

**NATURAL RESOURCES SYSTEMS PROGRAMME
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A Learning and Communications Programme for the PAPD Method

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Abbreviations and Acronyms

BARC	Bangladesh Agricultural Research Council
BCAS	Bangladesh Centre for Advanced Studies
BRAC	Bangladesh Rural Advancement Committee
BS	Banchte Shekha
CARINAM	Centre for Advanced Research in Natural Resources and Management
CB-CPR	Consensus building in common pool resources
CBFM 2	Community Based Fisheries Management Project (Phase 2)
CD	Compact Disk
CNRS	Centre for Natural Resources Studies
COFCON	Coastal Fisherfolk Community Network
CPR	Common pool resources
CRED	Centre for Rural and Environment Development
DAE	Department of Agriculture Extension
DoF	Department of Fisheries
FFP	Fourth Fisheries Project
ICLARM	International Centre for Living Aquatic Resources Management (now WorldFish Centre)
ICZM	Integrated Coastal Zone Management Project
ITDG (B)	Intermediate Technology Development Group, Bangladesh
LWI	Land Water Interface
MACH	Management of Aquatic resources through Community Husbandry
NABOLOK	
NACOM	Nature Conservation Movement
NR	Natural Resources
NRM	Natural Resource Management
PAPD	Participatory Action Plan Development
PPS	PRA Promoters Society
PRA	Participatory Rural Appraisal
RMO	Resource Management Organisation
RUG	Resource Users Group
WARPO	Water Resources Planning Organisation

1 Executive Summary

This research project intended to scale-up a participatory method for consensus building in the management of common pool resources. The method, known as Participatory Action Plan Development (PAPD), has been developed and tested in Bangladesh since 1996 and has proven to be effective in initiating multi-level stakeholder platforms for managing natural resources. One organisation in Bangladesh, the Centre for Natural Resources Studies (CNRS), has tested and used PAPD extensively in a range of its projects across different natural resources systems. CNRS and a number of other organisations that have been exposed to PAPD believe that it is a method that works. This research, therefore, aimed to scale-up the method through raising awareness about PAPD to those decision makers in relevant organisations who are in a position to create or drive for change. The intention was that PAPD could eventually be institutionalised as a method to be used in any projects where multi-level stakeholder decision-making is needed and especially where reaching consensus over user rights is important.

The scaling-up process is complex and requires much investment in time and resources. This research first looked at communication needs of different audiences for PAPD, both in the media they prefer (e.g. through newsletters, web articles, video, workshops) and the content. A rapid communications needs assessment was carried out and the main communication materials identified were the need for (i) a short promotion booklet outlining what is PAPD and the costs and benefits of the method (ii) awareness raising workshops and site visits to see a PAPD in action and (iii) a PAPD Resources Pack and training programme for learning about how to conduct a PAPD.

There is considerable interest in Bangladesh for PAPD Resources Pack. This is created through (i) an increasing interest in PAPD and (ii) the lack of training materials for self-learning about community based planning methods. The project reached relevant decision makers in NGOs and Government departments (see Annex A-1) and PAPD has been tested in a range of projects and organisations (e.g. Department of Fisheries, ITDG-Bangladesh, Winrock International, Caritas, Banchete Shekha). Support for PAPD has been expressed in influential fora. For example most recently WARPO mentions the use of PAPD as a planning tool for developing District Development Plans for Integrated coastal zone management (see Annex A-IV). The Department of the Environment will use PAPD in developing a plan for Wetland management. At an international level, PAPD has been promoted through a website and at various international conferences.

The main lessons learnt through this research project are (i) the need for a committed organisation to continually promote and develop the method (ii) promoting through an organisation with a track record in the country and the field of expertise, but also one with a wide network of influential contacts and a very clear understanding of stakeholders (iii) the need to thoroughly test all materials with a broad range of stakeholders and to have conducted a thorough stakeholder analysis (depending on the results of a communications needs assessment) (iv) consider a distribution mechanism from the start of the project (v) realise that scaling-up is a long-term process and requires a good understanding of institutional structures and requires that the promoting organisation has some level of influence in institutional change processes.

This project has contributed towards achieving the LWI Output 2 through raising the awareness and promoting a community based planning method that can facilitate an improvement in the way common pool resources are managed in Bangladesh. The project has gone a step-further by promoting the use of PAPD in a range of systems and not only the Land Water Interface, for example PAPD has been used in forestry and livestock systems.

2 Background

This research project primarily sought to develop a communication programme for improving the dissemination and uptake of outputs from project R7562: Consensus building in common pool resources (CB-CPR). The purpose of R7562 was to develop and promote methods for community participation in integrated sustainable management of terrestrial and aquatic floodplain resources. The underlying rationale for the research was that improved management of floodplain natural resources occurs if management is devolved to the resource users themselves. Whether there is equitable distribution of benefits from community-based management is uncertain because of the social systems entwined in the use of these resources. This research (R7562) indicated a demand for tools to support community-based management of natural resources (NRs) and common pool resources (CPRs). R7562 developed a method for building consensus in the management of common pool resources in the Bangladesh Floodplains, which became known as Participatory Action Plan Development and it went somewhat towards improving the awareness about methodological approaches to consensus building.

A number of organisations were involved with R7562 and two in particular, the Centre for Natural Resources Studies (CNRS) and the WorldFish Centre (formerly ICLARM), continued to develop and use PAPD after the research project ended. Both organisations identified a considerable demand for the method in Bangladesh, though it was recognised that the method needed further testing and developing and a manual or training programme developed to scale-up the method. A pre-proposal mission (PD 114) was carried out prior to this research project to gain a better idea about the real demand for the research product (Annex B-I). Overall the pre-proposal mission identified (i) a regular and increasing use of PAPD in Bangladesh (ii) a need to provide some sort of reference or resource manual on PAPD and evidences of PAPD use in other locations and situations (e.g. forest reserves, livestock based systems) and (iii) a way of promoting the method within identified organisations to influence the way they work with communities in managing natural resources.

This research is primarily about communicating a research product. Related issues such as institutional aspects of the method are being dealt with through other research (e.g. R8103 (ITDG Bangladesh), R8195 (ITAD) and R8306). Understanding and research in the current literature and thinking on community based planning methods was dealt with significantly in R7562. This research tests a process for identifying and developing communication materials to promote a research product that has been clearly tested and demanded.

3 Project Purpose

The purpose of the research project is to promote and disseminate PAPD as a tool for community planning and participation in the management of common pool resources. The intention was to identify suitable ways of communicating the PAPD method to a range of *meso* level stakeholders rather than testing and validating PAPD. Ultimately the aim was to institutionalise the method within the identified target organisations. The *meso* level refers to middle management and those people who can influence and communicate to macro level decision makers (who may include policy makers, managers in development organisations, decision makers in donor institutions; local government heads). As mentioned in the background this research is specifically about communicating a tested and partially adopted method in Bangladesh.

