IPAC will seek to collaborate with organizations such as the Bangladesh Scouts, that provide a means for IPAC to engage youth, along with organizations dedicated to addressing gender issues

and to advancing the cause of nature conservation, such as the Wildlife Trust of Bangladesh. IPAC will also work with stakeholders in the private sector and in Bangladesh civil society that have a potential to contribute to the achievement of IPAC objectives and results, through private-public partnerships, communication, awareness raising and advocacy campaigns and other areas.

According to the terms of the bilateral agreement between USAID and the GOB, provision has been made for an inter-ministerial Steering Committee to be established under the auspices of the Economic Relations Division (ERD) of the Ministry of Finance. This Steering Committee will have a mandate to advise IPAC on issues related to policy reform and provide a forum to promote inter-ministerial cooperation in implementing IPAC. The Economic Relations Division (ERD) of Ministry of Finance convened a meeting on July 16, 2008 to help establish the Steering Committee. It was decided that the Secretaries of the MoEF and MoFL will co-chair the Steering Committee. The members from other ministries should be at least Deputy Secretary but the active ministries should be represented by the Joint Secretary. There would be only one lead ministry that would be Ministry of Environment and Forests (MoEF). It should working closely with MoFL, as the other key Ministry and co-Chair. Member Secretary would be the Project Director (PD) of IPAC. The SC will have representatives from the following ministries:

- Ministry of Land
- Ministry of Finance (ERD)
- Ministry of Local Government, Rural Development and Cooperatives
- Ministry of Chittagong Hill Tracts Affairs
- Ministry of Water Resources
- Ministry of Law, Justice and Parliamentary Affairs
- Ministry of Social Welfare
- Ministry of Planning (Planning Division)
- Ministry of Agriculture

Procurement Plan

The purchase and delivery of goods and materials is an important part of IPAC Project. In performing the commodity procurement function, we will follow US Agency for International Development (USAID) Procurement Policy and Regulations. We also recognize that we are the steward of USAID funds and must follow specific rules and procedures to help ensure that statutes are complied with and foreign assistance objectives are met. In this regard, we will ensure that all provisions specified in the assistance agreements and implementation documents that are applicable to the procurement process are closely followed.

We plan to procure most of the commodities budgeted in the IPAC contract during the first year of the project. Commodity procurement will be provided by International Resources Group (IRG) and our subcontractors. Procurement will be timed directly to commodity needs as the project proceeds. The IPAC project team in Dhaka will work closely with our subcontractors and implementing partners to ensure that specifications for program commodities are appropriate and that purchase and delivery schedules are coordinated with the program goals in a timely fashion.

All goods/commodities shall have their source and origin in accordance with USAID Geographic Code 941, per *H.3* in the IPAC task order agreement. When appropriate, IRG will obtain approval for purchases of nonexpendable equipment from the USAID/Bangladesh Contracting Officer. For additional details on IPAC procurement services, including a listing of non-expendable commodities valued over \$500 per unit to be procured in the first year, please see Annex A Procurement Plan.

Financial summary

In accordance with guidance provided in the IPAC contract, this work plan includes a summary of the estimated monthly funding requirements for the first year of IPAC.

Total expenditures for labor, other direct costs including subcontracts, indirect costs and fees for the first year are estimated to be \$2.5 million.

The monthly funding requirements are estimated to be as follows (in \$1,000):

	Month in 2008-2009											
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Cost	27.5	45.1	60.1	80.2	175.5	238.2	263.3	275.8	300.9	326.0	351.0	363.6

Monitoring and Reporting

Performance Monitoring Plan

The Performance Monitoring Plan (PMP) for IPAC incorporates indicators for each of the major components and tasks of the project. These indicators are designed to measure progress in achieving the targeted results of IPAC, including the impacts of the project on biodiversity conservation, economic development and poverty reduction, mitigation and adaptation to climate change and improved water supplies. Additional indicators have been selected to track progress in building institutional capacity, developing public-private partnership, sustainable conservation financing, and strengthening of value chains associated with alternative income generation by communities participating in co-management.

The draft PMP proposes annual targets for each performance monitoring indicator, and detailed reference sheets with detailed information on indicator definitions, data collection methodologies and sources of information. The PMP also provides information on the relation of performance monitoring to other project components and proposed activities, and details concerning the organization and staffing of performance monitoring activities. See Annex D, IPAC PMP.

The IPAC PMP will be finalized in consultation with USAID/Bangladesh's Environment Unit, and IPAC implementing partners and stakeholders. Short term technical assistance will be mobilized by IRG in the next three months to help develop composite indexes for some indicators, to review and adjust as necessary the targets proposed for selected indicators, and to establish targets for indicators that have not yet been determined.

Reporting Schedule

The following schedule will be followed to ensure timely submission of all required financial and progress reports.

Task order specified reports	2008						2009					
	1 st Q			2 nd Q			3 rd Q			4 th Q		
	J	J	A	S	O	N	D	J	F	M	A	M
Quarterly financial report, 15 days before end of the quarter			X									
Quarterly progress report, 15 days after the end of the quarter				X			X			X		
Annual progress report, due in June 2009												
First Annual Work Plan, draft due in July 2008	X											
Second Annual Work Plan, draft to be prepared in May 2009												X

Annex A. IPAC Procurement Plan

IPAC proposes to procure the following list of non-expendable property valued over \$500 per unit in 2008-2009. These items were included in IRG's cost proposal. The list includes equipment to be procured for use by subcontractors.

Item	Qty	Estimated Cost (US\$)		Proposed vendor	Source	Location
		Unit cost	Total cost			
A/C split	5	1691	8455	Auth Agent	Local/941	Dhaka
Multimedia and screen	2	1912	3824	Auth Agent	Local/941	Dhaka and field office
Desktop computer	29	1029	29841	ISL/Flora/Multilink	Local/941	Dhaka and field office
Digital video camera	2	1102	2204	Auth Agent	Local/941	Dhaka and field office
Laptop computer	4	1618	6472	ISL/Flora/Multilink	Local/941	Dhaka
Overhead slide projector	5	515	2575	3M or Auth Agent	Local/941	Field offices
PABX w/ operators console	1	2941	2941	Auth Agent	Local/941	Dhaka
Photocopier (heavy duty)	1	5588	5588	Auth Agent	Local/941	Dhaka
Photocopier (desktop)	4	2206	8824	Auth Agent	Local/941	Field offices
Printer, laser	4	912	3648	Flora/Multilink	Local/941	Dhaka
Printer, color	2	882	1764	Flora/Multilink	Local/941	Dhaka
Scanner	2	662	1324	Flora/Multilink	Local/941	
Server	1	3676	3676	Flora/Multilink	Local/941	Dhaka
Speed boat (6 passenger)	2	4779	9558	Auth Agent	Local	Field office
UPS (heavy duty)	3	588	1764	IOE/IOM and other auth dealer	Local/941	Dhaka
Total			\$92,458			

All goods/commodities shall have their source and origin in accordance with USAID Geographic Code 941, per *H.3* in the IPAC task order agreement. When appropriate, IRG will obtain approval for purchases of nonexpendable equipment from the USAID/Bangladesh Contracting Officer.

IPAC Procurement Services

The procurement services provided by IRG may include:

- Reviewing and editing commodity specifications
- Issuing and advertising commodity solicitations
- Preparing Invitations For Bid (IFBs) and Requests For Quotations (RFQs)
- Evaluating bids/offers and making recommendations for awards
- Issuing contracts and purchase orders
- Expediting suppliers/vendors' performance
- Arranging for inspection and consolidation of commodities
- Receiving, handling, and forwarding of documents
- Arranging for freight forwarding, export packing, and ocean/air transportation
- Arranging insurance and processing insurance claims
- Providing complete and accurate reports indicating status of each procurement and each procurement action
- Handling management and communications responsibilities required in implementing procurements
- Arranging the procurement of and payment for commodities and commodity-related services under USAID financing
- Arranging for suppliers to furnish appropriate installation and familiarization support and warranty service for equipment purchased
- Pursuing economies in the procurement process that may be obtained through solicitation of sources involving the least mark-ups; obtaining lowest program freight rates; and utilizing other sound, prudent, purchasing practices
- Arranging for proper inventory control plans for equipment, supplies, spare parts, and operation and service manuals
- The understanding and adherence to USAID policies and regulations

IPAC will include periodic reporting on the status of procurement actions as part of our Quarterly Progress Reports submitted to USAID/Bangladesh.

Procurement Threshold

All purchases of nonexpendable equipment (i.e., property which is complete in itself does not lose its identity or become a component part of another article when put into use and is durable with an expected service life of two years or more) will require approval of the USAID/Bangladesh CO.

IRG or its procurement agent will issue IFBs/RFQs for individual procurement transactions of more than \$100,000 for advertising. IRG or its procurement agent will review results of the solicitation and a recommendation for award will be made.

When the procurement transaction involves commodities estimated to exceed \$100,000 in cost, the requirement is advertised in the *Commerce Business Daily*.

Informal competitive procedures (competitive negotiation) will be used for purchase of program commodities when the estimated cost is under \$100,000. Informal competitive procedures include advertising the availability of RFQs, if the estimated cost exceeds \$25,000. Award of the contract is made to the offeror submitting the most advantageous offer, with price and other factors being considered.

Local Purchase Procedures

To the extent possible, commodities available in the local market, and compliance with the 941 Geographic Code, will be purchased locally.

The procedures for conducting local procurement are as follows:

- *IPAC* determines that local procurement of commodity(ies) is in the best interest of the program. IRG/Washington may be contacted for advice or assistance as required.
- *IPAC* solicits quotations from local vendors, preferably a minimum of three (3).
- *IPAC* receives quotations/pro forma invoice(s) and makes award(s) recommendation.
- *IPAC* prepares the purchase order(s).
- *IPAC* takes receipt of commodities.
- *IPAC* forwards a check to the local vendor in accordance with purchase order payment terms.

Formal Competitive Procurement—Invitation for Bid

All procurements must be accomplished in accordance with applicable regulations. For procurements of more than \$100,000, IRG is normally required to use formal competitive bid procedures. It will be the responsibility of IPAC to carry out the following:

1. Prepare the IFB
2. Arrange public advertising of the IFB
3. Conduct public opening of sealed bids
4. Perform evaluation of bids
5. Prepare an abstract of bids
6. Make award to the lowest qualified, responsive and responsible bidder

Every reasonably available means should be used to bring requirements to the attention of qualified and responsible bidders. For procurements of more than \$100,000, IRG will prepare clear announcements of upcoming procurement transactions in a timely fashion.

Protest

IRG will consider all timely protests and respond with a written recommendation unless the protest is otherwise resolved. The firm will furnish the client a notice of receipt of the protest; a copy of the protest; a copy of all supporting information; and a statement fully responsive to the allegations setting forth findings, recommended actions, and any other information needed for determining the protest validity. The firm will make every effort to assist in resolving protests in a way that will avoid controversy in an objective, fair and prompt manner. In so doing, IRG will be guided by all applicable procedures, regulations, precedents, laws, and legal guidance.

Payment Procedures

IRG will establish proper procedures to ensure vendors compliance with the purchase order issued. IRG will directly pay the supplier in accordance with the purchase order payment terms.

