

***BIODIVERSITY AND NATURE  
CONSERVATION ASSOCIATION***

**BANCA Three Year Strategic Planning  
Workshop  
21-23 SEPTEMBER 2005**

**WORKSHOP DOCUMENTATION**

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# ***BANCA Strategic Planning Workshop***

**Udo City Farm 21-23 September 2005**

## Introduction

BANCA is a registered non governmental organisation in Myanmar formed in 2001. They have formed an active association with BirdLife International, in particular with the support of the BirdLife IndoChina programme and have applied to be the BirdLife International affiliate in Myanmar.

Following discussions between officials of BANCA, Birdlife and RSPB staff it was agreed that RSPB would assist BANCA through facilitation of a strategic planning workshop. This would lead to the development and adoption of a first strategic plan for BANCA, a step which has proved useful in a number of other Birdlife partner organisations. Three days was agreed as an optimum length of the workshop, allowing the first day to explore conservation issues in Myanmar more generally with a view to identifying the appropriate niche for BANCA. With this in mind, a number of invited experts from government and other NGOs attended this day so as to pass on their wisdom and experience. This left two days to then develop a detailed programme of actions for BANCA to seek to implement.

## Aims of the Workshop

- To develop a strategy for the activities of BANCA to both conserve Myanmar's biodiversity and establish itself as an effective and secure organisation
- To consider the implications of the strategy for the organisation's structure and management (if any)
- To agree next steps in finalising and operationalising the strategy, including its future monitoring and review

## Agenda of the Workshop

<u>Day 1</u>	
<ul style="list-style-type: none"> <li>• opening and introductions</li> <li>• agree aims and agenda</li> </ul>	⇒ Explain methods
<ul style="list-style-type: none"> <li>• background</li> </ul>	⇒ necessary information on BANCA and its activities and the context of the present workshop PRESENTATION ON CONSERVATION PRIORITIES AND THE MYANMAR CONSERVATION INVESTMENT STRATEGY
<ul style="list-style-type: none"> <li>• threats to Myanmar biodiversity</li> </ul>	⇒ analysis through working groups of key threats to and challenges for Myanmar's biodiversity
<ul style="list-style-type: none"> <li>• stakeholder analysis</li> </ul>	⇒ what are the key areas of work for the stakeholders with whom BANCA does and should work?
<ul style="list-style-type: none"> <li>• programme focus</li> </ul>	⇒ consideration of <ul style="list-style-type: none"> <li>• orientation: <i>what is BANCA's field of interest or area of concern?</i></li> <li>• niche: <i>what should BANCA be trying to achieve? What is their niche in the context of current conservation in Myanmar.</i></li> </ul>
<u>Day 2</u>	
<ul style="list-style-type: none"> <li>• progress review and situation analysis</li> </ul>	⇒ review of recent progress and analysis of present situation for BANCA and for its conservation agenda <ul style="list-style-type: none"> <li>• positive (achievements-strengths)</li> <li>• negative (setbacks-weaknesses-problems)</li> <li>• opportunities (external factors which could benefit BANCA and its mission)</li> <li>• threats (external factors which may threaten BANCA and its mission)</li> <li>• so what (potential-implications-recommendations)</li> </ul>
<ul style="list-style-type: none"> <li>• BirdLife International</li> </ul>	⇒ Review of BirdLife criteria and current status of BANCA in relation to them
<ul style="list-style-type: none"> <li>• BANCA mission and strategic purpose</li> </ul>	• Review of mission and setting of strategic objectives
<ul style="list-style-type: none"> <li>• programme design</li> </ul>	<ul style="list-style-type: none"> <li>• agree planning constraints</li> <li>• planning period</li> <li>• budget ceiling</li> <li>• review overall objectives</li> <li>• agree programme purpose for this plan (3-5 years?)</li> <li>• results -agree key work areas and formulate</li> </ul>
<u>Day 3</u>	
<ul style="list-style-type: none"> <li>• programme design</li> </ul>	<ul style="list-style-type: none"> <li>• agree key activities to achieve results [WORKING GROUPS: DISCUSSION →CARD PRESENTATIONS]</li> <li>• identify important assumptions concerning external factors [GUIDED DISCUSSION →CARDS]</li> </ul> ⇒ Identify indicators/milestones to gauge success

<ul style="list-style-type: none"> <li>organization and management</li> </ul>	⇒ consideration of implications of strategy review for BANCA organization and management fundraising considerations and opportunities additional requirements. How to develop a workplan
<ul style="list-style-type: none"> <li>next steps</li> </ul>	⇒ identification of priority actions as follow-up to the workshop and allocation of responsibility and deadlines for them
<ul style="list-style-type: none"> <li>wrap-up</li> </ul>	AOB and evaluation

## Participants

U Tun Nyo*	Director, Nature and Wildlife Conservation Division, Forest Dept.
U Ohn*	Secretary, FREDA
U Sai Than Mg*	Head of Branch, Natural Resources Conservation Department
U Nay Myo Zaw*	CARE Myanmar
U Kyaw Thin Latt*	RS and GIS analyst, Wildlife Conservation Society
U Tin Than*	Senior Programme Officer, WWF Thailand
U Ko Ko Zaw*	Myanmar Floriculturist Association
U Thet Zaw Naing*	Secretary, Myanmar Bird and Nature Society (MBNS)
Daw Phyu Phyu Win*	Small Grants Assistant, British Council
U Win Myo Thu*	Managing Partner, ECODEV Group
Daw Thandar Kyi*	Administrative Officer, Smithsonian National Zoological Park
Daw Than Than Aye	Range Officer, Nature and Wildlife Conservation Division
Daw Su Su	Lecturer, Zoology Dept., University of Yangon
U Uga	Chairman, BANCA
U Aye Myint	Executive Committee, BANCA
Dr Htin Hla	Joint Secretary, BANCA
Daw Khin Ma Ma Thwin	Secretary, BANCA
Daw Khin Min Min Thwin	Administrative Assistant, BANCA
U Myint Aung	Mammologist, BANCA
U Aung Kyaw Nyunt	Community Development, BANCA

