

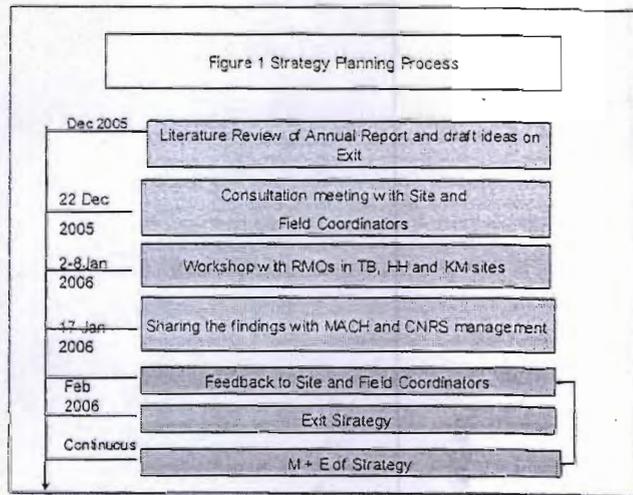
MACH Exit Strategy

1. Objectives of the Strategy

- Ensuring that wetland resource management improvements in the three project intervention sites are sustained in the long term after the project ends.
- Encouraging uptake and expansion of these approaches through changes in policy, practices and attitudes (that will also provide a framework to sustain improvements in the project sites and possibly other areas of Bangladesh).

2. Planning the Strategy (December 2005-February 2006)

MACH planning and activities towards exit started with the design of MACH-II which aims to ensure that the improvements in wetland management up to 2003 could be consolidated and sustained, and to extend and promote best practices beyond the project areas. A review and revision process through consultation with the stakeholders took place to document this actual strategy in early 2006. In fact, against the backdrop of MACH achievements so far (documented in Section 4 of this file), this strategy covers only those areas that the project needs to address from this point onwards (February 2006 until October 2006) to further strengthen institutions and arrangements to ensure sustainability of impacts. It is important to note that some activities identified in the strategy might need to be continued beyond October 2006, if all major concerns regarding sustainability are to be dealt with.



The strategy was developed through a consultative process at different levels, collating ideas towards sustainability. The following were the major processes (see Figure) that contributed to the development of the strategy:

- i) review of annual report and draft report on exit;
- ii) consultation with the Site and Field Coordinators of 3 sites (Annex 1);
- iii) workshop with representatives (president, secretary, treasurer) from each RMO at 3 sites (Annex 2: a synthesis of workshop findings);
- iv) sharing the findings with MACH and CNRS project management;
- v) feedback to Site Coordinators for comments.

Finally, this strategy is not a static document; its implementation will require continuous supervision, process monitoring and analysis of progress, on the basis of which new developments should be incorporated.

3. Key Areas of the Strategy

The likelihoods of sustaining the gains achieved post project will depend, to a large extent on:

- i) Level of capacity achieved by RMOs and FRUGs.
- ii) The perceived value of the benefits derived by stakeholders.
- iii) Increased support from the local and national level government in wetland management activities particularly in dealing with threats beyond internal RMO capability.
- iv) Influencing policy on issues related to sustainability.

v) Good monitoring and evaluation.