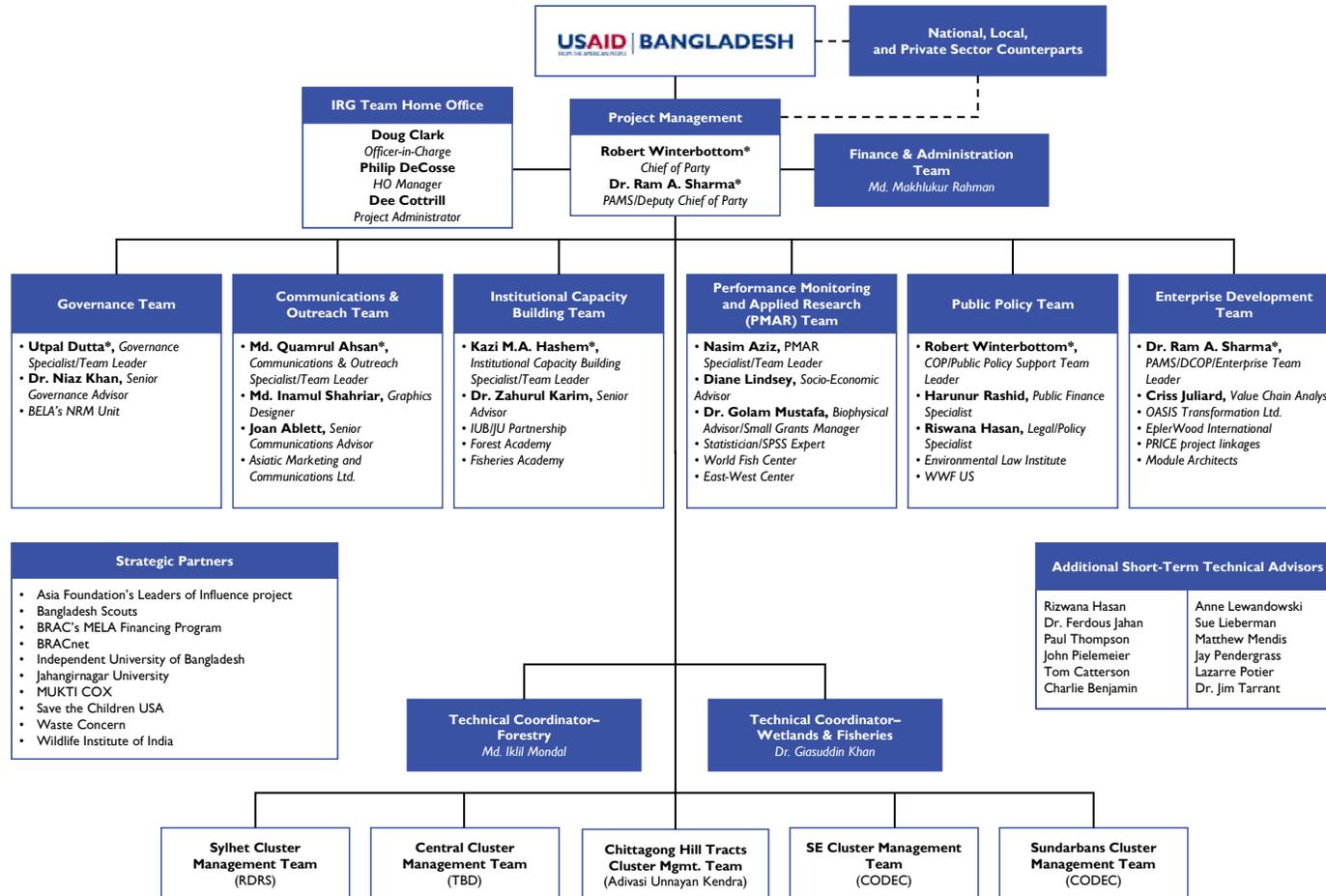
Reporting and Records

IRG will provide periodic updates in the quarterly progress reports on the status of procurement actions. The report will discuss completed or ongoing procurement actions and report on any unusual circumstances adversely affecting implementation, as well as steps taken or planned to overcome these difficulties. IRG will maintain records, documents, and accounts with respect to all transactions under the program. All such records, documents, and accounts will be open to inspection and audit by USAID.

Communication

It is IRG's policy to communicate expeditiously with the client, country, and/or designated parties as the need arises. Contact shall be made by facsimile, e-mail, or courier services. Points of concern or problems that could adversely affect the program will be addressed immediately in order to provide solutions in a timely manner.

Annex B. Team Organizational Structure



* Key Personnel

See Exhibit 4-1A for Cluster Management Teams organization chart

Annex C. Timeline for Deliverables

IPAC First Annual Work Plan – Deliverables Timeline – June 2008 to May 2009

<i>Component</i>	<i>Deliverables</i>	<i>Leads¹</i>	<i>J</i>	<i>J</i>	<i>A</i>	<i>S</i>	<i>O</i>	<i>N</i>	<i>D</i>	<i>J</i>	<i>F</i>	<i>M</i>	<i>A</i>	<i>M</i>
One – IPAC Strategy	Constituency Building and Outreach													
	Joan Ablett Communications Strategy Trip Report	IRG			X									
	Preliminary results from communication field work and surveys	Asiatic			- - - -									
	IPAC Communications Strategy, including Creative Briefs	Asiatic					X							
	Newsletters and ICE products for IPAC	Asiatic						- - - - - - - - - -						
	Reports of cross-visits / site visits by GOB senior staff and key stakeholders	Clusters							- - - - - - - - - -					
	Development of new PA Strategy													
	Meeting notes of IPAC Strategy Working Group	IRG				X	X	X	X					
	Preliminary assessments and maps identifying high priority sites for new PA	IRG, WFC				X								
	Briefing Papers and analysis of legal framework for co-management of PA	BELA, ELI					X							
	Concept papers and technical reports by PA strategy consultants	IRG						X						
	Draft strategic framework for new co managed PA system	IRG, WFC								X				

¹ Cluster level interventions are managed by RDRS, CODEC, CIPD with assistance from Module Architects and other partners.

<i>Component</i>	<i>Deliverables</i>	<i>Leads¹</i>	<i>J</i>	<i>J</i>	<i>A</i>	<i>S</i>	<i>O</i>	<i>N</i>	<i>D</i>	<i>J</i>	<i>F</i>	<i>M</i>	<i>A</i>	<i>M</i>
	Partnership Building for Sustainable Financing													
	Report on measures needed to retain / return entry fees	IRG, BELA							X					
	Report on proposed improvements and adaptations to benefit sharing arrangements	IRG									X			
	Organization of consultative meetings designed to promote PPPs	IRG											X	
	Action memorandum on collaboration with AF	IRG						X						
Two – Institutional Capacity	Training													
	Report of training needs assessment	IRG						X						
	Trip report for exchange visits to India, Thailand	IRG			X									
	Trip reports for exchange visits, cross visits, training sessions	Clusters					X		X		X		X	
	Reports of training workshops and short courses	IRG							-----					
	Published papers prepared by participants in EWC applied research / writing workshops	EWC											X	
	Edited books of technical papers on PA co-management by stakeholders	EWC												X
	Periodic reports on status of Applied Research Grants	WFC									-----			
	Curriculum and list of participants for Certificate Courses	IUB/JU											X	X

<i>Component</i>	<i>Deliverables</i>	<i>Leads¹</i>	<i>J</i>	<i>J</i>	<i>A</i>	<i>S</i>	<i>O</i>	<i>N</i>	<i>D</i>	<i>J</i>	<i>F</i>	<i>M</i>	<i>A</i>	<i>M</i>
	Curriculum and list of participants for Foundation Course	IRG							X		X		X	
	Report on trainees enrolled in Diploma course												X	
	Local Support Services													
	Report on workshop on strengthening local support services	Clusters							X					
	Concept paper and Action Plan for developing pool of experienced local level trainers	IRG									X			
	Reports on TOT workshops for local extension agents	Clusters									- - - - -			
	Reports of meetings of federations of CM organizations	Clusters						- - - - -						
Three – Site Implementation	Site Selection and Field Interventions													
	Report of brainstorming / planning workshops with FD, DOF, DOE	IRG		X	X	X								
	Tripartite MOU on collaboration between MACH partners, DOF and IPAC for follow on activities in MACH sites	IRG			X									
	Workshop report on lessons learned from MACH	WFC				X								
	Workshop report on lessons learned from Nishorgo	IRG					X							
	Site assessment and PRA reports for targeted new direct sites	Clusters						X						
	Summary report on priority interventions for IPAC in MACH and NSP sites	IRG, WFC							X					

<i>Component</i>	<i>Deliverables</i>	<i>Leads¹</i>	<i>J</i>	<i>J</i>	<i>A</i>	<i>S</i>	<i>O</i>	<i>N</i>	<i>D</i>	<i>J</i>	<i>F</i>	<i>M</i>	<i>A</i>	<i>M</i>
	Status report on initiation of co-management in targeted new sites, including Modhupur National Park, CHT, Tanguar Haor and Sundarbans PA	Clusters												X
	Alternative Income Generation and Financing													
	Trip Report and Phase 1 Draft Teknaf Strategy by Epler Wood	EWI					X							
	Trip Report and SWOT Analysis for Sundarbans by Epler Wood	EWI							X					
	Phase 2 Final Teknaf Strategy	EWI									X			
	Report on Oasis led market and field surveys	Oasis							X					
	Business plans for targeted enterprises in selected locations	Oasis												
	Assessment report on potential AIG and Livelihoods support in targeted PA	WFC, Oasis											X	
	Concept Note and Recommended Actions to develop IPAC PPP	IRG												X
	Action Plan for collaboration with PRICE	IRG, Oasis								X				
	Climate Change Adaptation													
	Concept Note and Action Plan outlining IPAC interventions in support of the NAPA and related initiatives	IRG, WWF											X	
	Status report on progress in implementing carbon sequestration model	IRG							X					X
	Outreach													
	Survey results reporting on awareness raising and behavior changes	Asiatic			-	-	-	-	-					

<i>Component</i>	<i>Deliverables</i>	<i>Leads¹</i>	<i>J</i>	<i>J</i>	<i>A</i>	<i>S</i>	<i>O</i>	<i>N</i>	<i>D</i>	<i>J</i>	<i>F</i>	<i>M</i>	<i>A</i>	<i>M</i>
	Periodic reports on outreach initiatives and related collaboration	Asiatic				---	---	---	---	---	---	---	---	---
Cross-cutting Elements	Gender /Youth Perspective													
	Action plan for mainstreaming gender and youth perspective in IPAC	dTS							X					
	Report of dialogue sessions with women and development of women's platform on co-management	Clusters									X			
	Update on development of initiatives with Bangladesh Scouts	Clusters							X					X
Org,& Mgt	Periodic team planning and management meetings	IRG												
	Quarterly financial report, 15 days before end of the quarter	IRG			X			X			X			
	Quarterly progress report, 15 days after the end of the quarter	IRG				X			X			X		
	Finalize PMP	IRG					X							
	First Annual Work Plan, draft due in July 2008	IRG		X										
	Second Annual Work Plan, draft to be prepared in May 2009	IRG												X
	Annual progress report, due in June 2009	IRG												

Annex D – IPAC Performance Monitoring Plan



USAID
FROM THE AMERICAN PEOPLE

BANGLADESH

INTEGRATED PROTECTED AREA CO-MANAGEMENT (IPAC) PERFORMANCE MONITORING PLAN

June 5, 2008 – May 31, 2009

September 2, 2008

This report is made possible by the support of the American People through the United States Agency for International Development (USAID). It was prepared by International Resources Group (IRG) and its subcontractors: WWF-USA, dTS, East-West Center, Environmental Law Institute, Epler-Wood International, World Fish Center, CIPD, RDRS, CODEC, BELA, Asiatic M&C, Oasis Transformation, Module Architects, and IUB/JU. The contents of this report are the sole responsibility of IRG and do not necessarily reflect the views of USAID or the United States Government.