The project intended to promote PAPD to a number of identified organisations so that at least two organisations would realign their approaches towards a participatory community based planning method. It also aimed to get at least one Government and one national NGO using PAPD in at least one of their programmes by the end of 2004. The project also aimed at promoting the method internationally with the intention that at least one organisation in another country in South or South East Asia has tested the PAPD Resource Pack by the end of 2004.

4 Outputs

The outputs from this research are communication products. Before a research product is disseminated or promoted, there must be clear evidence of demand for the research product. The PAPD method does appear to work. Providing the facilitators of the process are skilled, especially in processes of participation, it can achieve its objective of participation and planning by communities, for communities. What is unique about this method is its framework and structure. The tools used in the method are not new, but the method provides a structure for analysing different stakeholders views and for examining commonalities and differences. In Bangladesh, PRA tools tend to be used as stand-alone tools rather than integrated into a learning process, further they tend to be conducted to extract information, rather than in guiding and facilitating the participants to make their own decisions. Such use of PRA tools does not lead to real participation. PAPD is a process for participation. PAPD is a pro-poor method as it includes representation from all sectors of the community in the management of natural and common pool resources. It facilitates a process of dialogue amongst all stakeholders and not only the target group with whom the organisation is working.

In summary the outputs of the project were to

- *Build awareness of PAPD* at a level where decisions are made in how floodplains are managed, for example through senior staff in implementing agencies (such as Department of Fisheries) and through District level officials. The aim is to promote PAPD as a method that can be used by these agencies to improve their work with clients. The intention was also to promote PAPD internationally.
- *Develop a resource pack on PAPD* and an associated training programme to share the PAPD process and experiences. CNRS aims to provide expert training in how to conduct a PAPD.

- *Test a mechanism to monitor and evaluate* organisational learning around the use of PAPD. The research examines how lessons being learnt in carrying out a PAPD can feed back into further development or adaptation of the process.

A communications needs assessment (Annex A-I) was conducted to identify (i) stakeholders who are interested and could potentially benefit from using PAPD in their programmes and (ii) to identify how they prefer to receive and exchange information. Results indicated that:

- at higher levels (e.g. head of programmes; deputy-directors; senior officers) there was preference for receiving information about PAPD through short, targeted meetings. It was felt that large one-day workshops or meetings were not suitable for promoting this type of research product beyond raising peoples awareness.
- People were interested to know how the method could be used in their programmes; impact or benefits of the method and the resources needed.
- Another interesting finding is that one of the key stakeholders for the method – the Department of Fisheries and other government departments have very limited access to email and the web, therefore these communication channels are not suitable as the only, or primary media for these particular clients.

After the assessment the following needs were identified:

1. A short glossy colour brochure that outlines the PAPD method
2. Short presentations of 1-2 hours, which provide an overview to PAPD
3. Regular contact by the promoting organisation with *meso* level decision makers (this includes networking at relevant fora and not only events and meetings about PAPD)
4. A comprehensive Resource Pack for PAPD facilitators (those people who work with communities to improve the management of natural resources). This pack allows them to learn about the method and guide them through conducting a PAPD.
5. Visits to PAPD sites to see PAPD in action and the results of PAPD.
6. Access to resources through the web for international organisations, national NGOs and donor supported projects.

Results of the communications needs assessment were used to produce the communication plan (Table 1). The matrix illustrates how a combination of media is necessary to meet the requirements of different stakeholder groups. The overall objective of communicating was to raise peoples' awareness about PAPD as an effective method for improved natural resources management.

Table 1: Communications Plan

Clients to communicate with:	Characteristics of Client	Communication Media	Timing	Intended result
Department of Fisheries	Very influential in setting policy on fisheries, floodplain management, sustainable use of water resources	Individuals have limited access to internet. Face to face meetings, short group discussions. PAPD booklet. Training. Materials on CD?	Prior to strategy planning. During preparation of project/programme design.	Wider awareness of community based planning methods and participation of resource users. Use of participatory methods as standard practice in all projects and programmes.
World Fish Centre	Influential in research and policy. Office in Bangladesh. Wide use of PAPD in CBFM2	Web, email	Continuous	Potential to test PAPD in other Asian countries, especially Vietnam, Cambodia and Laos.
Community Based Fisheries Management Project 2 (CBFM2)	DFID supported community based fisheries project. Large component on policy influencing. Managed by WorldFish Centre. Fully support and have invested in PAPD	Training, PAPD booklet, web	PAPD used in CBFM2 sites as standard planning process. Good communication strategy – include PAPD in this?	As an advocator of community based planning methods. Provides evidence of cost/benefit of PAPDs.
Fourth Fisheries Project	Government and donor supported project. Some influence in policy as under DoF	PAPD booklet, training	Prior to planning field activities and methods	Awareness and promotion of PAPD in all activities as it's a community based project. Use of PRA tools in a process not only for extracting information.
MACH Project	USAID supported project.	Web, PAPD booklet, CD, email	Prior to planning field activities and methods	Use of PAPD as a method in community based planning activities. Promote PAPD to an international audience
Integrated Coastal Zone (ICZM) Management Project	Under WARPO, who is responsible for developing masterplan for water resources in Bangladesh.	Web, PAPD booklet, CD, email, training	Prior to strategy development	Good for policy influencing at higher level and for process of scaling-up PAPD (i.e. from micro community level to macro district level planning)
Action-Aid Bangladesh	Strong focus on advocacy and participatory methods. Strong poverty focus.	Web, PAPD booklet, CD, email, face to face meetings, training	Prior to strategy planning. During preparation of project/programme design.	Good advocator of PRA methods/tools need to include PAPD in the methods they use.

