

**GLOBAL
ENVIRONMENT
FACILITY**

Sri Lanka

Development of Wildlife Conservation and Protected Area Management

Project Document

*This Project Document has been edited to facilitate public dissemination.
The original is on file in the GEF Office at UNDP Headquarters in New York.*



ABBREVIATIONS AND ACRONYMS

DANIDA	Danish International Development Agency
FAO	Food and Agriculture Organization of the United Nations
GIS	Geographic Information System
GTZ	Gesellschaft fuer Technische Zusammenarbeit
IUCN	International Union for the Conservation of Nature and Natural Resources (now World Conservation Union)
NAREPP	Natural Resources and Environmental Policy Project
NGO	Non-governmental organizations
NORAD	Norwegian Aid Agency
TCDC	Technical Cooperation among Developing Countries
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific, and Cultural Organization
USAID	United States Agency for International Development
WWF	World Wildlife Fund (now World Wide Fund for Nature)

UNITED NATIONS DEVELOPMENT PROGRAMME

GLOBAL ENVIRONMENT FACILITY

Project of the Government of Sri Lanka

Title: Development of Wildlife Conservation and Protected Area Management

Number: SRL/92/G31

Duration: Five years

Project Site: Sri Lanka

UNDP Sector: Agriculture, Forestry & Fisheries

Subsector: Forestry

Government Implementing Agency: Ministry of Lands, Irrigation and Mahaweli Development:
Department of Wildlife Conservation

Executing Agency: Food and Agriculture Organization of the United Nations (FAO)
World Conservation Union (IUCN)

Estimated Starting Date: July 1992

Government Inputs: Sri Lankan rupees (SRL Rs.) 229,935,000
(US \$5,243,672)

UNDP/GEF Inputs: US \$4,087,130

Brief Description:

This project is directed at the conservation of the biological diversity of Sri Lanka through institution building. The project aims to strengthen the technical and management capabilities of the Department of Wildlife Conservation and to establish a national protected area network. The project will focus on the role of wildlife conservation and protected area management in national socioeconomic development, as well as the present and future value of sustained wildlife management.

A. CONTEXT

1. Wildlife conservation and protected area management in Sri Lanka

Wildlife conservation and protected area management in Sri Lanka represent an important sector of natural resources development. The performance of this sector has direct influence on the Sri Lankan government's ability to conserve the island's biological diversity and manage its wildlife and protected area resources in a sustainable manner. To upgrade the performance of this sector, a variety of investments are now urgently required.

Sri Lanka is an island nation with an area of 65,610 square kilometers and a population of nearly 17 million. The population density of about 270 persons per square kilometer is comparable to that of India. As the nation with the highest literacy rate in South Asia, the opportunities for economic development are vast. The demand for land and other natural resources, however, is very high. Despite this pressure on land, the percentage of land area designated under the various protected area categories is over 12 percent. This figure is higher than that for any other South Asian country. The corresponding figure for Bangladesh is 0.9 percent, India 4.4 percent, and Pakistan 9 percent.

Historically, Sri Lanka was part of the ancient continent of Gondwanaland as well as part of the Deccan Peninsula of India. The separation of this piece of land from the Deccan Peninsula and its subsequent isolation has led to high levels of faunal and floral endemism. Sri Lanka is, in fact, home to several Gondwanic plant species not found elsewhere in South Asia. Furthermore, owing to specific characteristics of climatic, geologic, and vegetational evolution, the flora in the wet zone of Sri Lanka more closely resembles that of Western Malaya and Madagascar than that of the Deccan Peninsula. In terms of its biological diversity, Sri Lanka occupies a unique regional and global niche.

Despite 12 percent of the land being reserved primarily for the conservation of biodiversity, certain critical wildlife habitats, as well as remnants of important ecosystems, occur outside of the country's protected area network. A favorable disposition towards conservation among the people of Sri Lanka probably stems from a religious concern for all forms of life - a common characteristic of Buddhism, the religion of nearly 70 percent of Sri Lankans. Historically, Sinhalese kings rendered protection to wildlife within defined areas and several Kandyan rulers meted out stringent punishments to offenders who slaughtered elephants and other species.

Beginning in the sixteenth century, four centuries of colonial occupation changed the traditional concern for wildlife. Several plant and animal species were exploited for their commercial value in global markets instead of being managed for their importance to the local culture and economy. Natural areas were also cleared to make way for commercial plantations and an infrastructure supported by an export-oriented cash crop economy. Large mammals such as elephants became prime targets for sport-hunters, particularly during British rule in the nineteenth and twentieth centuries. Ironically, the origins of current wildlife conservation efforts in Sri Lanka also date back to the British colonial period. Several of Sri Lanka's well-known national parks and sanctuaries were initially established at the beginning of the century during British rule.

Until the island became independent in 1948, government involvement in wildlife conservation, protected area management, and forestry were part of a single executive agency. A non-governmental organization, the Wildlife & Nature Protection Society of Sri Lanka, as it is currently known, cooperated with the Forest Department of Sri Lanka in the management of protected areas and the utilization of wildlife. After independence, a separate Department of Wildlife Conservation was established. Although wildlife conservation and protected area management came under the authority of a separate department, both the Department of Wildlife Conservation and the Department of Forestry continued to be part of the Ministry of Lands.

Timber areas with high yields were concentrated in the wet zones. Wildlife conservation and protected areas were set up largely in the dry zones where timber yields were low. The separation of forestry from wildlife conservation and protected area management as sectors is partly responsible for the island's current protected area coverage being heavily skewed towards the dry zones. Important wet zones, such as tropical humid forests, and coastal habitats such as mangroves and coral reefs are not well represented in Sri Lanka's portfolio of protected areas.

As the links between conservation and development began to evolve in the 1970s and became part of international initiatives such as the Man and the Biosphere (MAB) Programme of the United Nations Educational, Scientific, and Cultural Organization (UNESCO), the World Conservation Strategy, the Tropical Forest Action Programme, and the World Commission on Environment and Development, Forest Department activities began to place more emphasis on forest protection and conservation. The wildlife conservation and protected area management sector within the government, however, retained a strictly protectionist approach and did not devote sufficient attention to the possibility of multiple uses of protected areas. This sector emphasized law enforcement while neglecting the research, educational, and sustainable-use values of national parks and similar reserves.

The potential for ecotourism and other recreational uses in protected areas has been investigated and developed in only two of the largest parks. The lack of clearly defined policy goals, and the emphasis on single issues such as law enforcement, have resulted in the Department of Wildlife Conservation being taken out of the Ministry of Lands and placed under the authority of the Ministries of State and Tourism. The changes in ministerial authority over wildlife conservation and protected area management have further hindered the development of multiple-use concepts and the diversification of management strategies.

2. Host country strategy

In the late 1980s, the government of Sri Lanka once again brought the Department of Wildlife Conservation under the authority of the Ministry of Lands, Irrigation and Mahaweli Development. This change placed the Departments of Forest Conservation and Wildlife Conservation under the same ministerial authority, as was the case twenty years before. Recognizing the fact that the Department of Wildlife Conservation, primarily responsible for safeguarding the biodiversity of the country, was functioning largely as a law enforcement agency, the ministry commissioned the formulation of a national policy for wildlife conservation. For the purpose of conservation in Sri Lanka, wildlife has been defined as plants and animals which owe their existence

to natural phenomena or to processes that occur automatically. The policy document was prepared in accordance with the following objectives of the Sri Lanka National Conservation Strategy:

- To maintain ecological processes and life-sustaining systems on which human survival and development depend such as clean air, hydrological balance, water services, nutrient cycling, and soil conservation.
- To preserve genetic diversity, especially biodiversity and endemic biota. This will provide the gene pool required for the domestication and improvement of crop plants and farm animals. This gene pool will also be a potential source of raw materials important to pharmaceutical and other industries.
- To ensure the sustainable utilization of species and ecosystems such as fish and other wildlife, forests, and waterways which are of immediate and potential importance to human well-being.