**INTEGRATED
PROTECTED
AREA CO-
MANAGEMENT (IPAC)
PERFORMANCE MONITORING PLAN
June 5, 2008 – May 31, 2009**

July 19, 2008

USAID Contract N° EPP-I-00-06-00007-00
Order No : EPP-I-01-06-00007-00

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Introduction

This document presents the draft Performance Monitoring Plan (PMP) of the Integrated Protected Area Co-Management (IPAC) Project in Bangladesh. The PMP incorporates indicators related to the development of a coherent strategy for integrated protected areas co-management and biodiversity conservation, building stakeholder and institutional capacity and site specific implementation of co-management in 5 targeted Clusters in Bangladesh. Additional indicators are designed to monitor progress in improving the welfare of rural communities through reduced vulnerability and increased adoption to climate change, improved access to drinking water supplies, as well as the development of public-private partnership, sustainable conservation financing, and strengthening of value chains associated with alternative income generation by communities participating in co-management.

This draft PMP will be finalized in consultation with USAID/Bangladesh's Environment team, and IPAC implementing partners and stakeholders. Short term technical assistance will be mobilized by IRG in the next three months to help develop composite indexes for some indicators, to review and adjust as necessary the targets proposed for selected indicators, and to establish targets for indicators that have not yet been determined.

Context and Purpose of the PMP

Under the reporting requirements for projects funded by USAID, a performance monitoring plan (PMP) must be prepared for the review and approval of USAID. This draft PMP proposes a set of indicators to be used in assessing progress in the achievement of the results targeted by IPAC interventions and investments during the life of the project, from June 2008 to May 2013.

This performance monitoring plan lays out indicators that will be measured on a quarterly basis throughout the implementation of IPAC to establish trend lines for project performance, and to assess progress in achieving the annual targets agreed upon with USAID and IPAC stakeholders. The proposed annual targets for each indicator are cumulative.

Two types of indicators are designed to monitor the contribution of IPAC to globally important impacts targeted by USAID and to specific or customized indicators for monitoring IPAC interventions:

- *Common Indicators of the U.S. Foreign Assistance Framework:* these indicators are referenced in the statement of work for IPAC and will be used to report on the contribution of IPAC to the achievement of results in priority program areas identified in the US Foreign Assistant Framework; this includes 10 indicators related to the impact of IPAC investments on biodiversity conservation, economic growth and poverty alleviation, climate change and water supply. A list of common indicators is shown in Table 1.
- *Custom Indicators for IPAC:* There are a number of indicators which are not explicitly cited in the IPAC statement of work but which are proposed in order to track and report on additional important project impacts and results, particularly intermediate results that will contribute significantly to the longer term achievement of the specified common indicators. A detailed list of custom indicators is shown in Table 2.

The information collected by the performance monitoring activities of IPAC will feed into the overall program monitoring and performance reporting system for development assistance programs funded by USAID. The PMP data will also help USAID, key stakeholders and the IPAC team to identify changes in the management and implementation of IPAC that may be required to ensure that the targeted results of IPAC are progressively achieved over the next five years.

Primary data for several indicators will be collected from a variety of sources including IPAC staff and partners working on field level interventions, and by local and national government agencies involved with the IPAC program. Whenever applicable, PMP data will be gender disaggregated. As necessary, the IPAC team will provide assistance to selected government stakeholders to develop systems to track and report on program results.

Indicator reference sheets have been prepared for each indicator, to provide detailed information on the definition of each indicator, units of measure, their management utility, proposed methods for collecting and analyzing data including the frequency of data acquisition, and performance indicator values. The reference sheets also specify the relevant sources of information and identify the staff or institutions responsible for providing the data. A full set of indicator reference sheets is included as Annex A.

Table 1- Common Indicators of the U.S. Foreign Assistance Framework for IPAC

Indicators	2009	2011	2013	Notes
1: Number of hectares under improved natural resource management as a result of USG assistance.	36,450 ha	175,000 ha	453,804 ha	These targets include the total area of the landscapes being managed around targeted PA sites; PA management plans will be prepared for these areas to specify improved NRM practices for the core PA and adjacent buffer zones and landscapes inhabited by surrounding communities
2: Number of hectares in areas of biological significance under improved management as a result of USG assistance.	18,701 ha	82,464 ha	305,372 ha	These targets include the core protected areas of the targeted sites, except for the ECA Sundarbans
3: Number of hectares of natural resources showing improved biophysical conditions as a result of USG assistance.	5,000	50,000	70,000	These areas are a subset of sites brought under improved NRM (indicator 1)
4: Number of hectares in areas of biological significance showing improved biophysical conditions as a result of USG assistance.	3,000	40,000	65,000	These areas are a subset of core protected areas under improved management (indicator 2)
5: Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance.	5	10	20	Based on # of national enabling policies, laws and regulations, # of new co-management agreements, # of regulations or conventions adopted by communities to support community patrolling, wetland protection and PA management
6: Number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance.	100,000	200,000	500,000	Based on data from participation in AIG activities and other interventions linked to increased economic benefit
7: Number of people receiving USG supported training in natural resources management and/or biodiversity conservation.	5,000	15,000	20,000	# of men (60%) and women (40%) trained through support from IPAC
8: Number of people with increased adaptive capacity to cope with impacts of climate variability and change as a result of USG assistance.	50,000	100,000	200,000	Based on a composite index integrating key factors affecting local level adaptive capacity; includes # of persons benefitting from IPAC assistance related to training and AIG that directly enable increased adaptive capacity
9: Quantity of greenhouse gas emissions, measured in million metric tons Carbon, reduced or sequestered as a result of USG assistance (million metric Ton C).	4.29	6.85	8.26	Requires baseline assessment of vegetative cover and annual surveys of changes related to IPAC interventions
10: Number of people in target areas with access to improved drinking water supply as a result of USG assistance	10,000	20,000	30,000	Includes # of persons benefitting from IPAC interventions and leveraged assistance in landscapes around PA

Table 2 - Custom Indicators for IPAC

Indicators	2009	2011	2013	Notes
11: Number of individuals benefitting from use of improved stove and bio-gas plants.	1000	5000	8000	Improved wood stoves and bio-gas plants will be installed in the targeted areas to reduce pressure on supplies of fuelwood
12: Market and non-market revenue generated from AIG, ecotourism and other economic activities in targeted sites	\$250,000	\$1,000,000	\$2,000,000	Includes revenues generated from AIG support, ecotourism enterprises, PA employment, entry fees; requires baseline surveys of current revenues and annual surveys of added revenues
13: Increase in density of indicator bird species in wetland and forested landscape	TBD	TBD	TBD	Baseline survey to be carried out with revised set of Indicator birds for forest health and additional bird species selected for wetlands
14: Amount of leveraged financing for conservation	\$200,000	\$5,000,000	\$21,500,000	Includes PPP, new donor and GOB investments and leveraged carbon financing
15: Number of individuals that are aware of a national Protected Areas network.	50,000	1,000,000	2,500,000	Estimated number of persons reached through awareness raising and other actions of communication strategy; based on annual surveys of sample population
16: Improved capacity of FD, DOE& DOF to support integrated conservation and development programs.	TBD	TBD	TBD	Based on composite index of factors relevant to institutional strengthening of the FD, DOE and DOF and progress in shifting operating paradigm to promote co-management and integrated conservation issues and climate change.
17: Number of communities with co-management agreements	TBD	TBD	TBD	After the initial assessment through RRA/PRA and from inputs from, DoF FD, target values will be set.
18: Number of training curriculums developed and trained modules designed and taught	5	10	20	Includes diploma and certificate courses on biodiversity, climate change, wildlife management, Protected Area management etc.
19: Number of recorded visitors to targeted PAs.	50,000	500,000	1,000,000	This will capture increase in number of registered visitors in the PAs, additional information will be recorded on actual revenue earned Based on adoption of entry fee payment systems by the Government.
20. Number of GOB protected area management units with improved capacity for co-management	9	19	45	Based on composite index reflecting changes in effectiveness of protection, community participation, stakeholder representation, economic benefits generated, operating budgets, staffing and infrastructure improvements

Additional Supporting Performance Monitoring Activities

The IPAC team will use performance monitoring as an integral part of our adaptive management approach to implement IPAC. Monthly reporting will provide information on interim progress, and quarterly progress reports will serve to collect data and assess trends in the achievement of indicator targets. Semi-annual team meetings will be held with all implementing partners and key stakeholders to collectively assess progress in completing activities and deliverables scheduled in annual work plans, and in achieving results and targets established in the PMP.

IPAC's performance monitoring system will also be integrated into the IPAC communication strategy. Information from the monitoring system will serve to inform decision making and project management, but also contribute to the identification and sharing of lessons learned, success stories and increased public awareness of IPAC impacts and program benefits.

Training and capacity building will include short courses and other assistance designed to increase the level of local participation in data collection and analysis for performance monitoring, and to increase institutional capabilities at all levels to manage the PMP data and to make effective use of it to enhance program results.

An Applied Research Small Grant Program will be established by IPAC and coordinated by the WFC. Small Grants will be made available to support applied research and field level surveys that directly contribute to the performance monitoring process, while building capacity among students, researchers and other stakeholders supporting PA co-management. The Small Grants program will be overseen by a select committee including respected conservationists, scientists and researchers, including an environmental expert from USAID, to ensure that the funded applied research activities are consistent with IPAC objectives and USAID's overall interests in environmental management and economic development.

Organization and Staffing of Performance Monitoring Activities

The IPAC COP will oversee the analysis and overall reporting of performance monitoring data, and collaborate closely with USAID, GOB Project Directors and IPAC key personnel to review and assess data as it becomes available. In the field, Cluster Coordinators and Technical Advisors will oversee the collection and periodic reporting of monitoring data in each Cluster. WFC will have responsibility for oversight of the scientific quality and soundness of monitoring data, in collaboration with IRG M&E specialists and EWC.

The day to day operations of IPAC performance monitoring and applied research (PMAR) will be managed by the PMAR team, led by the PMAR specialist, Nasim Aziz. He will be assisted by a socio-economic advisor, and Dr. Golam Mustafa, Biophysical Advisor and Small Grants Manager mobilized by World Fish Center. Additional short term expertise in PMAR will be mobilized through IRG, WFC and the East West Center.

All protocols for information collection under the Project are to be reviewed by the Performance Monitoring and Applied Research Committee, chaired by the COP and coordinated by the PMAR Coordinator. The Committee's core members will include Dr. Golam Mostafa, the M&E socio-economic specialist consultant, although others may be requested to join the Committee on an ad hoc basis to review technical protocols specific to his/her areas of expertise.

