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INTEGRATED PROTECTED AREA CO-MANAGEMENT (IPAC)

IPAC ORIENTATION TRAINING:
CONSERVATION & DEVELOPMENT THROUGH
CO-MANAGEMENT

December 22 – 24, 2008

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Summary Report

The IPAC's three-day long Orientation Training for the field team members was implemented during December 22 – 24, 2008 at IUB Library Building, Baridhara, Dhaka. The orientation schedule was finalized by consulting with the IPAC technical team members including the Chief of Party along with the Team Leader, Environment Team, USAID.

Objectives

At the end of the course the participants will be able to:

- Explain the context, scope and components of IPAC;
- Rationalize the lessons learned from previous pilots and relate to IPAC scope of work and targeted results;
- Clarify the role and responsibilities of IPAC partners and government agencies viz. FD, DOF and DOE; and
- Gain increased understanding about his/her tasks in site level assessments and landscape planning, organization and support of PA co-management interventions, conservation enterprises, AIG training, communication, and performance monitoring.

Participants

A total number of 40 participants from five clusters viz. Sylhet, Central, South East, Sundarbans and Chittagong Hill Tracts were attended the course. Among them two were Project Coordinators; six were Site Coordinators; 13 Site Facilitators; one Field Organizer; five Cluster Services Provision Coordinators; five Communication Outreach & Governance Facilitators; three Enterprise Support Facilitators; and five Performance Monitoring & Research Associates (Participants List: Annex # 1).

The Chief of Party; Deputy Chief of Party; IPAC's four Technical Team Leaders; Technical Coordinator, Wetland & Fisheries; Senior Fisheries Coordinator; and Data Analyst from IPAC Project were full time participants.

The USAID Environment Team Leader attended and contributed during entire course period.

Course Contents

In order to achieve the objectives the specific contents selected (Course Schedule: Annex # 2). were as follows:

- Setting the Context – Background and Perspective of USAID Environment Program
- Overview of key elements: Environment, Biodiversity, Terrestrial and Aquatic Ecosystems, Protected Areas, ECA, Landscapes
- IPAC Context and Scope: economic growth/poverty reduction; improved NRM and biodiversity conservation; sustainable livelihoods; water supply; climate change; targeted results
- NSP & MACH Movies
- Lessons Learned from NSP
- Lessons Learned from MACH, CBFM, FFP
- Lessons Learned from CWBMP
- IPAC Work Planning and Review of priorities and plans for components 1 and 2: strategy and capacity building
- Review of priorities and plans for component 3: site level implementation
- IPAC Teamwork: Roles & Responsibilities of key staff, partners; Communications; Reporting, Project Management

- Project Implementation: Collaboration with Forest Department
- Project Implementation: Collaboration with Department of Fisheries
- Project Implementation: Collaboration with Department of Environment
- Conducting Site Level Field Appraisal: PRA/RRA Experience from Teknaf and Lawachara and Implications for IPAC
- Identifying Interface Landscape: Lessons for the Future
- Observations on Gender & Natural Resources Management
- Conservation Enterprises – Experience of NSP and Prospects for IPAC: nursery, bamboo, handloom, weaving, ICS, homesteads, others
- Eco-tourism: Experiences and Opportunities, and Eco-tourism Micro-Planning Training
- Livelihood Opportunities for Ultra-Poor : Case Study MACH
- Evolution of Co-Management Organizations : Case Study – NSP
- Overview of Communication Process, Tools, Briefs and Branding
- Overview of Performance Monitoring Plan in IPAC
- Brainstorming about future training topics for IPAC team: communications, enterprise development, CMC formation and governance, ecotourism development, M&E, others

Copies of the course presentations will be posted on the IPAC page of www.nishorgo.org and made available on CDROM to field staff in each Cluster.

Orientation Process

Almost each of the sessions was presented by the resource persons through using power point within scheduled session time. The taught topics were summed up each day (at the close of some important session, close of the day and beginning of the session next day).

The entire course was coordinated by the IPAC's Institutional Capacity Building Specialist.

As the IPAC is a project of three departments viz. Forest Department, Department of Fisheries and Department of Environment so each day was scheduled for chairing by the department executive or a senior level manager.

Accordingly the first day was planned for Mr. Md. Abdul Mutaleb, Deputy Chief Conservator of Forests, Forest Department (but Mr. Ishtiaq Uddin Ahmad, Project Director, Nishorgo and Conservator of Forests, Wildlife & Nature Conservation Circle attended on second day as the concerned was engaged in MOEF ministry); second day was chaired by Mr. Md. Rafiqul Islam, Director General, Department of Fisheries; and third day was chaired by Mr. Md. Billal Hossain, Director-Administration, Department of Environment.

Mr. Imtiaz Ahmed, Deputy Director from Department of Fisheries was also present along with the DG, DOF on the second day.