(\* present for Day 1 only)

Also present:

Ms Cristi Nozawa	Partner Development Officer, BirdLife Asia Partnership
Mr Paul Buckley	Head of Country Programmes, International Division, RSPB, UK
Mr Ian Barber	Country Programmes Officer, International Division, RSPB, UK
Dr Paul Donald	Senior Researcher, International Research Team, RSPB, UK

## ACRONYMS

BANCA	Biodiversity and Nature Conservation Association
BBWF	British Birdwatching Fair
CBD	Convention on Biological Diversity
CBNC	Community Based Nature Conservation
EBA	Endemic Bird Area
EIA	Environmental Impact Assessment
FREDA	Forest Resources, Environment and Development Association
IBA	Important Bird Area
IDP	Internally Displaced People
INGO	International Non-governmental Organisation
MBNS	Myanmar Bird and Nature Society
NP	National Park
NWCD	Nature and Wildlife Conservation Division (Ministry of Forestry)
PAS	Protected Area System
PRCF	People, Resources and Conservation Foundation
RSPB	Royal Society for the Protection of Birds
SSG	Site Support Group
UNDP	United Nations Development Programme
USDA	United States Department of Agriculture
WPA	World Pheasant Association
WS	Wildlife Sanctuary

## **Review of proceedings and workshop outputs**

### **21/9/05 Day 1**

The first day focused on identifying threats and issues facing the conservation community in Myanmar with a view to analysing the niche of BANCA in its contribution to achieving biodiversity conservation.

After introductions from all participants (including short presentations about RSPB ([www.rspb.org.uk](http://www.rspb.org.uk)) and BirdLife ([www.birdlife.org](http://www.birdlife.org)), the workshop started with a presentation by U Uga (BANCA) summarising Myanmar's importance for wildlife. With more forest cover than elsewhere in SE Asia, Myanmar supports 300 species of mammal, 350 of reptiles, 1000 of birds and 7000 species of plants. Some areas remain unexplored, so these totals may be considerably higher. Poaching, illegal trade, deforestation, lack of resources, lack of land use planning are all threats to this biodiversity. Illegal trade in endangered species with China, India and Thailand is a serious problem. The Ministry of Forestry has the mandate for biodiversity issues in Myanmar, and so is a key contact for BANCA.

## Natural habitats and biodiversity in Myanmar

The group then listed the main natural habitats in Myanmar, which are (running approximately north to south):

### Box 1 Major habitat types of Myanmar

- Montane evergreen forest
- Montane grassland
- Mixed deciduous forest
- Coniferous forest
- Tropical evergreen
- Wetlands
- River systems
- Dry forest
- Dry dipterocarp
- Mangroves
- Coastal habitats
- Salt marshes
- Sea grass
- Marine habitats
- Coral reef

There are considered to be two biodiversity hotspots in Myanmar: one in the northeast of the country (the Northern Forest Complex), the other in the extreme south (Tanintharyi Forest Complex, Tenasserim). In global terms much of the country is in fact included within one hotspot – the Indo-Burma hotspot.

### Threats to and issues facing biodiversity conservation in Myanmar

The group broke into three groups to brainstorm threats and challenges to Myanmar's biodiversity (card exercise). The three groups came up with the following list, which were subdivided into categories:

### Box 2 Threats to Myanmar's biodiversity

- **Hunting and illegal trade**
  - Hunting and poaching
  - Illegal transboundary movements of resources
  - Weak law enforcement
  - Commercial hunting
  - Subsistence hunting
  - Poaching
  - Lack of effective enforcement for wildlife trade
  - Extraction of orchids
  - Commercial rattan harvesting
  - Unsustainable collection of resources
- **Habitat loss**

Habitat fragmentation

Illegal logging

Encroachment

- **Fisheries**

Over-fishing

Shrimp farming

Dynamite fishing in coral reefs

Electric fishing in ponds

Blast fishing in rivers

Chemical fishing in wetlands

- **Mineral extraction**

Gold panning

Gold mining

### **Mining**

- **Lack of resources**

Lack of budget for wildlife management

Protected areas are understaffed

Negative impact of US/EU sanctions for conservation

Inadequate funding

- **Lack of partnership**

Lack of co-ordination among concerned agencies

Limited partnership

- **Poor land use policy**

Under-representation for Sundaic forest in PAS

Land use change

Land use conflicts

Limited coverage of PAS for non-terrestrial ecosystems/habitats

Lack of EIA in infrastructure development

Lack of clear-cut land use policy

Poor implementation of EIA policy

- **Socio-economic issues**

Growing population of internally displaced people (IDP)

Tradition Vs conservation concepts

Poverty

Uncontrolled human migration (esp. Shan State)

Relocation of villages

- **Lack of awareness and knowledge**

Lack of adequate political will

Lack of research

Limited partnership

Awareness of local communities on wildlife conservation

Lack of conservation awareness

- **Agriculture**

Introduction of GMO crops

Commercial agriculture

Conversion to agricultural land

Expansion of agriculture (e.g. oil palm and rubber)

No tree harvesting law and regulations for trees along farm boundaries

Shirting cultivation

No trees in agricultural land

Improper use of pesticide and insecticide

Slash and burn

- **Legislation, agreements and lack of advocacy**

International agreements not yet let to site protection

Weakness in compliance with CBD

Inadequate legal protection of species

Lack of encouragement by international agencies

Lack of legal support for CBNC

- **Other**

Invasive species

Climate change

Lack of recycling facility

Garbage/litter disposal

After this exercise, participants were asked to indicate which of the identified threats and challenges their respective organisations are currently active in, and which they plan to become active in. (see spreadsheet as Annex 5)

### **People's perspective on BANCA's role**

In the final session of the day, we attempted to draw conclusions as to the niche that BANCA might occupy in conservation work in Myanmar and specific activities that people thought they should be doing.