A central feature of IRG's PM&AR approach is the investment in highest quality information tool design and quality control during information collection and analysis. Our partnership with WFC is brought to bear especially on this quality control process, a role that is fitting for WFC in light of its being a member of the International Agricultural Research Network (IARC). WFC's monitoring specialist Dr. M.G. Mustafa will support the Team in setting protocols for wetland biophysical information collection so that

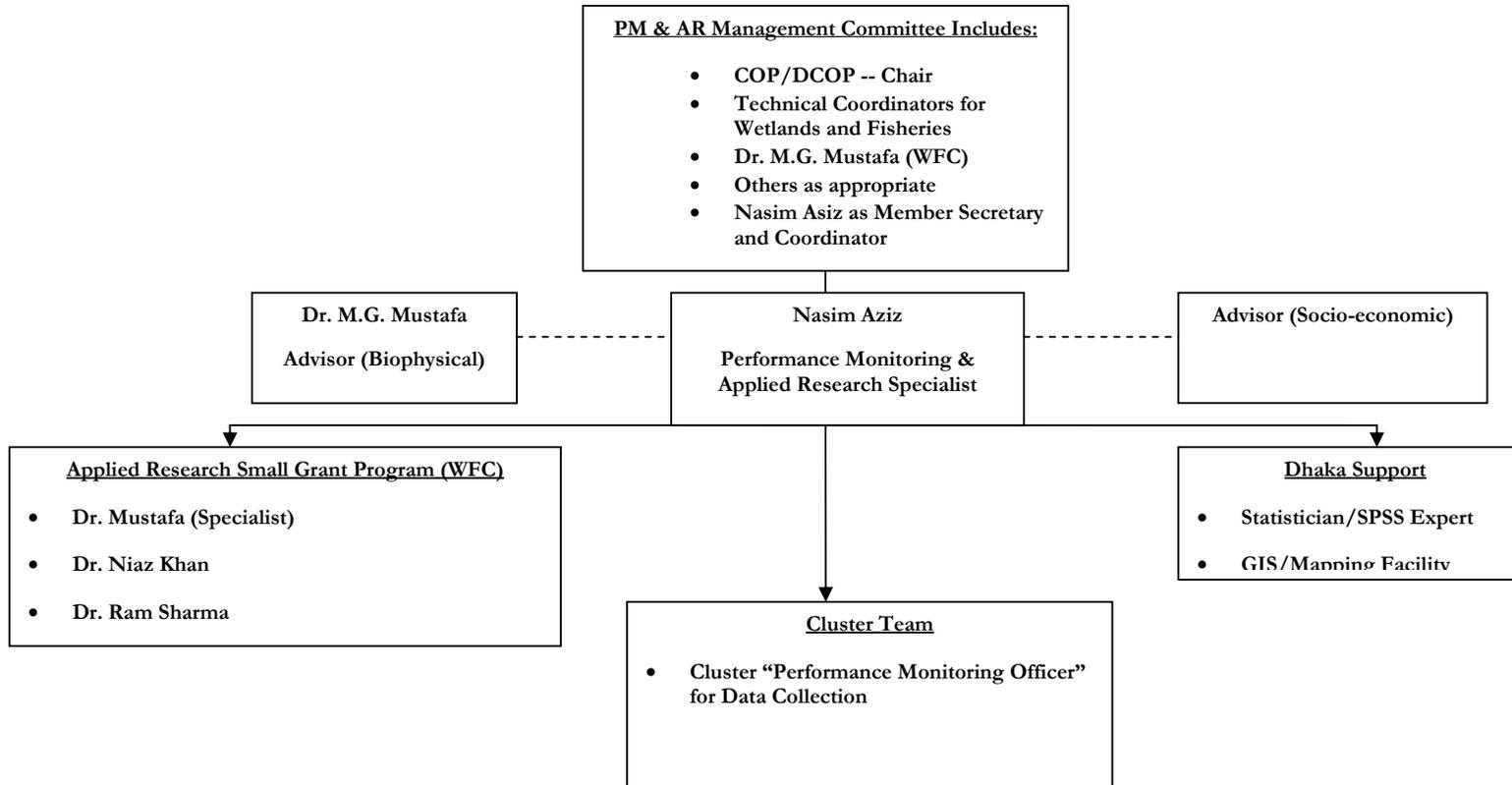
it is both appropriate for local community monitoring and directly useful for statistically valid scientific analysis.

At the field level, this WFC partnership is furthered through the presence of designated Cluster Advisors at each Cluster. These Cluster Advisors, in addition to other roles, will be directly involved in ensuring the quality and consistency of all information collection undertaken by the NGOs. WFC staff will additionally conduct quality control checks of data as it is being collected and digitized.

The quality control process in design and analysis will be further supported through the creation of a PM&AR Management Group. This small Group will have the authority to vet and modify, as necessary, any and all data collection and analysis instruments and processes proposed under the Project. Its role is to provide frank, honest and strategic feedback on proposed survey instruments.

At the Dhaka level, the Team will be supported by a mid-level Statistician and SPSS specialist as well as the facility for undertaking GIS and mapping processes. Under Nishorgo, IRG regularly contracted for services of the country's leading remote sensing institution (CEGIS) under purchase order. IRG will assume that CEGIS will remain interested to continue its role in supporting remote sensing on such issues as co-management, and we would expect again to obtain access to its expertise via a similar arrangement.

**PERFORMANCE MONITORING
AND
APPLIED RESEARCH TEAM
ORGANIZATIONAL STRUCTURE**



Appendix - Detailed Indicator Reference Sheets

Common Indicator-1: Area under improved natural resource management (NRM) as a result of USG assistance

IPAC INDICATOR REFERENCE SHEET
Program Area: Environment
Element: EG 8.1 – Natural Resources and Biodiversity
Indicator 8.1.1: Number of hectares under improved natural resource management (NRM) as a result of USG assistance
DESCRIPTION
<p>Specific Definition: The areas to be measured under this indicator include the targeted PA sites, adjacent buffer areas and surrounding landscapes of IPAC targeted sites in 5 Clusters. Area under improved NRM will be measured in hectares (ha). The areas measured will be those in which the project will implement interventions – direct and indirect sites, having direct influence on the protected areas, wetlands and ecologically critical areas. "Improved NRM" refers to the planning and organization of activities defined in management plans endorsed by area stakeholders and approved by GOB authorities, that directly promote biodiversity conservation, habitat protection and restoration, establishment of sanctuaries, afforestation / reforestation, forest regeneration, timber stand improvement and other planned forest management operations, sustainable production and harvesting of fisheries and forest products, soil and water conservation, reduction of vulnerability and adaptation to climate change, and/or promoting sustainable agriculture and tree crops, as well as actions that indirectly support these practices, such as stakeholder organization, empowerment, clarification of rights and responsibilities, strengthening of locally organized rules and enforcement systems governing the access and use of natural resources and stimulation of value added enterprise opportunities linked to the improved management and sustainable use of these natural resources.</p>
Unit of Measure: hectares
Disaggregated by: Type of area – forest production area, wetland production area, agroforestry and tree crop systems, and sustainable agriculture
Justification/Management Utility: This indicator includes all natural resource management interventions that help generate sustainable livelihood opportunities for the people living within the proposed integrated co-management cluster areas including biodiversity conservation, improved local governance and empowerment
DATA ACQUISITION PROCESS OF IPAC
<p>Management Notes:</p> <p>(1) Forest Production area: (a) Reforestation: all past social forestry plantations (benefits yet to be realized), Forest Dept. new social forestry activities, social forestry activities implemented / overseen by the Co-Management Council / Committee for benefit sharing and conservation purposes. (b) Afforestation includes those plantations in non-forested lands for benefit sharing and conservation purposes such as roadside, river and stream bank, and other public lands</p> <p>(2) Wetland Production area: (a) Reforestation of degraded wetland forest (swamp and reed land) carried out in conjunction with respective government agencies and Co-Management Council / Committee for benefit sharing and conservation purposes. (b) Afforestation includes those plantations in non-forested lands for benefit sharing and conservation purposes such as roadside, river and stream bank, and other public lands</p> <p>(3) Agroforestry or tree crop farming: This includes all the areas under homestead improvements promoted by the Project. Homestead improvements may include introduction of fruit trees, and timber and fuel wood species</p> <p>(4) Sustainable agriculture or farming: Environmentally sound agricultural practices that may include organic fertilizers, integrated pest management, water and soil conservation, living barriers among others</p>
Method of Acquisition by Project Monitoring Unit: Baseline information and target indicator values will be developed by collection and analysis of existing information from USAID and other donor projects, GOB Ministries, and approved management plans. We will build on GIS mapping available from MACH and NSP, expanding digitized maps to new areas using satellite imagery and aerial photography. Local stakeholders, cluster performance monitoring specialists, field implementing partners, and collaborating CMCs/RMOs will collect information and data
Data Source(s): MACH and NSP project documents, data and information from the Ministry of Environment and Forests, Department of the Environment, local NGOs, Ministry of Lands, Department of Fisheries, FD, and donor agencies
Frequency/Timing of Data Acquisition: Annually
Survey Instrument for the data: Multiple field survey techniques, depending categories of activities on which one of the four sub-categories is included. For agroforestry and sustainable agriculture, survey instrument will be executed at FUG household level. GPS ground truthing and updating of GIS maps
OTHER NOTES

IPAC INDICATOR REFERENCE SHEET			
Relevant Reference Sources: MACH and NSP project documents, data and information from the Department of the Environment, local NGOs, Ministry of Environment and Forests, Ministry of Lands, Department of Fisheries, FD, and donor agencies			
Notes on Baselines/Targets:			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009	36,450 ha		
2011	175,000 ha		
2013	453,804 ha		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELAVANT DATA (shown below)			

Common Indicator-2: Area of biological significance under improved management as a result of USG assistance.