In formulating a National Policy for Wildlife Conservation, the issues to be addressed were identified as the following:

- Formulation of a manifesto of varied objectives which will suit each reserve
- Scientific reassessment of all existing and newly identified protected areas, and an examination of ways and means of meeting the conservation objectives of these areas as well as the needs of people living in their vicinity
- Identification of potential human uses of protected areas which are compatible with conservation objectives, and regulation and control of human activities on a sustainable basis
- Permission for the sustainable multiple use of protected areas without affecting their ecological stability
- Demarcation of zones for potential activities while ensuring that multiple uses are compatible with conservation objectives
- Acceptance and introduction of concepts of scientific management of protected areas to ensure ecological stability and sustainability
- Establishment of regional administrations to make possible the disbursement of benefits from protected areas to people living in their vicinity
- Establishment of close links between institutes promoting conservation and those concerned with development, to ensure a more practical implementation of natural resources conservation
- Recognition and promotion of the concept of *ex situ* conservation

- Recognition of the importance of research and education in conservation efforts
- Formulation and implementation of a National Conservation Act.

In March 1990, the Ministry of Lands, Irrigation and Mahaweli Development commissioned the preparation of a Five-Year Development Plan for the Wildlife Conservation and Protected Area Management Sector in Sri Lanka. This plan defined objectives, set priorities, elaborated programmes of action, and identified investment needs for the first phase of development of the sector during which basic institutional, technological, and motivational problems could be resolved. Through formalized training programmes and the participation of project staff in the issues outlined above, the plan will also develop human resources within the sector. The plan focuses on developing skills to design, plan, and launch more ambitious programmes for conservation and protected area management.

3. Prior and ongoing assistance

Projects have been implemented in cooperation with the Department of Wildlife Conservation in the identification and/or development of protected areas. Examples include a World Wide Fund for Nature (WWF)/IUCN project in the Accelerated Mahaweli Development Project Area and its environs for identifying and establishing protected areas for the conservation of elephant populations. Following this project (1980-1982), and taking into account the earlier environmental impact assessment of the Accelerated Mahaweli Development Project (1979-1980), the United States Agency for International Development (USAID) and the Mahaweli Environmental Project implemented a nine-year programme (1982-1991) for the development of four national parks in the Accelerated Mahaweli Development Project Area. Elephant problems in this area were also examined by a United Nations Development Programme (UNDP)/FAO study.

Research projects supported by the Department of Wildlife Conservation have also been conducted in protected areas. While these projects provided valuable scientific data for specific periods of time, the extent to which the data were used in the development and management of protected areas remains debatable. This may have been due to the lack of scientific expertise within the department to interpret the implications of these findings for protected area management and development. On the other hand, the types of data gathered in these studies may not have been intended to solve any particular management problem, but could have been designed only to document the prevailing status of knowledge in that particular field of study. Examples of such studies include the Smithsonian Elephant Ecology Project (eastern Sri Lanka, 1968-1977) and the University of Colombo/University of Aberdeen study on the fauna of the Ruhunu National Park (1977-1980).

Ongoing assistance to the sector includes:

- Financial support from WWF for equipment and infrastructure development in protected areas
- Financial and technical support from USAID for the training of personnel and the establishment of a training center

- Technical inputs from IUCN and UNESCO specialists in the preparation of sector development plans.

USAID assistance to the sector includes support for: commodity purchases, conservation education programmes, and research studies. It is expected that USAID assistance will be used to support activities foreseen under the Natural Resources and Environmental Policy Project (NAREPP) which will be implemented by the Department of Wildlife Conservation. The department is currently exploring the possibility of establishing a Wetlands Conservation Unit in cooperation with IUCN's Wetlands Programme. Bilateral assistance for protected areas and ecosystem conservation is also being provided by the Norwegian Aid Agency (NORAD), the Danish International Development Agency (DANIDA), Gesellschaft fuer Technische Zusammenarbeit (GTZ), and the Netherlands.

Prior and ongoing assistance to the sector has generally addressed a limited number of issues or attempted to solve only the most urgent problems. Assistance for the planned and coordinated development of the entire sector has not been available in the past. The Five-Year Development Plan described above is the first attempt to develop the sector as a whole.

4. Institutional framework for subsector

The National Policy for Wildlife Conservation in Sri Lanka adopted by the Cabinet of Ministers in 1990 provides the overall framework for undertaking sectoral development efforts. As noted above, this document argues that any such development should take into account several important long-term issues which will influence its overall future development.

The legal framework for wildlife conservation and protected area management in Sri Lanka is provided by the Fauna and Flora Protection Ordinance of Sri Lanka of 1937. This ordinance grew out of the Game Protection Act of 1902. Six national categories of protected areas - strict nature reserve, national park, national reserve, sanctuary, jungle corridor and intermediate zones - are recognized under this ordinance. Further amendments to the ordinance may become necessary, particularly if certain types of uses, such as the removal of timber and firewood for subsistence purposes or the grazing of livestock, are to be accommodated within the buffer zones demarcated in existing reserves.

All development efforts in the sector, particularly in and around existing and proposed protected areas, will be coordinated by the Department of Wildlife Conservation. However, the widespread occurrence of wildlife outside the protected areas network will require the cooperation of several governmental agencies. The most important among these are the Forest Conservation Department, the Coast Conservation Department, and the National Aquatic Resource Agency. The Department of Wildlife Conservation will also need to cooperate with other semi- and non-governmental agencies in the implementation of projects. Universities and NGOs involved in nature protection will be vital partners in developing research, training, information, and extension services.

In addition, partnerships between the Department of Wildlife Conservation and several national and international agencies and organizations will need to be established.

B. PROJECT JUSTIFICATION

1. Problem to be addressed and the present situation

This project will address the following development problems:

- Insufficient scientific and technical capacity to plan and manage the island's protected areas
- The lack of a systematic approach to assessing and resolving conflicts between wildlife conservation/protected area management and alternative forms of land and resource use
- Inadequate inter-institutional links to promote the goals of wildlife conservation and protected area management, and to solicit the support of a wide variety of interest groups
- The lack of a long-term investment strategy to develop human resources for the sustained management of programmes and projects to address and solve the above problems.

The pre-project situation is characterized by the following:

- Most protected areas in the country are in the dry zone; very few wet and coastal zone ecosystems are protected.
- Except for four areas in the Accelerated Mahaweli Development Project Area, none of the protected areas of Sri Lanka have management plans.
- None of the protected areas in the country have an up-to-date resource inventory.
- Research studies on wildlife species and ecosystems in and around protected areas are few and rarely address the problems which require urgent solutions.
- The general public and special groups, such as school children, universities, and tourists, have little awareness of the goals and objectives of wildlife conservation and protected area management which have been set by the Department of Wildlife Conservation. Even heavily frequented parks have only rudimentary information and interpretation services for visitors, and very few trained guides.
- Park personnel are unable to find appropriate solutions to sensitive problems of human/wildlife conflict. For example, farmers who have lost their crops to raiding elephants have been penalized for harming the elephants. Such situations lead to poor relations between park personnel and the people living in its vicinity.

- The need to discover new methods of dealing with a variety of problems and issues within protected areas, including compensation to farmers, removal of crop-raiding animals, and *ex situ* conservation, has not been given priority. Thus the conservation of elephants proceeds largely on the basis of crisis management rather than sound, long-term wildlife management strategies.
- No opportunities for training and career development for low levels of staff - game guards, assistant game rangers, drivers and mechanics - are available. No effort is made to provide them with English language training, despite the fact that their inability to work in English is often cited as the reason for a lack of training in other areas. As a result, the lower levels of staff lack motivation and suffer from low morale.
- Very few opportunities are available for training intermediate level staff - game rangers, assistant park wardens, park wardens, foremen, park engineers and architects - in modern concepts of wildlife conservation and protected area management. Opportunities for exchanging information and sharing experience with their counterparts from other countries in the region are inadequate. The lack of English language skills remains a hindrance to career development for a larger percentage of personnel in the intermediate staff grades. Hence these cadres are not sufficiently motivated to take initiatives in testing new approaches to wildlife conservation and protected area management.
- The exposure of upper level staff - assistant directors, park planners, deputy directors and directors - to current developments in wildlife conservation and protected area management in the international arena is poor. There are insufficient links with individuals and institutions in other countries to generate financial and technical assistance for projects and programmes. The opportunity to acquire and improve skills in developing project concepts, designing and elaborating proposals, and negotiating with international donors for raising financial and technical support are limited. As a consequence, the importance of the sector in the development process is underestimated, and government allocations and support to the sector continue to remain low.
- There are serious shortages in the availability of equipment such as patrolling equipment, vehicles, research and survey equipment, computers, radios and other communications equipment for information dissemination and extension services. Basic infrastructure requirements are also inadequate - residential quarters for park staff, park offices, information and interpretation centers in protected areas, guards posts, and other field residential units. The mobility of personnel is severely curtailed and the fundamental requirements to carry on a normal life in the field are often lacking. This leads once again to frustration and apathy among field staff who only provide the minimum amount of services necessary to continue in office.