Resource Persons

The sessions of the Orientation course were facilitated by appropriate resource persons as follows:

Ms. Afrin Akter, Program Coordinator, Department of Environment

Mr. Abul Kalam Azad, Analyst, Department of Environment

Mr. Mahbubur Rahman, Project Manager, CWBMP, Department of Environment

Ms. Shahin Akhter, Research Officer, Department of Fisheries

Mr. M. Aminul Islam, Chief Fisheries Extension Officer, Department of Fisheries

Ms. Rafiqqa Sultana, Assistant Conservator of Forests, Forest Department

Mr. Rafiqul Islam, Assistant Conservator of Forests, Forest Department

Dr. M. Khairul Alam, Chief Research Officer, Bangladesh Forest Research Institute

Dr. Monirul H. Khan, Jahangirnagar University

Dr. Ferdous Jahan, Dhaka University
 Mr. Mokhlesur Rahman, Executive Director, CNRS
 Dr. Azharul H. Mazumder, Team Leader, Environment Unit, USAID
 Mr. Bob Winterbottom, Chief of Party, IPAC
 Dr. Ram A. Sharma, Deputy Chief of Party, IPAC
 Mr. Utpal Dutta, Governance Specialist, IPAC
 Mr. Quamrul Ahsan, Communication & Outreach Specialist
 Mr. Nasim Aziz, Performance Monitoring & Applied Research Specialist, IPAC
 Dr. Giasuddin Khan, Technical Coordinator, IPAC/WFC
 Dr. M. G. Mostafa, Senior Fisheries Coordinator, IPAC/WFC
 Mr. Rakesh Chakravorty, Director Operations, IPAC/Asiatic
 Mr. Christopher Sarker, Business Development Manager, IPAC/Oasis
 Mr. Kazi M. A. Hashem, Institutional Capacity Building Specialist, IPAC

Course Inauguration and Closing Sessions

The course was inaugurated jointly by Mr. Bob Winterbottom, Chief of Party, IPAC; and Dr. Azharul H. Mazumder, Team Leader, Environment Team, USAID.

In the closing session, Mr. Abu Syed Md. Sharif, Site Coordinator and Ms. Shaila Sultana, Communication Outreach and Governance Facilitator shared their feelings from the course participants.

The closing remarks was addressed by Mr. Bob Winterbottom; Mr. M. Billal Hosain, Director Administration, Department of Environment; and Mr. Ishtiaq Uddin Ahmad.

The course was formally closed by Mr. A. K. M. Shamsuddin, Chief Conservator of Forests. Dr. Azharul H. Mazumder thanked all the guests, resource persons and course participants.

Dr. Mazumder then introduced a book on “Protected Areas of Bangladesh, A Guide to Wildlife” by Dr. Monirul H. Khan to the guests, and the Chief Conservator of Forests presented a copy of the book to all participants.

Summary of Participants Discussions

Day 1: 22nd December, 2008

Introduction & Context Setting

- Emphasized that irrespective of different institutions / partners involved all are members of IPAC team; this must be reflected in activities to achieve common goal.
- Explained that how the goal started through MACH and NSP and IPAC is the continuum to reach the greater / ultimate goal.

Overview of key elements: Environment, Biodiversity, Terrestrial and Aquatic Eco-systems, Protected Areas, ECA, Landscapes, Wetlands in Bangladesh

- On the question of importance for maintaining biodiversity in PAs, explanation given that PAs acts like gene pool or reserve. As an example if all domesticated chicken is lost from the world, then the Red Jungle fowl inhabiting in PAs can be used to re-introduce. Explained that the genetic varieties we are inventing these days are far weaker than the wild varieties.
- Clarified preservation and conservation: conservation is – protection, preservation and sustainable use of the resource in question. Whereas preservation is setting

aside some thing for future. Suggested that every one to use the term “conservation” and emphasized that IPAC is about conservation.

- Discussions followed with regard to siltation of water bodies, how much to excavate and if it's a practical solution. Issues were raised with related to bi-lateral issues between Bangladesh and India, and the actions need at the highest level of GoB and donors, and if there is some thing that the IPAC project can do.
The response was that major trans-boundary issues are on the table of related departments or institutions. However, issues affecting at the local level are not raised by the DOF or DOE at the national level. IPAC can make the wetland systems revive to the extent possible at the local level and integrate into national level action plans (i.e. Flood Action Plan).
- It was emphasized that the management of DOF is shifting from fisheries management to wetland management.
- Finally, summarized that - the team members now have idea on biodiversity, their importance, Protected Areas, ECAs, Wetlands, fisheries management, wetland management, and good practices.
- Reiterated the legacy and foundation of IPAC, challenges ahead for consolidation of work under IPAC, institutionalization and scaling up to co-management initiative and integration.

IPAC Context and Scope: economic growth / poverty reduction; improved NRM and biodiversity conservation; sustainable livelihoods; water supply; climate change; targeted results

- Asked members to read the materials presented and photocopied – i.e. people and poverty interact and other lesson learned documents, evaluation document on co-management institutions which are also available on Nishorgo website.
- Reminded that the participants already know the activities based on experience from NSP and MACH about what to do and what not to do, which will help the IPAC team to immediately start working to scale up.
- Compared between scale activities of NSP/MACH and IPAC and asked to use resource judiciously, need to collaborate and leverage funding with other organizations, need for coordination between three GOB institutions and in partnership.
- Emphasized that the IPAC team members just can not talk about importance of biodiversity with people, but need to work with people to improve biodiversity conditions, strengthen local institutions, poverty reduction.
- Briefly reflected on carbon sequestration in forest, wetlands and carbon market, climate change mitigation and adaptation.
- Participant asked that there were difference in approach in AIG for MACH and NSP, and which approach is better and what approach be taken in IPAC and what are the lessons learned.
- Explained the difference between approaches in two projects especially the approach of NSP; the approach of revolving fund mechanism under MACH and its success. Emphasized that the focus of IPAC should be at the enterprise development in order to have a better impact at the landscape level, as under a single enterprise more people can work and benefit economically.
- Explained that with related to NSP those AIGs were more profitable which entailed less investment or input cost for example, eco-tourism. Another successful AIG was nursery and the reason was that the demand for seedlings at the local / national level is high and the beneficiaries selected were experienced before.
- Added that although no specific revolving mechanism was under NSP, however, there are examples that a group of people were given monitory/material support (example of Shilkhali fishermen group – net, boat support) and a part of the

economic benefit is returned to CMC. Similar approach is planned under IPAC. Also emphasized AIG or economic support to a group rather than individuals.