IPAC INDICATOR REFERENCE SHEET			
Program Area: Environment			
Element: EG 8.1 – Natural Resources and Biodiversity			
Indicator 8.1.2: Number of hectares in areas of biological significance under improved management as a result of USG assistance.			
DESCRIPTION			
<p>Specific Definition: “<i>Areas of biological significance</i>” are identified through national, regional, or global priority-setting processes and include national parks, wildlife sanctuaries, game reserves, ecologically critical areas, RAMSAR sites, World Heritage Sites, and also those important wetlands or flood plans under improved management. They represent the core areas with the most significant or highest levels of biodiversity within the various categories of protected areas.</p> <p>“<i>Improved NRM</i>” includes protection, restoration, regeneration, enrichment and improved management activities in the areas of biological significance based on ecosystem management and NRM principles, improved human and institutional capacity for sustainable NRM, access to better information for decision-making, and/or adoption of sustainable NRM practices which will be identified, endorsed by local stakeholders and approved by respective departments and ministries.</p>			
Unit of Measure: Hectares			
Disaggregated by: Types of protected areas: core areas within national parks, wildlife sanctuaries, game reserves, inland and coastal wetlands			
Justification/Management Utility: Prerequisite of improved NRM is a stakeholder endorsed, government approved management plan for areas of biological significance (as well as interface landscape) ensuring conservation and sustainable management and generating sustainable livelihood opportunities for the people living within cluster areas, improving local governance system & empowering the local people			
DATA ACQUISITION PROCESS OF IPAC			
Management Notes:			
<ol style="list-style-type: none"> 1. Forest Area: (a) National Parks, (b) Wildlife Sanctuaries & (c) Game Reserve 2. Wetland Area: (a) Inland wetland, (b) Coastal Wetland 			
Method of Acquisition: Baseline information and target indicator values will be developed by collection and analysis of existing information from USAID and other donor projects, GOB Ministries, and approved management plans. We will build on GIS mapping available from MACH and NSP, expanding digitized maps to new areas using satellite imagery and aerial photography. Local stakeholders, cluster performance monitoring specialists, field implementing partners, and collaborating CMCs/RMOs will collect information and data			
Data Source(s): MACH and NSP project documents, data and information from the Ministry of Environment and Forests, Department of the Environment, local NGOs, Ministry of Lands, Department of Fisheries, FD, and donor agencies			
Frequency/Timing of Data Acquisition: Annually			
Survey Instrument for the data: Multiple field survey techniques, depending categories of activities implemented. GPS ground truthing and updating of GIS maps for monitoring core areas of biological significance.			
OTHER NOTES			
Relevant Reference Sources: MACH and NSP project documents, data and information from the Ministry of Environment and Forests, Department of the Environment, local NGOs, Ministry of Lands, Department of Fisheries, FD, and donor agencies			
Notes on Baselines/Targets:			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Planned / Targeted	Actual	Notes
2009	18,701 ha		
2011	82,464 ha		
2013	305,372 ha		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELEVANT DATA (shown below)			

Common Indicator – 3: Area of natural resources showing improved biophysical conditions as a result of USG assistance.

IPAC INDICATOR REFERENCE SHEET
Program Area: Environment
Element: EG 8.1 – Natural Resources and Biodiversity
Indicator 8.1.3: Number of hectares of natural resources showing improved biophysical conditions as a result of USG assistance.
DESCRIPTION
<p>Specific Definition: The areas to be measured under this indicator are those located in buffer areas and surrounding landscapes of the targeted IPAC sites. Improved biophysical conditions will be determined by field level surveys of changes in the level of protection, extent of restocking, restoration or rehabilitation of targeted sites, reduction in erosion or sedimentation or other forms of degradation, changes in growth rates and resource productivity, changes in soil fertility as reflected in sustainable crop yields, changes in biodiversity as reflected by changing populations or presence of indicator species, and other measures of improved biophysical conditions agreed upon with field staff, local technical departments and stakeholders.</p>
Unit of Measure: hectares
Disaggregated by: Type of area –forest protection area, forest production area, wetland conservation and production areas, agroforestry and tree crop systems, and land devoted to sustainable agriculture
Justification/Management Utility: This indicator helps to measure the impact of IPAC interventions on the biophysical conditions of targeted natural resources, as a consequence of the effective implementation of improved management practices and other natural resource management interventions that help to restore and improve NR productivity and generate sustainable livelihood opportunities for the people living within the proposed integrated co-management clusters
DATA ACQUISITION PROCESS OF IPAC
<p>Management Notes: Track the adoption and implementation of recommended NRM practices including:</p> <p>(1) Forest Production area: (a) Reforestation: all past social forestry plantations (benefits yet to be realized), Forest Dept. new social forestry activities, social forestry activities implemented / overseen by the Co-Management Council / Committee for benefit sharing and conservation purposes. (b) Afforestation includes those plantations in non-forested lands for benefit sharing and conservation purposes such as roadside, river and stream bank, and other public lands</p> <p>(2) Wetland Production area: (a) Reforestation of degraded wetland forest (swamp and reed land) carried out in conjunction with respective government agencies and Co-Management Council / Committee for benefit sharing and conservation purposes. (b) Afforestation includes those plantations in non-forested lands for benefit sharing and conservation purposes such as roadside, river and stream bank, and other public lands</p> <p>(3) Agroforestry or tree crop farming: This includes all the areas under homestead improvements promoted by the Project. Homestead improvements may include introduction of fruit trees, and timber and fuel wood species</p> <p>(4) Sustainable agriculture or farming: Environmentally sound agricultural practices that may include organic fertilizers, integrated pest management, water and soil conservation, living barriers among others</p>
<p>Method of Acquisition by Project Monitoring Unit: Baseline information and target indicator values will be developed by collection and analysis of existing information from USAID and other donor projects, GOB Ministries, and approved management plans. We will build on GIS mapping available from MACH and NSP, expanding digitized maps to new areas using satellite imagery and aerial photography. Local stakeholders, cluster performance monitoring specialists, field implementing partners, and collaborating CMCs/RMOs will collect information and data</p>
<p>Data Source(s): MACH and NSP project documents, data and information from the Ministry of Environment and Forests, Department of the Environment, local NGOs, Ministry of Lands, Department of Fisheries, FD, and donor agencies</p>
<p>Frequency/Timing of Data Acquisition: Annually</p>
<p>Survey Instrument for the data: Multiple field survey techniques, depending categories of activities on which one of the four sub-categories is included. For agroforestry and sustainable agriculture, survey instrument will be executed at FUG household level. GPS ground truthing and updating of GIS maps</p>
OTHER NOTES
<p>Relevant Reference Sources: MACH and NSP project documents, data and information from the Department of the Environment, local NGOs, Ministry of Environment and Forests, Ministry of Lands, Department of Fisheries, FD, and donor agencies</p>
<p>Notes on Baselines/Targets:</p>
<p>Other Notes:</p>

IPAC INDICATOR REFERENCE SHEET			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009	5,000 ha		
2011	50,000 ha		
2013	70,000 ha		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELAVANT DATA (shown below)			

Common Indicator – 4: Area of biological significance showing improved biophysical conditions as a result of USG assistance.

IPAC INDICATOR REFERENCE SHEET			
<i>Program Area: Environment</i>			
<i>Element: EG 8.1 – Natural Resources and Biodiversity</i>			
Indicator 8.1.4: Number of hectares in areas of biological significance showing improved biophysical conditions as a result of USG assistance.			
DESCRIPTION			
<p>Specific Definition: “<i>Areas of biological significance</i>” are identified through national, regional, or global priority-setting processes and include national parks, wildlife sanctuaries, game reserves, ecologically critical areas, RAMSAR sites, World Heritage Sites, and also those important wetlands or flood plans under improved management. They represent the core areas with the most significant or highest levels of biodiversity within the various categories of protected areas. The areas to be measured under this indicator are located in the core protected areas of the targeted IPAC sites.</p> <p>Improved biophysical conditions will be determined by field level surveys of changes in the level of protection, extent of restocking, restoration or enrichment of targeted PA sites, reduction in erosion or sedimentation or other forms of degradation, changes in growth rates and resource productivity or ecosystem health, changes in soil fertility, changes in biodiversity as reflected by changing populations or presence of indicator species, and other measures of improved biophysical conditions agreed upon with field staff, local technical departments and stakeholders.</p>			
Unit of Measure: Hectares			
Disaggregated by: Types of protected areas: core areas within national parks, wildlife sanctuaries, game reserves, inland and coastal wetlands			
Justification/Management Utility: This indicator helps to measure the impact of IPAC interventions on the biophysical conditions of targeted protected areas and areas of biological significance as a consequence of the effective implementation of improved management practices and other natural resource management interventions that help to conserve biodiversity and restore and improve the condition of resources in targeted PA			
DATA ACQUISITION PROCESS OF IPAC			
Management Notes:			
<p>3. Forest Area: (a) National Parks, (b) Wildlife Sanctuaries & (c) Game Reserve</p> <p>4. Wetland Area: (a) Inland wetland, (b) Coastal Wetland</p>			
Method of Acquisition: Baseline information and target indicator values will be developed by collection and analysis of existing information from USAID and other donor projects, GOB Ministries, and approved management plans. We will build on GIS mapping available from MACH and NSP, expanding digitized maps to new areas using satellite imagery and aerial photography. Local stakeholders, cluster performance monitoring specialists, field implementing partners, and collaborating CMCs/RMOs will collect information and data			
Data Source(s): MACH and NSP project documents, data and information from the Ministry of Environment and Forests, Department of the Environment, local NGOs, Ministry of Lands, Department of Fisheries, FD, and donor agencies			
Frequency/Timing of Data Acquisition: Annually			
Survey Instrument for the data: Multiple field survey techniques, depending categories of activities implemented. GPS ground truthing and updating of GIS maps for monitoring core areas of biological significance.			
OTHER NOTES			
Relevant Reference Sources: MACH and NSP project documents, data and information from the Ministry of Environment and Forests, Department of the Environment, local NGOs, Ministry of Lands, Department of Fisheries, FD, and donor agencies			
Notes on Baselines/Targets:			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Planned / Targeted	Actual	Notes
2009	3,000 ha		
2011	40,000 ha		
2013	65,000 ha		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELEVANT DATA (shown below)			

Common Indicator - 5: Policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance

IPAC Indicator Reference Sheet			
<p>Program Area: <i>Environment</i></p> <p>Element: EG 8.1 – Natural Resources and Biodiversity</p> <p>Indicator: Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance</p>			
DESCRIPTION			
<p>Specific Definition: Policy development/ reform and implementation will take place at the national and local levels. At the <i>national level</i> assistance for policy reform and implementation will include an assessment of national level policies, laws and regulations to identify priority reforms to strengthen the enabling environment for improved, decentralized natural resources management, as well as preparation of an integrated Protected Area co-management strategy to harmonize implementation of NRM policies and plans; and <i>local level</i> policies, regulations and stewardship agreements that empower and support communities, CMCs, RMO to conserve, protect and manage resources at the local level. However, only the changes at the <i>national level</i> will be captured here.</p> <p>Unit of Measure: #s of policies, regulations, agreements, bi-laws, agreements developed and implemented</p> <p>Disaggregated by: National and local level policies, laws, regulations and stewardship agreements</p> <p>Justification/Management Utility: This indicator demonstrates that national and local legal underpinnings are in place and being implemented to enable and sustain natural resources management</p>			
DATA ACQUISITION PROCESS IPAC			
<p>Management Notes:</p> <p><i>National level</i></p> <ul style="list-style-type: none"> • Integrated co-management strategy • Enabling policies developed/reformed • Enabling laws and regulations <p>Method of Data Acquisition: Initial assessment of current policy and regulatory framework conducted by IPAC staff and respective GOB agencies. Performance monitoring team, cluster performance monitoring specialists, field implementing partners, and collaborating CMCs/RMOs will collect information and data on development and implementation of national and local agreements or regulations, as part of quarter progress reporting</p> <p>Data Source(s): MACH and NSP project documents, data and information from the Ministry of Environment and Forests, Department of the Environment, local NGOs, Ministry of Lands, Department of Fisheries, FD, and donor agencies</p> <p>Frequency/Timing of Data Acquisition: Annually</p> <p>Survey Instrument for the data: Initial analysis of current policies, laws, agreements or regulations at the national level; analysis of local legal and regulatory instruments, and community level resource management agreements for each of the five clusters</p>			
OTHER NOTES			
<p>Relevant Reference Sources: MACH and NSP project documents, data and information from the Ministry of Environment and Forests, Department of the Environment, local NGOs, Ministry of Lands, Department of Fisheries, FD, and donor agencies</p> <p>Notes on Baselines/Targets:</p> <p>Other Notes:</p>			
PERFORMANCE INDICATOR VALUES			
Year	Actual	Target	Notes
2009	5		
2011	10		
2013	20		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELAVANT DATA (shown below)			

Common Indicator – 6: Increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance.