Clients to communicate with:	Characteristics of Client	Communication Media	Timing	Intended result
Bangladesh Agricultural Research Council	Research organisation. Interested in research efficiency and effectiveness	PAPD booklet, CD, email		Informing about the research. Awareness of the need to include clients, or resource users views in planning and implementation of NR research
BCAS (Bangladesh Centre for Advanced Studies)	Independent, non-profit policy and research organisation. Focus on people-centred sustainable development. Policy advocacy. Promoting peoples participation.	Web, PAPD booklet, CD, email		Familiar with PRA tools – introduce to concept of participatory processes for community development
BRAC (Bangladesh Rural Advancement Committee)	National NGO. Works in fisheries, health, education	Web, PAPD booklet, CD, email		Familiar with PRA tools – introduce to concept of participatory processes for community development
Banchte Shekha (BS)	National NGO. Partner in CBFM2, potential trainer and promoter of PAPD. Focus on women and children	Web, PAPD booklet, CD, email	Prior to strategy planning. During preparation of project/programme design.	Wider use of PAPD. Share experiences with PAPD. Training provider?
CARE-Bangladesh	International NGO. Wide experience in community planning methods – advocator of participation	Web, PAPD booklet, CD, email, face to face meetings	During strategy development/project and programme planning	Use of PAPD in CB programmes
CARITAS	National NGO, partner in CBFM2. focus on education, health, fisheries and integrated community development	Electronic, Video clips, Hard copy	Prior to strategy planning. During preparation of project/programme design.	Familiar with PRA tools – introduce to concept of participatory processes for community development
Coastal Fisherfolk Community Network (COFCON)	Network organisation, capacity building of NGOs. Disseminate information.	Hardcopy, Website, Newsletter, E-mail, Video CD	Regular updates	Interested in training package. Good route for spreading information – distributor of PAPD info?
CRED (Centre for Rural and Environment Development)	Local non-profit, voluntary organisation. Adult literacy, fisheries, women.	Web, PAPD booklet, CD, email		Familiar with PRA tools – introduce to concept of participatory processes for community development
ITDG (Intermediate Technology)	International NGO, good relations with many organisations.	Web, PAPD booklet, CD, email, face to	Prior to strategy development/project and programme	Training support in PAPD and M&E of PAPD method

Clients to communicate with:	Characteristics of Client	Communication Media	Timing	Intended result
Development Group), Bangladesh	Policy advocacy.	face meetings	planning	
IUCN-Bangladesh	International NGO. High level policy advocacy, international organisation with good reputation	Web, PAPD booklet, CD, email, face to face meetings	Provide information on PAPD experiences for IUCN events. Identify when/where involved in policy dialogue	An advocator of PAPD.
Nature Conservation Movement (NACOM)	National NGO. Conservation. Interested in innovative and proactive approaches towards eco-development	Web, PAPD booklet, CD, email		PAPD as an innovative method
NABOLOK	Local NGO	Web, PAPD booklet, CD, email		Make aware of participatory tools/methods
PROSHIKA	Large NGO. Many community based activities. Wide appreciation of participatory tools and client needs	Web, PAPD booklet, CD, email, training	Prior to strategy planning. During preparation of project/programme design.	Potential training organisation for PAPD?
The World Bank	Donor of FFP. Very influential	Web, PAPD booklet, CD, email	Make information available prior to OPR/EoP	Raise awareness of PAPD, especially resource pack and training. Also costs and benefits

Raising awareness about PAPD

Identifying the target organisations, or *meso* level decision makers for PAPD was a relatively straightforward process as CNRS is very familiar with organisations working in the natural resources sector and, or who have an interest in community based planning methods (Annex A-I).

The communication needs assessment identified two main activities for raising awareness. (i) the exposure visits to see PAPD in action in the field and (ii) the sensitisation workshops. The PAPD promotion brochure supports these activities (see Annex B-2 for distribution list of brochure (in English). Bangla version is in print).

As a result of these activities (distribution of brochure, one to one meetings, sensitisation workshop and exposure visits) the following has happened:

Table 2: PAPD Promotion Activities

Organisations	Type of promotion activity	Outcome
CARE-Bangladesh	Exposure visit/Sensitisation workshop 1	PLA method being used in CARE is similar to PAPD.
Department of Fisheries	Exposure visit / Sensitisation workshop 1	Discussed PAPD with Upazilla level fisheries officers after the exposure visit. PAPD used in donor supported projects. Wide awareness of PAPD in DoF.
Department of Fisheries (CBFM2)	Exposure visit	Positive experiences as being used in CBFM2. Wish to train all project staff in PAPD. CNRS gave two further presentations on PAPD to DoF staff.
Bangladesh Centre for Advanced Studies (BCAS)	Exposure visit	Conducted their own meetings about PAPD – one for middle level staff on methods of PAPD, (ii) field staff on importance of PAPD
ITDG Bangladesh	Exposure visit/Sensitisation Workshop 1	Adapting and modifying PAPD in R8103
Fisheries Division Bangladesh Agricultural Research Council	Sensitisation Workshop 1	Need to know more about the method. Possibilities for using PAPD need to be explored during planning of future programmes.
Fourth Fisheries Project, Department of Fisheries	Sensitisation Workshop 1	PAPD widely used in FFP (through 16 different NGOs working in open water management component of FFP across 57 different sites in the country)
Management of Aquatic Ecosystem through Community Husbandry (MACH)	Sensitisation Workshop 1	PAPD is being used in the project.
BRAC	Sensitisation Workshop 1	Need to know more about PAPD before they can use.
UNDP Coastal and Wetland Biodiversity project, Department of Environment	Sensitisation Workshop 1	
Centre for Advanced Research in Natural Resources and Management (CARINAM)	Sensitisation Workshop 1	Organisation is committed to democratic planning and implementation processes
IUCN Bangladesh	Sensitisation Workshop 1	
PROSHIKA	Sensitisation Workshop 1	
PDO-ICZM Program Development Office-Integrated Coastal Zone Management	Sensitisation workshop 1 & 2	Requested PAPD training. PAPD is a being used as the main method for developing District Development Plans for Integrated coastal zone management
WARPO	Sensitisation workshop 1 & 2	Requested a half-day workshop for more detail about PAPD The National Water Development Plan identifies that there should be community participation in micro-level planning. After the sensitisation meeting a senior official is convinced that PAPD could be a method to help them implement this part of the plan.
BWDB –IPSWAM	Sensitisation workshop 2	Requested PAPD training and are interested in providing PAPD training (through project training unit)
DAE	Sensitisation workshop 2	
Department of Livestock Services	Sensitisation	

Organisations	Type of promotion activity	Outcome
	workshop 2	
Department of Women's Affairs	Sensitisation workshop 2	
Voluntary Service Overseas	PAPD training	Article on PAPD in newsletter.
Action Aid	brochure	Sent participant on PAPD training

The sensitisation workshops aimed to provide an overview to what is PAPD and the potential benefits of running a PAPD. They proved successful in raising awareness about PAPD. The exposure visits were less successful for *meso* level decision makers, who frequently were unable to attend a PAPD due to timing. At the request of stakeholders only one exposure visit was carried out and the planned second visit was replaced with a sensitisation workshop.

Two sensitisation workshops were held:

1. Venue: IUCN Conference Room, 29th March 2003, 3-6 pm, 23 participants
2. ICZM-PDO Offices, Dhaka, 27th January 2004,

See Annex A-I for details of participants and sections 3.1.4 and 4.1.3 in Annex A for method and results from sensitisation workshops and exposure visits.

The PAPD Brochure

The PAPD brochure was developed during a six month long process of development, testing and review. More than seven drafts were produced through a process of testing and consultation with stakeholders. The PAPD brochure is a summary of what is PAPD and what are the potential benefits of using the method. The brochure was developed in English and was intended for wide circulation to an international audience, as well as in Bangladesh. Annex B-II details the process of developing the brochure and contains a full distribution list.