2. Expected end-of-project situation

The situation at the end of the project is expected to be as follows:

- Representation of the protected area system will improve through the establishment of at least two new protected areas each in the wet and coastal zones.
- Management plans for at least six of the most important clusters of protected areas, such as the Ruhuna cluster of protected areas, which would include Yala Stricture Nature Reserve, Ruhuna National park, Yala East National park, and the Katagamuwa and Kataragamuwa Sanctuaries, will be written. The six protected area clusters will cover approximately one-third of the sixty-five protected areas under the jurisdiction of the Department of Wildlife Conservation.
- All management plans will include an investment strategy for their implementation. Since management plans are expected to be ready by the beginning of the second year of the current project, further assistance from UNDP as well as other potential donors such as the World Bank, the Asian Development Bank and bilateral sources, will be sought for the implementation of management plans.
- Resource inventories will be prepared for all six protected area clusters for which management plans are to be prepared.
- An administrative mechanism will be established for inviting, selecting, and implementing research proposals to investigate solutions to urgent management problems in protected areas. Financial support for the protected areas will be granted on the recommendations of about ten management studies.
- Five exhibits, posters, and informational and educational packages will be mounted, displayed and distributed. At least one publicity slot each in television, radio, cinema, and newspapers will communicate the Department of Wildlife Conservation's message on the conservation of biodiversity to a number of target groups.
- Methodologies for the rapid assessment of crop damage by elephants and documentation of the status of human/elephant conflict in three selected study sites will be developed.
- Strategies for managing human/elephant conflict, using a workshop format for their formulation, will be implemented in three selected areas. An evaluation of the effectiveness of the strategies will be conducted and recommendations for their adoption in other areas will be published.
- A detailed survey of the status of the captive elephant population of Sri Lanka, including that of ongoing *ex situ* conservation efforts, will be conducted. The findings recommending measures for integrating *in situ* and *ex situ* efforts for the conservation and use of elephants will be published.

- Through participation in the preparation of management plans for six protected area clusters, 50 to 70 percent of the staff of the Department of Wildlife Conservation, particularly from the intermediate and upper grades, will be trained.
- Through participation in project actions in three selected areas, 50 to 70 percent of low to intermediate grade personnel will receive specialized training in assessing human/elephant conflict, formulating and implementing management strategies, and evaluating the effectiveness of these strategies.
- English language training will be made available to all grades of staff.
- Twenty training workshops of two weeks each for training low grade staff cadres will be conducted.
- Fifteen training workshops of three weeks each for training intermediate staff grades will be conducted.
- Ten training workshops of four weeks each for training upper staff grades will be conducted.
- Specialized training of about five persons each in the fields of wildlife capture and translocation, remote sensing and Geographic Information System (GIS) technologies, park planning and related administrative skills, and training methodologies will take place.
- The department will be provided with basic equipment to meet the minimal requirements of wildlife conservation and protected area management. This will include transport, radio communication, and specialized equipment for human/elephant conflict work. The technical and managerial capability of the department will be enhanced by the project, enabling it to sustain its efforts in biodiversity conservation initiated under the project.

3. Target beneficiaries

Targeted beneficiaries of this project are the various staff cadres of the Department of Wildlife Conservation. They will benefit directly from the various training activities designed to upgrade their skills and knowledge. They will also gain valuable experience by participating in various activities of the project in which they will later continue to apply the skills and knowledge acquired. The five-year project will strengthen institutional capabilities in park planning; research and information services; and the management of human/wildlife conflict. It will also provide improved equipment for carrying out certain functions more effectively. These inputs are likely to improve motivation and morale. The project will also develop the capabilities of the upper staff grades to plan further investment programmes for the sector, in an effort to sustain advances gained during the implementation of this project.

Other beneficiaries of this project include:

- Local people living in the vicinity of protected areas who will benefit from the improved management of natural resources and more appropriate solutions to human/elephant conflict.
- Local nature lovers and conservationists belonging to several national NGOs will benefit from the enhanced ability of the Sri Lankan government to conserve biodiversity. In addition, NGOs will have several opportunities to participate in project activities, particularly in management planning workshops; the preparation of inventories of protected areas; research studies; and the preparation of materials for information and extension purposes.
- Members of universities/research institutes whose active cooperation will be required in activities such as the preparation of management plans and resource inventories, and in carrying out research studies on selected topics of importance to management of protected areas, will also benefit.
- The people of Sri Lanka and the global community as a whole will benefit from the partnerships established by the Department of Wildlife Conservation during the implementation of this project to achieve the conservation of biodiversity and the sustainable utilization of wildlife.

4. Project strategy and implementation arrangements

Through a strategy based on institution building, this project is designed to ensure the conservation of biodiversity. A substantial training effort will increase the technical, scientific, planning, and management capabilities of personnel at all levels of the Department of Wildlife Conservation. At the same time, research studies will be undertaken to address management bottlenecks.

An innovative approach to protected area planning and management will be adopted by developing management plans for clusters of adjacent protected areas, rather than treating each unit individually. Local people living in the vicinity of protected areas will be involved in these efforts and in a campaign for raising public awareness about wildlife conservation issues.

The formulation of implementation strategy will include wide consultation with interested communities, NGOs, and other groups. This will be achieved through workshops, seminars, and group discussions involving local communities in the vicinity of protected areas or in elephant/human interaction zones. These consultations will be designed to identify issues and problems requiring resolution, as well as to determine research, planning and management needs. Field testing of approaches and strategies defined on the basis of the consultative process will be carried out on a trial and demonstration scale. These will cover the six protected area clusters and three areas of elephant/human interaction. Expertise and specialized equipment will be employed in support of the approach deployed under this strategy.

The implementation arrangements for the project will be a government execution coupled with agreements with FAO and IUCN, the two implementing agencies. The Ministry of Lands, Irrigation and Mahaweli Development will represent the government of Sri Lanka for the purpose of execution and the Department of Wildlife Conservation will be involved in implementation. FAO will be designated as one of the implementing agencies and will provide services related to the recruitment and support of international staff and consultants, the fielding of missions, and the training of candidates through fellowships and study tours. It will also provide for the specification, purchase, and delivery of expendable and non-expendable equipment, including assistance with operation and maintenance. IUCN will also be designated an implementing agency and will provide services related to the identification, recruitment, and support of the national consultants specified in the project document. It will also cooperate with the government in the implementation of in-service training activities and the placing of subcontracts.

5. Reasons for assistance from UNDP

The preferred strategy for funding this project is one that enables a simultaneous implementation of all project components. This is essential for the effective realization of project benefits. As bilateral donors usually express the wish to implement only some project components, multilateral donors such as the World Bank, Asian Development Bank, UNDP, and the United Nations Environment Programme (UNEP) became the preferred agencies for financial assistance. The case for UNDP assistance was strengthened when the concept, as elaborated in a project brief, was considered acceptable for funding by UNDP, UNEP, and the World Bank - the three jointly implementing agencies of the Global Environment Facility (GEF). Other reasons for seeking UNDP assistance for this project include:

- Success of other projects jointly implemented by the Ministries of Sri Lanka and UNDP, FAO, and IUCN in related sectors such as forestry
- Favorable assessment by the Ministries of Sri Lanka of UNDP, and associated potential donors such as the World Bank and UNEP for larger investments likely to be required for future phases of the development of the wildlife conservation and protected area management sector
- The multilateral nature of agencies such as UNDP, FAO, and IUCN, which gives them a comparative advantage in fulfilling the international commitment to conserve the unique biodiversity of Sri Lanka.

6. Special considerations

The project is directly concerned with two areas of special consideration for UNDP:

- Environmental issues, particularly the conservation of biodiversity and the sustainable development of wildlife resources
- Collaboration with NGOs.