IPAC Indicator Reference Sheet			
<p>Program Area: <i>Environment</i></p> <p>Element: EG 8.1 – Natural Resources and Biodiversity</p> <p>Indicator: Number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance.</p>			
DESCRIPTION			
<p>Specific Definition: This indicator measures the number of direct beneficiaries with increased income, from the baseline established at the outset of the activity, of the targeted beneficiaries who are being given alternate income generating technologies or training and/ or grant or leveraged credit by the project. "Targeted beneficiaries" are those dependent on wetland and/or forest resources for their livelihoods, and who assists in protected and conservation.</p> <p>Unit of Measure: # number of people and % increase income</p> <p>Disaggregated by: type of beneficiary and by gender</p> <p>Types of Beneficiaries includes:</p> <ol style="list-style-type: none"> (1) Change in household production practices; (2) Beneficiaries of enterprise creation or growth; (3) Beneficiaries of employment; (4) Beneficiaries from community livelihood changes <p>Justification/Management Utility: Increased income of target group from new income sources will reduce the dependency on natural resources. This will help protect PAs and other aquatic habitats.</p>			
DATA ACQUISITION PROCESS IPAC			
<p>Management Notes:</p> <ol style="list-style-type: none"> (1) Change in household production practices such as – home gardening, cow /goat/pig fattening. (2) Beneficiaries of enterprise creation or growth such as – bee keeping, nursery, handicrafts, elephant riding, ethnic cloth prod/mrk (3) Beneficiaries of employment such as - Eco-Guides, eco-rickshaw, rickshaw/van puller, toile and picnic spot service/mgt (4) Beneficiaries from community livelihood changes associated with the Committee and the co-management process. These "livelihood benefits" could come from: social forestry activities, homestead planting material for fuel wood or logs, improved bamboo production, improved homestead tree-crop mgt improved access to healthier stoves (via GTZ) etc. <p>Method of Data Acquisition: from AIG matrix, monthly progress report, half-yearly review and progress report and annual survey.</p> <p>Data Source(s): field offices.</p> <p>Frequency/Timing of Data Acquisition: AIG matrix monthly, assessment yearly.</p> <p>Survey Instrument for the data: various survey instruments.</p>			
OTHER NOTES			
<p>Relevant Reference Sources:</p> <p>Notes on Baselines/Targets:</p> <p>Other Notes: To be entirely accurate, the number of "losers" from the conservation activity should be subtracted from this number of beneficiaries. The "losers" would include those who once had access to the PA and extracted from it directly but who no longer have access because of the Project, and have not been given a direct alternative economic activity.</p>			
PERFORMANCE INDICATOR VALUES			
Year	Actual	Target	Notes
2009	100,000		
2011	200,000		
2013	500,000		
THIS SHEET LAST UPDATED ON: date/month/year			

IPAC Indicator Reference Sheet

Program Area: *Environment*

Element: EG 8.1 – Natural Resources and Biodiversity

Indicator: Number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance.

ADDITIONAL RELAVANT DATA (shown below)

Common Indicator- 7: People receiving USG supported training in natural resources management and/or biodiversity conservation

IPAC Indicator Reference Sheet			
<p>Program Area: <i>Environment</i></p> <p>Element: EG 8.1 – Natural Resources and Biodiversity</p> <p>Indicator: Number of people receiving USG supported training in natural resources management and/or biodiversity conservation</p>			
DESCRIPTION			
<p>Specific Definition: Training tailored to key stakeholders Training will include short-term, medium term (certificate and diploma), interactive applied research, regional cross-visits and US-based training</p> <p>Unit of Measure:</p> <p>Disaggregated by: Gender; and type of training</p> <p>Justification/Management Utility:</p>			
DATA ACQUISITION PROCESS OF IPAC			
<p>Management Notes:</p> <ul style="list-style-type: none"> Certificate Programs in applied conservation biology, carbon financing and related topics –offered through public/private university partnerships Diploma-level programs in protected area management: forestry and wetlands co-management in place years three thru five Courses for GOB officials in protected areas management with the Fisheries and Forest Academies Courses conducted by visiting scholars and experts Short courses in proposal writing for NGOs Sub-regional cross-visits and study tours to observe co-management Presentations at international fora Short courses in the US for senior officials and professionals to enrich skills and knowledge <p>Method of Data Acquisition by Project Monitoring Unit: performance monitoring data collected on number of persons trained, and training topics – on a quarterly basis using training evaluations and completion reports. Performance monitoring team, cluster performance monitoring specialists, field implementing partners, and collaborating CMCs/RMOs will collect information and data.</p> <p>Data Source(s): Project training plan, training evaluations and completion reports, with information on number and gender of persons trained</p> <p>Frequency/Timing of Data Acquisition: Quarterly</p> <p>Survey Instrument for the data: Review of training evaluations and completion reports; interviews with training participants</p>			
OTHER NOTES			
<p>Relevant Reference Sources: MACH and NSP training plans and reports; GOB agency training plans and requirements</p> <p>Notes on Baselines/Targets:</p> <p>Other Notes:</p>			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009	5000		
2011	15,000		
2013	20,000		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELAVANT DATA (shown below)			

Common Indicator- 8: Increased adaptive capacity to cope with impacts of climate variability and change as a result of USG assistance

IPAC Indicator Reference Sheet
<p>Program Area: <i>Environment</i></p> <p>Element: EG 8.1 – Natural Resources and Biodiversity</p> <p>Indicator: Number of people with increased adaptive capacity to cope with impacts of climate variability and change as a result of USG assistance.</p>
DESCRIPTION
<p>Specific Definition: There are few, simple, off-the-shelf indicators for measuring “adaptive capacity”. Smit et al (2001) identified six determinants of adaptive capacity in the context of climate change as a contribution to the third assessment report for the Intergovernmental Panel on Climate Change. These determinants are – economic resources (greater economic resources increase adaptive capacity), technology (lack of technology limits range of potential adaptation options), information and skills (lack of informed, skilled and trained personnel reduces adaptive capacity), infrastructure (greater variety of infrastructure can enhance adaptive capacity as well as characteristics and location of the infrastructure), institutions (well developed social institutions help to reduce impacts of climate related risks) and equity (equitable distribution of resources increases adaptive capacity as well as availability and entitlement to resources is also important). These determinants can be used as framework to develop a composite indicator to reflect changes in adaptive capacity at the local level. For example:</p> <p>Economic Resources:</p> <ul style="list-style-type: none"> (1) Ratio to income to expenses – the higher the better (2) Off-farm earnings (AIG income) as a percent of total family income – the higher the better <p>Technology:</p> <ul style="list-style-type: none"> (3) Ratio of farms using climate resilient / adaptive farming technology to traditional technology – the higher the better (4) Number of climate change adoption strategy developed (by the farmers) and implemented – the higher the better (5) Number of farms practicing alternative cropping systems (6) Number of people have alternative income generating activities. <p>Information and skills:</p> <ul style="list-style-type: none"> (7) Number of communities implemented vulnerability assessment – higher the better (8) Number of people trained in climate change adoption technology – higher the better (9) Number of people informed about the impact of climate change – higher the better <p>Infrastructure:</p> <ul style="list-style-type: none"> (10) Hectare of area under sustainable soil management practices – higher the better (11) Hectare of watershed brought under forest cover to reduce soil erosion – higher the better (12) Hectare of riparian area / beels excavated and networked - higher the better (13) Hectare of land under shelter belt afforestation / reforestation – higher the better (14) Ratio of people with safe drinking water available in the home or with reasonable access – higher the better <p>Institutions:</p> <ul style="list-style-type: none"> (15) Indicators of transparency and accountability (16) Indicators of democratic, representative governance (17) Indicators of financial sustainability (18) Percentage of poor, women and vulnerable groups represented and participating <p>Unit of Measure: composite index, TBD</p> <p>Disaggregated by: Key categories included in composite index and by gender</p>

IPAC Indicator Reference Sheet			
Program Area: Environment			
Element: EG 8.1 – Natural Resources and Biodiversity			
Indicator: Number of people with increased adaptive capacity to cope with impacts of climate variability and change as a result of USG assistance.			
Justification/Management Utility: As IPAC works to strengthen CBOs and to protect and manage PA, safeguard ecosystem services, promote improved NRM, develop AIG, reduce poverty and develop human capital at the local level, the cumulative impact will be a reduction in vulnerability to Climate change and an increase in adaptive capacity of local communities			
DATA ACQUISITION PROCESS IPAC			
Management Notes:			
Method of Data Acquisition: from AIG matrix, monthly progress report, half-yearly review and progress report and annual survey..			
Data Source(s): field offices.			
Frequency/Timing of Data Acquisition: AIG matrix monthly, assessment yearly.			
Survey Instrument for the data: various survey instruments.			
OTHER NOTES			
Relevant Reference Sources:			
Notes on Baselines/Targets:			
Other Notes:			
PERFORMANCE INDICATOR VALUES			
Year	Actual	Target	Notes
2009	50,000		
2011	100,000		
2013	200,000		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELEVANT DATA (shown below)			

Smit, B., Pilifosova, O., Burton I., Challenger B., Huq S., Klein R.J.T. and Yohe, G. (2001): Adaptation to climate change in the context of sustainable development and equity; in Climate Change 2001: Impacts, Adaptation and Vulnerability, (ed.) J.J. McCarthy, O.F. Canziani, N.A. Contribution of Working Group III to the 3rd Assessment Report of the Intergovernmental Panel on Climate Change.