Approximately 2000 copies (in English) of the brochure have been distributed to around 58 relevant organisations including Universities, international donor organisations, local and international NGOs, research organisations and private companies. Lessons learnt from this process include:

- Use one desktop publishing package to save time in transferring data between different programmes.
- Select photographs carefully and if possible, plan and take them especially for the leaflet (e.g. don't always rely on a database). Ensure photographs are good quality.
- Ensure respondents of the pre-test answer all questions, including the qualitative ones. It is more important to get a few good responses than many half completed questionnaires.
- The respondents should complete their own questionnaires, especially the tick box section.
- Don't underestimate the time taken to pre-test.

A follow-up on the spread and impact of the brochure has been carried out. What has tended to happen is that brochures are given to individuals and the information in them goes no further.

The brochure served the purpose of raising awareness about PAPD, though the impact of the brochure on uptake of PAPD is unknown. The use of a number of media to promote a product is likely to have more impact than one media alone. In the case of PAPD, exposure visits and sensitisation workshops were held to support and further explain the information in the brochure.

CNRS and the World Fish Centre are the main advocators and users of PAPD and both organisations have shared their experiences with PAPD through various fora. The PAPD training reports (Annex B – IV) provide details of results from a PAPD. As yet there has been no documented case studies of good practice with PAPD, as no cost benefit analysis or impact assessments have been completed. At the time of writing this report NRSP has commissioned a review of the effectiveness of the PAPD method (PD131). The PAPD brochure is available on the ITAD website, though it is recognised it should ideally be linked to other more accessible and used websites (e.g livelihoods.org; mande.co.uk; streaminitiative.org).

The sensitisation workshops were well received for introducing PAPD and explaining the benefits and costs. It was a good forum for attracting *meso* level decision makers who tend to be very busy and not willing, or able to spend significant amounts of time in workshops. The main concerns about the workshops were that time did not allow for an in-depth discussion on the benefits or potential impact of PAPD. There is a need to hold further follow-up workshops or meetings once more detailed analysis is available on benefits and costs and potential impact of PAPD across different NR systems. There is also a need for a national (possibly international) workshop that brings together different organisations experiences with community based planning methods.

There is a need to produce a range of media with different communications objectives. It is relatively easy to raise awareness about PAPD (through the brochure) but there have been very few enquiries about PAPD from this media. It serves to provide supporting material at the sensitisation meetings and PAPD trainings and is easily distributed.

Web site

A two page website about PAPD is on the ITAD website (www.itad.com). Once the resources pack is finished it will be made available on this website, or through the ICZM website.

PAPD Resource Pack

The PAPD Resource Pack is the main output from the research. It is a guide for PAPD facilitators. PAPD facilitators are envisaged as those people that will take the community through a PAPD. The Resource Pack was initially intended as a stand-alone training guide for people who wanted to (i) know more about PAPD and (ii) wanted to self-learn how to conduct a PAPD. It comprises a stand-alone guide to facilitating a PAPD, a set of video clips that illustrate different steps in doing a PAPD and some practical examples of doing a PAPD and the anticipated results.

The Resource Pack has taken considerably longer to produce than anticipated at the start of the research. The main reasons for this include: (i) language and translation between English and Bangla, especially during review; (ii) the lengthy process of testing and revising (iii) following the first test the focus of the Resource Pack changed. It was initially to be a training guide and video, now the intention is to produce a Facilitator's Guide with supporting video material for different sections in the guide.

The Resources Pack is intended as a stand-alone pack, comprising a guide which takes readers through a step-by-step process for actually doing a PAPD and a set of supporting video clips which shows important parts of a PAPD in a real situation. Testing indicates that the Pack could be used on its own, providing 2-3 days orientation are given by skilled facilitators, however, those familiar with community based planning methods may find it possible to use the Pack with no guidance at all, though this needs further testing and monitoring.

The video

A full 20 minute long video has been produced about PAPD. During the needs assessment this was not mentioned as a necessary output, but rather supporting material for the PAPD training package and hence the reason for developing the training package in to a resource pack. The video was intended as a visual tool to support the text in the Resources Guide. The video was tested with a number of people (ref section 4.2.1 in Annex A) and it was realised that:

1. The video was too long and too general
2. There was not enough substance for each stage of the PAPD method to allow people to learn from it
3. The video contained too much background information, which made it appear like a documentary rather than training material
4. The video should have been a 'staged' PAPD, rather than a real 'live' PAPD. This would have allowed the production team to re-take different parts of the PAPD method and ensure the pictures were taken for the script, rather than trying to fit the script to the video material

PAPD Training

Since the start of the research project 18 trainees representing 14 organisations have been taken through the PAPD training (see Annex A-III for list of trainees). Follow-up six months after the training indicates that the training was useful, but only those trainees who are involved with projects that have the funding for PAPD have actually implemented a PAPD (see table 2 below and section 4.4.2 in Annex A for more detail).

The research tested two methods of training people in PAPD. The first was providing hands-on experience of PAPD through attending a real 'live' PAPD (see research activities below), the second was through giving participants a copy of the manual, providing a video and a short training in a class-room situation.

The first training comprised a day's orientation, followed by eight days' 'observing' a PAPD. Nine trainees representing eight organisations participated in the training (see

annex A-I). Participants were invited to the training based on their organisations potential to use PAPD and the current skills and training of the participants. As a result of this first test, valuable lessons were learnt about whether or not its possible for people to pick-up the PAPD process through observing a skilled facilitator running a live PAPD.

Conclusions are that:

1. A prior knowledge of participatory tools and methods is essential
2. Skills in facilitation, especially with different community groups is essential
3. Facilitators must have experience of working in communities and especially in the natural resources sector
4. Facilitators need to understand the NR context and benefits and costs to community members of being part of the PAPD

Both training methods can be used, but participants' preference was for the training programme that focused on giving hands-on practical experience of a PAPD. Those trainees who only attended the classroom sessions and received the training material felt they were not adequately skilled to go out and perform a PAPD.

Table 3: First PAPD trainees – impact of PAPD training after 6 months

Organisation	Impact from training	Future use of PAPD in the organisation
Scientific Officer in DOF	Shared knowledge with other colleagues, but nobody outside the organisation	Hope to use PAPD in new project sites
Technical Officer, DOF	Requires more facilitation skills	Intend to use PAPD in new projects
Research Associative, ITDG	Shared knowledge with other colleagues and Unnayan Sangha and MAEP (Danida)	Using PAPD in two Char communities.
Field Officer, Nature Conservation Management (NACOM)	Discussed various aspects of training with colleagues, especially the process of community consultation	Using PAPD in most NRM project, but plans to improve its use of the method
Education Coordinator, Action Aid Bangladesh	Arranged a meeting with colleagues to discuss PAPD, but not enough time to share with senior management staff	Practicing PAPD. Similarities with REFLECT.
Programme Officer, Coastal Fisherfolk Community Network (COFCON)	Shared information with partners NGOs. Encouraged ICZM to learn about PAPD	As a networking NGO, it promotes PAPD to partner organisations – one is ICZM, who has recently included PAPD in its policy.
Social Assistant Manager, Social Development Foundation	Shared information with <i>Unnayn Sangha</i> , <i>Jamalpur</i> and ITDG, Bangladesh	Working with ITDG Bangladesh and using PAPD in Chars NRSP project
VSO, Bangladesh	Shared information with other volunteers in VSO and wrote article about PAPD in VSO newsletter	Volunteers work for NGOs and would like to receive training in PAPD.

