

NATURAL RESOURCES SYSTEMS PROGRAMME
FINAL TECHNICAL REPORT¹

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R8495

Project Title

Promotion of Sustainable Institutions for Integrated Floodplain Management

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Abbreviations and Acronyms

AFO	: Assistant Fisheries Officer
BBS	: Bangladesh Bureau of Statistics
BIDS	: Bangladesh Institution of Development Studies
BMC	: Beel Management Committee
BRAC	: Bangladesh Rural Advancement Committee (NGO)
BWDB	: Bangladesh Water Development Board
CARITAS	: An NGO
CBFM	: Community-Based Fisheries Management
CBO	: Community-Based Organization
CNAS	: Communication Needs Assessment Survey
CPR	: Common Pool Resources
CWBMP	: Coastal and Wetland Biodiversity Management Project
DAE	: Department of Agriculture Extension
DoF	: Department of Fisheries
FCBO	: Fisheries CBO
FCD/I	: Flood Control Drainage/Irrigation
FFP	: Fourth Fisheries Project
FFS	: Farmers Field School
FMC	: Fisheries Management Committee
FSC	: Fisheries Sub Committee
GO	: Government Organization
GoB	: Government of Bangladesh
HES	: Household Expenditure Survey
HH	: Household
IC	: Inter Cooperation (An International NGO)
ICF	: Inland Capture Fisheries
ICZMP	: Integrated Coastal Zone Management Project
IDS	: Institute Of Development Studies
IFM	: Integrated Floodplain Management
IUCN	: World Conservation Union
KJDRP	: Khulna Jessore Drainage Rehabilitation Project
LGC	: Local Government Committee
LGED	: Local Government Engineering Department
LGI	: Local Government Institution

LMG	: Local Management Group
LMI	: Local Management Institution
LWI	: Land-Water Interface
MACH	: Management of Aquatic Resources Through Community Husbandry
MOFL	: Ministry Of Fisheries And Livestock
MSC	: Most Significant Changes
NACOM	: A National NGO
NRM	: Natural Resource Management
NRSP	: Natural Resources System Programme
O&M	: Operation And Maintenance
PAPD	: Participatory Action Plan Development
PROSHIKA	: A National NGO
RLEP	: Rural Livelihood Evaluation Programme
RLP	: Rural Livelihood Programmes
RMI	: Resource Management Organization
RMO	: Resource Management Organization
NGO	: Non Government Organization
SEMP	: Sustainable Environment Management Program
SHOUHARDO	: Strengthening Household Abilities for Responding to Development Opportunities
SIPP	: Social Investment Programme Project
SSWRDP	: Small Scale Water Resource Development Project
TA	: Target Audience
TI	: Target Institution
UDCC	: Upazila Development Coordination Committee
UFC	: Upazilla Fisheries Committee
(S)UFO	: (Senior) Upazila Fisheries Officer
UP	: Union Parishad (Local Government Body)
UZ	: Upazilla (Sub District)
WARPO	: Water Resource Planning Organization
WM	: Water Management
WMA	: Water Management Association
WMCA	: Water Management Cooperative Association
WMG	: Water Management Group

Local terms

- Beel* : Deeper portion in a low-lying depression/floodplain, usually retains some water throughout the year.
- Jalmahal* : A *beel*, river section, *khal* or other water-body, which is registered for revenue collection purposes as a fishery.
- Matbor* : Respected individuals (sometimes elders) granted the capacity to resolve disputes on behalf of local communities / local social leader.
- Salish* : A locally-legitimate, informal judicial system for the resolution of minor disputes
- Samaj* : An informal but pervasive local institution – a type of “brotherhood” that exerts power and influence by emphasising social and religious duty.
- Upazila* : A level of administrative unit in between the district and union levels containing an average of 7 Union Parishads (council).

1 Executive Summary

This project has promoted improved institutional arrangements that could result in sustainable integrated floodplain management (IFM) in Bangladesh. It has developed materials, training modules and guidelines to effectively communicate key messages on barriers to and good practices for effective institutions that derived from a recently completed research project on these issues (R8195).

The project aimed to:

1. Develop materials to effectively communicate recommendations on IFM institutional issues and methods.
2. Promote institutional lessons and related best practices.
3. Revise guidelines and recommendations on the strength of usability.

The project targeted government agencies implementing natural resource management projects, notably the Department of Fisheries and Local Government Engineering Department. A communications plan (Annex B I) was prepared that outlined the media types and channels preferred by different target audiences – policy, meso- and field practitioner levels based on a communication needs assessment survey.

