

GMS BIODIVERSITY CONSERVATION CORRIDORS INITIATIVE

Action Plan 2005–2008

May 2005

TABLE OF CONTENTS

I.	INTRODUCTION	1
A.	Biodiversity Conservation Landscapes in the GMS	1
B.	Management Objectives of the Biodiversity Conservation Landscapes	2
II.	BCI VISION, OBJECTIVES, COMPONENTS, AND PHASING	2
A.	BCI Vision	2
B.	Program Goal (Long Term).....	2
C.	Program Purpose (Medium Term).....	2
D.	Program Components (Short-to-Medium Term).....	2
E.	BCI Phasing (Program Duration)	3
F.	Estimated Budget for Phase I (2005–2008)	3
III.	BCI PILOT SITES, PHASE I (2005–2008)	3
A.	Cambodia.....	3
B.	People's Republic of China, Yunnan Province	4
C.	Lao PDR	5
D.	Thailand	5
E.	Viet Nam	5
IV.	BCI ACTION PLAN (2005–2008)	5
A.	Poverty Reduction	5
B.	Integrated Land-Use Planning and Management.....	6
C.	Restored Ecosystem Connectivity	7
D.	Capacity Building	7
E.	Sustainable Financing	8
F.	National Activities	8
G.	Regional activities and coordination	9
V.	PROGRAM IMPLEMENTERS.....	11

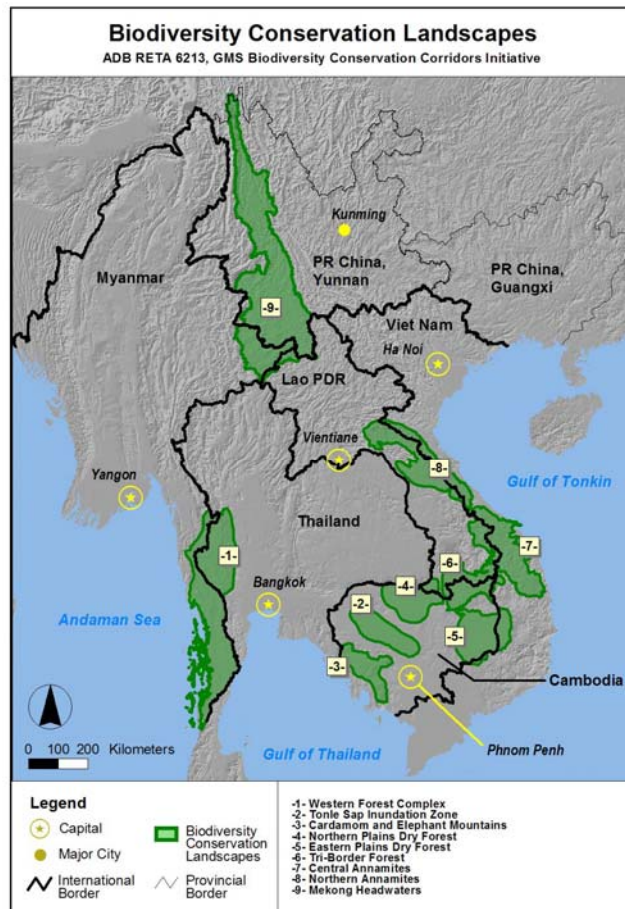
I. INTRODUCTION

A. Biodiversity Conservation Landscapes in the GMS

1. The Greater Mekong Subregion (GMS) Biodiversity Conservation Corridors Initiative (BCI) is a 10-year program aimed at establishing and maintaining the following nine priority biodiversity conservation landscapes and corridors, illustrated in Figure 1:

- (i) Western Forest Complex (Thailand and Myanmar)
- (ii) Ton Le Sap Inundation Zone (Cambodia)
- (iii) Cardamom and Elephant Mountains (Cambodia)
- (iv) Northern Plains Dry Forests (Cambodia and the Lao PDR)
- (v) Eastern Plains Dry Forests (Cambodia and Viet Nam)
- (vi) Tri-Border Forests (Cambodia, Lao PDR, and Viet Nam)
- (vii) Central Annamites (Viet Nam and the Lao PDR)
- (viii) Northern Annamites (Viet Nam and the Lao PDR)
- (ix) Mekong Headwaters (Yunnan Province, People's Republic of China [PRC]; Myanmar; and Lao PDR).

Figure 1: Priority GMS Biodiversity Conservation Landscapes



2. The series of map overlays leading to the definition of the landscapes are provided on the BCI website (www.adb.org/projects/gms-biodiversity).