In discussion the following ideas emerged:

- Need more study on how species such as Pittas adapt to oil palm (nb this has been partly done and they essentially cannot adapt)
- Site-based conservation work: shifting cultivation is a big issue, must tackle on a site basis.
- Green peafowl a key species, heavily traded



- Need to work more closely with local communities; buffer zone management essential
- BANCA is complementing efforts of other conservation NGOs

A group brainstorm (card exercise) was then held. The essential question was 'What should BANCA be doing?'

**Box 3 Key activities for consideration by BANCA in their strategic plan**

- Poverty reduction of local community, for example through community forestry and loan reduction
- Hornbill survey generally and specific conservation measures in Rakhin Yome
- Do a few things well, not too many badly
- Conservation of orchids and other flora
- Biodiversity conservation project with efficient funds and support
- More awareness programmes
- Identify all bird species in protected areas
- More research on birds in Hukaung Tiger Reserve; produce book "Birds of the world's largest tiger reserve"
- Radio programmes on nature conservation
- Obtain participation of local authorities in all projects
- Undertake more detailed ecological research, not just wide surveys
- BANCA should try to convince the highest authorities to accept biodiversity conservation and formulate a conservation policy as soon as possible
- Work with oil palm industry to protect key forest area
- Promote non-agricultural based income generation activities such as microcredit
- Education programmes should be added to Pagoda Festival near protected areas
- Provide more trees in dry zone
- Mobile education programme in villages near protected areas
- Develop sustainable funding mechanisms, such as ecotourism

## 22/9/05 Day 2

The second day moved on to focus specifically on BANCA's programme for the next planning period. The non BANCA delegates departed after phase 1 leaving just the Executive Committee, staff and BirdLife/RSPB team to discuss these issues. A brief Recap of day 1 was undertaken.

The first exercise was designed to draw out the things that BANCA did well and the areas where they had been less successful and to look at future opportunities and threats (a SWOT analysis). We divided this into two aspects

1) BANCA's conservation programme and 2) BANCA's organisational growth.

## **Group 1. BANCA's conservation programme**

### **Strengths/achievements**

- discovery of Gurney's Pitta
- conservation alongside community development (Darwin project)
- advocacy on protection of Sundaic lowland forest (Darwin project)
- "Birds of Myanmar" in Myanmar language
- re-identified >900 bird species
- conservation prize given by Ministry of Forestry
- ornithological surveys in 2 EBAs (Darwin project)
- lectures to university teachers and students
- reward for Pink-headed Duck
- partnership with PRCF (People, Resources and Conservation Fund)
- advocacy to Forestry Department for more protected areas
- orchid surveys
- identified more IBAs
- 4 SSG activities in Chin State (Darwin project)
- Environmental Education programme in Natmataung area (Darwin project)
- workshop with township and divisional levels and villagers (Darwin project)
- small grant from British Embassy for SSG activity
- good results from bird surveys

### **Setbacks/weaknesses**

- less attention to agricultural landscape (biodiversity)
- too few volunteers
- lack of competent members
- need more training courses for members
- lack of coordination with relevant ministries
- inadequate staff
- less volunteers
- less contact with members
- landuse conflict in Thanintaryi
- "too hot to handle" land use conflicts
- lack of funds for more conservation activities
- less feedback to members (e.g. brochures, newsletter)
- some confrontation with Government plans
- limited media exposure for achievements
- lack of conservation on other endangered species

### **External opportunities**

- training courses from INGOs
- collaboration with other NGOs and INGOs
- corporate sponsorship
- US Dept. of Agriculture contacts with BANCA
- Darwin project on Gurney's Pitta

**External threats**

- introduction of invasive species (esp. ornamental plants)
- bird flu
- US/EU sanctions limit funding

**Conclusions/recommendations**

- more proposals for conservation
- more diversity in research and surveys
- more exposure to media
- do more intensive conservation and management work
- need more adequate staff
- consider project in dry zone agricultural land
- enhance efforts to foster partnership with Government
- be advocates and information source on bird flu

## **Group 2. BANCA's organisational growth**

### **Strengths/achievements**

- good reputation within communities
- good reputation with other NGOs and Government organisations
- membership has increased
- one paid staff member and an office
- fairly good background in most aspects of biodiversity
- relations between executive committee members fairly good
- won 3<sup>rd</sup> prize in national environment conservation award
- received more interest from multiple fields in conservation
- diverse expertise

### **Setbacks/weaknesses**

- need more members
- weak structure (no Annual General Meeting, no voting etc.)
- no clear cut responsibilities
- lack of funding
- need more qualified members and staff
- lack of strategic development plan
- need more coordination with other organisations
- no support to members
- lack of strategic planning
- few volunteers
- lack of funding
- few competent members
- lack of equipment

### **External opportunities**

- more exposure to external communities
- received funds from BBWF
- willing to collaborate with other local and international NGOs
- membership of Birdlife
- USDA contacts with BANCA

### **External threats**

- some misunderstanding from Government agencies
- US sanctions
- strong activists abroad
- bird flu in SE Asia

### **Conclusions/recommendations**

- grow bigger in membership
- need more training course for members
- more project proposals
- raise management importance for conservation

- promotion of ecotourism
- need more meetings for members
- corporate sponsorship
- Friends of BANCA

### **BirdLife International Partnership criteria**

After this exercise, Cristi Nozawa gave a presentation outlining the process an NGO needs to go through to become a BirdLife International Partner. BANCA aims to eventually become a BirdLife partner and therefore will need to be aware of organisational actions necessary to advance this cause when planning its programme. The criteria for full BirdLife partnership and for affiliate status are shown in Annex 4.

### **BANCA strategic mission and purpose**

After lunch we moved onto identifying goals for BANCA. To launch the concept we held an exercise in which 2 groups were asked to identify 10 key achievements they would like to be able to present at an AGM in 3-5 years' time.