Messages from R8195 and other related projects in Bangladesh were extracted. A lesson-sharing meeting was held between three ongoing IFM projects (FFP, MACH, and CBFM-2). Many common institutional barriers were reported. Participants emphasised that the role and influence of informal institutions was not adequately considered in project-based local institutional frameworks.

Institutional barriers hindering IFM were identified, and policy recommendations to face the challenges and barriers were developed tailored to users. Four generic messages, supported by examples, explaining key barriers in institutional arrangements within an idealised inclusive and pro-poor IFM cycle were developed:

- i. *Collective Action* lacks sufficient local support due to limited initial participation.
- ii. *Facilitation* is weak due to gaps in understanding, ineffective coordination with government and limited NGO skills.
- iii. *Equitable Outcomes* are often absent due to capture by local elites enabled by narrowly focused projects and unclear property rights.
- iv. *Consensus* is often not widespread due to alienation of some interest groups and poor lesson learning.

A training module on IFM institutions was developed in line with the DoF ‘open water fisheries management training module’, and was shared with the DoF training cell members and open water fisheries management practitioners in a daylong workshop (Annex B VIII). A guideline, policy brief, posters, and fact sheets have been developed. The project team decided that these promotion materials were best included in the resource pack developed under another NRSP project ‘Better options for IFM: Uptake Promotion’ (R8306). Accordingly the key institutional lessons were included in the R8306 policy brief, and two fact sheets developed on institutions were incorporated in the IFM package. A draft policy brief was distributed to 12 national and 40 meso level stakeholders, it has been revised and finalised based on their comments. A draft poster was distributed to 30 intermediaries and 62 CBOs, and tested (Annex B IX) at different levels, before being finalised (Annex B VII). The

project also developed a “generic” and a “Bangladesh” paper based on the findings of R8195 and submitted them to journals (Annexes B III and B IV).

The project team gave a presentation on IFM institutions to the group preparing Bangladesh’s inland capture fisheries strategy. Some recommendations have been included in the strategy. Past research has not addressed the policy framework in IFM institutions, which should be addressed in future.

2 Background

A number of DFID supported research projects aimed at understanding the biophysical, socio-economic, cultural, and dynamic characteristics of floodplain resources in Bangladesh, in response to various use, access, and management regimes, were conducted with the objective of developing appropriate methods and approaches for sustainable and equitable floodplain NRM. Fisheries resources in Bangladesh, whether in capture fisheries or aquaculture, from inland and coastal waters, remain critical to the national economy and to the livelihoods of millions of poor people (Muir 2003).

Some FMSP research projects mainly focused on floodplain fisheries systems, whilst some NRSP research projects addressed holistic resource systems to gain a better understanding of the wider context of the NR base, use, and control patterns. NRSP project R6383 was the principal work on understanding the diverse and complex interactions in resource systems, and guided the researchers and donors in focussing on integrated floodplain resource management approaches.

R6756 (Barr et al. 2000) contributed to a clearer understanding of the interrelationships between competing production systems in floodplains, as well as on systems linkages and management strategies. The poor perceived their major constraint to be lack of access to *natural capital*, due to local institutions. The respondents did not mention low stocks of natural resources *per se*, though they did recognise a trend in declining productivity. Various floodplain NRM actors identified competing farming-fishing practices and use of dry season water for crops vs. fish as a critical issue. In response, integrated floodplain management (IFM) aims to balance water use and maximise rice-fish production; something addressed in R7868 and tested in R8306.

Research in Bangladesh under NRSP projects R7562, R6756, R6744, and R6383 identified different floodplain production systems, the range of livelihood strategies based on floodplain natural resources, and developed a methodology for consensus-building between the primary stakeholders in the floodplain system. The consensus-building methodology developed under R7562 recognised that there was the potential for significant gains in terms of empowerment and poverty elimination from devolved NRM, but also that there were significant risks of co-option of the process by powerful elites. To address this, an appropriate negotiating process (participatory action plan development - PAPD) and community-level institutions (consensual management plans and implementation procedures) were utilized to enable the poor to express their needs and find common ground with elites over NR use – particularly regarding CPRs. It was reasoned that this could overcome some of the difficulties in integrated rural development, where local institutions are typically bypassed and weakened as a result of intervention (Goldman 1998).