Links to training organisations

CNRS is not a training organisation, though they have a number of skilled PAPD facilitators. CNRS has contact with a number of training organisations and relevant institutions (e.g. PRA Promoters Society), who could be in a position to provide training in PAPD. One of the external reviewers is linked to PMTC, which could provide the credibility to develop PAPD into a recognised training programme with quality assurance.

Monitoring experiences and development of PAPD

The research produced a monitoring and evaluation plan to track the promotion of PAPD and to attempt to monitor experiences with PAPD (Annex A-VII). CNRS have maintained lists of all materials distributed, listings of PAPD in the mass media, number of people being trained in PAPD and who is using PAPD. There is also a process in place to follow-up with trainees 6-9 months after attending training. Any enquiries and the route of enquiry are also documented by CNRS. Any feedback received on the Resources Pack and PAPD training (either informally, or formally through the trainee follow-up questionnaire) will be incorporated into further development of PAPD.

This process is very important for tracking changes to PAPD and for retaining interest amongst those organisations that use the method. Although important, is also very time consuming and since the research has finished all these costs are being born by CNRS. The resources packs produced through research funding are available free of charge to past and current PAPD trainees and their organisations. For issues of sustainability CNRS must consider charging for the pack in the future. There is sufficient interest to warrant this.

Quality assurance of the training and recognition

The issue of a developing a quality assured or accredited course was discussed at various points during the research. PAPD trainees also raised this issue. During the project's MTR, issues around how to sell and market the PAPD Resources Pack and PAPD training were also raised. At present the only way of assessing the quality of facilitators is to assess the PAPD report (a report that should be produced at the end of a PAPD planning process). PAPD trainees completed daily evaluations and an end of training evaluation. Producing a quality assured training programme for PAPD moves the training to another level and it may be more relevant to think about a training course in 'Participatory Planning Methods' which provides trainees with a number of options for community, district or regional planning for interventions that affect NR management.

An external reviewer of the resources pack is enthused by PAPD and has links to a local training organisation, PMTC. CNRS is investigating the potential of this training organisation to provide continuous training in PAPD. Most recently IPSWAM, which has its own training unit, is interested in gaining the skills in PAPD, which would enable them to run their own training course.

CNRS is considering how to market PAPD, especially whether in future a cost should be put on the PAPD Resources Pack and the training.

5 Research Activities

The research activities focused on the following:

- A rapid survey on knowledge and attitudes towards participatory planning methods
- A review of audience profiles and needs from PAPD communications media
- Testing a training package for PAPD
- Production of training and facilitators' resource materials for PAPD
- Develop a monitoring and evaluation process for PAPD that allows for experiences and learning around PAPD to feed into a system to further develop and promote PAPD.

Knowledge and attitudes towards participatory planning methods and audience needs from communications media on PAPD.

This research project was about communicating and identifying communications products to meet users' requirements and therefore required some prior knowledge of peoples' attitudes towards community based planning methods. There was a need to find out exactly what the demand was for the research product and who is the likely audience in Bangladesh. The research team already had good prior knowledge of the type of organisations who are likely to use PAPD and the people within those organisations to target with PAPD. There was also a need to understand and identify exactly how people would like to receive information about PAPD.

A checklist was developed (Annex A-I) to gain information on (i) current knowledge and use of PAPD and other community based planning methods and (ii) preferred media for raising awareness about PAPD and for receiving more information on PAPD. There was a need to understand how institutions function, especially regarding their approaches and procedures towards participatory and community based planning approaches, to enable the research to identify suitable communications media and the type of organisations to target with the products,

Selection criteria for organisations to interview

Organisations for interview were selected according to the following criteria (Annex A, section 3.1.1).

1. Type of Organization: NGO (National and local), Government agencies, International agencies, Academic institutions, Project, Donor, Networking Body, Research Institution and Consulting firm.
2. Field of interest: Wetland management, Natural resource management, and environmental development.
3. Vision of the organization: Improvement of livelihood of poor.
4. Implementation strategy of the organization: Community based management, people's participation.

To achieve Output 1 (*meso* level decision makers are aware of participatory planning processes for managing common pool resources), most activities target (i) analysing the current situation and (ii) organizing relevant *fora* to address some of the issues identified in (i). Specific activities under this output are:

1. A rapid survey to investigate the *skills* and *activities* of other organizations in participatory planning processes
2. Rapid survey to examine the *attitudes* and *knowledge* of a target group of meso level stakeholders towards community planning processes
3. Organizing (where appropriate) sensitisation workshops
4. Conducting (if relevant) exposure visits for meso level decision makers

The survey

A desk study was carried out to identify key organisations (local , national, public, private, NGO, etc) in Bangladesh that are involved in any activities working with communities and natural resources . The aim of the study was to:

- Identify key organisations involved with community based planning and methodologies
- Provide a list of target organisations for direct mailing/events around PAPD
- Provide a list of organisations we can track for uptake or interest show in PAPD

Sensitisations Workshops and Exposure visits

The communications needs assessment identified that sensitisation workshops and exposure visits were welcomed activities for knowing more about PAPD. The sensitisation workshops proved to be particularly successful. Two sensitisation workshops were held and each took the following format:

- Two hours duration – this ensured that attendance was high as people were willing to leave their offices for a couple of hours
- A short presentation highlighting the development, costs and benefits of PAPD
- A short handout and colour brochure about PAPD
- Question and answer session

The first exposure visit, to a ‘live’ PAPD took place in March 2003. Seven people were invited to observe a PAPD over two days. Unfortunately only four people were able to make the visit in the end. After this exposure visit, the research team decided that this was not the most effective means for promoting PAPD because (i) a good overview to PAPD cannot be given during a one-day visit (ii) the people within organisations who can effectively promote and institutionalise a method such as PAPD cannot spare the time for such visits and (iii) it can be a costly exercise for little return (compared to holding a 2-hour sensitisation workshop).

PAPD booklet production

The need for a PAPD promotion booklet was identified in PD114, during the needs assessment and a need identified by CNRS as a quick and simple means for providing people with basic information about PAPD.