#### **Group 1**

##### 3-year plan:

We have achieved/completed

- Bird surveys in protected areas in Kachin State
- Mobile education in (12) villages
- 12 SSGs in Chin State
- Newsletters twice a year
- Gibbon surveys in Rakhine and Tanintharyi
- Education programmes in (3) critical protected areas jointly with NWCD
- Habitat restoration in (3) dry zone protected areas

#### **Group 2**

##### Five-year plan:

We have achieved/completed

- Participation in implementing Lenya NP completed
- Identified more IBAs for BirdLife
- Proposal for protected areas in Bwepa submitted
- Darwin II completed and research paper on Gurney's Pitta completed
- IBA directory in Myanmar language
- Awareness raising programme in Natmoutaung IBA (Darwin I)
- Speaker programme (public lecture) in place
- Birdwatching trip with under-privileged kids to Hlanga Park
- Comprehensive bird field guide in Myanmar language completed
- Darwin I and II completed
- Integrated conservation and development programme in Paletwa region (PRCF) completed
- At least 10 birdwatching training courses
- Pink-headed Duck survey completed

- Vulture survey (RSPB) completed
- 2 SSGs programmes completed (funded by British Embassy)
- Fund-raising activities
- Ecology and conservation on small carnivores
- Studies on spatial movements and relation to habitat use by civets in Chatthin Wildlife Sanctuary
- Studies on seed dispersal by civets
- Strengthen biodiversity conservation awareness in some areas of wetland region
- Wildlife trade survey

Discussion: it was decided that because of rapidly changing events, a 3-year plan is more realistic and appropriate than a 5-year plan.

The group examined the existing mission of BANCA and decided that it was still current. We did not attempt to change the mission at this time

We then moved on to develop a project purpose for 3-year plan. Through a card exercise the following project purposes were suggested:

- BANCA is a leading conservation NGO in helping to meet CBD targets
- To improve Myanmar's biodiversity conservation through upgrading scientific knowledge and local communities' livelihoods
- Saving Myanmar's biodiversity through BANCA for the people
- Saving endangered species and critical habitats and establishing new protected areas along with people's participation and involvement
- BANCA becomes leading NGO in publishing conservation awareness
- BANCA is able to demonstrate the model projects for Myanmar biodiversity conservation
- Myanmar biodiversity is improving and Myanmar people have growing interest through BANCA activities
- BANCA contributes to increase the management of ecosystems and communities significantly
- Saving the country's ecosystems within 3 years by BANCA

Since the aim was an all embracing purpose that described what the sum of all parts of BANCA was hoping to achieve, key words were identified in each card above and listed,. We then tried to reduce all these words to a single statement. The final 3-year purpose was agreed as:

***"By 2009 BANCA will become a leading national conservation NGO, working with all relevant stakeholders to protect key species and habitats"***

### **Programme outputs/results**

To achieve this purpose, BANCA will need achieve tangible results in a number of different areas of work. A Brainstorm was held on 'what do we need to do to BANCA and what does BANCA need to do to achieve this 3-year purpose?'. The group identified 8 different areas of work that are needed to achieve the overall 3-year purpose:

- Surveys and research
- Administration and finance
- Community development and conservation
- Education, awareness and public relations
- Membership
- Fundraising
- External affairs
- Conservation policy

Groups then worked to define the achievements required in each of these work areas – these to form the key results in BANCA's future programme. After much discussion the following results were defined:

**Surveys and research:** Improved knowledge of key sites and species is used to protect them

**Administration and finance:** Effective management of staff recruitment, financial accounts, and project implementation

**Community development and conservation:** Improved livelihoods in communities achieved in targeted areas and thus they now participate in conservation activities

**Education, awareness and public relations:** Relevant stakeholders have increased awareness of BANCA and nature conservation

**Membership:** BANCA membership increased and their capacity developed

**Fundraising:** Secure enough funds raised to support BANCA's key activities

**External affairs:** Effective partnerships with national and international organisations developed to benefit BANCA

**Conservation policy:** Improved conservation policies and practices catalysed by key sites and species recommendations

## 23/9/05 Day 3

After a Recap of Day 2, we aimed to day to get as far as possible towards completing a planning matrix for BANCA in the format of a logical framework.

### **Programme activities**

The next stage, having agreed the eight 3-year purposes, is to develop lists of activities. These are the activities which will need to be undertaken in order to achieve each of the results. This was done as a group exercise. Two groups discussed actions for each of 4 purposes.



**Purpose 1:** Effective management of staff recruitment, financial, accounts, and project implantation

1. Appoint leaders for each area of work for effective management of BANCA
2. Develop an effective administration system
3. Organise an appropriate finance system
4. Executive committee oversee both administrative and financial systems

**Purpose 2:** Secure enough funds raised to support BANCA's key activities

1. Fees from Friends of BANCA
2. Investigate possibility for future sustainable funding through ecotourism
3. Develop corporate sponsorship programme
4. Fundraise through project proposals identified in the strategy
5. Membership fees
6. Selling produce (souvenirs, t-shirts etc.)
7. Procure funds through education and speaker programme
8. Develop other fundraising activities (with RSPB guidance)
9. Joint fundraising with partners

**Purpose 3:** BANCA membership increased and their capacity developed

1. Integrate membership recruitment in all awareness and education programmes
2. Conduct biodiversity workshops for members
3. Conduct birdwatching training courses for members with Ministry of Travel and Tourism
4. Develop supporting members system so those who can afford it can give more
5. Develop strategy for effective use of members

**Purpose 4:** Relevant stakeholders have increased awareness of BANCA and nature conservation

1. Produce newsletters twice a year
2. Regular raising of awareness in media
3. Publish comprehensive bird field guide in Myanmar language
4. Translate IBA directory into Myanmar language
5. Birdwatching trip with underprivileged kids to Hlawga NP
6. Conduct awareness raising programme in buffer zone around Natmetaung area
7. Promote and present annual talk about biodiversity conservation at Yangon to at least 150 interested people
8. Assist NWCD education programme at Pagoda Festival near Protected Areas
9. Assist NWCD in mobile education in 4 villages each year
10. Education programmes in 3 critical protected areas in Kachin State with NWCD
11. Provide Government and public information on bird flu