R7868 'Optimal seasonal management strategies for multiple-use floodplain habitats' addressed strategic issues, by modelling IFM strategies, and developed a set of options. But it could not test these strategies, nor was there a database and model available for further application. Many of R7868's recommendations, such as dry season refuges for fish, closed seasons in the early monsoon, and modifying sluice gate operation, have also been identified by communities during PAPD (R7562, CBFM-2, MACH). Communities under CBFM-1 and CBFM-2, MACH, and SEMP projects have implemented such measures. R8306 has recently tested and promoted uptake of these resource management options and recommended IFM strategies through influencing local and national decision makers and working with grassroots communities. IFM is expected to meet the GOB's objectives of increased productivity, job creation, and national food security, as well as the needs of the poor for access to opportunities in the NR sector

It is also clear that co-management institutions are required for IFM. R8195 reported on factors influencing successful establishment and maintenance of institutional arrangements for IFM, and produced guidelines on how to assess the institutional environment and its suitability for implementing IFM. However, it did not test the guidelines, prepare and disseminate communications material, or link these findings with the related recommendations on IFM options, or findings on participatory processes for IFM, arising from the other projects. A review of DFID development projects involving community management also generated lessons on institutional issues (RLEP). R8195 provided a substantial amount of material relating to institutional arrangements for IFM and presents some 'guidelines' and recommendations. However at present the guidelines and other research findings are not in a format suitable for, or accessible to, those that may wish to apply them. No training materials or other suitable promotional materials had been developed. This project (R8495) aimed to build on those and related recommendations and develop appropriate tools and materials to influence through their projects the key government agencies in the fisheries and water sectors to make use of these lessons and recommendations.

3 Project Purpose

The purpose of the project was to promote lessons on barriers and solutions to improving institutional arrangements for sustainable IFM in Bangladesh. It developed an appropriate plan and guidelines for effectively communicating the results of the recently completed NRSP project on IFM institutional issues (R8915).

In Bangladesh recent research and development activities on floodplain production systems have made good progress in increasing production of rice and fish. However social issues, including access and rights of the poor to resources, equitable distribution of benefits from the systems, conflict management between fishers and farmers, governance and entitlements of the poor, and sustenance of improved management practices through better institutional set up, still remain largely ignored or only partially assimilated. Eight out of ten people in Bangladesh live in rural areas and have little access to formal institutions. For them, and therefore for most of the country's population, informal institutions exert the most influence on their day-to-day lives and livelihood (Islam 2002).

In R8195 rigorous research was conducted into various institutional arrangements

addressed by the different on-going projects in Bangladesh (CBFM, MACH, KJDRP, etc.) including participatory assessment with CBOs and project staff regarding institutional issues for sustainable floodplain/fisheries resource management. Based on this, various institutional options and indicators were proposed. These have the potential to contribute in developing sustainable and enabling institutional arrangements for sustainable IFM. However, the project ended with an end of project workshop that targeted a very limited audience and reports were disseminated to only a few project partners.

Three on-going DoF projects (FFP, CBFM-2, MACH), working in floodplain fisheries management are due to end in 2006. At this closing stage they are putting greater emphasis on institutionalisation of CBOs, and linking the CBOs with micro- (local), meso- (district) and macro- (national) level institutions to increase sustainability. DoF, through FFP and MACH, is now developing a national inland capture fisheries strategy, where institutional aspects and community management are central. R8195 has great potential to contribute in the development of the national open water fisheries plan and strategy, and in particular, in shaping the institutional aspects of the national plan.

The suggested improved institutional options and recommendations have created an opportunity to build consensus and to resolve conflict among the various users of floodplain resources and contribute to sustaining the floodplain production systems on which the poor are most dependent.

An appropriate institutional framework should support enhanced livelihood outcomes such as i) functional diversity and popular accountability at the micro level, ii) economic and social investment and support for development at the meso level, and iii) a more coherent policy framework from an enabling state that has political ownership and vision at the macro level (Thompson 2002).

Thus the project aims to address uptake promotion of institutional learning in integrated floodplain management to micro-, meso- and macro- level target audiences through the development of appropriate media and materials, (training module, guideline, policy brief, etc.).

4 Outputs

This research aimed to achieve the following outputs:

Output 1:	Develop materials to effectively communicate recommendations on IFM institutional issues and methods to reach TIs.
Output 2:	Promote institutional lessons within IFM - CP related best practices integrated and advocated (participation, resource options, and institutions).
Output 3:	Revise guidelines and recommendations on the strength of usability and uptake assessment in Bangladesh.

R8495 has been a follow up activity for uptake promotion of IFM institutional messages, derived from R8195. R8195 based its findings on review of a series of completed and near completed floodplain management projects (water and fisheries). While R8495 was based on these findings the opportunity was taken to incorporate lessons from related projects (e.g. Fourth Fisheries Project - a national level project being implemented by the government).