Some project components, such as the management of human/elephant conflict, have potential for involving the private sector. Management plans that are to be developed for the various protected area clusters should involve representatives of the private sector in order to elaborate their role in the future development of the protected areas of the country.

In order to encourage the objectives of Technical Cooperation among Developing Countries (TCDC), it is hoped that experts from the region or other developing countries can be identified and included in project activities.

In Sri Lanka, women are very active in NGOs which promote biodiversity conservation. This project, where such organizations are expected to be vital partners of the Department of Wildlife Conservation, would provide ample opportunities for the participation of women in the development of the sector.

7. Coordination arrangements

A Project Coordinating Committee for the project will be established under the Chairmanship of the Secretary of the Ministry of Lands, Irrigation and Mahaweli Development. In addition to the Department of Wildlife Conservation, the committee will include representatives from the Ministry of Environment, the Department of Forest Conservation, the Coast Conservation Department, and the National Aquatic Resources Agency (NARA), among others. Other major donors who finance activities in the general field of wildlife and protected area management could also be invited to participate in the meetings of the Project Coordinating Committee. The project will submit quarterly progress reports to the National Steering Committee on Environment.

The activities of the project will be carefully coordinated with NAREPP which is supported by USAID. Many of the programmes and policies of NAREPP are complementary to those of this project, particularly in the fields of raising awareness of conservation issues, environmental education and training.

The Ministry of Lands, Irrigation and Mahaweli Development has an extremely broad mandate for coordinating natural resources development in the country. This project will establish contact with the appropriate agencies to coordinate activities and avoid any duplication of effort, especially in relation to wetlands in protected areas. This will ensure that other efforts relevant to the development of the wildlife conservation and protected area management sector will be efficiently coordinated with this project. Bilaterally-supported projects involved in the general subject areas of the project include initiatives by NORAD, DANIDA, GTZ and DGIS, the General Directorate for International Cooperation of the Netherlands.

The fact that the Department of Wildlife Conservation and the Department of Forest Conservation are now under the Ministry of Lands, Irrigation and Mahaweli Development, means that assistance provided to the forestry sector of Sri Lanka to develop conservation areas in the wet zone could be coordinated with the development of the wildlife conservation and protected area management sector.

8. Counterpart support capacity

Recently the Department of Wildlife Conservation has been upgraded from a C grade department to an A grade one, raising the status of conservation issues within the government. There has also been a steady increase in the annual capital budgetary allocation for the department from SRL Rs. 1.5 million (US \$34,208) in 1989 to SRL Rs. 18 million (US \$410,490) in 1992. In addition, a special elephant conservation allocation of SRL Rs. 10.2 million (US \$232,611) was made in February 1992 to help resolve the immediate problem of human/elephant conflict.

The administrative structure of the department was also improved soon after it was brought under the Ministry of Lands, Irrigation and Mahaweli Development. Staff cadres of the department will increase with the absorption of sixty-eight persons from the Mahaweli Environment Project. Additional increases to low, intermediate, and upper staff grades are foreseen during the implementation of the five-year development programme during the period 1993-1995.

While these improvements demonstrate the counterpart support capacity of the Department of Wildlife Conservation, the ministry and department authorities recognize that there are limitations to the growth of financial and human resources based solely on government allocations. Thus it has been recognized that there is a need to explore innovative funding mechanisms for the sector. The authorities are now examining the status of an existing Wildlife Preservation Fund maintained by the Department of Wildlife Conservation, with a view to using it for investments that would create revenues for wildlife conservation and protected area management in Sri Lanka. The ministry and department authorities have negotiated with USAID for an initial capital outlay of SRL Rs. 21 million (US \$478,905), and have set up a Wildlife Trust Fund for financing sector operations in Sri Lanka.

Infrastructure development projects planned for several parks are likely to improve the income-generating capacity of the protected area system through tourism and the provision of other services. Government authorities are also investigating the potential for using part or all of the revenues earned from protected areas for the maintenance and development of the parks. Through the implementation of innovative investment schemes, therefore, the counterpart support capacity of the concerned national agencies has the potential for rapid growth.

C. DEVELOPMENT OBJECTIVES

The five-year development plan for the wildlife conservation and protected area management sector of Sri Lanka has been designed to attain the following development objectives:

- To conserve the biodiversity of Sri Lanka in representative terrestrial, freshwater and coastal marine ecosystems
- To manage the wildlife resources of Sri Lanka in a sustainable manner to benefit present and future generations of Sri Lanka and of the global community

- To enhance the contribution of the wildlife conservation and protected area management sector to national socioeconomic development.

D. IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES

IMMEDIATE OBJECTIVE 1

To raise the scientific and technical capacity of the Department of Wildlife Conservation to establish and manage protected areas, and to enhance its understanding of the importance of such areas to the socioeconomic development of the nation.

Output 1.1

Twenty staff cadres from the low grades and ten staff cadres from the intermediate grades trained in English language skills each year for five years.

Activities for Output 1.1

- 1.1.1 Identify staff members who will undergo English language training.
- 1.1.2 Consult with recognized English training centers on the requirements of trainees and the level of training required. (Trainers would be encouraged to visit field sites where trainees carry out their duties, and conduct training sessions in the field.)
- 1.1.3 Conduct training sessions for identified staff personnel.
- 1.1.4 Evaluate and assess skills acquired by trainees.
- 1.1.5 Submit annual reports to UNDP and the government of Sri Lanka on the effectiveness of training strategies, and the motivation of trainees to acquire language skills.

Output 1.2

One hundred and fifty low, seventy-five intermediate, and twenty upper staff cadres trained in wildlife conservation and protected area management principles, practices, skills, and techniques essential for the performance of their respective duties.

Activities for Output 1.2

- 1.2.1 Identify staff members who will receive training.
- 1.2.2 Identify individuals and institutions to implement training workshops.

- 1.2.3 Consult with the individuals and institutions identified to develop workshop contents and procedures for evaluating the performance of trainees.
- 1.2.4 Conduct forty-five training workshops for low, intermediate, and upper staff grades.
- 1.2.5 Ensure that trainers and trainees prepare annual reports for UNDP and the government of Sri Lanka on results achieved, along with suggestions for improvements in the design and conduct of training workshops.
- 1.2.6 Ensure that trainees submit annual reports to the Department of Wildlife Conservation on the usefulness of training received in the performance of day-to-day tasks.

Output 1.3

Twenty staff cadres belonging to low, intermediate, and upper staff grades trained in special skills and techniques as follows:

- Five from low/intermediate grades in wildlife capture and translocation
- Five from intermediate/upper grades in remote sensing/GIS technologies
- Five from intermediate/upper grades in training
- Five from intermediate/upper grades in park planning, and related public administration and international relations mechanisms.

Activities for Output 1.3

- 1.3.1 Identify staff who would undergo specialized training.
- 1.3.2 Design training courses and activities to be undertaken by selected candidates.
- 1.3.3 Implement training schedules for each field of specialization.
- 1.3.4 Ensure that the Department of Wildlife Conservation or the institute responsible for staff training submits an annual report to UNDP and the government of Sri Lanka highlighting the progress achieved, problems encountered, and suggestions for improvements in the design of future training packages.
- 1.3.5 Ensure that trainees submit an annual report on the extent to which the skills they had acquired are being put to use for carrying out routine tasks as well as special projects and programmes.

Output 1.4

Five intermediate/upper staff grades trained in specialized post-graduate courses.

Activities for Output 1.4

- 1.4.1 Identify staff who will undergo training.
- 1.4.2 Identify the subject areas in which post-graduate training is required for the purpose of improving sector performance.
- 1.4.3 Select training institutes and supervisors for courses of study.
- 1.4.4 Make administrative and legal arrangements to ensure the release, on full pay, of the trainees for undertaking his/her study, along with a guarantee of continued service upon completion of training.
- 1.4.5 Implement training for each candidate.
- 1.4.6 Ensure that training institutions submit a performance report on each trainee to UNDP and the government of Sri Lanka.
- 1.4.7 Ensure that each trainee submits an annual progress report to UNDP and the government of Sri Lanka regarding his/her progress, difficulties, the relevance of training to the duties he/she was performing and will be expected to perform upon return, and any comments or suggestions for changes.
- 1.4.8 Upon the successful completion of programmes, return the trainee to assume duties in his/her previous or new assignment in the Department of Wildlife Conservation.