B. Management Objectives of the Biodiversity Conservation Landscapes

3. Management of the nine high-priority biodiversity landscapes should meet the following key conservation objectives:

- (i) Conserve biodiversity at the ecosystem, landscape, or regional scale, especially to maintain large-scale processes and viable populations.
- (ii) Buffer core areas from the effects of potentially damaging external activities.
- (iii) Restore degraded ecosystems and expanding ecosystem services.
- (iv) Allow sustainable use and forms of land tenure consistent with conservation.

II. BCI VISION, OBJECTIVES, COMPONENTS, AND PHASING

A. BCI Vision

4. By 2015, GMS countries will have established priority biodiversity conservation landscapes and corridors for maintaining the quality of ecosystems, ensuring sustainable use of shared natural resources, and improving the livelihoods of people.

B. Program Goal (Long Term)

5. By 2015, GMS countries will endeavor to maintain and improve the cover, condition, and biodiversity of forestlands and associated ecosystems in priority biodiversity conservation landscapes and corridors.

C. Program Purpose (Medium Term)

6. Sustainable management regimes established in the biodiversity corridors are providing benefits of natural resource (forest, water, soil, air) goods and services, thus contributing to improving livelihoods of peoples living in and around the biodiversity corridors and protecting the developmental, particularly physical infrastructure, deemed central to economic integration and sustainable development in the subregion.

D. Program Components (Short-to-Medium Term)

- (i) Poverty alleviation through sustainable use of natural resources and development of livelihoods.
- (ii) Clear definition of optimal land uses and harmonized land management regimes.
- (iii) Restoration and maintenance of ecosystem connectivity.
- (iv) Capacity building in government staff and local communities.
- (v) Sustainable financing mechanism and structures integrated with government planning and budgeting procedures.

E. BCI Phasing (Program Duration)

7. The BCI objectives will be achieved in three phases over 10 years, the period between GMS Summits from 2005 to 2014.

- (i) In Phase I (2005–2008), five GMS countries (Cambodia, PRC, Lao PDR, Thailand, and Viet Nam) will carry out pilot projects in selected sites within one of the nine GMS biodiversity corridor landscapes. Each pilot site includes a complex of protected areas and several proposed biodiversity corridors. In addition, enabling activities will be carried out at national and regional levels. Assessments will be carried out and plans prepared to define additional priority corridors within the nine GMS biodiversity corridor landscapes to receive BCI support in Phase II. Plans for expanding and scaling-up the pilot project will be prepared.
- (ii) In Phase II (2009–2011), the methodology and framework of action developed in Phase I will be applied to other corridors within the nine GMS biodiversity corridors landscapes.
- (iii) In Phase III (2012–2014), all nine GMS biodiversity corridor landscapes will be consolidated in terms of investments and an evaluation of the approach and achievements will be carried out to determine whether the vision has been achieved.

F. Estimated Budget for Phase I (2005–2008)

8. It is estimated that \$10.9 million will be needed to implement the Action Plan for phase I (2005–2008), for implementation of activities in the BCI pilot sites as well as regional support and cross-cutting activities.