- Issue rose from an IPAC member that when providing material support like fishing net, government rules and regulations be adhere to as there are restriction on some size of fishing net. Clarified that the fishing net in question which was bought for the fishermen did not violated the governmental rules.
- However, it was emphasized that the team members should consider thoroughly in advance of any AIG or similar support which is not harmful to environment or conservation initiatives. Collaboration among Government intuitions (FD, DOF and DOE) and IPAC is a must in this regard.
- Issue was raised about the specific resource management interventions for conservation for IPAC project especially under TPP period. Whether there exist specific management interventions. Responded that the IPAC TPP or first year work plan exist and asked concerned officials to provide it to the participants.

Lessons learned from NSP, MACH, FFP, CBFM & CWBMP

- Discussion followed on the issue of present leasing system and lease value of *jalmohals* discourages sustainable management. Responded that proposed revisions to the fisheries policy on leasing system is kept however, a management plan should be submitted to obtain the lease of a specific water body. Community based organizations have been given priority in order for them to obtain lease. The lease will be given based on highest bid.
- Added that under MACH project the RMOs acts voluntarily and there is no mechanism for benefit sharing, however, under CBFM, the RMOs used to share benefit.
- On the question of how to coordinate effectively with the DOE, he responded that at the Division level there is DOE staff, however, there are few Union or Upazila level officer. Also informed that at the existing ECA sites under CWBMP, there is ECA Management Officer (ECAMO) with whom the IPAC project members can coordinate.

Presentation on Ecotourism and Ecotourism Micro plan

- Under IPAC a special strategy for community-based ecotourism in the Teknaf area along with surrounding opportunities has planned.
- The other clusters are also having enormous opportunities for developing ecotourism where IPAC will also intervene.

Day 2: 23rd December, 2008

IPAC Work Planning and Review of priorities and plans for components 1 and 2: strategy and capacity building

- Participant wanted clarification about “local support services” under capacity building. Responded that the already existing co-management institutions (CMCs or RUGs) can be used to share experiences and train newly formed CMCs or RUGs which is termed as local support services. This will enable confidence building, clarity in issues related to co-management among the old as well as the new co-management institutions. Also requested that field level staff to use the existing institutions to build capacity of the new once.
- Further added that experience and example of good practices exists in micro-finance, eco-tourism and other related fields. It is important to create a network of similar

institutions both old and new to share experiences and to scale up without any delays.

Remarks of the Director General, Department of Fisheries

- The Director General (DG) was pleased that IPAC has already started working. He reminded that it will be difficult to work with such a number of partners (IPAC subcontracts), GOB institutions and local stakeholders. Proper coordination or lack of it will play crucial role, especially at the beginning or starting of the project. The DG expressed his satisfaction that the Technical Assistance team is maintaining close coordination with them from the very beginning.
 - Informed that Department of Fisheries (DOF) has had several projects (MACH, CBFM, Forth Fisheries etc) that with specific emphasis on co-management and biodiversity conservation. It is important to learn the lessons learned from those projects.
 - He put emphasis on expediting approval of TPP and DPP in order to have smooth operations of the project.
 - He informed that DOF has their own work plan and that the IPAC work plan or areas of activities covers a lot of those of DOF. For Sundarbans area they have prepared a DPP and expected work in some areas with IPAC. One area which is missing in the IPAC work plan according to him is the detailed study of fisheries resources on Sundarbans, what are the resources, how the resources are being extracted and utilized. The Ministry of Livestock and Fisheries also agreed that a detailed study is required based on which a work plan be prepared for Sundarbans. He wanted to know sooner whether such a study will be carried out by IPAC or not.
 - He briefed the participants that DOF for the last couple of decades has worked on pond aquaculture and considerable progress has been made. However, there are limitations of pond aquaculture in terms of production and according to Road Map 2015 of DOF a total of 35 lac MT production has been set from different sectors of fisheries. Pond aquaculture will be able to contribute a small portion of the target as well as the marine fisheries. In order to achieve the targets we have to put emphasis on flood plains, i.e., rivers and wetlands. Conservation as well as production can go together on a sustainable basis. In this regard co-management will be very important for conservation purposes as well as for sustainable production of fisheries resources. DOF is ready to work and support IPAC in this arena.
 - The main elements of IPAC's strategy are in line with DOF strategy for open water and flood plain resources.
 - For dissemination of Good Practices at the local level will be important and IPAC has already showed willingness to support this activity.
 - Lastly he reemphasized that DOF see IPAC as their own not that IPAC will work as separate entity and DOF will observe. And that IPAC will take into consideration the Road Map of DOF to achieve its goal.
 - He ended his speech by saying that dedication and team work will be important to achieve the targets of IPAC.
 - Dr. Azharul emphasized that for a wide team like IPAC coordination will be crucial. He thanked the DG for taking pragmatic strategy for inland fisheries strategy which is an extended prototype of MACH strategy. He assured that IPAC will implement the inland fisheries strategy which is an important component of the project. Also clarified that the targeted production under the Road Map of DOF will not be directly under IPAC, however, the enabling environment to achieve such targets will be ensured by the IPAC. The Road Map will be a guideline for IPAC and the IPAC monitoring will help DOF to inform the increase in production from the sites / water bodies under IPAC.
- Dr. Azharul informed that the proposal for dissemination of Good Practices at the district level is a very timely initiative from DOF and IPAC will definitely help DOF in