Lessons have initially been grouped under 11 thematic areas. These thematic areas have been shared with 62 national and intermediary level target stakeholders. They expressed their interest in contributing and sharing these in future. The thematic areas and key issues related to IFM institutions are as follows (Annex BII, CNAS, Appendix 7):

Themes	Key Issues
Organisational Development	Legal Identity, Assessment of NGO capacity, Capacity Building of NGO/GoB agency staff, Strategic Planning, Governance and Accountability
Institutional Arrangement	Pro-poor rules and policies, Modes of intervention, Acknowledging local institutions, knowledge and adaptability.
Pro-poor focus	Inclusiveness, Equitable outcomes, Maximization of benefits, Sustainability.
Project design and planning	Site selection, Flexibility/structure Vs. process, Process documentation incorporated, Inclusion of independent, evaluation, Participatory Planning
Partnerships	CBO-Local Government, Local Government-Local NGOs, National level Government Agencies-NGOs, CBO networking and communication.
Community Based Natural Resources Management	Participation of the poor, Flexibility in developing CBM institutions, Capacity building of CBOs, Constitutional Issues, Elite Capture.
Up Scaling	Empowerment of CBOs through process Approach and Training on Financial Management, Importance of Exit Strategies, Communication for Influencing Policy, Sharing best practice lessons on Approaches and Models, Identifying local Champions.
Gender Equity	Enabling Participation, Documenting contribution, Awareness of contribution, Capacity building.
Monitoring and Evaluation	Process approach to documentation, Sharing of feedback with stakeholders, Monitor progress in institution building and resource management.
Governance and Accountability	Compliance with the rules and policies, collective decisions, social and financial auditing, poor institutional arrangement.
Conflict Management	Local power structure, kinship, shifting values, lack of good governance.

Institutional lessons on IFM, mostly derived from project experiences and grassroots level examples, are referred. It was found that the policy framework in IFM institutions was not addressed by previous research projects, a matter that could be addressed as part of a future endeavour.

The communication materials developed (Annex B VII) summarise the institutional barriers that are hindering IFM that have been identified and related policy recommendations. Four generic messages, supported by examples, explaining key barriers in institutional arrangements within an idealised inclusive and pro-poor IFM cycle were developed:

- i. *Collective Action* lacks sufficient local support due to limited initial participation.
- ii. *Facilitation* is weak due to gaps in understanding, ineffective coordination with government and limited NGO skills.
- iii. *Equitable Outcomes* are often absent due to capture by local elites enabled by narrowly focused projects and unclear property rights.
- iv. *Consensus* is often not widespread due to alienation of some interest groups and poor lesson learning.

A lesson-sharing meeting was held between three ongoing IFM projects (FFP, MACH, and CBFM-2) and it was found that many institutional barriers are present in all three projects. It was therefore agreed that the institutional barriers that are valid for MACH and CBFM-2 would be taken into consideration, remembering that both the projects only have one year left to run. In the discussion meeting it was emphasised that the role and influence of informal institutions was not adequately considered in the project-based local level institutional framework. Determining the

nature of informal institutions requires long-term in-depth study, not viable for projects. Thus the meeting recommended that the role and influence of informal institutions, and how they could be utilised in a framework, could be further evolved. It is also noted that many key messages relating to IFM institution were shared in different forums by RLEP and FFP.

The key messages developed therefore comprise (Annex B V):

- i. The need to build consensus for IFM as a basis for institutional development, which links to PAPD – a previous NRSP research output.
- ii. Good practice in forming local institutions, particularly regarding participation and limiting the role of local elites so that the poor benefit from their involvement.
- iii. Developing appropriate hierarchies of linkages and institutions where waterbodies and floodplains are connected.
- iv. Making use of existing local institutions – new formal institutions may fit the floodplain ecosystem and its users, but forming and maintaining organisations takes time that the poor may not be able to afford. Existing formal institutions may not follow natural boundaries or have a focus on IFM, while informal institutions may limit the role and power of the poor. Combining and linking them is proposed.
- v. Since there is no blueprint for IFM institutional arrangements, those developing institutions need to have a set of indicators to assess institutions – their leadership, decision making, participation, and formal processes.
- vi. Participatory verification should be developed using tools that strengthen the say of primary stakeholders.