**Purpose 5:** Improved knowledge of key sites and species is used to protect them

1. Complete wildlife and socio-economic surveys necessary to support development of management plan for southern Yakhina Yome ecosystem (with Smithsonian)
2. Conduct ornithological surveys in 3 protected areas in Kachin state
3. Complete wildlife trade survey in border areas of Myanmar
4. Complete small carnivore survey and intensive research on these species in specific areas
5. Complete survey in Eastern Himalaya EBA with BirdLife (Darwin I)
6. Submit proposal to World Pheasant Association and work with them to recommend Bwepa as a Pheasant Protected Area
7. Complete Gurney's Pitta survey and research in Ngawun Reserve Forest (Lenya NP extension) (Darwin II)
8. Submit gibbon proposal to US Fish and Wildlife Service, and (if successful), conduct survey in Rakhine and Tanintharyi
9. Complete Pink-headed Duck survey
10. Complete at least one year of Vulture surveys in Kachin and Chin state
11. Continue identifying IBAs for BirdLife
12. Continue research on Myanmar orchids
13. Seek opportunities to survey and research other endangered species

**Purpose 6:** Improved conservation policies and practices catalysed by key sites and species recommendations

1. Ensure research work is documented and recommendations presented to appropriate authorities and followed up with appropriate action
2. Work with World Pheasant Association in recommending Bwepa as a Pheasant Protected Area
3. Continue to work with BirdLife in helping Ministry of Forestry implement Lenya NP for Gurney's Pitta
4. Help Government to prepare national conservation strategy

**Purpose 7:** Improved livelihoods in communities achieved in targeted areas and thus they now participate in conservation activities

1. Continue to implement SSG programme in Eastern Himalaya EBA (Natmetaung area):
2. Complete two SSGs in Eastern Himalaya EBA with BirdLife (Darwin I)
3. Develop and submit proposals to establish 12 SSGs (4 per year) in Natmetaung area and if successful establish them
4. Establish 2 SSGs in Natmetaung area with funding from British Embassy
5. Start promotion of ecotourism in at least one village in Natmetaung area
6. Continue building shelters for villagers in Natmetaung area
7. Start integrated conservation and community development programme with PRCF in Patetwa area
8. Develop and submit proposal for habitat restoration in 3 areas in dry zone
9. Continue to seek opportunities to develop community development in key sites

**Purpose 8:** Effective partnerships with national and international organisations developed to benefit BANCA

1. Continue to seek opportunities to work together with other national and international NGOs and Government organisations
2. Ensure effective relations with existing project partners (BirdLife, NWCD, RSPB, PRCP, World Pheasant Association)
3. Become an Affiliate of BirdLife and continue to work towards becoming a Partner
4. Investigate opportunities to work together with all national conservation NGOs, for example by leading a Forum
5. Develop working partnerships with CARE and UNDP in community development in Chin State
6. Develop partnership with Smithsonian Institute in Southern Rakhine ecosystem and bird surveys in Kachin area
7. Work with FREDA to prepare checklist of birds in Meinmahla Kyum protected areas

### **Programme indicators**

After lunch, the group developed indicators for the overall 3-year goal and for each of the eight main results. This was done through a plenary brainstorming.

Indicators are intended to measure whether or not objectives have been achieved. In the context of organisations they should reflect whether the programme has moved significantly towards achieving a stated output. They are usually developed at the level of project purpose and outputs but not for each activity. They should be:

- Specific i.e. state clearly and simply what is supposed to have been done and how they will be measured
- Measurable - relatively easily and cheaply
- Achievable – realistic, challenging but not excessively ambitious
- Relevant – individually and combined they should be a fair reflection of the output you are setting out to achieve
- Timebound – specifying some kind of time limits and intervals through which they will be measured.

Each indicator should be backed up by a 'means of verification' i.e. stating where the information that will measure the indicator will be found, for example from project reports, questionnaires, opinion polls etc.

**Three-year purpose:** *“By 2009 BANCA will become a leading national conservation NGO, working with all relevant stakeholders to protect key species and habitats”*

Indicators:

1. BANCA has been consulted on more conservation issues than other national NGOs
2. More successful conservation projects implemented than other national NGOs
3. Rate of growth of BANCA membership is higher than other national NGOs
4. BANCA contributes to national CBD obligations

**Purpose 1:** Effective management of staff recruitment, financial accounts, and project implementation

Indicators:

1. No lack of leaders in all management areas
2. Books balance in place
3. Projects finished on time
4. Project completion report well received by funding agency
5. Monitoring team reports

**Purpose 2:** Secure enough funds raised to support BANCA's key activities

Indicators:

1. No ongoing activities have been stopped through lack of funding
2. >50% of new BANCA activities funded

**Purpose 3:** BANCA membership increased and their capacity developed

Indicators:

1. Membership increases three times
2. More members involved in BANCA activities

**Purpose 4:** Relevant stakeholders have increased awareness of BANCA and nature conservation

Indicator:

1. More people from different levels contact BANCA

**Purpose 5:** Improved knowledge of key sites and species is used to protect them

Indicator:

1. Research on key species and key areas informs appropriate conservation proposals

**Purpose 6:** Improved conservation policies and practices catalysed by key sites and species recommendations

Indicator:

1. At least two proposals (including Lenya NP) get through Ministry of Forestry to cabinet level based on BANCA advocacy

**Purpose 7:** Improved livelihoods in communities achieved in targeted areas and thus they now participate in conservation activities

Indicators:

1. An increased income in involved communities shown in socio-economic studies
2. More local people included in SSG activities
3. Rate of encroachment lower by the end of three years

**Purpose 8:** Effective partnerships with national and international organisations developed to benefit BANCA

Indicators:

1. Number of partnership increased by the end of three years
2. BANCA becomes a BirdLife affiliate

The project purpose, results, activities and indicators together with other information then forms the basis of the strategic framework. This is set out in Annex 1. We did not have time in the workshop to complete the indicators, or develop assumptions or means of verification. These will need to be developed following the workshop.

### Funding the strategic plan

In the remaining time we briefly brainstormed on what the main funding requirements for BANCA are and what donors may be available to fund programmes. This discussion is set out in Annex 2.