this regard. With respect to study on fisheries resources at Sundarbans, Dr. Azharul said that it is important and IPAC will support such activity under coordination from both DOF and FD. In addition he informed that EC has agreed to fund a project named Sundarbans Environment and Livelihood Security Project and it will encompass fisheries sector as well. This project will coordinate with IPAC.

- Finally Mr. Bob Winterbottom thanked the DG for his suggestions and time.

Review of priorities and plans for component 3: site level implementation:

- Participants asked about component 4 & 5. Informed that there are some activities which will be done by agencies (i.e., FD or DOF or DOE), however, the IPAC team will support such activity and the team members will be responsible for ensuring the proper execution of those activities. The details of the activities under the component 4 & 5 have not worked out, but work is going on to lay out the activities in collaboration of DOF, FD and DOE.
- Important site level activities for the next six months will relate to initial assessments, what is there, who are the stakeholders etc.
- Market driven enterprises will be important for the site level activities. Oasis is already working on collecting market related information at the cluster level. The site level team needs to know what are the similar projects or programs already existing at their sites in order to collaborate, take advantage and expand.
- Cluster level enterprise facilitator and site coordinator will be given specialized training in coming February to identifying value chains, and develop enterprises. So enterprises facilitators and site coordinators should become aware of the existing enterprises and opportunities and bring the information into training in order to get the maximum output from the six day training program.
- Participant asked to clarify variation in activities in direct and indirect and existing sites.
- Explained that sites under MACH and NSP are existing sites. The works under Component 1 and 2 are crosscutting and applicable for all types of sites. The activities under Component 3 will be at limited scale for indirect sites and more rigorous at the direct sites. Also added that there are sites termed as leveraged sites, where there have been a lot of activities.
- On the question about LDF under IPAC replied that nothing of that sort under NSP has been planned yet under IPAC.
- On the question that whether there will be monitoring for leveraged sites replied that it needs to be decided.
- Reiterated the differences in different sites and mentioned that there may not be staff positioned at the indirect sites, however, couple of activities can be done like training on indirect sites. Also mentioned that for leveraged sites much has been done, and IPAC may tag with them to scale up and develop a network of co-management practitioners. There are different new projects or initiatives working on different wetland or other important resources/areas which are ecologically and economically important for local people and IPAC should look for opportunities to include them into national network of PAs. So IPAC should be opportunistic in anyway as possible.
- Suggested that all in the cluster level like PMAR or Cluster Coordinators to make a list of projects under their cluster with similar activities or objectives and make close liaisons with them, try to learn their lessons and act accordingly.

Collaborative Governance of Wetlands and Forest Protected Areas (PA) in Bangladesh: Lessons Learned and Challenges Ahead

- On the question about experiences from other south Asian countries replied that there are differences in co-management approaches and each one is unique. However, one thing is common is the stakeholder participation. One example can not

be replicated directly in other areas. There are site / location or country specific issues and structures.

Project Implementation: Collaboration with Forest Department, Department of Fisheries

- Issue raised on orientation and briefing sessions for field level GOB officials. It was clarified that such sessions will be held at the field level. It was mentioned that once TPP is approved, the GOB will circular message that such a project is being launched enabling smooth coordination of the project.
- Mentioned that IPAC will make sure that ownership is built within the main three GOB agencies. Emphasized that IPAC is a project of DOE, DOF and FD. The main role of IPAC team will be to carry forward the goals and objectives of respective departments. Reiterated that such an ownership is necessary.
- On the question that whether gazette notification is there for ECA sites and how to obtain those notifications answered that gazette notification is available at the DOE's website.
- 'Boundary demarcation has yet to be done, and a discussion is going on under CWBMP project to delineate boundaries of ECA' DOE responded for clarifying the question about the actual boundary of Sundarban ECA, where it starts and where it ends. Mentioned that from the reserved forest boundary of FD towards inland 10 km area is Sundarban ECA. Also added that people do not live in Sundarban Forest, however, there are outside area in the periphery extending inland where all the activities take places impacting on SRF. IPAC can and should do help DOE in setting the boundary of the Sundarban ECA.
- DOE responded on a question that the DOE itself facing problems with brickfields in their ECA areas (i.e. Hakaluki Haor). It is difficult to stop brickfield operations; however, they have started to gradually stop brickfields within the ECA areas by not renewing license after having them informed in previous year. Similar arrangement can be done with regard to brickfields in forested areas. Suggested that a list of brickfields within 3km boundary of respective forest be send to DG, DOE. The DOE will in turn inform them and stop operation subsequently.
- Participants raised issues on industries (specially dying industries) in Kaliakoir area which are polluting wetlands. What DOE and what IPAC can do in this regard. DOE responded that they are well aware of the issues and taken several different approaches to get the industries to install ETP and run. There has been success however not to the expectation of the Department itself. However, the DOE is continuously in pursuit of this issue and in near future with more man power, they will be able to get the industries run the ETPs. DOE informed that a coordinated approach needs to be put in place apart from policy and regulatory to change the mind set of industrialists.
- Added that for the poor people living on wetlands at Kaliakoir, this is a matter of life and death. They have done social mobilization and met with higher GOB officials (even the related Advisor of the Interim Government) in this regard. IPAC can help in streamlining the Environmental Conservation Act where it can be mentioned that ETP has to be operational.
- Thanked all three departments for their involvement, sharing and support in the orientation training and emphasized that IPAC team will support to further their cause for the conservation of biodiversity.