To identify the preferred media types at the different levels (micro, meso and macro), a communication needs assessment survey (CNAS), has been carried out and, based on the findings, a communication plan (Annex BI) devised. Most policy level agents contacted during the CNAS expressed interest in being involved in the process in the future. Feedback from policy and intermediary stakeholders on the lessons showed that institutional promotion of IFM options, institutional arrangements, and development of institutional capacity are the prime options. CBFM-2 plans to use the findings of the CNAS (Annex B II) in developing a communication plan and strategy for the CBFM-2 project.

A training module was developed for IFM institution practitioners, covering challenges of IFM, challenges of IFM institutional sustainability, role of linkages in influencing IFM, and key lessons and the best practices. The module has been developed inline with the DoF 'open water fisheries management training module'. The training module has been forwarded to reviewers and was shared with DoF training cell members and open water fisheries management practitioners in a day-long workshop (Annex B VIII). The training module was finalised based on their feedback and is reproduced in Annex BVI. The project team gave a presentation on IFM institutions before the body mandated for developing Bangladesh's inland fisheries strategy. They agreed that appropriate recommendations would be incorporated in the strategy, and future projects implemented by DoF.

The project target was to develop two papers based on R8195. Of the two journal

papers, one is generic, targeting an academic audience, whilst the other is a 'Bangladesh paper' for a more specific, local practitioner-based audience (Annex BIII and Annex BIV). IDS is keen to post the abstract of the former paper (Annex B IV) on their ID21 service.

Other promotional materials developed include a guideline, policy brief, posters, and fact sheets. The project team decided that promotion materials developed for this research project (R8495) would be included in the resource pack developed under another NRSP project 'Better options for IFM: Uptake Promotion' (R8306). The key institutional lessons are included in the R8306 policy brief and two fact sheets developed will be incorporated in the IFM package. A draft policy brief has been distributed to 12 national and 40 intermediary level stakeholders and finalised based on their comments. A draft poster has been distributed among 30 intermediaries and 62 CBOs, and the poster has been tested (Annex B IX) at different levels (Annex B VII: policy brief and poster). It was found during testing and sharing meetings that all contacted policy and intermediary stakeholders from DoF, DAE, LGED, Cooperative, Social welfare, BRAC, PROSHIKA, CARITAS, IUCN, ITDG, IC, NACOM, and WARPO expressed interest in being involved with the process.

5 Research Activities

This project was mainly aimed at uptake promotion of institutional lessons learnt from IFM projects in Bangladesh. The primary activity was to extract the communicable messages. The next challenge was to find appropriate media through which to communicate the messages to a target audience at different levels of hierarchy and to develop the media. A communication needs assessment survey (CNAS) was carried out to identify the media and form of the communication materials developed. Training modules, guidelines, policy briefs, and posters have been developed, inline with CNAS preferences. Materials were tested prior to being finalised. A series of workshops and meetings were organized to test and disseminate the materials to different level of participants. A PowerPoint presentation was made before a national body charged with developing inland fisheries strategies. A daylong workshop was organized with the DoF and other IFM practitioners on the training module.

6 Environmental assessment

6.1 What significant environmental impacts resulted from the research activities (both positive and negative)?

None - the research activities did not involve any physical intervention. It involved office based workshops, meeting, interviews and desk review.

6.2 What will be the potentially significant environmental impacts (both positive and negative) of widespread dissemination and application of research findings?

The research findings are mainly aimed at instigating social changes so that local institutions will be strengthened and disposed towards integrated floodplain management. These findings would help local communities to establish entitlements for the poor and practice better governance that would foster a more sustainable resource base.

6.3 Has there been evidence during the project's life of what is described in Section 6.2 and how were these impacts detected and monitored?

No - during the project life there was no scope to detect any environmental impact. However, most of the IFM projects, which have been linked with this research, are pro-environment IFM projects. If the institutions adopt research findings from other NRSP projects as intended, this will help protect the environment in these IFM project areas.

6.4 What follow up action, if any, is recommended?

No follow up action is required in the context of environmental impact. However, the institutional lessons generated in the previous projects are mainly based on local level project implementation. Opinion and policy at the national level and how policy can be integrated with the informal institutions prevailing at the local level were not considered. Follow up research in this aspect is recommended.

7 Contribution of Outputs

7.1 NRSP Purpose and Production System Output

As per the NRSP log frame, the purpose and output of LWI production systems (2.3.3 (b) "Floodplains/CPR action research for NR management") is to test the application of management options, which benefit the poor through adaptive research pilot projects. It is also expected that findings relating to management options will contribute in promoting and developing integrated management of floodplain production systems. Previous research projects (R8306 followed by R7868) have identified and tested technical options for IFM, and CPR management planning tools suitable for local level, but did not test institutional options (options identified by R8195), which are key to the sustainability of resource systems. Institutional lessons were promoted primarily to DoF under this project, while changes cannot be attributed to this project alone, the lessons it promoted based on experience in and review of a series of projects informed development of the inland capture fisheries strategy of the DoF.