### BANCA workplan

We also highlighted the need for BANCA to develop workplans for each year based on this strategy. Some of the activities identified in the strategy are inevitably quite large and general. It is necessary to break them down into manageable jobs and to allocate responsibilities and deadlines. An example of how this might look is shown below.

Activity	Sub-activity	Time schedule	Responsible	Resources
1.1	1.1.1	Jun06 – Oct06	Tony	10 days, car
	1.1.2	Jun06 – Feb07	Uga	\$2,000
	1.1.3	...	...	...
1.2	1.2.1			
	1.2.2			
	1.2.3			
	1.2.4			
	1.2.5			
...	...			

### Next Steps

Next steps were identified in order for the strategic planning process to be completed.

1. Workshop report	RSPB	23/09/05
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2. Feedback to 1 <sup>st</sup> Day participants including 1 <sup>st</sup> day report	BANCA	04/09/05
3. Polished draft strategy with additional information (Indicators / MOV / Assumptions)	BANCA α RSPB	31/12/05
4. RSPB comments	RSPB α BANCA	31/01/06
5. Produce final strategy and adopt	BANCA	31/03/06
6. Consider producing annual workplan	BANCA	31/03/06
7. Consider producing Executive summary for partners	BANCA	???
8. Review progress and annual workplan	BANCA	Early 07

### **Conclusions**

A brief evaluation was performed in which participants brainstormed what they liked about the meeting and what could be approved. This is shown in Annex 3. BANCA participants were positive and looked forward to implementing the strategic plan that they themselves had developed over the past three days, once the plan was completed and adopted.

<b>Mission:</b> <ul style="list-style-type: none"> <li>• BANCA's mission statement here</li> </ul>			
<b>Three-year purpose</b>	<b>Measurable indicators</b>	<b>Means of verification</b>	<b>Important Assumptions</b>
By 2009 BANCA will become a leading national conservation NGO, working with all relevant stakeholders to protect key species and habitats	<ul style="list-style-type: none"> <li>• BANCA has been consulted on more conservation issues than other national NGOs</li> <li>• More successful conservation projects implemented than other national NGOs</li> <li>• Rate of growth of BANCA membership is higher than other national NGOs</li> <li>• BANCA contributes to national CBD obligations</li> </ul>		
<b>Results</b>	<b>Measurable indicators</b>	<b>Means of verification</b>	<b>Important assumptions</b>
1. Effective management of staff recruitment, financial accounts, and project implementation	<ul style="list-style-type: none"> <li>• No lack of leaders in all management areas</li> <li>• Books balance in place</li> <li>• Projects finished on time</li> <li>• Project completion report well received by funding agency</li> <li>• Monitoring team reports</li> </ul>		
2. Secure enough funds raised to support BANCA's key activities	<ul style="list-style-type: none"> <li>• No ongoing activities have been stopped through lack of funding</li> <li>• 50% of new BANCA activities funded</li> </ul>		
3. BANCA membership increased and their capacity developed	<ul style="list-style-type: none"> <li>• Membership increases three times</li> <li>• More members involved in BANCA activities</li> </ul>		
4. Relevant stakeholders have increased awareness of BANCA and nature conservation	<ul style="list-style-type: none"> <li>• More people from different levels contact BANCA</li> </ul>		
5. Improved knowledge of key sites and species is used to protect them	<ul style="list-style-type: none"> <li>• Research on key species and key areas informs appropriate conservation proposals</li> </ul>		
6. Improved conservation	<ul style="list-style-type: none"> <li>• At least two proposals (including Lenya NP) get through Ministry of</li> </ul>		

<p>policies and practices catalysed by key sites and species recommendations</p>	<p>Forestry to cabinet level based on BANCA advocacy</p>		
<p>7. Improved livelihoods in communities achieved in targeted areas and thus they now participate in conservation activities</p>	<ul style="list-style-type: none"> <li>• An increased income in involved communities shown in socio-economic studies</li> <li>• More local people included in SSG activities</li> <li>• Rate of encroachment lower by the end of three years</li> </ul>		
<p>8. Effective partnerships with national and international organisations developed to benefit BANCA</p>	<ul style="list-style-type: none"> <li>• Number of partnership increased by the end of three years</li> <li>• BANCA becomes a BirdLife affiliate</li> </ul>		

**ACTIVITIES**

- |  |
|--|
| <p>1. Effective management of staff recruitment, financial accounts, and project</p> |
|--|



<p>implementation</p> <ul style="list-style-type: none"> <li>• Appoint leaders for each area of work for effective management of BANCA</li> <li>• Develop an effective administration system</li> <li>• Organise an appropriate finance system</li> <li>• Executive committee oversee both administrative and financial systems</li> <li>•</li> </ul>
<p>2. Secure enough funds raised to support BANCA's key activities</p> <ul style="list-style-type: none"> <li>• Fees from Friends of BANCA</li> <li>• Investigate possibility for future sustainable funding through ecotourism</li> <li>• Develop corporate sponsorship programme</li> <li>• Fundraise through project proposals identified in the strategy</li> <li>• Membership fees</li> <li>• Selling produce (souvenirs, t-shirts etc.)</li> <li>• Procure funds through education and speaker programme</li> <li>• Develop other fundraising activities (with RSPB guidance)</li> <li>• Joint fundraising with partners</li> </ul>
<p>3. BANCA membership increased and their capacity developed</p> <ul style="list-style-type: none"> <li>• Integrate membership recruitment in all awareness and education programmes</li> <li>• Conduct biodiversity workshops for members</li> <li>• Conduct birdwatching training courses for members with Ministry of Travel and Tourism</li> <li>• Develop supporting members system so those who can afford it can give more</li> <li>• Develop strategy for effective use of members</li> </ul>
<p>4. Relevant stakeholders have increased awareness of BANCA and nature conservation</p> <ul style="list-style-type: none"> <li>• Produce newsletters twice a year</li> <li>• Regular raising of awareness in media</li> <li>• Publish comprehensive bird field guide in Myanmar language</li> <li>• Translate IBA directory into Myanmar language</li> <li>• Birdwatching trip with underprivileged kids to Hlawga NP</li> <li>• Conduct awareness raising programme in buffer zone around Natmetaung area</li> <li>• Promote and present annual talk about biodiversity conservation at Yangon to at least 150 interested people</li> <li>• Assist NWCD education programme at Pagoda Festival near Protected Areas</li> <li>• Assist NWCD in mobile education in 4 villages each year</li> <li>• Education programmes in 3 critical protected areas in Kachin State with NWCD</li> <li>• Provide Government and public information on bird flu</li> </ul>
<p>5. Improved knowledge of key sites and species is used to protect them</p> <ul style="list-style-type: none"> <li>• Complete wildlife and socio-economic surveys necessary to support and</li> </ul>

development plan for southern Yakhina Yome ecosystem (with Smithsonian)