Observations on Gender & Natural Resources Management

- On question about the impact of quota system for women responded that quota system is a type of affirmative action which is required for a certain period to enable less advanced group like women to move forward.
- Informed that in the GoB gazette notification there are quota for women in the CMC and the Council to voice the role and importance of women in the conservation. However, it has been a problem to fill up their positions. In such case, how to increase their participation? Suggested that in order to get women to participate, the IPAC team members need to bring them initially. The IPAC should ensure fulfilling of those all pre-conditions that will help women to join and participate in the CMC.
- Also suggested that in order to increase women participation not only in CMC but also in different activities, the team must understand the women's perspective and match it with that of conservation. Gave an example that in order to extend and popularize improved stove to lessen use of fuel wood, the extension agents must speak about the advantages of improved stoves like – less irritation of eyes, and coughing problems, ease in use etc that a women wants. The women will not accept a technology if said that the forest will be saved.

Conducting Site Level Field Appraisal; and Implications for IPAC Identifying Interface Landscape: Lessons for the Future

- On the question that whether there will be specific training on RRA/PRA replied that there are experienced people in the IPAC team and no formal training will be given.
- On a question 'when to start the activity?' responded that as soon as they settle in their respective sites, the work should start in the month of January and February. Also added that NSP's site level assessment reports are available on the web and the IPAC team member should read those documents. Both Dr. Ram and Utpal will lead the process.
- On the question that what would be the determinants of landscape boundary Responded that under NSP, the landscape boundary was determined based on the dependency of key stakeholders (i.e. socio-economic factor). Also added that ecological factor may also play a role, however, it should be considered how far a system can be managed properly. This decision will be based on RRA/PRA and field visits.

Day 3: 24th December, 2008.

Conservation Enterprises – Experience of NSP and Prospects for IPAC: nursery, bamboo, handloom, weaving, ICS, homesteads, others

- Issues and discussions followed between AIG and Enterprise. Clarified that AIG support will continue under IPAC for ultra-poor and poor population. For enterprise IPAC will get and leverage monetary support for enterprise development for which the training, product development, value addition and linkage into the traditional market can supported by IPAC.
- Added that for micro credit the IPAC team should ensure that there is coordination between CMC/project and micro-credit institutions. The project should also make sure that CMC exercise their power on micro-credit institutions.
- Also gave an example that the Teknaf CMC has an agreement with a local NGO (i.e. Mukti) to support micro-credit for forest user groups. The IPAC team can establish similar linkages in their areas.

Climate change and Bangladesh

- Gave an example on mitigation effort taken by NSP at CWS. Said that similar project will be taken for Sitakunda area. Also added that similar project can be taken for wetland sites. Such initiatives are meant to benefit local people.
- Emphasized that IPAC has some specific targets in relation to climate change.

Remarks of Project Director, NSP & Conservator of Forests

- Mr. Ishtiaq Uddin Ahmad emphasized that empowerment of local people is essential for successful conservation of our resources. Cited an example from an African country where the local people have the authority to exercise power in case of wrong doing. We are yet to reach there however, should be persistent and keep focus on empowering the local people.

Livelihood Opportunities for Ultra-Poor: Case Study MACH

- On the question of group approach of PROSIKA (credit support given to a group rather than individual) replied that from different studies it is clear that the approach PROSIKA adopted is not successful, the loan or credit realization is only up to 50-60%.
- Discussion followed on the approach by CARE/SOUHARDO project where the ultra-poor and poor are given continuous support in different aspect to bring them in a higher economic status. However, in this regard the project needs to be designed in that way.
- Conservation as well as livelihood improvement needs to be balanced and linked together for IPAC.

Overview of Performance Monitoring Plan in IPAC

- On the question of clarifying the first 4 PMP indicator of IPAC clarified the difference among them.

Course Evaluation

At the end of the course, the participants were provided a structured questionnaire (USAID prescribed) by which they evaluated various aspects of the training course.

A number of evaluative questions were asked and responses were as follows:

Indicator	Response	No. of Participants
Adequacy of Information	Yes	34
	No	8
Meeting of Orientation Objectives	Yes, Greatly	17
	Moderately	23
	Minimally	1
	Not at all	1
Meet of Orientation Expectations	Yes, Greatly	16
	Moderately	22
	Minimally	3
	Not at all	1
Extent of Knowledge/Skill/Attitude acquired during Orientation for applying to Job	Extensively	21
	Moderately	17
	Minimally	3
	Not at all	0

NB. Total number of course evaluator 42 (Field staff # 40 plus Technical Coordinator and Senior Fisheries Coordinator, IPAC/WFC)

The participants responded to following open questions:

Question # 1:

Is there any success stories related to this training program? Please Explain:

- Many partners are working together under an umbrella to achieve a single goal of IPAC.
- CWBMP and wetland conservation and management is sometimes similar.
- Got clarification on some of my wrong ideas.
- A mission where IPAC team has to go.
- It will advance my work truly.
- Learned NSP and MACH project results.
- It was full of information, well designed, good environment and participatory.
- New training for me from a new project and nicely learned about IPAC.
- It is now possible for me to explain my vision on IPAC project to all staff.
- Most of the training objectives fulfilled; presentation of different GOB agencies were important.
- Gender mainstreaming was adequately addressed.
- Learned plenty things from the training which I did not expect.