7.2 Impact of outputs

IFM institutions were seen to be continuing to function in the reviews under R8195. There is now a good prospect that DoF will support in the long term those IFM institutions that its projects have established. The ICF strategy gives a framework for this, as does the period for which waterbodies have been handed over for management by community organisations which extend for another five years after projects such as FFP, MACH and CBFM-2 end. In trying to improve institutional performance the relevant DoF officials showed interest in the lessons on key barriers and challenges to "better IFM institutions".

Training of DoF officials has been suggested as the central means of communicating IFM institutional messages, so that trained local staff can apply the knowledge in monitoring and guiding the FMCs in their effort towards sustainable management of floodplain fisheries. The DoF training cell propose to finalise the IFM training modules after piloting, through collaboration between DoF and NGOs.

CNRS will continue to work to further develop the training module on IFM (institutions and better options), reviewing the DoF published module, and printing the module. It is expected that this can be done by March 2006.

- DoF is planning to conduct a weeklong training session for the newly transferred local officials (upazila fisheries officers) of the FFP sites with assistance from MACH project, incorporating the training modules on IFM institutions (R8495) as well as IFM Options (R8306). It is agreed that CNRS will facilitate the relevant sessions in the training program.
- MACH is going to organize a training program for the DoF site officials and project staff where CNRS will facilitate IFM sessions on 'institutions' and 'better options'.
- The UNDP-GEF supported CWBMP of the DAE expressed interest and asked CNRS to apply the institutional lessons in organizing the local institutions (CBOs) in their project sites when managing wetland biodiversity in ECAs (Ecological Critical Area).
- The project director of the IFAD assisted LGED project entitled CBRMP in the northeastern haor basin asked CNRS to assist their project team in applying the IFM institutional lessons in developing the VOs (village organizations) formed under the project

7.3 Uptake Promotion

Uptake promotion of IFM institutional messages to relevant organizations (DoF, LGED) to create “better IFM institutions” at local level needs further work with the TIs. The initial responses from the TIs on the outputs produced from the project were positive. However, agents are needed to facilitate the process of uptake - a role CNRS has been fulfilling in promotion of PAPD. It is noted that PAPD is now being used in most donor supported government fisheries and environment management projects, including the district development plan for two coastal districts, recently completed by CNRS and CEGIS.

In order to promote the IFM institutional learning and lessons, CNRS will continue to maintain contact with the TIs. The potential TIs in this respect included the following:

- The recently started CARE project “SHOUHARDO” where community led development is the prime focus and CNRS is one of the partners for *haor* regions in four clusters areas.
- IC supported LEAF project where CNRS is a partner working on empowerment of poor communities through building their institutions and establishing their right of access to natural resources, particularly in *haor* (floodplain wetlands/fisheries).
- The need for networking between IFM related CBOs formed under various projects and agencies, has been emphasized by all concerned during communication events. CNRS is planning to take a lead in networking of CBOs and FFP of DoF noted that the creation of CBO networks would allow FFP/DoF to extend their support more directly and efficiently.

It is expected that the post RNRRS facilities might be the best opportunity to effectively promote the IFM package among the TIs.

8 Publications and other communication materials

8.1 Books and book chapters

None

8.2 Journal articles

8.2.1 Peer reviewed and published

None

8.2.2 Pending publication (in press)

None

8.2.3 Drafted

Sultana, P. 2005. *Developing local institutions for floodplain management.* Dhaka, Bangladesh: Center for Natural Resource Studies (CNRS). [unpublished paper]

Lewins, R. 2005. *Acknowledging the informal institutional setting of natural resource management – consequences for policy-makers and practitioners.* Dhaka, Bangladesh: Center for Natural Resource Studies (CNRS). [unpublished paper]

8.3 Institutional Report Series

None

8.4 Symposium, conference and workshop papers and posters

Rahman, M., Islam, A. and Rashid, H. 2005. *Institutional barriers of integrated floodplain management.* Poster presentation at National seminar on capture fisheries resources development and management for poverty reduction under "Fish Fortnight 2005", BIAM, Dhaka, Bangladesh. Center for Natural Resource Studies (CNRS). [unpublished]