Output 1.5

Six new protected areas, including two each in the wet and coastal zones where protected area coverage is presently low. This will be done in collaboration with NAREPP and bilateral wetland, coastal and marine projects.

Activities for Output 1.5

- 1.5.1 Conduct reconnaissance surveys of potential protected areas using aerial photographs, satellite images, ground surveys and field data.
- 1.5.2 Consult with specialists from universities, NGOs, and local communities near the protected areas to discuss the characteristics of sites and boundaries with a view to selecting six sites, including two each in coastal and wet zones, for development as protected areas.
- 1.5.3 Publish major findings and recommendations of the consultative group meetings and submit the recommendations for adoption by the government.

- 1.5.4 Establish legal and administrative steps for the declaration of the six protected areas.
- 1.5.5 Conduct field activities for establishing boundaries. Post signs announcing the establishment of protected areas.

Output 1.6

Management plans for six protected area clusters covering twenty to twenty-five existing protected area units. This will be carried out in cooperation with NAREPP and bilateral projects concerned with protected area planning.

Activities for Output 1.6

- 1.6.1 Identify the six protected area clusters for which management plans are to be prepared.
- 1.6.2 Set up inter-disciplinary management planning teams for each protected area cluster and define their terms of reference.
- 1.6.3 Collate available data for each protected area cluster.
- 1.6.4 Conduct field work for collecting additional data essential for management planning for each protected area cluster.
- 1.6.5 Hold preliminary consultative meetings for each protected area cluster with field staff, local NGOs, local leaders, and other concerned interest groups.
- 1.6.6 Conduct management planning workshops for each protected area cluster with the participation of national and international experts representing a variety of disciplines related to protected area management.
- 1.6.7 Distribute draft management plans for each protected area cluster to national and international participants for comments and suggestions for revision of plans.
- 1.6.8 Publish and distribute management plans to national and international agencies and to donors to seek assistance for their implementation.

Output 1.7

Up-to-date and comprehensive resource inventories for the six protected area clusters.

Activities for Output 1.7

- 1.7.1 Invite applications from inter-disciplinary teams from universities and NGOs to undertake resource surveys of protected area clusters.

- 1.7.2 Review applications and select resource inventory team for each protected area cluster.
- 1.7.3 Consult with resource inventory teams to discuss arrangements for field work, participation of Department of Wildlife Conservation staff, logistic details, and methodologies.
- 1.7.4 Conduct resource inventory surveys in the six protected area clusters as well as associated laboratory analysis and literature surveys.
- 1.7.5 Publish and distribute resource inventories for each protected area cluster.

Output 1.8

A minimum of ten research studies on problems of importance to management in the six protected area clusters.

Activities for Output 1.8

- 1.8.1 Identify major classes of problems to be investigated; preferred methodological approaches; and procedures for announcing studies to be undertaken, in order to invite and review applications, and finalize contracts or agreements.
- 1.8.2 Announce the availability of opportunities for study and invite applications.
- 1.8.3 Review applications, select suitable projects, and finalize contracts or agreements.
- 1.8.4 Conduct literature survey, gather and analyze field data.
- 1.8.5 Publish and distribute research reports.

Output 1.9

Production of communication and information materials including:

- A minimum of five exhibits
- 500 informational and educational booklets or packages
- One publicity slot each in TV, radio, cinema, newspaper and other mass media
- Information/interpretation center in one of the six protected area clusters to improve awareness among several target groups of the goals of wildlife conservation and protected area management. This activity will be realized in collaboration with NAREPP.

Output 2.2

Implementation and field testing of management strategies based on the rapid assessment of human/elephant conflict in the three selected study sites.

Activities for Output 2.2

- 2.2.1 Design workshops to discuss findings of the rapid assessment of human/elephant conflict situations and strategies for their management.
- 2.2.2 Identify and invite national and international specialists to participate in the workshops.
- 2.2.3 Organize and conduct a workshop to develop a management strategy for each selected study site.
- 2.2.4 Circulate draft management strategies among a selected number of participants for suggestions, comments, and revisions of drafts.
- 2.2.5 Publish management strategies including recommendations and guidelines for their implementation.

Output 2.3

Implementation and evaluation of the effectiveness in the field of the strategies developed for managing human/elephant conflict in the three selected sites, and recommendations for the management of human/elephant conflict on an island-wide basis.

Activities for Output 2.3

- 2.3.1 Identify team leaders for the implementation of management strategies.
- 2.3.2 Select teams from universities, NGOs, and the field staff of the Department of Wildlife Conservation.
- 2.3.3 Consult with the three teams to discuss implementation of strategies, frequency of additional consultations required to compare experiences in field implementation of strategies, and development of an evaluation methodology.
- 2.3.4 Implement strategies, including regular consultations among the teams in accordance with the frequency decided as part of the above activity.
- 2.3.5 Analyze data and evaluate field effectiveness of strategies in accordance with the evaluation methodology defined as part of 2.3.3.

- 2.3.6 Circulate draft report for suggestions; revise and finalize evaluation report; and make recommendations regarding the application of rapid assessment and management strategies for assessing human/elephant conflict on an island-wide basis.
- 2.3.7 Publish and distribute final report on evaluation.

Output 2.4

A nationwide inventory of the elephant population, a status report on the three most viable elephant populations of Sri Lanka, and recommendations for their management and conservation.

Activities for Output 2.4

- 2.4.1 Identify team leaders for data collection in each study area.
- 2.4.2 Select team for each study area.
- 2.4.3 Discuss methodology for data collection and analysis, and the structure of status reports.
- 2.4.4 Conduct field surveys and collect data.
- 2.4.5 Analyze data and prepare draft reports for each study site for circulation, comments, and suggestions for improvements.
- 2.4.6 Publish and distribute reports.

Output 2.5

An inventory of the captive elephant population and a status report on their condition, use, and so on, leading to recommendations for integrating *in situ* and *ex situ* measures for the conservation of the Asian elephant.

Activities for Output 2.5

- 2.5.1 Conduct workshop to define scope of study; coordinate ongoing studies for realization of Output 2.4 of Immediate Objective 2; identify team to conduct a survey of the captive elephant population; and define methodologies for the survey.
- 2.5.2 Collect demographic and morphological data; and biological samples in accordance with the methodologies defined above.
- 2.5.3 Analyze data and draw conclusions.

- 2.5.4 Consult with teams studying *in situ* conservation and elephant management on ways and means of coordinating *in situ* and *ex situ* conservation efforts.
- 2.5.5 Prepare draft report on the status of captive elephants and ways of integrating *in situ* and *ex situ* measures. Circulate draft for comments and revisions.
- 2.5.6 Publish and distribute report.

E. INPUTS

1. Government of Sri Lanka

The government of Sri Lanka, through the Ministry of Lands, Irrigation and Mahaweli Development and the Department of Wildlife Conservation, will provide inputs necessary for the implementation of the project.

Assignment of National Staff

Since the project is designed to build up the scientific and technical capability of the Department of Wildlife Conservation as a whole, the staff of the Department will be closely associated throughout its implementation. Staff will be assigned as follows:

Technical Personnel

Director	1
Additional Director	1
Deputy Directors	4
Assistant Directors (Technical)	6
Assistant Directors (Regional)	5
Wildlife Rangers - Grade I	11
Wildlife Rangers - Grade II	17
Wildlife Rangers - Grade III	26

Non-Technical Personnel

Range Assistants	91
Wildlife Guards	316
Others (drivers, bungalow keepers, and so on)	84
Laborers	120

Training

The government will provide the salaries of all trainees to be sent abroad on fellowships/study tours, and the costs of personnel assigned to in-country training courses, workshops, and seminars.

Supplies, Equipment and Premises

Facilities

Office accommodation, furnishings, equipment, utilities, and halls or rooms for meetings will be provided for the project headquarters.

At the field level, the Department of Wildlife Conservation and the Ministry of Lands, Irrigation and Mahaweli Development will provide facilities for project staff.

The budget approved by the Department of Capital & Recurrent Expenditure for 1988-1992 is to be continued for the period 1992-1995. It is expected to improve the infrastructural situation of the Department of Wildlife Conservation. Current improvements include lodging for project staff living in the field.