Question # 2:

Are there any lessons learned related to the training program? Please explain:

- Learned more about co-management successes from MACH and NSP.
- Due to time constraint less effort was possible for priority topics; more time could help for elaboration and explanation; duration of time should be expanded
- Livelihood opportunities for ultra poor.
- Co-management is only process for sustainable management of natural resources.
- Interface landscape.
- A theme “together we go with less ego”.
- Environment, bio-diversity, terrestrial and eco-system.
- It was comprised both wetlands and forest eco-system.
- How to conduct a training involving many stakeholders?
- Should work as a member of IPAC team otherwise the goal of IPAC will be not achieved.
- Team work is the key to success for such a multiple institution implemented project.
- Bio-diversity conservation is of high importance for mankind and livelihoods for the poor people.
- Climate change and gender is a cross cutting issue.
- Learned more about different projects that are helpful for working properly.

Other Comments:

- The training session was informative and effective; time was a constraint for more extensive discussion.
- Hectic schedule with so many important topics could not discuss properly due to shortage of time.
- Orientation training takes us onboard for IPAC journey.
- Different level resource persons delivered a range of information and covered different topics so that the training was informative.
- The facilitator was high degree and relevant.
- It was a good orientation program.
- The training contents were very good and feasible.

- Integration of various partners is a challenge; it would be able to integrate and consolidate the project has a great future.
- Should have detailed training about IPAC project through Bangla language; requesting for conducting training in Bangla.
- Too much information flow within short time and less interactive.
- Training should be organized in more suitable learning environment.
- Consider the capacity of absorption during course planning and delivery.
- Very tight schedule and venue was not good.
- Save the eco-system and bio-diversity for saving earth.

Recommendation for Follow up Training

At the conclusion of the three day course, all participants were given an opportunity to suggest priority topics for follow on training. The results are compiled and listed in Annex 3, and include a wide range of topics relevant to co-management of Protected Areas.

Conclusion

The orientation course has provided participants the opportunity of acquaintance with all team members from all clusters, technical team members from Dhaka and relevant partners representatives. One of the participants commented in the post-training evaluation form that the training was resourceful due to involvement of many resource persons from different organizations.

In fact, the orientation course schedule was tight as the management wanted to sensitize the team members about a set of initial “must learn” topics. There is a hope that the participants will be proactive by themselves for fulfilling their understanding gaps by reading the given associated papers and interacting with the team members. Simultaneously the next foundation training course will be able to tackle carefully the remaining gaps.

Annex- 1: List of Participants

IPAC Orientation Training: Conservation & Development through Co-Management

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IUB – Baridhara, Dhaka

(Not according to seniority)

Sl.	Name	Designation	Working Location/Cluster
01	Md. Ataur Rahman	Site Facilitator	Srimangal
02	Md. Azizur Rahman	Cluster SP Coordinator	Srimangal
03	Sital Kumar Nath	Site Coordinator	<i>Not Mentioned</i>
04	Md. Abdul Kader	Site Facilitator	Srimangal
05	Farjana Mustahid	Comm. OG Facilitator	Srimangal
06	Akhil Kumar Biswas	Enterprise Support Facilitator	Cox's Bazar
07	Binay Krishna Rana	Site Facilitator	Sundarbans Cluster
08	Md. Shihab Rayhan	Site Facilitator	South Eastern Cluster
09	Baran Barua	Site Facilitator	South Eastern Cluster
10	Biswajit Sen	Communication OG Facilitator	Cox's Bazar
11	Nikhilesh Chakma	Site Coordinator	Chittagong
12	Partha Dewan	Communication OG Facilitator	Chittagong
13	Md. Rafiqul Islam	Cluster SP Coordinator	Khulna
14	Mostofa Omar Sharif	PMAR Associate	Chittagong
15	Abu Sayeed Md. Sharif	Site Coordinator	<i>Not Mentioned</i>
16	Jewel Ahmed	Site Facilitator	Srimangal
17	Prantosh Chandra Roy	Site Coordinator	Teknaf
18	Lutmon Edmond Paduna	Site Facilitator	Srimangal
19	Nazmul Abedin	Site Facilitator	Teknaf
20	Md. Hanif Khan	Cluster SP Coordinator	Cox's Bazar
21	Md. Abdul Jalil	Site Facilitator	Srimangal
22	Md. Raihanul Islam Chowdhury	Site Coordinator	Srimangal
23	Md. Matiur Rahman	Cluster SP Coordinator	Madhupur
24	Ahmed Hossain	Project Coordinator	<i>Not Mentioned (RDRS)</i>
25	Md. Mazharul Islam	Cluster Implementation Facilitator	Dhaka
26	Swapan Chisim	Field Organizer	Madhupur
27	Sunayan Chakma	Site Facilitator	Pablakhali
28	Pulak Chakma	Enterprise Support Facilitator	Chittagong
29	Subinoy Khisa	Site Facilitator	Chittagong
30	Ruhul Mohaiman	PMAR Associate	South Eastern Cluster
31	Masood Siddique	PMAR Associate	Central Cluster
32	Tapash Kumar Roy	PMAR Associate	Srimangal
33	Shaila Sultana	Communication OG Facilitator	Srimangal
34	P K Pasha	Enterprise Support	Srimangal