Common Indicator – 9: Greenhouse gas emissions, measured in metric tons CO₂ equivalent, reduced or sequestered as a result of USG assistance

IPAC Indicator Reference Sheet			
<p>Program Area: <i>Environment</i></p> <p>Element: EG 8.1 – Natural Resources and Biodiversity</p> <p>Custom Indicator: Quantity of greenhouse gas emissions, measured in metric tons CO₂ equivalent, reduced or sequestered as a result of USG assistance</p>			
DESCRIPTION			
<p>Specific Definition: This indicator reflects the amount of carbon sequestered by afforestation and reforestation in forests and wetlands (coastal and inland) and from agro production systems in the surrounding landscape areas of the five project clusters</p> <p>Unit of Measure: Million metric tons of carbon</p> <p>Disaggregated by: Forest, wetland, and agro production areas</p> <p>Justification/Management Utility: The indicator will measure the project's contribution to avoidance and/or reduction of greenhouse gas emissions and climate change vulnerability reduction. Newly reforested and sustainably managed agricultural areas will serve as carbon sinks</p>			
DATA ACQUISITION PROCESS OF IPAC			
<p>Management Notes:</p> <ul style="list-style-type: none"> Will require baseline of dry land and wetland perennial vegetative cover; annual assessment of vegetative cover changes (+/-) Assess impacts in areas receiving direct and indirect project activities and assistance Include in project applied research agenda <p>Method of Data Acquisition: Digitized GIS vegetative cover maps; updated annually; project performance monitoring information on number of hectares of improved NRM</p> <p>Data Source(s): National Adaptation Program of Action for Climate Change; project monitoring information</p> <p>Frequency/Timing of Data Acquisition: Annually</p> <p>Survey Instrument for the data: satellite imagery; aerial photography; reforestation and NRM program monitoring data</p>			
OTHER NOTES			
<p>Relevant Reference Sources: National Adaptation Program of Action for Climate Change</p> <p>Notes on Baselines/Targets:</p> <p>Other Notes: will also include stove & biogas savings along with forest/wetlands sequestration. Should include the Scout program on stoves.</p>			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009	4.29		
2011	6.85		
2013	8.26		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELEVANT DATA (shown below)			

Common Indicator – 10: People in target areas with access to improved drinking water supply as a result of USG assistance

IPAC Indicator Reference Sheet			
<p>Program Area: Environment</p> <p>Element: E.G. 3.1.8 - Water Supply and Sanitation Element</p> <p>Custom Indicator: Number of people in target areas with access to improved drinking water supply as a result of USG assistance</p>			
DESCRIPTION			
<p>Specific Definition: Improved of drinking water supply include household water connections, public standpipes, boreholes, protected dug wells, protected springs, and rainwater collection. Examples of unimproved drinking water sources include unprotected wells; unprotected spring, rivers or ponds; vendor-provided water or tanker truck water. This will include improved drinking water supplies as a result of direct investment by IPAC, as well as the results of training and communication activities and leveraged project support by other organizations in the areas targeted by IPAC.</p> <p>Unit of Measure: # of people</p> <p>Disaggregated by: none</p> <p>Justification/Management Utility: One of the experiences of NSP is that lack of access to safe drinking water in areas like Teknaf Game Reserve, Rema-Kalenga Wildlife Sanctuary, Lawachara & Satchari National Park. The proposed areas under IPAC like Sundarbans, Chittagong Hill Tracts, entire Cox's Bazar and wetlands also have limited sources of drinking water. Lack of convenient water supply access has severe gender implications, as the time-intensive pursuit of water collection often prevents women from taking up income-generating opportunities or girls from attending school especially in the hilly regions. Similarly, the impacts of water-related disease are often borne by female members of the family, since they are the primary caretakers of children and the ill.</p>			
DATA ACQUISITION PROCESS OF IPAC			
<p>Management Notes: Applications should include small-scale infrastructure activities that increase access to improved water supply services in target communities. This can include both surface water and groundwater-fed systems, as well as the full range of appropriate, affordable, and approved technologies and approaches for water supply infrastructure (e.g., boreholes, spring boxes, gravity-fed conveyance mechanisms, rainwater harvesting, etc.). Development of new infrastructure as well as rehabilitation of existing systems may be proposed.</p> <p>Method of Data Acquisition by Project Monitoring Unit: performance monitoring data collected on number of households have access to safe drinking water, converted in number of people by average family size. Performance monitoring team, cluster performance monitoring specialists, field implementing partners, and collaborating CMCs/RMOs will collect information and data.</p> <p>Data Source(s): field offices.</p> <p>Frequency/Timing of Data Acquisition: quarterly and yearly</p> <p>Survey Instrument for the data: sample survey.</p>			
OTHER NOTES			
<p>Relevant Reference Sources:</p> <p>Notes on Baselines/Targets:</p> <p>Other Notes:</p>			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009	10,000		
2011	20,000		
2013	30,000		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELAVANT DATA (shown below)			

Custom Indicator - 11: Number of individuals benefiting from improved stove and biogas plants.

IPAC Indicator Reference Sheet			
<p>Program Area: Environment</p> <p>Element: E.G. 8.2 – Clean Human Environment</p> <p>Custom Indicator: Number of individuals benefiting from improved stove and biogas plants.</p>			
DESCRIPTION			
<p>Specific Definition: Institutions may range from educational or governmental, or even brickfields.</p> <p>Unit of Measure: # of individuals</p> <p>Disaggregated by: n/a</p> <p>Justification/Management Utility: One of the causes of deforestation and degradation of PA is unsustainable harvesting of fuel wood, especially for commercial sales to urban centers and brickfields. Dissemination of fuel efficient wood stoves for cooking or biogas technologies is can reduce deforestation and carbon dioxide emissions. In addition to planting trees, and to increased patrolling and reduction of commercial extraction of fuelwood for brickfields and urban centers, IPAC will promote the expanded use of improved wood stoves and biogas plants. These technologies have been effective in: reducing local demand for fuelwood, reducing the felling of trees and carbon emissions from deforestation, reducing expenditures for fuelwood, and contribute to improved hygiene and health and generate useful by-products (composted waste).</p>			
DATA ACQUISITION PROCESS OF IPAC			
<p>Management Notes:</p> <p>Method of Data Acquisition by Project Monitoring Unit: performance monitoring data collected on number of intuitions have installed fuel efficient technology. Performance monitoring team, cluster performance monitoring specialists, field implementing partners, and collaborating CMCs/RMOs will collect information and data.</p> <p>Data Source(s): field offices.</p> <p>Frequency/Timing of Data Acquisition: quarterly and yearly</p> <p>Survey Instrument for the data:</p>			
OTHER NOTES			
<p>Relevant Reference Sources:</p> <p>Notes on Baselines/Targets:</p> <p>Other Notes:</p>			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009	1000		
2011	5000		
2013	8000		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELAVANT DATA (shown below)			

Custom Indicator – 12: Market and non-market revenue generated from pilot Protected Areas

IPAC Indicator Reference Sheet			
<p>Program Area: <i>Environment</i></p> <p>Element: E.G. 8.2 –</p> <p>Custom Indicator: Market and non-market revenue generated from pilot Protected Areas.</p>			
DESCRIPTION			
<p>Specific Definition: This indicator includes the market value of outputs produced by the beneficiaries listed in the previous indicator. It also includes the non-market values that are generated from conservation of the core zones of forest and wetland areas.</p> <p>Unit of Measure: # USD per year</p> <p>Disaggregated by: Marketed revenues generated from AIG support, enterprise generation, employment, entry fee, community benefits; non-marketed revenue includes improved health due to improved stoves, carbon sink value.</p> <p>Justification/Management Utility: This is the comprehensive indicator that would show the major economic benefits of the investment.</p>			
DATA ACQUISITION PROCESS OF IPAC			
<p>Management Notes:</p> <p>Method of Data Acquisition by Project Monitoring Unit: performance monitoring data collected by from AIG matrix, monthly progress report, half-yearly review and progress report and sample survey. Performance monitoring team, cluster performance monitoring specialists, field implementing partners, and collaborating CMCs/RMOs will collect information and data.</p> <p>Data Source(s): field offices.</p> <p>Frequency/Timing of Data Acquisition: quarterly and yearly</p> <p>Survey Instrument for the data: various</p>			
OTHER NOTES			
<p>Relevant Reference Sources:</p> <p>Notes on Baselines/Targets:</p> <p>Other Notes:</p>			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009	\$250,000		
2011	\$1,000,000		
2013	\$2,000,000		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELAVANT DATA (shown below)			

Custom Indicator – 13: Increase in density of indicator bird species in wetlands and forested landscapes

IPAC Indicator Reference Sheet			
<p>Program Area: Environment</p> <p>Element: E.G. 8.2 –</p> <p>Custom Indicator: Increase in density of indicator bird species in wetlands and forested landscapes</p>			
DESCRIPTION			
<p>Specific Definition: Eight indicator bird species have been selected as indicators of biological diversity and forest health in Nishorgo five pilot PAs. These eight species come from different strata of the forest. Some of these birds showed response to change in the habitat, some did not. These bird species will be revised and more will be selected to track change in the health of the wetlands.</p> <p>Unit of Measure: # indicator birds per square kilo-meter</p> <p>Disaggregated by: Forested bird and Wetland birds</p> <p>Justification/Management Utility: This indicator is to be measured year by year. It provides a useful and easily comprehensible measure of forest and wetland habitat change, useful both to policy makers and to the local inhabitants, for building awareness, constituency. This indicator serves as proxy indicator of biodiversity.</p>			
DATA ACQUISITION PROCESS OF IPAC			
<p>Management Notes:</p> <p>Method of Data Acquisition by Project Monitoring Unit: Annual bird surveys following pre-established transects in each of the PAs and wetlands. Local Eco Guides or other local residents and co-management participants take part in the survey process. Performance monitoring team, cluster performance monitoring specialists, field implementing partners, and collaborating CMCs/RMOs will collect information and data.</p> <p>Data Source(s): field offices.</p> <p>Frequency/Timing of Data Acquisition: yearly</p> <p>Survey Instrument for the data: line transect survey.</p>			
OTHER NOTES			
<p>Relevant Reference Sources:</p> <p>Notes on Baselines/Targets: Baseline value will be set within the first year for all direct PA and wetlands. Increase in the density will indicate ecosystem health.</p> <p>Other Notes:</p>			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009	TBD		
2011	TBD		
2013	TBD		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELEVANT DATA (shown below)			

Custom Indicator - 14: Amount of leveraged financing for conservation

IPAC Indicator Reference Sheet			
<p>Program Area: Environment</p> <p>Element: E.G. 8.2 –</p> <p>Custom Indicator: Amount of leveraged financing for conservation.</p>			
DESCRIPTION			
<p>Specific Definition: This indicator will measure the ability of the PA (forest and wetland) system to raise funds for protected areas management. Funds raised would be used to support protected areas activities post project completion or for activities outside the pilot areas to initiate co-management activities in other sites. This includes carbon projects, public-private partnership and donor funding.</p> <p>Unit of Measure: # million USD</p> <p>Disaggregated by: n/a</p> <p>Justification/Management Utility: This indicator will measure yet another aspect of improved institutional capacity, that of civil society capacity. The ability of the local governments, NGOs and other local organizations to effectively mobilize conservation finance to support co-management of PAs and other NRM programs is a fundamental aspect of effective co-management.</p>			
DATA ACQUISITION PROCESS OF IPAC			
<p>Management Notes:</p> <p>Method of Data Acquisition by Project Monitoring Unit: Project documents.</p> <p>Data Source(s): Dhaka offices.</p> <p>Frequency/Timing of Data Acquisition: yearly</p> <p>Survey Instrument for the data:</p>			
OTHER NOTES			
<p>Relevant Reference Sources:</p> <p>Notes on Baselines/Targets:</p> <p>Other Notes:</p>			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009	\$200,000		
2011	\$5,000,000		
2013	\$21,500,000		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELAVANT DATA (shown below)			

Custom Indicator - 15: Number of individuals that are aware of a national protected area network.