4. Upcoming Activities (February -October 2006)

RMOs: Capacity Development and strengthening

No	Key Areas	Activity/Task	Time-line	Lead Person(s)
1.	Organizational Development	Develop a simple training manual on financial management for delivery at the field level by professional trainers (follow up to previous training in early 2005 – system and training were too complex).		Daniel Bhuiyan
		Conduct a ToT on financial management by professional trainers and deliver training to RMO office bearers.		Daniel Bhuiyan
		Identify and expose the RMOs to processes that would contribute to leadership development. Conduct a short training on leadership development.		Daniel Bhuiyan
		Repeat orientation to RMOs on the processes of endowment fund and create opportunities to practice acquisition of funds from LGC.		Daniel Bhuiyan or SNC?
		Develop posters on principles and key focus of the constitution in Bangla for RMO offices.		Rahmat (contribute:Esha)
		Registration of Goalia RMO with Social Welfare Department or Cooperative Department.		CNRS
2.	Wetland Governance	Preparation of a training manual for awareness raising on resource user's rights with special emphasis on industrial pollution for TB site.		BELA
		Carry out field level support to TB RMOs on wetland and environment related rights and help raise pollution issues locally and nationally. Extend this more generally to other RMOs, for example on how to deal with legal threats and conflicts.		BELA
3.	Access services	Conduct a workshop to help RMOs list down and prioritize the support they would require from the government and non-government services for the members and identify how to initiate linkages with some of the prioritized services.		CNRS
4.	Conflict Resolution	Develop a plan to identify site-specific assumptions of threats or conflicts and ideas on how to counter each situation.		CNRS (Contribute:Esha)
		Conduct an exercise on conflict resolution and identify from the RMOs ideas on good relationship building with the potential troublemakers.		CNRS
		Help the RMOs create linkages with local and national level advocacy institutions, e.g. BELA, FEGB, ActionAid.		CNRS
		Facilitate capacity development on conflict resolution by including a provision in the Endowment Fund for advocacy related needs (not capacity building).		SNC and Mujibur Rahman?
		Share success stories or lessons from other projects on issues of conflict management and other achievements – make newsletter of practical use for RMOs, or as separate short guides. For example: IFM policy brief on Barriers and Challenges.		Site Coordinators
		Facilitate exchange of ideas with CBOs of other projects on problem solving by organizing exposure visits. Set of exchange visits to be planned with FFP.		Network planning between MACH and FFP, then FFP and Site Coordinators.
5.	Addressing Internal Conflict	Form/strengthen site-wise RMO Networks and management rules with special emphasis on how to help each other in order to withstand threats.		Site Coordinators, CNRS.
		Help organise issue based meetings between RMOs and FRUGs. For example: Resource management, Conflict resolution Financial management, fishing contracts (where this is practiced), access arrangements, joint interventions.		Site Coordinators.

No	Key Areas	Activity/Task	Time-line	Lead Person(s)
6.	Increased capacity and knowledge on Resource Management	Orientation/training on natural resource management planning in time for RMOs to review and revise their management plans this April. Training and learning on preparation of project proposal/schemes for endowment support.		Daniel Bhuyan
		Involve RMOs in painting billboards close to water bodies with their management plans and maps		Rahmat with the help of field officers.
		Hail Haor national sanctuary – training for guards and interested RMO members (guides) on wetland wildlife, ecology and handling visitors; developing information materials; promoting eco-tourist visits		Mokhles plus