8.5 Newsletter articles

None

8.6 Academic theses

None

8.7 Extension leaflets, brochures, policy briefs and posters

Rahman, M., Islam, A., Thompson, P., Hossain, E., Rashid, H. and Rahman, M. 2005. *Integrated floodplain management: barriers and challenges.* Policy brief, Center for Natural Resource Studies (CNRS) [unpublished] R8495 FTR Annex B VII

Rahman, M., Islam, A. and Rahman, M. 2005. *Consensus building in integrated floodplain management.* Fact sheet, Center for Natural Resource Management. [unpublished] R8495 FTR Annex B VII

Rahman, M., Islam, A. and Rahman, M. 2005. *Integrated floodplain management: barriers in having better IFM institutions.* Fact sheet, Center for Natural Resource Studies (CNRS). [unpublished] R8495 FTR Annex B VII

Rahman, M., Islam, A. and Rahman, M. 2005. *Integrated floodplain management: challenges in having better IFM institutions.* Fact sheet, Center for Natural Resource Studies (CNRS). [unpublished] R8495 FTR Annex B VII

Rahman, M., Islam, A. and Rashid, H. 2005. *Institutional barriers of integrated floodplain management.* Poster, Center for Natural Resource Studies (CNRS). [unpublished] R8495 FTR Annex B VII

8.8 Manuals and guidelines

Rahman, M. and Islam, A. 2005. *Better local institutions for IFM: a practitioner's guide.* Center for Natural Resource Studies (CNRS) [unpublished]. R8495 FTR Annex B V.

Rashid, H., Rahman, M., Rahman, M. and Islam, A. 2006 *Training module on institutional integration for sustainable IFM.* Center for Natural Resource Studies (CNRS). [unpublished], R8495 FTR Annex B VI.

8.9 Media presentations (videos, web sites, TV, radio, interviews etc)

None

8.10 Reports and data records

8.10.1 Project technical reports including project internal workshop papers and proceedings

Rahman, M. and Islam, A. 2006. *R8495 Final Technical Report Annex A.* Center for Natural Resource Studies (CNRS), Dhaka, Bangladesh.

Hossain, E., Rahman, M. and Islam, A. 2006. *Communication strategy.* Project R8495 Final Technical Report Annex: B I. Center for Natural Resource Studies (CNRS).

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Rahman, M. and Islam, M. 2006. *Workshop proceedings on role of local institutions in IFM: barriers in policy process.* Project R8495 Final Technical Report Annex: B VIII. Center for Natural Resource Studies (CNRS).

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8.10.2 Literature reviews

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8.10.3 Scoping studies

None

8.10.4 Datasets

None

8.10.5 Project web site, and/or other project related web addresses

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10 Project logframe

SECTION B. LOGICAL FRAMEWORK

Project Number (leave blank)	Log frame and Production System reference number (complete from tender document)
R8495	LWI 2.3.3(b)

Narrative summary	Objectively verifiable indicators	Means of verification	Important assumptions
Goal			
Improved resource-use strategies in floodplain production systems developed and promoted	<p>By 2003, new approaches to integrated natural resource management which explicitly benefit the poor validated in two target areas</p> <p>By 2005, these new approaches incorporated into strategies for the management of floodplain resources, including common pool resources in one target country</p>	<p>Reviews by Programme Manager</p> <p>Reports of research team and collaborating/target institutions</p> <p>Appropriate dissemination products</p> <p>Local national and international statistical data</p> <p>Data collected and collated by programme manager</p>	<p>Target beneficiaries adopt and use strategies</p> <p>Enabling environment exists</p> <p>Budgets and programmes of target institutions are sufficient and well managed</p>
Purpose			
<p>Methods for implementation of management opportunities relevant to the poor, including community participation (CP) in integrated sustainable management of terrestrial and aquatic floodplain resources, developed and promoted.</p>	<p>By Sep 2005 guidelines and key lessons related to institutions for integrated floodplain management (IFM) prepared and promoted to key policy and practitioner stakeholders to achieve attitudinal change</p> <p>By Sep 2005 understanding of 1 GO and 1 NGO on role of elites and existing local institutions, indicators for good institutions, process documentation, and up scaling for IFM institutions positively changed</p> <p>By Sep 2005 two organisations provide feedback and help to refine the materials and messages.</p>	<p>Report on feedback from participants in training/awareness events</p> <p>Comments and feedback from policy makers</p> <p>Record of evaluation meetings, use of materials in</p>	