- Conduct ornithological surveys in 3 protected areas in Kachin state
- Complete wildlife trade survey in border areas of Myanmar
- Complete small carnivore survey and intensive research on these species in specific areas
- Complete survey in Eastern Himalaya EBA with BirdLife (Darwin I)
- Submit proposal to World Pheasant Association and work with them to recommend Bwepa as a Pheasant Protected Area
- Complete Gurney's Pitta survey and research in Ngawun Reserve Forest (Lenya NP extension) (Darwin II)
- Submit gibbon proposal to US Fish and Wildlife Service, and (if successful), conduct survey in Rakhine and Tanintharyi
- Complete Pink-headed Duck survey
- Complete at least one year of Vulture surveys in Kachin and Chin state
- Continue identifying IBAs for BirdLife
- Continue research on Myanmar orchids
- Seek opportunities to survey and research endangered species

**6. Improved conservation policies and practices catalysed by key sites and species recommendations**

- Ensure research work is documented and recommendations presented to appropriate authorities and followed up with appropriate action
- Work with World Pheasant Association in recommending Bwepa as a Pheasant Protected Area
- Continue to work with BirdLife in helping Ministry of Forestry implement Lenya NP for Gurney's Pitta
- Help Government to prepare national conservation strategy

### **What is funded?**

GP/Lenya  
GP Research  
Shelters Project  
Vulture Survey  
Pink Headed Duck  
Paletwa  
Checklist for Meinmaia

Part from Birdfair \$240,000  
Darwin II/RSPB  
PRCF  
RSPB  
BirdLife Asia  
PRCF  
FREDA

### **Funding still needed**

Lenya NP  
Bird Guide  
IBA Book  
Southern Rakhine  
Gibbon Project  
Pheasants  
Small Carnivore Projects  
Wildlife Trade Projects  
Other small projects  
Unrestricted Funds

### **Possible sources**

Conservation International \$800,000  
World Bank  
  
Smithsonian Institution/BANCA  
  
WPA/BANCA

### **Restricted**

Asia Bird Fund  
RSPB Research Fund (\$1,500)  
RSPB Asia Small Grants Scheme (\$1,500)  
Oriental Bird Club  
Rufford (\$5,000)  
Whitley (\$30,000)  
Swiss Aid (Kachin)  
British and other Embassies  
French GEF  
Japan Fund for Global Environment  
Toyota Foundation  
Other non-USA foundations  
Netherlands Committee of IUCN  
Chevron/Total  
CDM?  
Gibbon Foundation

### **Unrestricted**

Local Donors & rich people  
Local Businesses (non-timber!)  
Project overheads  
Get core funding by turning it into a project  
Fundraising events ie stalls, quiz, golf tournament, fun events, karaoke etc  
Collection boxes  
Civic organisations ie Rotary Club

### **Annex 3 Comments from participants on the workshop**

- Learned many good lessons, such as:
  - How to collect information
  - How to assess ourself
  - How to do brainstorming
  - How to write the strategic plan using the procedures systematically
- We benefited by gaining how to plan the work systematically.
- Wonderful! If there is a chance I would like you to conduct this kind of workshop. I believe that BANCA will be able to achieve it's activity from this experience.
- I believe we are more confident in our future projects.
- Get more knowledge and know how to do the strategic plan. It's very useful for me!
- The implication of this workshop shall have definitely very good impact on BANCA's future programmes. WELL DONE.
- I believe we can achieve our goal with this if we all work hard together.
- Satisfied because we received good ideas and plans.
- Very useful for members not only in BANCA activities but also in their families affairs.

## **Annex 4      Criteria for BirdLife Internal full partner and affiliate**

### **Full partner**

#### **Constitution**

Vote-holding member organisation of BirdLife International that has signed the Partnership Agreement.

#### **Role**

To represent BirdLife International and to implement its strategies, policies and programmes within its own territory.

To work together, within BirdLife International, to develop and implement strategies, policies and programmes to achieve the Mission of BirdLife International.

#### **Responsibilities**

Participate in the development and adoption of BirdLife strategies, policies and programmes, at both a global and regional level.

Promote and execute the jointly agreed strategies, policies and programmes of BirdLife International within its own territory.

Collaborate with the BirdLife Network to execute agreed strategies, policies and programmes worldwide.

Promote the strengthening of the BirdLife Network and implementation of BirdLife Strategy and the Regional Programmes by building links and working with collaborating organisations and individuals within its territory.

Contribute financially an agreed amount to BirdLife and maximise funds raised within its territory for the BirdLife International Programme.

Take the lead in the implementation of identified projects and activities of the BirdLife Programme according to expertise, interest and capabilities.

Regularly report on all significant activities undertaken in the name of BirdLife to the Partnership through the Secretariat.

Inform the Partnership, through the Secretariat, of the status of bird species, sites and habitats in its territory and on issues affecting their conservation that are relevant to the work of BirdLife.

Provide and share bird data with the Partnership for the benefit of bird conservation.

Operate within the provisions of the Partnership Agreement or decisions jointly made by the Partnership.

Legally register the name and logo of BirdLife International in its home country/territory under license from BirdLife and immediately cancel this registration should the organisation cease to be a Partner for any reason.

#### **Benefits**

Participation in debates on conservation issues, policies, strategies and regional programmes at BirdLife World and Regional Conferences and in decision-making at Partnership Meetings.