FRUGs: Capacity Development and strengthening

No	Key Areas	Activity/Task	Time-line	Lead Person
1.	Handing over Revolving Fund to FRUGs and their registration	3 FRUGs to receive their revolving funds within March '06 (3 already handed over). 3 more to be handed over as soon as they are registered (see below).	Mar '06	MACH-Caritas
		Registration of 3 FRUGs (under TB site) with Social Welfare Department or Cooperative Department	Mar '06	MACH-Caritas; Mujibur Rahman
		Remaining 2 weaker FRUGs under KM site to be strengthened		MACH Caritas
		Review of weaker FRUGs to recommend among options of (a) handover of RLF, (b) merging together and hand over, or (c) merging with regular Caritas program and consequences for the RLFs and links with the RMOs.		Daniel Buiyan & Nurul Islam
		Deal of agreement between Caritas and FRUGs will be revised in line with RPT recommendations.	March 2006	MACH Caritas
2.	Recruitment of Staff by the FRUGs	Staff to be recruited by those 3 FRUGs handed over Revolving Fund (either from existing Caritas staff if the FRUGs and Caritas agree, or hiring persons from outside).	March '06	Caritas DD
3.	Developing capacity of the FRUG leaders	MACH-Caritas build the capacities of FRUG leaders so that they will be capable to monitor their staff		Nurul Islam Field Coordinators
		Enable FRUG leaders to prepare credit operational progress reports to place it in the LGC/UFC meetings.		Nurul Islam Field Coordinators
4.	Access services	Conduct resource management trainings to help FRUGs in order to better link with RMOs in directing fishing rights to poorer fishers.		Nurul Islam Field Coordinators
		Hold consultations with each FRUG to list and prioritize the support they require from government and non-government services for their members and identify how to initiate linkages with some of the prioritized services.		Nurul Islam Field Coordinators
		Help the FRUGs create linkages with RMO and other local level organizations and service providers as identified		Field Coordinators
		Facilitate exchange of ideas with similar CBOs that have graduated and been developed by other NGOs/projects by organizing exposure visits.		Daniel Buiyan
		In HH strengthen fisher dominated FRUGs so that they include more fishers and are more capable of negotiating with RMOs and leaseholders to get fishing contract		Field coordinators
5.	Credit operation uniformity	As per FRUG constitutions, form site based FRUG coordination committee and hold regular tri monthly meetings to exchange ideas and views		Field coordinators
		Orientation/training on micro credit planning and management for FRUG staff (existing/expected)	Feb '06	Nurul Islam
5.	FRUG self-monitoring	Help the FRUGs develop and implement indicators for assessing the impact of their credit activities; identify and agree collection system for any additional information they may require for credit management not covered in their existing guidelines (and dropping any unnecessary information being collected)		Daniel Bhuiyan

Awareness of benefits and risks

Key Areas	Activity/Task	Time-line	Lead Person
Livelihoods Improvement.	Broadcasting of existing radio and TV spots on the benefits of wetland management on livelihoods.		Rahmat
	Share the policy brief on Livelihoods Improvements in Bangla with RMOs and local elites.		Site Coordinators
Biodiversity and Environment	A Bangla year calendar with special focus on fisheries and sanctuary management norms for creating awareness at the field level		Rahmat (contribute:Esha)
	Enhance role of RMOs in awareness raising on fisheries norms among community members – help them develop activities through LGC-endowment funding.		Site Coordinators
	At Kaliakoir site involve the RMOs in participatory video making of the incidence of pollution and create a forum for screening of the video at a Dhaka based workshop on Environment Day.	Needs to be on call for when there is a fish kill	Rahmat (contribute:Esha)
	Radio and TV spots on the benefits of wetland management on biodiversity and environment.		Rahmat
Community Based Management	Involve RMOs more in explaining their roles to the community and the benefits of Community Based Management.		Site Coordinators
	Disseminate the Bangla version of CBFM booklet jointly produced by Lesson Sharing Forum to RMOs, local elites, teachers and school children.		Site Coordinators
	Radio programmes on the benefits of CBFM.		Rahmat
Co-management	Orientation to LGCs on how to operate to ensure they are effective Co-management bodies. Share the policy brief on Co-management in Bangla with RMOs.		Site Coordinators
	Involve the RMOs in Srimangal in a working session on the benefits and barriers of Co-management to present at a Dhaka based workshop. A part of the co-management week in Srimangal jointly organized with Nishorgo.		Will be assigned

Increased support from local and national level government

Key Areas	Activity/Task	Time-line	Lead Person
Capacity building of local level DoF staff	Develop a poster for LGC members including RMOs, FRUGs, UPs and local level officers (DoF and others) on the basic principles of the LGC ToR and processes including endowment for display and use in local offices.		Rahmat
	Involve LGCs in on-going evaluations of RMOs (Feb 06 feedback) and then larger role in July assessments)	Feb 06, Jul 06	Mukhtesur Rahman and Daniel Bhuiyan
	Share the policy briefs in Bangla on wetland management, benefits of co-management, fisheries rules.		Site Co-ordinators.
Capacity building of central level DoF staff in promoting Inland Capture Fisheries Strategy and action plan.	Identify officials from inside DoF central office who can champion ICF.		Lesson Sharing Forum
	Design and implement a plan of activities that will promote and expedite the implementation of Inland Capture Fisheries Strategy action plan.		Lesson Sharing Forum
	Assist DoF in upgrading their website and upload lessons on inland capture fisheries management and wetland conservation.		Lesson Sharing Forum
Lessons sharing on benefits of wetland resource management through co-management among policy stakeholders.	Share lesson on the benefits of wetland resource management through Community Based Co-management with the policy stakeholders for scaling up through implementing activities under the project Communications Strategy.		Esha