Training Facilities

Halls and rooms for workshops and seminars will be made available for project training.

Equipment and Supplies

Equipment, materials, and supplies will be provided by the government. Vehicles in addition to those envisaged under project funding will be made available to the project.

2. Global Environment Facility

Project Personnel

Experts

Protected Area Planner	42pm
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International Consultants

Consultants in the following fields will be provided:

Wildlife Resource Economics	6pm
Wildlife Habitat Management	6pm
Elephant Management	12pm
Radio Communications	3pm

Total	27pm
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National Consultants

Consultants in the following fields will be provided:

Protected Area Planning	60pm
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Community Sociology	18pm
Communication and Information	18pm
Elephant Management	33pm
Wildlife Resource Economics	16pm
Language Training	18pm
Wildlife Veterinarian	12pm
Land Use	12pm
Legislation	12pm

Total	199pm

Provision is made for administrative support, duty travel and mission costs.

Contracts

Contract provisions are made for three elements of the project as follows:

- Collection of field data for protected area planning. This will entail field work in the six clusters of protected areas, a review of the literature, analysis and write-up.
- Collection of field data on human/elephant conflict in three areas. This will include a review of the literature, analysis and field work. This will provide the basis on which proposals for conflict management will be made and tested.
- Implementation of ten management oriented research studies on priority problems in wildlife conservation and protected area management which were identified in the initial stages of the project.

Training

Fellowships

Ten fellowships for an intensive three-month wildlife management course at the Wildlife Institute of India	30pm
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Five fellowships for a specialized nine-month wildlife management course at the Wildlife Institute of India	45pm
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Study Tours

These will be undertaken within the region, in the spirit of TCDC cooperation with neighboring countries such as India and Malaysia. The tours will be of two types: those designed to provide a general exposure to wildlife conservation and protected

area management, and those addressing specialized techniques in these fields. Study tours will be organized for different staff levels:

Senior level staff wildlife orientation	4pm
Medium level staff wildlife orientation	10pm
Low level staff wildlife orientation	12pm

Total	26pm

In-service Training

Forty-five workshops, seminars, and courses will be organized during the course of the project. Provision is made for the cost of staging these workshops.

Equipment

The following will be provided:

Expendable Equipment	US \$73,000
Non-Expendable Equipment	US \$669,400

Miscellaneous

Provision is made for the operation and maintenance of equipment, reporting cost and sundries.

F. RISKS

There are three main risks involved in the implementation of the project and the realization of its benefits. None of these risks, however, are so great as to call into question the viability of the project. At the time of formulation, the probability of an increase in risk is negligible. However, an awareness of certain problems which might surface during the course of the project is necessary.

The first and most difficult risk to eliminate is that of the law and order situation in the island deteriorating in some parts of the north, northeast and eastern provinces. The overall law and order situation in the country during 1988-1989 was not conducive to the implementation of projects such as this one. However, since the present government took office in 1989, and particularly since early 1990, the situation has improved. All project components could be implemented in those parts of the island where security conditions are normal. It is extremely unlikely that conditions in other areas will adversely affect project implementation in these parts of the country.

The second risk to implementation of the project of which implementing agencies need to be aware is diversity in the attitudes and philosophies of the various conservation groups whose participation in project activities is essential. In particular, several NGOs and individuals from the academic community profess a strictly protectionist approach to wildlife conservation; and a "hands

off," *laissez-faire* attitude toward protected area management. These organizations and individuals may take issue with some of the concerns of the National Policy for Wildlife Conservation and may not support either management interventions inside protected areas, or approaches to resolving human/wildlife conflict. The implementing agencies should be particularly sensitive to these dissenting views, and incorporate them in the formulation of management plans for protected areas and strategies for managing human/elephant conflict. The project will use the workshop format to allow divergent views to be discussed and debated until consensus is reached.

The third risk relates to the projected additional staffing needs for the Department of Wildlife Conservation, which will essentially double the strength of the department by the end of the project. The government has sanctioned the absorption of sixty-eight Mahaweli Environment Project staff by the Department of Wildlife Conservation. Although a commitment to continue the process of increasing the number of staff has been made, it is possible that this may be hampered by factors beyond the control of the government.

G. PRIOR OBLIGATIONS AND PREREQUISITES

Assurance will be provided by the government on the appointment of national staff as described under the section on government inputs. The government will assure the timely selection and clearance of nominees for training courses, study tours and fellowships.

The Project Document will be signed by the Resident Representative on behalf of UNDP and GEF. Assistance to the project will be provided, subject to the satisfaction of UNDP that the prerequisites listed have been, or are likely to be, fulfilled. If anticipated fulfillment of one or more prerequisites fails to materialize, UNDP may, at its discretion, suspend or terminate its assistance.

H. PROJECT REVIEWS, REPORTING AND EVALUATION

The project will be subject to tripartite review by representatives of the government, implementing agencies, and UNDP at least once every twelve months. The first review will be held within the first twelve months of the start of full implementation. The national project director shall prepare and submit to each review meeting a Project Performance Evaluation Report (PPER). Additional PPERs may be requested, if necessary, during the project.

A terminal project report will be prepared for consideration at the terminal review meeting. It shall be prepared at least four months prior to the meeting to allow review and technical clearance by the executing agency.

The project shall be subject to evaluation twenty-four months after the start of full implementation. The organization, terms of reference, and timing of the evaluation will be decided after consultation between the parties in the Project Document, and any associated United Nations agency. The GEF partners - UNDP, UNEP and the World Bank - shall be invited to participate in any evaluation.

I. LEGAL CONTEXT

This Project Document shall be the instrument envisaged in Article 1, paragraph 2 (therein referred to as a Plan of Operation) of the agreement between the government of Sri Lanka and the UNDP concerning assistance under the Special Funds Sector of the UNDP, signed by the parties on March 20, 1990.

J. BUDGET

The budget for the project is attached.

PROJECT BUDGET COVERING GOVERNMENT CONTRIBUTION
(in Sri Lankan rupee thousands)

Country: Sri Lanka
 Project Number: SRL/92/G31
 Project Title: Development of Wildlife Conservation and Protected Area Management

	TOTAL	92	93	94	95	96
<u>Recurrent</u>						
Personnel						
11 Staff	140,035	28,007	28,007	28,007	28,007	28,007
13 Admin. Support	15,300	3,060	3,060	3,060	3,060	3,060
15 Official Travel	15,300	3,060	3,060	3,060	3,060	3,060
<u>Miscellaneous</u>						
51 Operation & Maintenance	15,300	3,060	3,060	3,060	3,060	3,060
<u>CAPITAL</u>						
Equipment	7,500	1,500	1,500	1,500	1,500	1,500
Buildings	36,500	7,300	7,300	7,300	7,300	7,300
Total Government Contribution	229,935	45,987	45,987	45,987	45,987	45,987

PROJECT BUDGET COVERING GEF CONTRIBUTION (in US Dollars)

		Totals		1992		1993		1994		1995		1996		1997	
		p/m	US\$	p/m	US\$	p/m	US\$	p/m	US\$	p/m	US\$	p/m	US\$	p/m	US\$
10 PROJECT PERSONNEL															
11 International Professionals															
11.01	Protected Area Planning Expert	42	423,620	6	59,280	12	119,500	12	121,600	12	123,248				
11.50 International Consultants															
11.51	Resource Economics	6	66,000					3	33,000	3	33,000				
11.52	Habitat Management	6	66,000			2	22,000	2	22,000	2	22,000				
11.53	Elephant Management	12	132,000			3	33,000	3	33,000	3	33,000	3	33,000		
11.54	Radio Communication	3	33,000			1	11,000	2	22,000						