Sl.	Name	Designation	Working Location/Cluster
		Facilitator	
35	Md. Nazim Uddin	Communication OG Facilitator	Sundarbans Cluster
36	Md. Shariful Islam	Site Facilitator	Srimangal
37	Goutam Biswas	Project Coordinator	South Eastern Cluster
38	Kamruzzaman	Site Facilitator	Chakaria
39		
40	Mohammad Ilyas	Data Analyst	World Fish Center
Participants/Observers & Resource Persons			
41	M. G. Mustafa, PhD	Sr. Fisheries Coordinator	World Fish Center
42	Giasuddin Khan, PhD	Technical Coordinator (W+F)	Dhaka
43	Sirajul Islam Khan	Adviser	IPAC
44	Nasim Aziz	Performance M & A R Specialist	IPAC, Dhaka
45	Quamrul Ahsan	Communication & Outreach Specialist	IPAC, Dhaka
46	Kazi M. A. Hashem	Institutional Capacity Building Specialist	IPAC, Dhaka
47	Utpal Datta	Governance Specialist	IPAC, Dhaka
48	Ram A. Sharma	Deputy Chief of Party	IPAC, Dhaka
49	Bob Winterbottom	COP	IPAC, Dhaka
50	Azharul H. Mazumder	Team Leader	Environment, USAID
51	Rakesh Chakravarty	Director Operations	Asiatic, Dhaka
52	M. Mokhlesur Rahman	Executive Director	CNRS, Dhaka
53	M. Monirul H. Khan, PhD	Assistant Professor	Jahangirnagar University
54	M. Khairul Alam, PhD	Chief Research Officer	Forest Research Institute
55	Ferdous Jazan, PhD	Professor	Dhaka University
56	Christopher Sarker	Business Dev Manager	Oasis, Dhaka
57	A. K. M. Shamsuddin	CCF	FD, Dhaka
59	Ishtiaq Uddin Ahmad	CF & PD	FD, Dhaka
60	Rafiqua Sultana	ACF	NSP, Dhaka
61	Md. Rafiqul Islam	ACF	NSP, Dhaka
62	Md. Aminul Islam	Chief Fisheries Extension Officer	DOF, Dhaka
63	Shahin Akhter	Research Officer	DOF, Dhaka
64	Imtiaz Ahmad	Deputy Director	DOF, Dhaka
65	Md. Rafiqul Islam	Director General	DOF, Dhaka
66	Md. Abul Kalam Azad	Analyst	DOE, Dhaka
67	Afrin Akter	Program Coordinator	DOE, Dhaka
68	Md. Billal Hossain	Director Administration	DOE, Dhaka

Annex- 2: Course Schedule

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A. Course Objectives:

At the end of the course the participants will be able to:

- Explain the context, scope and components of IPAC;
- Rationalize the lessons learned from previous pilots and relate to IPAC scope of work and targeted results;
- Clarify the role and responsibilities of IPAC partners and government agencies viz. FD, DOF and DOE; and
- Gain increased understanding about his/her tasks in site level assessments and landscape planning, organization and support of PA co-management interventions, conservation enterprises, AIG training, communication, and performance monitoring.

B. Orientation Schedule

Contents	Time	Facilitator/Resource Person
Day 1: December 22, 2008		Chair: Forest Department
Welcome and Introductory Remarks	08:30 – 08:45	Bob Winterbottom, IPAC
Setting the Context – Background and Perspective of USAID Environment Program	08:45 – 09:00	Azharul Mazumder, USAID
Overview of key elements: Environment, Biodiversity, Terrestrial and Aquatic Eco-systems, Protected Areas, ECA, Landscapes	09:00 – 10:00	Khairul Alam, BFRI and Monirul H. Khan, JU
Wetlands in Bangladesh	10:00 - 10:30	Giasuddin Khan, WFC
IPAC Context and Scope: economic growth / poverty reduction; improved NRM and biodiversity conservation; sustainable livelihoods; water supply; climate change; targeted results	10:30– 11:30	Bob Winterbottom; Azharul Mazumder; and Ram Sharma, IPAC
Tea Break	11:30 – 11:45	
NSP & MACH Movies	11:45 – 12:30	Quamrul Ahsan, IPAC
Questions and Answers; open discussions	12:30 – 13:00	Kazi Hashem, IPAC
Lunch Break	13:00 – 14:00	
Lessons Learned from NSP	14:00 – 14:50	Ishtiaq Uddin Ahmad, Forest Dept
Lessons Learned from MACH, CBFM, FFP	14:50 – 15:40	Aminul Islam, DOF
Lessons Learned from CWBMP	15:40 – 16:30	Mahbubur Rahman, CWBMP, DOE
Review and Discussion	16:30 - 17:00	Azharul Mazumder and Bob Winterbottom
Day 2: December 23, 2008		Chair: Dept. of Fisheries
Summary of Day 1 and Preview of Day 2	08:30 – 08:45	Kazi Hashem
IPAC Work Planning and Review of priorities and plans for components 1 and 2: strategy and capacity building	08:45 – 09:45	Bob Winterbottom
Review of priorities and plans for component 3: site level implementation	09:45 – 10:30	Ram Sharma with Cluster Coordinators
Tea Break	10:30 – 10:45	
IPAC Teamwork: Roles & Responsibilities of key staff, partners; Communications; Reporting, Project	10:45 – 11:45	Bob Winterbottom