Policy Initiatives related to MACH sites

Key Areas	Activity/Task	Time-line	Lead Person(s)
Handover of river management to RMOs.	Pursue the issue of handover of Turag and Goalia rivers to RMOs, Manage a written handover letter from the government.		Mujibur Rahman
Designation of khas land in HH national sanctuary as sanctuary	Obtain legal and administrator advice on what we can do. Pursue relevant authorities (may be from DC to Minister levels depending on advice)		Mujibur Rahman, external advisors
Renewal of handovers of jalmohals	Support RMO arguing to LGC and administration for reduction in Balla lease (others in project to help with evidence as needed), summarise this experience as a guidance note for other RMOs and LGCs when they face same process.	Feb-March 06	SC
Reduction in high lease value of some jalmohals and extension of the lease period.	Pursue the proposal submitted to MoL seeking reduction in lease rates. Involve the RMOs in negotiations with local level administration. Capture the perception of fishers on problems of exceptional lease rates, need for proportionate rates. (video or live presentation)		Mujibur Rahman
	Policy workshops at the regional and national level on high lease issue and create a space for sharing RMO perceptions at the national level.		Lesson Sharing Forum through BELA
Upazilla Fisheries Committee	- continue offering support to DOF in getting UFCs approved along with ICF strategy		
Pineapple Contour Cultivation	Pursue the proposal submitted to MoL on inclusion of a clause on pineapple contour cultivation on the lease agreement for the hills.		Ali Akbar Bhuiyan
	Sharing lessons (policy brief) with MoL and MoFL on the benefits of pineapple contour cultivation.		Ali Akbar Bhuiyan,

Monitoring and Evaluation

Issues	Activity/Task	Timeline	Lead Person
Evaluation of RMOs	Involve local government more and RMOs in feedback, last round due in July '06	On-going	Mokhlesur Rahman and Daniel Bhuiyan
Process monitoring of Endowment Fund within the project period.	Monitoring the performance of LGCs.		SNC and Mujibur Rahman
	Monitoring the operation of the endowment fund		Mokhlesur Rahman and Daniel Bhuiyan
Two way evaluation of performance (post-project).	Help the LGCs develop a process for monitoring post project RMO activities. Include Social Welfare Department and local advocacy or lobby groups in the monitoring team.		Mokhlesur Rahman
	Develop systems of performance monitoring (report card) of LGCs by RMOs. Orient the RMOs on the use of the system post project.		Outsource
Monitoring resource management impacts by RMOs (post project).	Help the RMOs develop indicators for assessing the impact of their resource management and identify what kind of additional information they would require for resource management.	March	Mokhlesur Rahman

Development of Exit Strategy
Discussion with Site and Field Coordinators
Thursday, 22 December 2005
MACH Office