Exclusive use of BirdLife International name and logo in territory.

Sharing in the success and achievements of BirdLife International and its Partners worldwide.

Support for conservation issues of global significance within its territory.  
Access to BirdLife data holdings and combined knowledge and expertise of BirdLife Partnership.  
Conservation, marketing and development advice and support.  
Regular receipt of BirdLife publications.

### **Eligibility**

The Partner should preferably be the strongest national Non-Government Organisation (NGO) in its country or territory which has:

- a) a clear bird conservation programme (even though it may have a wider conservation or environmental role), and
- b) an ethic which fits well with that of BirdLife
- c) a willingness and capacity to commit to the Mission, Vision, Strategy and Regional Programme of BirdLife.

### ***The Partner must meet the following criteria:***

- 1) Be an independent, membership based, grassroots, national, non-governmental organisation, and is governed by a democratic body.  
  
*For expatriate based organisations: it must have sufficient national (non-expatriate) representation on its Board, staff and members to strongly influence or determine decisions.*
- 2) Have an office with well qualified staff to run its affairs.
- 3) Have a legal identity in the country in which it is based, allowing it to become a member of a limited company abroad.
- 4) Be self-sufficient (capable of covering the running costs of its basic operational core activities and core staff) through a programme to raise and increase funding support for its activities from its own income.
- 5) Contribute to the BirdLife Secretariat annual budget to a formula set by the BirdLife Council.
- 6) Have a special, demonstrable interest in the conservation of birds and bird habitats, sharing the BirdLife Strategy and Regional Programme objectives.
- 7) Work and have good relationships with relevant organisations and individuals within its territory.
- 8) Cover a country or, under exceptional circumstances, a distinct geographical territory.
- 9) Must have worked actively as Partner Designate with BirdLife International in the implementation of the Regional Programme for at least 2 years.
- 10) Have experience and capacity, through its national and local networks, to:
  - Collect data on the conservation status of species, sites and habitats, using birds as indicators.

- Identify and monitor the status of IBAs in a country.
- Influence land-use and other social and economic policies impacting on birds and their habitats.
- Initiate or promote relevant conservation action with particular reference to IBAs and threatened species.
- Promote interest in birds, conservation and the environment through public awareness campaigns and educational programmes.

11) Contribute to the regional activities of BirdLife International.

### **Admission**

A candidate organisation must have worked as a Partner Designate with BirdLife International for at least two years before becoming eligible for consideration as a Partner. Partners are admitted by the Council after consultation with the Partnership by means of a written circular. If objections are received from one or more existing Partners and these cannot be resolved by the Director & Chief Executive, the admission will be finally decided on by the Council, taking into account all the views expressed. Partners will be reviewed against the criteria before each Global Partnership Meeting (see Section 2, Review of the Network).

### **Withdrawal**

A Partner wishing to withdraw from the Partnership must give at least 12 months' notice in writing to the Director & Chief Executive. All financial obligations and commitments of the Partner remain in place during that period and must be paid *pro rata* until the end of the membership period.

In the case of serious violation of the Partnership Agreement or the Bye-laws or other activities prejudicial to the interests of BirdLife, the Council may withdraw Partnership status with immediate effect.

Partnership status will only be withdrawn by the Council, for any reason, after full discussion and explanation with the Partner concerned and a Partner whose Partnership status has been withdrawn by Council has the right to present its case to the next Partnership Meeting, at which membership may be restored by a two-thirds majority vote. On leaving the Partnership the use of the name and logo of BirdLife International, and any legal registration that might exist thereof, must be surrendered to the Secretariat. Should the Partner have legally adopted the name of BirdLife, it must change its name.

### **Affiliate**

### **Constitution**

Non-voting member of the Network appointed by the Council as the official BirdLife contact in a geographic area not covered by a Partner or Partner Designate.

### **Role**

To facilitate and assist BirdLife develop and implement its strategies, policies and programmes within its territory.

To act on behalf of BirdLife as requested by the Council or Secretariat.

### **Responsibilities**

Advise BirdLife on bird conservation issues of international importance within its territory which are relevant to its strategies, policies and programmes.

Promote the strategies, policies and programmes of BirdLife within its own territory.

Participate by agreement with the Secretariat in the implementation of strategies, policies and programmes of BirdLife within its territory.

Where possible, work towards becoming the BirdLife Partner for the territory or identifying a suitable organisation to fulfil that role, if appropriate.

Advise the Secretariat of any funding opportunities for BirdLife within the territory and assist in raising such support as appropriate.

Regularly report on all activities undertaken in the name of BirdLife to the Partnership through the Secretariat.

Inform the Partnership, through the Secretariat, on the status of bird species, sites and habitats in its territory and on issues affecting their conservation that are relevant to the work of BirdLife.

### **Benefits**

Attendance at BirdLife World and Regional Conferences and participation in debates on conservation issues, policies and strategies.

Support for conservation issues of regional and global importance within its territory.

Access to aggregate knowledge and expertise of BirdLife Network.

Regular receipt of BirdLife publications.

### **Eligibility**

National or local NGO (or in exceptional cases an individual or government body) with demonstrable interest in bird conservation and willingness to participate actively in the BirdLife Network. Preference is to be given to an organisation over an individual, particularly if that organisation might be candidate for eventual Partner status.

Affiliates are expected to support the Mission and objectives of BirdLife International.

### **Appointment**

Appointed by the Council for renewable periods, no one of which may exceed four years, on recommendation of the Director & Chief Executive, who will have consulted with appropriate regional Partners beforehand. Appointments are usually made/renewed immediately after a World Conference.

### **Withdrawal**

Affiliates may withdraw from their affiliation with BirdLife by giving written notice to the Director & Chief Executive.

In case of activities prejudicial to the interests and principles of BirdLife, or if the Affiliate is not sufficiently active, the Council may withdraw Affiliate status by means of written notification by the Director & Chief Executive



## **Annex 5 Stakeholder key activities**

This is shown as a separate excel spreadsheet