		their programs/plans	
Outputs			
<p>1 Materials for effectively communicating recommendations on IFM institutional issues and methods to reach TIs developed</p>	<p>1.1 Media types identified and developed for IFM institution messages that are appropriate for Bangladesh TIs (practitioners and policy level) by June 2005 (e.g. leaflets, guidelines briefing papers, theatre scripts)</p> <p>1.2 At least 2 papers prepared and submitted to peer reviewed journals covering findings of R8195 and related projects by Sep 2005</p>	<p>At least 2 types of media materials distributed for feedback</p> <p>Draft papers and journals' acknowledgement of receipt</p>	
<p>2 Institutional lessons within IFM - CP related best practices integrated and promoted (participation, resource options, institutions)</p>	<p>2.1 Institutional recommendations incorporated in IFM options and PAPD related promotional materials and activities by Jul 2005</p> <p>2.2 Modular materials (training, practitioner) covering all related NRSP PAPD and IFM suite findings and including institutional findings developed by Aug 2005</p> <p>2.3 At least 30 decision makers in TIs reached with messages on IFM institutions by Sep 2005</p> <p>2.4 At least 300 practitioners with institutional findings reached through links with R8306, etc. by Sep 2005</p>	<p>Additions to R8306 set of promotional materials</p> <p>Materials developed</p> <p>Reports on awareness raising events with list of participants</p> <p>Materials used in events and evidence of events (e.g. photos)</p>	<p>R8306 develops resource pack.</p> <p>R8306, PAPD promotion and sluice gate projects cooperate in developing consistent larger resource pack</p> <p>DOF agrees to include institutions module in its training</p> <p>Institutional recommendations included in events arranged jointly with other projects</p>
<p>3 Guidelines and recommendations revised based on usability and uptake assessment in Bangladesh</p>	<p>3.1 At least 1 GO and 1 NGO tests use of materials and give feedback by July 2005</p> <p>3.2 Institutional findings used by 1 TI in at least 1 case by Sep 2005</p>	<p>Feedback report/comments</p> <p>Follow up review report of the case</p>	<p>TIs agree to test and report on usability within a limited time through their ongoing projects</p>

	3.3 Materials revised based on feedback from event participants and piloting TIs by Sep 2005	Revised materials incorporate user lessons	
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Activities	Milestones (and budget if budgeting by Activity)	
Output 1 Materials for effectively communicating recommendations on IFM institutional issues and methods to reach TIs developed		
O1A1 Review recommendations, options and findings of R8195 for practical and policy messages for Bangladesh	MS 1a key findings and lessons identified by May 2005	
O1A2 Review recommendations, options and findings of R8195 for generic messages and lessons	MS 1b key findings and lessons identified by May 2005	
O1A3 Review outcomes from other related projects and studies for findings and lessons related to IFM institutions	MS 1c key findings and lessons identified by May 2005	
O1A4 Finalise communications plan refining details of TIs and their match with messages and findings from R8195	MS 1d Detailed communications plan by May 2005	
O1A5 Draft materials for trial (policy and technical /practitioner briefs, training modules)	MS 1e Modules and packs by Jun 2005	
O1A6 Draft journal papers	MS 1f 2 Papers by Sep 2005	
Output 2 Integrated promotion of institutional lessons within IFM-CP related best practices (participation, resource options, institutions)		
O2A1 Review existing media and uptake promotion materials from PAPD uptake and R8306, identify where institutional messages can be added and do this	MS 2a Institutional messages inserted in IFM promotional package by May 2005	
O2A2 Distribute modules and information packs through training and awareness raising events	MS 2b Events with TIs and linked with R8306 for practitioners Jun 2005	
O2A3 Present refined key findings, messages and policy materials on institutional related guidelines linked up with key messages from related projects	MS 2 Workshop with policy makers (coordinated with R8306) Sep 2005	
Output 3 Usability and uptake of guidelines and recommendations assessed in Bangladesh		
O3A1 Training events with piloting TIs that include institutional lessons and findings	MS 3a Events with TIs and linked with R8306 for practitioners Jun 2005	
O3A2 Assessment of immediate feedback on guidelines and materials	MS 3b Refinement of materials Aug 2005	
O3A3 Follow up evaluation with trainees/users of usability, relevance, constraints and success factors for uptake of lessons and recommendations	MS 3c Assessment of materials and messages Sep 2005	Pilot TIs agree to review and try/consider application of guidelines

O3A4 Revise materials based on feedback from event participants and piloting TIs	MS 3d Final set of briefing papers and training materials produced and distributed by Sep 2005	
	Pre-condition	

11 Keywords

Integrated floodplain management, uptake promotion, institutions, process documentation, scaling up, community participation, wetland, Bangladesh