The booklet production was the first communications activity. It involved producing a first draft, which was then circulated to a number of people in CNRS. A further revision was produced. A colour copy was then circulated to 20 reviewers, along with a simple questionnaire (see Annex B-II). This led to 6 further drafts (section 3.1.3 Annex A). The distribution of the booklet was planned to reach around 150 organisations and around 2000 booklets were distributed (Annex B-II). The first production was in English. A Bangla version will be produced in June 2004.

Process of producing PAPD Resource Pack

The process of producing the PAPD facilitator's guide has involved stakeholder consultation including reviews by professional trainers, a communications specialist and people experienced in facilitating PAPD. The resources pack comprises a Facilitator's Guide and a set of video clips. The first draft of the PAPD Facilitators' Guide was initially based on the manual produced by R7562 (in English). This was revised according to changes in the method that CNRS have introduced. The first draft was only available in Bangla and was used during the first test of the PAPD training. Comments on this first draft were sought from trainees and a follow-up was conducted on the same trainees six months later. A second draft of the resources pack was produced (in Bangla) using this feedback and that received from the second training.

Four trainers and three CNRS staff critically reviewed the revised PAPD Facilitator's Guide and video during a 3-day retreat. This was an important part of the process as it brought together experience users of PAPD (from CNRS), external professional trainers and an artist and the video producer. During the retreat a revised Facilitator's Guide was produced in Bangla. This draft was then translated into English to allow for an initial review of the content and format by a professional adult trainer and communications specialist. The English draft version is presented in Annex B-III and reviewer's comments are presented in Annex A-IV. Since the first submission of the FTR a revised English version of the PAPD Facilitator's Guide has been produced. The process for this revision may appear tedious, but there are valid reasons for translating the document twice. Following the review of the second draft it was felt that substantial changes were needed to the format of the Facilitator's Guide. CNRS were more comfortable producing the final version of the Guide in Bangla and once this was approved and agreed on, then doing a final translation into English. This ensures that the two versions, though in different languages are more or less the same.

The video - Method

Originally the research team were going to hire a professional cameraperson and editor to produce supporting video material for the Resources Pack. FemCom (a Dhaka based company) was consulted but it was decided that their skills lay more in producing films and theatre rather than material for training purposes.

Once of the staff in CNRS is a fully trained cameraman. As CNRS wishes to build its capacity in in-house media skills, the NGO purchased a good quality broadcast digital camera and this was hired by the research project. To build up skills a professional cameraman was hired to support the CNRS person.

The first video was taken during the first 'live' PAPD held by the research project (March 2003). This, however, proved to be problematic as it caused some disruption, especially when the cameraman wanted to re-take a session, or needed to adjust the light or sound for the video. Trainees and community members commented on these disruptions. This also meant the video material was not planned as well as it should have been and the filming had to take place alongside the training. In future, it would be better to stage a false PAPD just for the purposes of producing video material, though this would cost more in time and resources. When it came to editing the video, there was a vast amount of material that for some sessions was too short and for others it was too long.

The process involved skilled PAPD facilitators producing a draft script that highlights different stages in the PAPD process. During the live PAPD a hired professional cameraman filmed each stage. The video material (vast quantities) was then edited at a professional editing house in Dhaka. This again took a long time and the pictures were selected to match the video script (rather than the pictures being taken for the script). Professionals were hired to provide voice-overs. The video is in Bangla and the script is presented in Annex A-IV.

The PAPD training

PAPD trainees received a day-long introduction classroom session to PAPD. This introduction session took them through the concepts and basic steps of PAPD. This was then followed by training sessions running concurrently with a real PAPD. During the actual PAPD, participants followed the PAPD Facilitators' Guide and 'observed' the PAPD being facilitated by a professional facilitator. Trainees could ask questions and at regular intervals short discussions were held between the facilitator and the trainees (for example when community members were involved in group work). All the training materials were in Bangla. At the end of everyday trainees had their own evaluations and re-cap sessions. There are points in the PAPD process where the facilitator summarises PAPD participants' group work and trainees were actively involved in this process. Full reports on the PAPDs are given in Annex B – IV.

The first PAPD training for trainee facilitators was held in March 2003 at CNRS Field Station Kalihaty, Tangail. There were 9 trainees representing 8 organisations. After this training, there was an evaluation by trainees and these results were incorporated into a revised PAPD resources pack. These trainees were also involved in a full testing of the video.

A second training was held in CNRS Field Station Kalihaty, Tangail with 9 participants from 7 organisations.

6 Environmental assessment

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

The research has not resulted in any positive or negative environmental impact to the knowledge of the researchers.

7 Contribution of Outputs

This research project intended to promote a method, Participatory Action Plan Development, to organisations in Bangladesh with a mandate for managing natural resources and who are involved with community development. The ultimate objective was to get these organisations to institutionalise the method within their training programmes and project and programme planning.

PAPD is a planning process for bringing different stakeholders to consensus on how they manage common pool resources. It specifically targets the poor and 'voiceless' through an inclusive process of consultation. The end product is an action plan, which has been agreed on by the different stakeholder groups. As with all process methods its success ultimately depends on the skill and qualities of the facilitators. NRSP's LWI output 2 seeks to develop and promote improved resource-use strategies in floodplain production systems. PAPD is one method that facilitates communities to improve the way they manage their common pool resources. Although the method was initially developed and tested in the floodplains, it has since been used in a range of NR systems.

This research has further developed PAPD and promoted it to relevant uptake pathways. A highlight is the adoption of PAPD by WARPO, for developing District Development Plans for the management of coastal resources. ICZM has offered to host information on PAPD on its website. PAPD is also being used extensively in the Community Based Fisheries Management Project (CBFM 2). Most recently IPSWAM have requested training in PAPD and their training unit is very interested in promoting the PAPD Resource Pack. As yet, most of the organisations using PAPD (see Table 1) are donor supported projects within Ministries, or national or international NGOs. Although Government Departments (for example the Department of Fisheries) have been exposed to PAPD and are using it through projects (for example, CBFM2), there is little evidence to indicate uptake within the daily activities and planning of Government Departments. Reasons for this include the potentially high costs of running a PAPD and the need for well trained facilitators (at least two per PAPD).

The following details the OVIs at purpose level with an assessment of achievement:

- *OVI.1. By the end of the project, key decision makers at meso level in at least two organisations in Bangladesh realign their approaches to participatory planning and test PAPD in their programmes*

Many organisations would say they are using participatory planning as a tool for community development. The level of participation, or consultation is however the critical element and especially the process used to ensure wide stakeholder involvement in decision making. PAPD is a complex and long process. It requires that facilitators have a very good understanding of the context; that they have good relations with the local

community, which takes months, if not years. The actual PAPD takes 7-10 days, but the pre and post PAPD activities take years. It is therefore difficult to scale-up and institutionalise a method in a research project of 12 months. CNRS already has more than 8 years experience of developing PAPD and has instituted its use in a number of organisations. During this research the integrated Coastal Zone Management Project under WARPO decided to use PAPD for District Development Planning. Evidence is provided in Annex A-V, the draft policy document and a statement made at the PAPD Sensitisation Workshop, 27th January, 2004. However, it should be recognised that some decision makers in WARPO have had long-term exposure to PADP and have close working relations with CNRS.