Contents	Time	Facilitator/Resource Person
Management		
Questions and Answers	11:45 – 12:00	Kazi Hashem
Project Implementation: Collaboration with Forest Department	12:00 – 12:30	Rafiqua Sultana, Forest Dept with Ram Sharma
Project Implementation: Collaboration with Department of Fisheries	12:30 – 13:00	Abul Khair, DOF with Giasuddin Khan
Lunch Break	13:00 – 14:00	
Project Implementation: Collaboration with Department of Environment	14:00 – 14:30	Afrin Akhter and Abul Kalam, DOE with Bob Winterbottom
Conducting Site Level Field Appraisal: PRA/RRA Experience from Teknaf and Lawachara and Implications for IPAC	14:30 – 15:15	Utpal Dutta, IPAC
Identifying Interface Landscape: Lessons for the Future	15:15 – 16:00	Ram Sharma
Observations on Gender & Natural Resources Management	16:00 – 16:45	Ferdous Jahan, DU
Questions and Answers – General Discussion	16:45 – 17:00	Kazi Hashem
Day 3 : December 24, 2008		Chair: Dept. of Environment
Review & Preview	08:30 – 09:00	Kazi Hashem
Conservation Enterprises – Experience of NSP and Prospects for IPAC: nursery, bamboo, handloom, weaving, ICS, homesteads, others	09:00 – 10:00	Utpal Dutta, Ram Sharma, with Christopher Sarker (Bijoy), Oasis
Eco-tourism: Experiences and Opportunities, and Eco-tourism Micro-Planning Training	10:00 – 11:00	Kazi Hashem with Ram Sharma
Tea Break	11:00 – 11:15	
Livelihood Opportunities for Ultra-Poor : Case Study MACH	11:15 – 12:00	Mokhlesur Rahman, CNRS
Evolution of Co-Management Organizations : Case Study – NSP	12:00 – 13:00	Utpal Dutta
Lunch Break	13:00 – 14:00	
Overview of Communication Process, Tools, Briefs and Branding	14:00 – 14:45	Rakesh Chakravorty, ASIATIC; and Quamrul Ashan
Overview of Performance Monitoring Plan in IPAC	14:45 – 15:30	Nasim Aziz, IPAC; and Md. Golam Mostafa, WFC
Brainstorming about future training topics for IPAC team: communications, enterprise development, CMC formation and governance, ecotourism development, M&E, others	15:30 – 16:00	Kazi Hashem, Bob Winterbottom
Course Evaluation & Course Closing	16:00 – 16:30	Kazi Hashem
Concluding Remarks and Course Closing	16:30 – 17:00	DOE, DOF, Forest Dept, USAID

Annex- 3: Training Needs for Next six Months

IPAC Orientation Training: Conservation & Development through Co-Management

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December 24, 2008

Session: Brainstorming about future training topics for IPAC team: communications, enterprise development, CMC formation and governance, ecotourism development, M&E, others

Question: What specific training contents you would like to suggest for IPAC field team members for next six months?

Method: Participants were given five minutes time for thinking and writing in a piece of paper.

Time: 4:15 – 4:30 pm

Suggested Training Contents (*Compiled participants' suggestions in categories after editing*):

A. Communication & Social Mobilization

- Community led approach
- Right based approach
- Gender issue
- Leadership development for changing attitude of political and social leaders
- Advocacy and networking
- Communication and coordination with various agencies/line departments
- TOT on communication

B. Organization Development & Governance

- Stakeholder analysis
- Co-management council and committee formation & management process
- Organization management process
- How co-management model is working outside Bangladesh?
- Good governance/TOT on good governance

C. Operations Management

- Overview on project proposal
- PRA/RRA/PAPD method & report preparation
- Documentation preparation
- Interface landscape designing
- SWOT analysis
- Site level strategy
- Orientation on IPAC for duty bearers
- Basic training on accounts for supervising accounting staff

- IPAC project operations strategy and field mobilization for CSPPCs, SCs & SFs
- Monitoring & evaluation
- Reporting

D. Conservation Enterprises & AIGAs

1. Eco-tourism development
2. Micro-planning training for eco-tourism
3. Eco-tour guide training for new areas
4. Eco-rickshaw puller training
5. Enterprise promotion and development
6. Entrepreneurship development
7. Need based capacity building training on AIGAs
8. Conservation enterprises for the poor: value chain analysis, production and marketing process

E. Technical aspects:

- Natural resources management: forests/ wildlife & wetland biodiversity conservation
- Aquatic eco-system of different haor and beal area
- Habitat restoration policy/plan/management for forests/wetlands
- Existing laws and rules of forests, wildlife and wetlands (national & international)
- Global climate change, adaptation and mitigation
- Quantifying carbon sequestration in forests & wetlands

F. Monitoring & Evaluation

1. Performance monitoring & applied research:
 - a. Data collection process, questionnaire formats (both for wetlands and forests eco-system)
 - b. Data analysis and database management software and hands on experience
 - c. Data quality assessment; data input & analysis
 - d. Forest inventory & mensuration; equipments required set up PSPs
2. GIS based M&E