11.98	Sub-total Consultants	27	297,000			6	66,000	10	110,000	8	88,000	3	33,000		

11.99	Sub-total Experts/Consultants	69	720,620	6	59,280	18	185,500	22	231,600	20	211,240	3	33,000		

13	Administrative Support	80	90,000	18	9,000	36	18,000	36	18,000	36	18,000	36	18,000	18	9,000
15	Duty Travel		70,000		10,000		15,000		15,000		15,000		15,000		
16.01	Mission Costs		40,000		4,000		8,000		8,000		8,000		8,000		4,000
16.02	Mid-Term Review		55,000						55,000						
17 National Professionals															
17.01	Protected Area Planner	60	60,000	6	6,000	12	12,000	12	12,000	12	12,000	12	12,000	6	6,000
17.02	Community Sociologist	18	18,000			6	6,000	6	6,000	6	6,000				
17.03	Communication/Information	18	18,000			4	4,000	4	4,000	4	4,000	4	4,000	2	2,000
17.04	Elephant Management	33	33,000	3	3,000	9	9,000	9	9,000	9	9,000	3	3,000		
17.05	Resource Economics	16	16,000			4	4,000	6	6,000	6	6,000				
17.06	Language Training	18	18,000			6	6,000	6	6,000	6	6,000				
17.07	Wildlife Veterinarian	12	12,000			3	3,000	3	3,000	3	3,000	3	3,000		
17.08	Land Use	12	12,000			4	4,000	4	4,000	4	4,000				
17.09	Legislation	12	12,000					4	4,000	4	4,000	4	4,000		

PROJECT BUDGET COVERING GEF CONTRIBUTION (in US Dollars)

	Totals		1992		1993		1994		1995		1996		1997
	p/m	US\$	p/m	US\$	p/m	US\$	p/m	US\$	p/m	US\$	p/m	US\$	US\$
33 In-service Training (45 workshops/seminars)		375,000		25,000		50,000		75,000		100,000		100,000	25,000
39 Component Total		801,700		25,000		203,900		216,900		230,900		100,000	25,000
40 EQUIPMENT													
41 Expendable		73,000		23,000		15,000		15,000		15,000		5,000	
42 Non-Expendable		669,500		100,000		300,000		100,000		100,000		69,000	
49 Component Total		742,500		123,000		315,000		115,000		115,000		74,000	
50 MISCELLANEOUS													
51 Operations and Maintenance		47,000		4,000		10,000		10,000		10,000		10,000	3,000
52.01 Reporting Costs		40,000						5,000		10,000		15,000	10,000
52.02 Publications		140,000				20,000		20,000		30,000		40,000	30,000
53 Sundries		12,000		1,000		2,000		3,000		3,000		2,000	1,000
59 Component Total		239,000		5,000		32,000		38,000		53,000		67,000	44,000
99 TOTAL		3,782,820		329,280		990,400		916,500		870,140		506,500	170,000

13% Agency Cost* 304,310

GRAND TOTAL 4,087,130

* FAO: Lines 11.99, 15, 16.01, 16.02, 31, 32, 40, 51, and 52.01

* IUCN: Lines 17.01 to 17.09

GSL: Lines 13, 20, 33, 52.02, and 53

Annex 1

PRELIMINARY WORK PLAN - GENERAL

Year Quarter Activity	1				2				3				4				5				Responsibility	
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	Govt.	Impl. Agency
A. PERSONNEL																						
National Director																						
i Selection/Appointment (Pre-project)																					X	
ii Assignment to Project																					X	
Consultants:																						
iii National Consultants																					X	X
iv International Consultants																						X
B. EQUIPMENT																						
i Vehicles																						X
ii Basic Equipment																						X
iii Specialist Equipment																						X
C. MISCELLANEOUS																						
i Allocation of offices, resources, etc. (Pre-project)																						
ii Meetings of Project Committee																					X	
iii Mid-term Review																					X	X
iv Tripartite Review																					X	X
v Terminal Report																					X	X
vi Technical Review																						

PRELIMINARY WORK PLAN - IMMEDIATE OBJECTIVE I

Year Quarter Activity	1				2				3				4				5				Responsibility	
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	Govt.	Impl. Agency
A. Identification of personnel who will undergo:																						
i Special Training																					X	
ii Post Graduate Level Training																					X	
B. Identification of individual/institutions who will lead organization of:																						
i English Language Training																					X	
ii Training Courses, Low, intermediate and upper staff cadres																					X	X
iii Specialized Training																					X	X
iv Post Graduate Level Training																					X	X
C. Consultative meetings with ind./ insts. to develop design, structure, content types of activities, etc. of:																						
i English Language Training																					X	
ii Training Courses, Low (4/yr), intermediate (3/yr) and upper (2/yr) staff grades																					X	X
iii Specialized Trainees																					X	X
iv Post Graduate Level Training																					X	X
D. Implementation of training courses, workshops and other activities for:																						
i English Language Training																					X	
ii Low, intermediate and upper staff grades																					X	X
iii Specialized Training																					X	X
iv Post Graduate Training																						X
E. Reporting and Coordination																						
i Reporting by individuals/institutions organizing training activities																					X	
ii Reporting by trainees on usefulness of training received																					X	

PRELIMINARY WORK PLAN - IMMEDIATE OBJECTIVE I

Year Quarter Activity	1				2				3				4				5				Responsibility		
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	Govt.	Impl. Agency	
iii Coordination of specialized training activities with activity related to implementation of other immediate objectives																						X	
F. Identification of PA clusters for Mgmt. planning																						X	
G. Identification/setting up interdisciplinary teams for:																							
i Management planning																						X	
ii Resource inventories																						X	
iii Information material																						X	
H. Reconnaissance surveys of new PA sites																						X	X
I. Collection of available data for management plans																						X	X
J. Field work for additional data for management plans																						X	X
K. Consultative meetings:																						X	
i Establishment of new PAs																						X	
ii Management planning																						X	
iii Resource inventories																						X	
iv Research studies of management relevance																						X	
v Information materials																						X	
L. Management planning workshops																						X	X
M. Field work for resource inventories																						X	X
N. Research Studies:																							
i Announcement of application procedures for research studies on mgmt. problems																						X	
ii Receipt/review of applications																						X	
iii Awarding of Agreements/Contracts																						X	X
iv Fieldwork on research problems of mgmt. relevance																						X	
O. Fieldwork/literature survey for preparing information materials																						X	X
P. Protected Areas:																							

PRELIMINARY WORK PLAN - IMMEDIATE OBJECTIVE I

Year Quarter Activity	1				2				3				4				5				Responsibility	
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	Govt.	Impl. Agency
i Submission of proposal for new PAs to Govt. and its approval					-----																X	
ii Legal/administrative steps for establishment of new PA									-----												X	
iii Boundary making and other field operation for establishing new PAs									-----												X	
iv Management plan preparation and publication					-----																X	X
v Seeking financial assistance for implementing management plans									-----												X	X
Q. Preparation/publication of resource inventories													-----								X	X
R. Preparation/publication of research studies on problems of mgmt. relevance									-----												X	X
S. Preparation/publication display/dissemination of information materials					-----																X	X

PRELIMINARY WORK PLAN - IMMEDIATE OBJECTIVE II

Year Quarter Activity	1				2				3				4				5				Responsibility	
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	Govt.	Impl. Agency
A. Identification composition of teams/ team leaders for:																						
i Rapid assessment of human/elephant conflict				---																	X	
ii Field implementation of mgmt. strategies				---																	X	
iii Status survey on wild elephant population				---																	X	X
B. Design of workshops for:																						
i Evolving strategies for human/elephant conflict				---																	X	
ii Define scope/ objectives of captive elephants and ex-situ conservation				-----																	X	X
C. Identification/ invitation of national/ international experts to participate in workshops				-----																	X	
D. Consultative meetings among:																						
i Teams for rapid- assessment of human/ elephant conflicts				-----																	X	X
ii Teams implementing mgmt. strategies				-----																	X	X
iii Teams undertaking in-situ population surveys				-----																	X	X
iv Between teams undertaking surveys/ study of in-situ and ex-situ populations				-----																	X	X
E. Workshops to evolve:																						
i Strategies for managing human/ elephant conflict				-----																	X	
ii Plan scope, objective and participating teams of captive elephant survey and ex-situ conservation				-----																	X	X
F. Fieldwork, literature, survey, lab analysis, etc. for:																						
i Rapid assessment of human/elephant conflict				-----																	X	X
ii Implementing strategies of managing human/ elephant conflict				-----																	X	
iii Surveys of wild elephant populations				-----																	X	X
iv Surveys on captive elephants and ex-situ conservation measures				-----																	X	X