It is likely that the decision to formalise the PAPD training into a structured course and to provide good quality support material (PAPD Resources Pack) has led to wider uptake and interest in PADP. The distribution system for the resources pack will be through CNRS and the deciding factor on long-term use and uptake with PAPD is likely to rest on CNRS's ability to respond to demand and provide necessary back-up support.

Full testing of the complete resources pack will take place after the research project ends as (i) the time taken to produce the pack, especially the testing was under estimated and (ii) time taken to produce and test the video clips was not appreciated.

The transaction costs of PAPD can be high. To date, most costs have been covered through donor supported projects, although the ICZM project under WARPO now intends to use PAPD in district level planning. It will be interesting to monitor this process and estimate costs. The research has provided estimates of costs of PAPD in a range of situations, but benefits still need to be estimated. Benefits from PAPD have only been evaluated through qualitative assessments at the end of the PAPD. The post-PAPD process and what has happened 6-12 months after the action plan has been approved have not been fully documented, though what is likely to be more important is whether PAPD has achieved its aim of building social capital. Sultana and Thompson (2003) have attempted to estimate changes in social capital as a result of PAPD.

- *OVI 2. At least one national NGO is using PAPD process in at least one community development project by the end of 2004.*

Currently CNRS, a national NGO, is using PAPD in the majority of its development projects. Around 25-30 field staff are trained in PAPD. ITDG-Bangladesh has field staff trained in PAPD and is currently using the method in a research project R8103 .

CBFM2 and MACH are donor supported projects (DFID and USAID respectively) and both work through a team of local organisations. At these projects use PAPD, so the local organisations have been exposed to it and trained in PAPD. Under CBFM2 these include BRAC, PROSHIKA, CARITAS and Banchte Shekha.

Through the research there have been two full trainings of PAPD covering 18 participants. Follow-up from the first group of trainees revealed that they have shared information from the training with others in their organisations, but actual uptake within the organisation has been limited either due to (i) cost of PAPD (e.g. transport, accommodation, refreshments) (ii) at least two facilitators are needed, but so far most organisations have only sent one facilitator to PAPD training (partly due to limited space on the training) and related to this trainees feeling they need more support in running a

PAPD (iv) planning within the organisation may not provide for PAPD, for example, a PAPD is not included in project plans at the start of the financial year and therefore funds may not be available. A guideline to the costs of carrying out a PAPD is provided in the PAPD Facilitators' Guide. The cost varies considerably depending on the venue, number of participants, type of materials used, whether or not subsistence or 'in-kind' payments should be made to participants and other officials.

- *OVI.3. At least one Government project is using PAPD in at least one of its programmes by the end of 2004.*

Fourth Fisheries Project is a government project, based within the DoF and supported with funding from DFID and the World Bank. Although PAPD is demonstrated as an effective method for including wide stakeholder involvement in the management of common pool resources, getting to the point of actually seeing it included in a Government Institutions strategy is difficult in such a short time period. The awareness has been raised and CNRS's relationship with influential persons in DoF indicates that PAPD will become a widely used method in the near future. Some staff from DoF who are working in FFP and CBFM2 have been involved in developing PAPD and have attended exposure visits and sensitisation workshops. Personal visits by the research team to staff in DOF indicate their strong interest in using community based planning methods, however, the high costs of carrying out a PAPD are seen as a constraint.

- *OVI.4. At least one organisation in another country in South or South East Asia has tested and verified the PAPD training process by the end of 2004.*

Scaling up the method to other organisations outside Bangladesh is unlikely to be achieved before the end of 2004. Initially the research team were going to work with World Fish Centre, Dhaka on promoting PAPD in Vietnam or Cambodia, however, due to staff movements this has not been achieved, though independently World Fish have used PAPD in Vietnam (see Sultana and Thompson, 2003). The slow progress with developing the Resource Pack, especially translation into English has limited its use outside Bangladesh. To test and develop the method in other South East Asian countries would require more resources and especially translation into local languages. An oversight in planning the research project is the assumption that an English version of the Resource Pack is transferable to other countries. The method is very much field based and it is likely that the capacity of fieldworkers in the English language would limit the use of the Resource Pack. There were limited resources available in the research to fully fund the testing and development of the Pack outside Bangladesh.

Further promotion

The research planned to hold a stakeholder workshop on PAPD, however, during the research and following the communication needs assessment it has become apparent that such an event is unlikely to do more than raise awareness about PAPD to those already familiar with PAPD. What may be more relevant is to hold a broader workshop, with different organisations presenting their experiences with community based planning methods and specifically concentrating on the impact of these methods.

There has been a broad interest from a wide range of organisations, in PAPD. Reasons for this include it being a step-by-step process, using different participatory tools and methods, to bring stakeholders to consensus on problems and issues that affect them. It is a pro-poor method and attempts to include all stakeholders. Regarding the promotion of PAPD, there is a need to widely promote the Resources Pack once it is completed. CNRS will be the home of PAPD and has the resources and capacity to widely distribute the first version of the Pack. As yet, there is no consideration for costing future versions of the Pack.

CNRS has been the main driver behind PAPD since it was first developed in 1997. They have continued to develop the method and have used it in a wide range of natural resource environments from coastal and floodplains through to livestock and forest systems. CNRS has good working relations with many organisations in Bangladesh, both Government and NGO and International organisations and donors. It is committed to the development of PAPD and will continue to promote and use it at the end of this research. The research was a catalyst in promoting PAPD and developing the Resources Pack.

8 Publications and other communication materials

8.1 Newsletter articles

Article in CBFM2 Newsletter

8.2 Extension leaflets, brochures, policy briefs and posters

PAPD full colour brochure in English and Bangla.

Poster at National Fish Fair

PAPD mentioned in policy brief for developing District Development Plan, WARPO]

8.3 Manuals and guidelines

PAPD Resource Pack – PAPD Facilitators’ Guide and Supporting video clips (Bangla and English versions)

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

7 reports in National Newspapers

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

www.itad.com and CNRS website by the end of 2004

9 References cited in the report, sections 1-7

Sultana, P. and P.Thompson. 2003. Methods of Consensus Building for Community Based Fisheries Management in Bangladesh and the Mekong Delta. CAPRI Working Paper No. 30. <http://www.capri.cgiar.org>.