IPAC Indicator Reference Sheet			
Program Area: Environment			
Element: E.G. 8.2 –			
Custom Indicator: Number of individuals that are aware of a national protected area network.			
DESCRIPTION			
<p>Specific Definition: This process indicator will record the number of people who can recognize ideas, items, brands or logos of the national network of protected areas and its objectives. The items to be recognized will emerge from the communication program and will be defined later. But this indicator will monitor those figures.</p> <p>Unit of Measure: # of people</p> <p>Disaggregated by: n/a</p> <p>Justification/Management Utility: This process indicator will capture the desired impact of awareness generation activities in order to build a constituency for conservation and to raise awareness among the public of the biological richness of the country managed under a system of protected area network.</p>			
DATA ACQUISITION PROCESS OF IPAC			
<p>Management Notes:</p> <p>Method of Data Acquisition by Project Monitoring Unit: Data collection and assessment will be headed by Asiatic Communication Team under the guidance of Performance monitoring team.</p> <p>Data Source(s): Asiatic Communication Team and IPAC communication team.</p> <p>Frequency/Timing of Data Acquisition: yearly</p> <p>Survey Instrument for the data: Initial polls, surveys, and stakeholder analyses will gage the current level of public awareness and will establish the baseline from which increased awareness will be measured. The project communication strategy will also identify data collection methods.</p>			
OTHER NOTES			
<p>Relevant Reference Sources:</p> <p>Notes on Baselines/Targets:</p> <p>Other Notes:</p>			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009	50,000		
2011	1,000,000		
2013	2,500,000		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELAVANT DATA (shown below)			

Custom Indicator – 16: More active and decisive support for PA co-management from FD, DOE & DOF and local government

IPAC Indicator Reference Sheet			
<p>Program Area: Environment</p> <p>Element: E.G. 8.2 –</p> <p>Custom Indicator: 16: More active and decisive support for PA co-management from FD, DOE & DOF and local government</p>			
DESCRIPTION			
<p>Specific Definition: This indicator will measure improvements in the institutional support provided by FD, DOE and DOF and shifts in their operating paradigm in favor of co-management and integrated conservation issues and climate change.</p> <p>Unit of Measure: composite index tracking institutional and administrative changes within the FD, DOF & DOE and observation of field operations.</p> <p>Disaggregated by: n/a</p> <p>Justification/Management Utility: Staff of the Wildlife and Nature Conservation Circle of the FD will be critical to implementation of the PA co-management strategy and will receive specific attention and training. Similarly, the ECA Cell and Climate Change Cell within the DOE and the newly formed Inland Capture Fisheries Management Wing at the DOF will be targeted for capacity building.</p>			
DATA ACQUISITION PROCESS OF IPAC			
<p>Management Notes:</p> <p>Method of Data Acquisition by Project Monitoring Unit: Periodic reporting on the progress of agreed to changes.</p> <p>Data Source(s): IPAC project documents, data and information from the Ministry of Environment and Forests, Department of the Environment, FD, Fisheries Department.</p> <p>Frequency/Timing of Data Acquisition: quarterly, yearly</p> <p>Survey Instrument for the data: grey literature survey.</p>			
OTHER NOTES			
<p>Relevant Reference Sources:</p> <p>Notes on Baselines/Targets:</p> <p>Other Notes:</p>			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009	TBD		
2011	TBD		
2013	TBD		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELAVANT DATA (shown below)			

Custom Indicator - 17: Number of communities with co-management agreement.

IPAC Indicator Reference Sheet			
Program Area: Environment			
Element: E.G. 8.2 –			
Custom Indicator: Number of communities with co-management agreement.			
DESCRIPTION			
<p>Specific Definition: This indicator will capture active local participation in the management of protected areas as well as acceptances of government on devolution of power at the local level for sustainable resource management. Local participation is key to the long-term sustainability of protected areas. Communities must identify with the protected area and see it as a resource worth protecting because the protected area is viewed as an asset that provides the community with goods and services. Local participation is defined as communities and local resources groups incorporated in planning for, identifying local resource priority needs, defining uses of and managing a protected area. Communities can participate in co-management of protected areas by providing services like patrolling and protection activities, offering services for tourists (guides, food, souvenirs), providing wetland, forest and resource maintenance services, among other activities. Community and local resource management group participation will be established through co-management agreements.</p> <p>Unit of Measure: Number of communities and/or resource management organizations with signed co-management</p> <p>Disaggregated by: forested lands and wetlands.</p> <p>Justification/Management Utility: By definition co-management requires the participation of local groups and communities. As such this indicator will measure progress toward attaining greater local participation. If procedures developed for co-management are functioning, this indicator will provide proof that local groups are participating and benefiting from the implementation of the procedure.</p>			
DATA ACQUISITION PROCESS OF IPAC			
<p>Management Notes:</p> <p>Method of Data Acquisition by Project Monitoring Unit: Initial assessment of current policy and regulatory framework conducted by IPAC staff and respective GOB agencies. Performance monitoring team, cluster performance monitoring specialists, field implementing partners, and collaborating CMCs/RMOs will collect information and data on development and implementation of national and local agreements or regulations, as part of quarter progress reporting.</p> <p>Data Source(s): IPAC project documents, data and information from the Ministry of Environment and Forests, Department of the Environment, FD, Fisheries Department.</p> <p>Frequency/Timing of Data Acquisition: quarterly, yearly</p> <p>Survey Instrument for the data: grey literature survey.</p>			
OTHER NOTES			
<p>Relevant Reference Sources:</p> <p>Notes on Baselines/Targets: After the initial assessment through RRA/PRA and from inputs from DOF & FD, target values will be set.</p> <p>Other Notes:</p>			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009	TBD		
2011	TBD		
2013	TBD		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELEVANT DATA (shown below)			

Custom Indicator – 18: Number of training curriculums and modules designed and taught

IPAC Indicator Reference Sheet			
<p>Program Area: Environment</p> <p>Element: EG 8.1 – Natural Resources and Biodiversity</p> <p>Indicator: Number of training curriculums and modules designed and taught</p>			
DESCRIPTION			
<p>Specific Definition: Training module or curriculums of short-term, medium term (certificate and diploma) on biodiversity, climate change, wildlife management, Protected Area management, community based eco-tourism, climate change adoption, venerability assessment etc.</p> <p>Unit of Measure: # of training modules</p> <p>Disaggregated by: n/a</p> <p>Justification/Management Utility: development of appropriate training modules or curriculums in different aspect will be important in developing capacity and building constituency.</p>			
DATA ACQUISITION PROCESS OF IPAC			
<p>Management Notes:</p> <p>Method of Data Acquisition by Project Monitoring Unit: performance monitoring data collected on number of persons trained, and training topics – on a quarterly basis using training evaluations and completion reports. Performance monitoring team, cluster performance monitoring specialists, field implementing partners, and collaborating CMCs/RMOs will collect information and data.</p> <p>Data Source(s): Project training plan, training evaluations and completion reports, with information on number and gender of persons trained</p> <p>Frequency/Timing of Data Acquisition: Quarterly</p> <p>Survey Instrument for the data: Review of training evaluations and completion reports; interviews with training participants</p>			
OTHER NOTES			
<p>Relevant Reference Sources: MACH and NSP training plans and reports; GOB agency training plans and requirements</p> <p>Notes on Baselines/Targets:</p> <p>Other Notes:</p>			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009	5		
2011	10		
2013	20		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELAVANT DATA (shown below)			

Custom Indicator – 19: Number of recorded visitors to targeted PAs.

IPAC Indicator Reference Sheet			
<p>Program Area: Environment</p> <p>Element: EG 8.1 – Natural Resources and Biodiversity</p> <p>Indicator: Number of recorded visitors to targeted PAs.</p>			
DESCRIPTION			
<p>Specific Definition: This indicator will measure the increased interest of the general public to visit national parks and their willingness to pay an entrance fee. It will also measure the increase in revenues made available to finance PA management, and reflect the government commitment to financing of PA co-management through the retention / return of entry fees to CMCs.</p> <p>Unit of Measure: Annual numbers of paid visitors and annual percent increase of paid visitors</p> <p>Disaggregated by: number of visitors, number of visitors paying fees, total value of fees, and % of entry fees retained / returned to CMCs</p> <p>Justification/Management Utility: This indicator will provide evidence of increased civil society awareness, government acceptance and interest in natural areas. The planned communications campaigns should provide some of the stimulus for the increased visitation. Although under NSP, visitor number increased tenfold (from 5000 to 50,000 in LNP) however, as the Min Finance has not yet approved the entry fee, the number of paying visitors is still 0, officially.</p>			
DATA ACQUISITION PROCESS OF IPAC			
<p>Management Notes:</p> <p>Method of Data Acquisition by Project Monitoring Unit: visitor register of respective PAs.</p> <p>Data Source(s): Visitor registers of respective PA. Visitors are requested to collect "ticket" with serial number (payment is not required to get a ticket or entry to the PA at this moment). A part of this "ticket" is kept with the information center and monthly register is maintained.</p> <p>Frequency/Timing of Data Acquisition: monthly, Quarterly and yearly.</p> <p>Survey Instrument for the data: Review of training evaluations and completion reports; interviews with training participants</p>			
OTHER NOTES			
<p>Relevant Reference Sources:</p> <p>Notes on Baselines/Targets:</p> <p>Other Notes:</p>			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009	50,000		
2011	500,000		
2013	1,000,000		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELAVANT DATA (shown below)			

Custom Indicator – 20: Number of GOB protected areas with improved performance

IPAC Indicator Reference Sheet			
<p>Program Area: Environment</p> <p>Element: EG 8.1 – Natural Resources and Biodiversity</p> <p>Indicator: Number of GOB protected areas with improved performance.</p>			
DESCRIPTION			
<p>Specific Definition: A PA management performance score was developed and applied for all PAs in Bangladesh, although contractually targeted to only five pilot PAs under NSP. The methodology was developed based on WWF's "Rapid Assessment and Prioritization of Protected Area Management Methodology (Ervin 2003) and Site Consolidation Scorecard developed by The Nature Conservancy (1999). Adjustments were made to match local condition or reality to the extent possible.</p> <p>Protected areas is considered to be improved when they have the "management plans, proper infrastructure, staff with increased capacity, secure & sustained budget, proper site design, legally secure and dispute is low. These aspects were measured through a number of verifies on a predetermined scale (1 –5, where 1 represents the minimum and 5 represents optimal management and protection conditions). Maximum score is 130 and lowest is 0. The higher the total score, the better the performance.</p> <p>This scorecard method will be revised to develop a composite index reflecting changes in effectiveness of protection, community participation, stakeholder representation, economic benefits generated, operating budgets, staffing and infrastructure improvements in targeted PA, and applied to wetlands to track improvements in the capacity for co-management of the integrated PA system for the entire country.</p> <p>Unit of Measure: score</p> <p>Disaggregated by: forested PA and wetland PA</p> <p>Justification/Management Utility: The management performance scorecard can give ecological, social, economic and legal context of each PAs and assessment of management capacity to better decision making. This scorecard method will be helpful in communication, advocacy, constituency building, leveraged financing, resource allocation by the policy makers and will also help in formal recognition and institutionalization of the IPAC system in Bangladesh.</p>			
DATA ACQUISITION PROCESS OF IPAC			
<p>Management Notes:</p> <p>Method of Data Acquisition by Project Monitoring Unit: survey reports carried out by FD, DOE and DOF.</p> <p>Data Source(s):</p> <p>Frequency/Timing of Data Acquisition: yearly.</p> <p>Survey Instrument for the data: qualitative survey techniques.</p>			
OTHER NOTES			
<p>Relevant Reference Sources:</p> <p>Notes on Baselines/Targets: baseline for all forested PAs has already been done under NSP. For wetlands, similar study needs to be taken.</p> <p>Other Notes:</p>			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
2009	9		
2011	19		
2013	45		
THIS SHEET LAST UPDATED ON: date/month/year			
ADDITIONAL RELAVANT DATA (shown below)			

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