PRELIMINARY WORK PLAN - IMMEDIATE OBJECTIVE II

Year Quarter Activity	1				2				3				4				5				Responsibility		
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	Govt.	Impl. Agency	
G. Analysis of data preparation and publication of:																							
i Rapid assessment methods for human/elephant conflict					-----																X	X	
ii Management strategies for human/elephant conflict										-----											X		
iii Evaluation report on implementation of mgmt. strategies															-----						X	X	
iv Status of wild elephant population															-----						X	X	
v Captive elephant and ex-situ conservation survey																					-----	X	X

Annex 2

ESTABLISHMENT OF ADMINISTRATIVE/OPERATIONAL STRUCTURE

Year	91	92	93	94	95	96	97	98	Total
HEAD OFFICE	01								01
REGIONAL OFFICE	(06)	05	01		01				07
SUB-REGIONAL OFFICE			05	04	04	04	04		21
PARKS (NATIONAL)	10		02	02					14
SANCTUARIES-GRADE I			02	03	04	02			11
SANCTUARIES-GRADE II			04	07	06	06	06		29
RANGES	21		05	06	08	05	05		50
BEATS	53			10	10	10	10	07	100
<u>WILDLIFE MONITORING UNIT</u>									
REGIONAL HEAD OFFICE			01	02	02	01		01	07
		01							01
<u>SPECIAL UNITS</u>									
- Marine Conservation			01						01
- Wetland Conservation			01						01
- Training	01								01
- Education	01								01
- Research	01								01
- Publicity			01						01
- Management				01					01
- Protection			01						01
- Trade					01				01
- Elephant capture & translocation		02		01	01				04
- Park Planning	01								01
- Conservation Unit	01								01
<u>SPECIAL ESTABLISHMENTS</u>									
- TREE Centers	01		02	02	02			07	
- Training/ Research Center		01							01
- Park Bungalows	18	05	05	05					38

PROPOSED STAFF INCREMENT
IN ACCORDANCE WITH DEVELOPMENT PLAN

Year	92	93	94	95	96	97	Total
Director	01						01
Additional Director							
- Administration	01						01
- Technical	01						01
Deputy Director							
- Administration	01						01
- Field Operations	01						01
- Promotions			01				01
- Protection & Trade					01		01
- Conservation & Mgmt.	01						01
- Research & Training	01						01
	04		01		01		05

Assistant Directors

- Veterinary	01						01
- Park Planning	01						01
- Research	01						01
- Training	01						01
- Education	01						01
- Publicity		01					01
- Administration			01				01
- Field Operation	01						(Suppress post)
- Wildlife Monitoring		01					01
- Management		01					01
- Protection				01			01
- Wildlife Trade					01		01
- Special Projects				01			01
- North Western	01						01
- Northern		01					01
- North Eastern	01						01
- Eastern	01						01
- Southern	01						01
- Western			01				01
- Central	01						01
	11	04	01	02	01		20

Year	92	93	94	95	96	97	Total
<u>Senior Wildlife Rangers</u>							
- Regional Assistants		05	01		01		07
- Sub-Regional In-charge		05	04	04	04	04	21
- Wildlife Monitoring		07					07
- Management		01					01
- Protection			01				01
- Park Planning		01					01
- Publicity			01				01
- Education		01					01
- Training		01					01
- Research			01				01
- Marine Conservation		01					01
- Wetland Conservation			01				01
- Wildlife Trade				01			01
- Park Wardens		12	02				14
		34	11	05	05	04	59

Wildlife Rangers

i	Grade One	(11)					
-	Deputy Park Warden		12	02			14
-	Sanctuaries		03	03	04	02	12
-	In Charge of Ranges		34	06	08	05	58
-	Conservation Unit		01				01
-	TREE Centers		01	02	02	02	07
			51	13	14	09	92
ii	Grade Two	(17)					
-	Assistants at Rangers		34	06	08	05	58
-	Sanctuaries		04	07	06	06	29
-	National Parks		12	02			14
-	Special Units (Ass'ts)		05	02			07
			55	17	14	11	108
iii	Grade Three	(26)					
-	National Parks		24	04			28
-	Wildlife Monit: Units		08	04	02		16
-	Special Units		10	04	01	01	17
-	TREE Centers		02	04	04	04	14
-	Beats (Gr III)		63	10	10	10	100
-	Sanctuaries		04	07	06	06	30
			111	33	13	21	184

Year	92	93	94	95	96	97	Total
Range Assistants	(91)						
- National Parks		12	02				14
- Sanctuaries		06	10	10	08	06	40
- Beats		63	10	10	10	07	100
- Special Units		12	08	02	02	02	26
- Wildlife Monit: Units		08	04	02		02	16
- Ranges		26	06	08	05	05	50
		127	40	32	17	23	246
Wildlife Guards	(316)						
- National Parks (Trackers)		60	05				65
- Sanctuaries		18	30	30	24	18	120
- Beats		189	30	30	30	12	291
- Special Units		12	08	02	02	02	26
- WMU		20	10	05		05	40
- Ranges		78	18	24	15	15	140
- TREE (2) Centers		02	04	04	04		14
		371	105	95	75	52	696

* Training Center Staff to be recruited in 1992.

STAFF GRADE CHANGES

	DWLC up to 1989	DWLC after merger w/MEP	Future Needs up to 1997
Director	01	01	01
Add'l Director	01	Suppressed	
Dpty. Director	03	04	06
	Administration Veterinary & Research Technical	Administration Research & Training Field Operations	Administration Research & Training Protection & Trade Promotions Conservation & Management Veterinary
Ass't Directors	05	13	19
	Publicity Northern Region Southern Region Eastern Region Elephant Conservation	Veterinary Field Operations Park Planning Training Research, Education & Publicity Administration Northern Region Southern Region North Western Region Central Region North Eastern Region Eastern Region	Veterinary Wildlife Monitoring Management Protection Park Planning Training Research Publicity Education Administration Northern Region Southern Region North Western Region Central Region North Eastern Region Eastern Region Western Region Special Projects Wildlife Trade

Annex 3

SCHEDULE OF SERVICES AND FACILITIES
TO BE PROVIDED BY THE IMPLEMENTING AGENCY

Estimated Expenditure by Year

Budget Line	Tot. Wrk. Mnths.	Tot. Costs US\$	1992 US\$	1993 US\$	1994 US\$	1995 US\$	1996 US\$	1997 US\$
Section I								
<u>Project Personnel</u>								
(a) Professional	42	423,620	59,280	119,500	121,600	123,240	---	---
(b) Consultants	27	297,000	--	66,000	110,000	88,000	33,000	---
(c) Duty Travel		70,000	10,000	15,000	15,000	15,000	15,000	---
(d) Mission Costs		40,000	4,000	8,000	8,000	8,000	8,000	4,000
(e) Project Eval.		55,000	--	--	55,000	--	--	---
Section II								
<u>Training</u>								
(a) Fellowships	75	308,000	--	107,900	123,200	76,900	---	---
(b) Study Tours	26	118,700	--	46,000	18,700	54,000	---	---
Section III								
<u>Equipment</u>								
(a) Expendable	41.00	73,000	23,000	15,000	15,000	15,000	5,000	---
(b) Non-Expendable	42.00	669,500	100,000	300,000	100,000	100,000	69,500	---
Section IV								
<u>Miscellaneous</u>								
(a) Operating and Maintenance	51.00	47,000	4,000	10,000	10,000	10,000	10,000	3,000
(b) Reporting Costs	52.01	40,000	--	--	5,000	10,000	15,000	10,000
GRAND TOTAL		2,141,820	200,280	687,400	581,500	500,140	155,500	17,000

Annex 4

**DEPARTMENT OF WILDLIFE CONSERVATION
BUDGETARY ALLOCATIONS 1988 TO 1992
(in SRL Rs)**

YEAR CATEGORY	1988	1989	1990	1991	1992
1. Recurrent	19,402,171	24,551,000	25,211,000	28,295,000	37,187,000
2. Capital	1,412,447	2,000,000	3,000,000	10,000,000	18,000,000

Special allocations 1992: Rs 10.2 million for Elephant Conservation
Rs 600,000 for visitor facilities

STAFF INCREMENTS 1989 TO 1992

YEAR	1989	1990	1991	1992
No:	742	742	742	810