10 Project logframe

Narrative summary	Objectively verifiable indicators	Means of verification	Important assumptions
Goal			
NRSP-LWI Output 2: 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 targeted areas</p> <p>By 2004, these new approaches incorporated into strategies for the management of floodplain resources, including common pool resources in one targeted 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			
The Pro-Poor process methodology, Participatory Action Plan Development (PAPD) for community planning and participation in the management of common pool resources scaled-up ² in national level organisations	<p>By end of project (Nov 2003) key decision makers at meso³ level in at least 2 organisations in Bangladesh realign their approaches to participatory planning and test PAPD in their programmes</p> <p>At least one national NGO is using PAPD process in at least one community development project by the end of 2004</p> <p>At least one Government project is using PAPD in at least one of its programmes by the end of 2004</p> <p>At least one organisation in another country in South or</p>	<p>NGO Annual Report</p> <p>NGO project reports</p> <p>NGO Project Report</p> <p>Government Project Report</p> <p>Training Evaluation Report</p>	Organisations maintain sufficient institutional capacity in PAPD

² In this context scaling-up refers to the inclusion of PAPD in an organisations strategy, with the intention to institutionalise the process providing evidence from micro-level use is approved at meso/macro level

³ meso level refers to middle-management and those people who can influence and communicate to macro level decision makers (may include policy makers, managers in development organisations, decision makers in donor institutions; local government heads)

	South East Asia has tested and verified PAPD training process by end of 2004		
Outputs			
1	<p>Key (meso) decision makers are aware of participatory planning processes for managing common pool resources</p> <p>In at least 5 target NGOs the NR programme senior managers/key decision makers attend at least 2 PAPD promotional activities by the end of the project.</p> <p>In at least 2 Government Departments senior policy makers attend at least 2 PAPD promotional activities by the end of the project.</p> <p>At least 3 key decision makers test PAPD in their organisation programmes by the end of the project</p> <p>At least 3 key meso-level decision-makers indicate their support for PAPD in influential fora</p>	<p>Activity report Participant/distribution list</p> <p>Activity report Participant/Distribution list</p> <p>PAPD planning report PAPD action plan</p> <p>Organisation newsletter Minutes of organisation meetings</p>	<p>The key decision makers attend briefings and promote PAPD</p> <p>The Government and organisations support pro-poor policies and community planning</p>
2	<p>Cases of PAPD good practice and experience with training for PAPD promoted internationally</p> <p>At least two organisations promote their experience with PAPD by end of 2003</p> <p>At least fifty copies of a PAPD 'good practice' booklet are distributed or available on-line by end of 2004</p>	<p>Media and distribution list Annual reports</p> <p>Good practice booklet</p>	
3	<p>Through interaction in the design and testing of PAPD training materials and the associated supporting structures, capacity of facilitators, from different organisations, to conduct a full PAPD developed</p> <p>By end of project PAPD training package produced and tested, and a relevant training course and supporting structures developed</p> <p>At least 10 facilitators from different organisations conduct a full PAPD by the end of 2003</p> <p>At least fifty organisation are aware of PAPD training and support by the end of 2003</p>	<p>Training materials</p> <p>Reports on evaluation of training materials and training course</p> <p>PAPD action plan</p> <p>Record of enquiries received by CNRS/ICLARM</p>	<p>PAPD experts can sustain the number of PAPD trainers</p> <p>PAPD experts are able to update the training resource pack and materials as the process develops</p>
4	<p>A mechanism for recording and evaluating institutional learning around the use of PAPD developed and</p> <p>By project month 10, at least one organisation identifies indicators to track the institutional learning from its use of PAPD</p>	<p>M&E guidelines PAPD monitoring reports</p> <p>Workshop proceedings</p>	<p>Organisations are committed to monitoring and sharing lessons about the PAPD process</p>

pilot tested.	By the end of project at least one organisation has evaluated its experience with PAPD		
Activities			
Meso level awareness raising of PAPD		Continuous	Timing of project depends on when the PAPDs take place and this is dependent on NGO activity and work plans.
1.1 Rapid survey to investigate the skills and activities of other organisations in participatory planning processes		Months 1-2	
1.2 Rapid survey to examine the attitudes and knowledge of a target group of meso level stakeholders towards community planning processes		Months 1-2	
1.3 Sensitisation workshops		Month 3	
1.4 Conduct exposure visits for meso level decision makers		Month 4-5	
Promotion of PAPD locally and internationally		Months 3-12	
2.1 Review of audience profiles and needs from PAPD communications media		Months 2-3	
2.2 Produce first draft of PAPD promotion booklet		Month 3	
2.3 Test booklet		Month 4	
2.4 Final draft for distribution		Month 5	
2.5 Prepare spot mailings giving updates of PAPD, current trainings, etc		quarterly	
2.6 Monitor distribution of promotion booklet			
2.7 Monitor other organisations use and promotion of PAPD			
2.8 Maintain close relations with WorldFish to monitor international use of PAPD			
2.9 Identify mechanisms for promoting PAPD internationally			
Training PAPD facilitators and producing and testing Trainers and Facilitators manuals		Months 2-12	FemCom make available the professional video of PAPD commissioned under CBFM2
3.1 Get professional PRA practitioners to review the tools and process in PAPD		Month 2-3	
3.2 revise current draft of PAPD training manual with key group of stakeholders with experience in PAPD		Months 3-4	
3.3 test drafts of trainers and facilitators manuals during CNRS/ICLARM PAPD training (two PAPDs maximum of 6 trainees/PAPD)		Months 5-7	
3.4 test draft trainers and facilitators manuals 'blind' with a maximum of three organisations with exposure to PAPD		Months 7-8	
3.5 Revise the manuals according to test results and self-monitoring and evaluation by trainees		Months 8-9	
3.6 Edit video material of PAPD provided by FemCom		Months 5-8	
3.7 Re-test training manual in a real PAPD with the community and also in a classroom situation using video clips and photographs		Month 9	
3.8 Fully tested training pack distributed to all PAPD practitioners		Months 11-12; on-going	

A mechanism for recording and evaluating institutional learning around the use of PAPD	Months 3-12	
4.1 Discuss M&E process for monitoring the development, promotion and dissemination of PAPD activities with PAPD facilitators involved in 3.1-3.7	Months 4-6	
4.2 With trainees and facilitators develop a self-monitoring and evaluation process; this will involve workshop sessions, testing the tools and analysis	Months 5-7	
4.3 Develop a mechanism for feeding the analysis back into the learning process of PAPD to evaluate peoples' experiences of PAPD	Months 4-8	
4.4 Plan and hold a lesson-sharing workshop for all those with experience of using PAPD	Months 11-12	
	Pre-condition	£40,000

11 Keywords

PAPD, Participatory Action Plan Development, Communication, Awareness, Knowledge and Attitudes, Bangladesh, Training, Resource Pack, Facilitator's Guide, Video Clips.