NO	TYPE OF RISK	ANALYSIS OF RISK	POSSIBLE SOLUTIONS
1.	Low self direction and lack of adequate capacity	Liaison with LGC is not self driven. They are dependent on project staff for accessing GoB officials and engaging in advocacy over an issue on behalf of RMOs	The representatives of RMOs should maintain liaison with LGC for every intervention. There should be networking between RMOs for exchange of ideas and planning towards bigger action, particularly when it comes to articulating problems to GoB as a coordinated group. The RMOs should be provided orientation on how to engage in advocacy on the basis of awareness of rights.
		They are still dependent on MACH for writing project proposal.	RMOs should receive more training on Project Proposal writing. Post project DoF can assist RMOs in preparing Project Proposals. DoF should also be given training on writing project proposals.
		Presently the RMOs have been provided training on Financial and organizational management. There still seem to be difficulty in understanding the issues.	A ToT on financial management was provided to field staff by Dhaka based MACH financial team. For better results a simple version of the training manual can be developed for RMOs by professional trainers. GoB upazilla level trainers can also be involved in the process. While more training on organizational management should be continued, real understanding would follow through practice and problem solving. The project staff should drive the RMOs more towards independent decision making and monitor the progress from a distance.
2.	Problems of access to and negotiations at ministry and department level.	Some of the sites (particularly HH) have already completed 3/4 years of the lease. Will the RMOs have the negotiating capacity, access to higher authority or face the administrative complications to increase the leasing period once the term is over?	MACH should involve in advocacy at the ministry level over brining about change in the policy regarding the increase of the lease period on behalf of the RMOs (preferably 99 years) within the project period.
3.	Financial viability of RMOs	Lease value is increasing. Further, the sanctuaries have been established in the deepest areas of the beel. In the fishing season, the water level around the sanctuary goes down decreasing the fishing space. The profit earned from fishing is not enough for payment of lease money. (in HH site Balla, Kajura, Digholi, Boro Kumra,, Jor Mehedi beels)	MACH should engage in advocacy with the ministry over decrease of the lease value. In Balla beel increase the fishing area by creating fishing habitats through excavation. Take measures for increasing the resources for RMOs by gaining more waterbodies for them in HH.
4.	Endowment fund	Procrastination and lack of cooperation of the local government officials will contribute to the mismanagement of the fund Not sure about how the orientation of new LGC officials will work.	There should be post project monitoring of the management of the endowment fund from the donor side. The partner NGOs should retain some kind of involvement in the process of management.
5.	Industrial Pollution		Continuation of the current activities. RMOs should be made aware of their environmental rights. Provide connections with the service providers and

Annex I

NO	TYPE OF RISK	ANALYSIS OF RISK	POSSIBLE SOLUTIONS
			<p>develop the capacity to emerge as a pressure group demanding their rights. (RMOs, NGOs, UP, local elites and other CBOs)</p> <p>Help them gain access to Ministry of environment and enterprise. Introduce them to BELA, BLAST, FEJB and help them to get direct access to them.</p>
6.	River handover (TB site)		Make arrangements towards handover of Turag and Goalia river to RMOs.
7.	Bridging between RMO and FRUG	In some places, there is a divide (psychological) between R.M.Os and R.U.Gs.	<p>Organise regular issue based meeting between RMOs and FRUGs. For example:</p> <ul style="list-style-type: none"> Resource management Conflict resolution Financial management Sale of floating fish Lease Joint interventions.
8.	R.M.O sustainability	RMO office	<ul style="list-style-type: none"> Land purchase Construction of office by MACFI Provide necessary furniture.
9.		RMO registration	Registration of Goalia RMO with SWD or cooperative.

Exit Strategy Planning Workshop with RMOs
Synthesis of Findings
17 January 2006

	Theme	Critical Issues	Possible Solutions
1.	Co-management	Zero trust on the LGCs. Lack of cooperation and procrastination of the local government officials will be the main cause of the mismanagement of the endowment fund. The fear is there will be delay in receiving the fund requested by R.M.Os for a particular project and there will be bribing every step of the way.	<ul style="list-style-type: none"> • Practice the process of acquiring the fund from the LGCs while the project is still here. • The project should involve in the process monitoring of the system and improvise based on the lessons learnt. • Create a system of direct transfer of the interest money to each R.M.O account. • Initiate a system of check and balance. Report Card Methodology.
		Access to local government officials and their services will be problematic.	<ul style="list-style-type: none"> • Relationship building exercises with LGCs. • Formal acknowledgement to the best functioning LGC by the R.M.Os-people's verdict. • Facilitate access to various GoB services. List down the services they require through a workshop.
		No extra time or enough field officers to help the SUFOs to supervise the RMOs or to respond to their needs.	
2.	Institutional Issues	Not adequate funding or little option for income generation. For some R.M.Os the profit earned from fishing is not enough for payment of lease due to limited fishing space (in HH site Balla, Kajura, Digholi, Boro Kumra, Jor mehedi beels).	<ul style="list-style-type: none"> • Increase income options for R.M.Os by acquiring more water bodies for them (HH). • In Balla beel increase the fishing area by creating fishing habitats through excavation. • Increase efficiency in toll management (TB). The toll system should be formally endorsed by the government. LGC support will increase its credibility and efficiency of collection.
		Lack of organizational capacity and confidence. Too dependent of the field staff. Legal complications will increase.	<ul style="list-style-type: none"> • While more training on organizational management should be continued, real understanding would follow through practice and problem solving. The project staff should drive the RMOs more towards independent decision making and monitor the progress from a distance. Gradually remove field staff from sites. • Capacity building on financial management, leadership training, awareness of rights, project proposal writing. • Training of trainers should be done by professional trainers. • Easy version of the constitution through communication (posters in R.M.O office). LGC support will increase its credibility and efficiency of collection.
		There is no provision of any allowance for members who invest a considerable time in	It will work as an incentive and ensure sustainability of the group if there is a

Annex 2

		R.M.O management activities.	provision for a nominal allowance in the R.M.O fund for members who invest more time than others do.
		Cost of traveling is too high. It might deter members from regularly joining the meetings	There should be provision for conveyance allowance.
		There is a tension between R.M.O and R.U.G members.	Organise regular issue based meetings between R.M.Os and R.U.Gs. All R.M.O members should have access to credit at low interest.
3.	Policy Issues	Extension of lease will be problematic. Some of the sites (particularly HH) have already completed 3/4 years of the lease. Will the RMOs have the negotiating capacity, access to higher authority or face the administrative complications to increase the leasing period once the term is over?	MACH should involve in policy advocacy at the ministry level on the increase of the lease period on behalf of the RMOs (preferably 99 years) within the project period. In this regard, it should work with organizations working in the same area.
		The lease value is increasing (@25%) .	MACH should engage at the policy level to decrease the rate. Work together with others.
		The conservation needs of sanctuary is not legally protected.	Work with MoFL for approving the law on sanctuary.
		Handover of river management to R.M.Os might be problematic from the GoB side.	There should be a written handover letter.
4.	Elite Capture	Post project there is danger of encroachment of the khas land where sanctuary is created.	Demarcation of the land by Gov. surveyors Within the project period.
		Capture of wetlands by influential political leaders.	<ul style="list-style-type: none"> • Strengthen R.M.O networks. • Create media awareness on the issue. • RMOs should be made aware of their environmental rights. Provide connections with the service providers and develop the capacity to emerge as a pressure group demanding their rights. (RMOs, NGOs, UP, local elites and other CBOs) • Help them gain access to Ministry of environment and enterprise. Introduce them to BELA, BLAST, FEJB and help them to get direct access to them.
5.	Wetland Resources Management	Enforcement of fisheries norms/rules is difficult. Still fishing through destructive gears and current nets are going on, particularly outside R.M.O managed areas. There are evidences of corruption on the local gov. side.	More cooperation from Local government is required. Within the project timeframe there should be incidence of exemplary punishment to those who break the law. More awareness raising on the consequences of violation through posters and folk drama.
		If guards are removed after a year, there will be a problem in management of plantation.	The term for plantation guards should be increased to 2 years.
6.	Engineering	Excavation is not done properly and The soil after excavation is piled up around the converting the beel into a pond.	<ul style="list-style-type: none"> • Remove the soil from excavation.