III. BCI PILOT SITES, PHASE I (2005–2008)

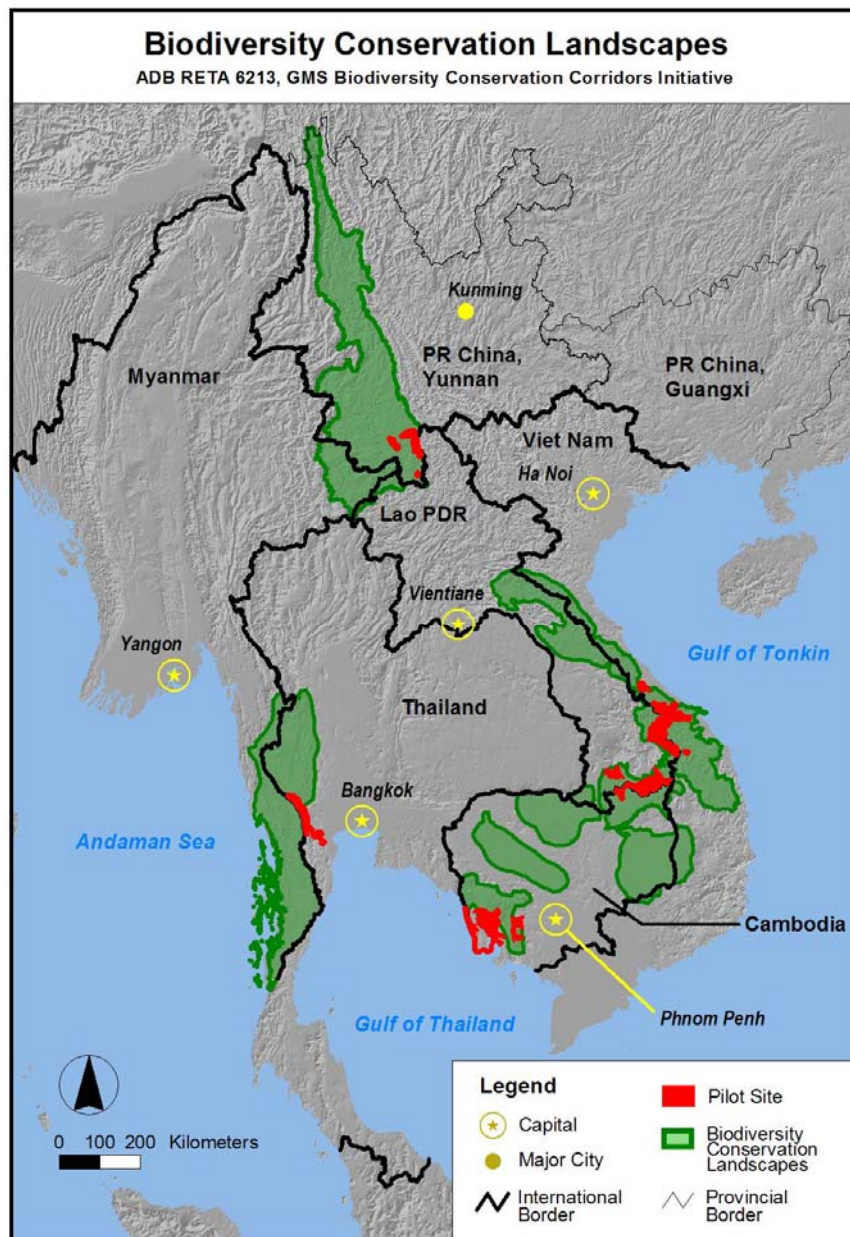
A. Cambodia

9. The Cambodian pilot site is the Cardamom and Elephant Mountains landscape down to the southwestern coast. Koh Kong Province and specific corridors within it linking 11 protected areas provide the focus of the project. The pilot project targets three corridors: (i) a corridor of protection linking the Central Cardamoms Protected Forest and Phnom Samkos Wildlife Sanctuary with the Southern Cardamoms Protected Forest with further links along Route 48 to Peam Krasop Wildlife Sanctuary and Dong Peng Multiple Use Area. It can be described as the Areng catchment corridor, after the name of the main river and watershed running through its center; (ii) the mangrove forest or coastal corridor running from Dong Peng to Phnom Samkos with an initial focus on the coastal system and communities of southeastern Botum-Sakor National Park; and (iii) the Aural-Kirirom sustainable-use corridor between Phnom Aural and Kirirom and then from Kirirom to Bokor. In addition, preparatory activities will be undertaken at a second site in Mondulkiri Province in northeastern Cambodia, bordering Viet Nam, with detailed planning for Phase II.

B. People's Republic of China, Yunnan Province

10. The Xishuangbanna Tropical Rainforest landscape in southern Yunnan Province stretching down to the border of the Lao PDR is the location of the PRC pilot site. Yunnan Province and specific corridors in the Prefecture of Xishuangbanna provide the focus of the project, including the linkage of nine existing and proposed protected areas. Eight corridors are targeted: (i) Mengyang to Xiao He Jiang; (ii) Xiao He Jiang to King Tea River; (iii) King Tea River; (iv) King Tea River to Mengla; (v) Mengla to Shangyong—a wild elephant sanctuary and a transboundary nature reserve bordering the Lao PDR; (vi) Mengyang to Menglun; (vii) Mengyang to Mangao; and (viii) Mangao to Mengsong.

Figure 2: Pilot Sites within GMS Biodiversity Conservation Landscapes



C. Lao PDR

11. The pilot project in the Lao DPR will develop a sustainable-use corridor linking Dong Houa Sao National Biodiversity Conservation Area (NBCA) in Champasak Province to Xe Pian NBCA, covering both Champasak and Attapeau provinces in the Tri-Border Forests landscape. Two other conservation corridor linkages will be explored for support during phase 2 of the BCI, including some preparatory land-use planning and capacity-building activities: (i) a corridor linking Xe Pian NBCA to Dong Ampham NBCA, which falls within Attapeau Province as well as the Dakcheung district in Sekong Province in the northern portion of the Tri-Border Forests landscape; and (ii) a corridor linking Dong Ampham and Xe Xap NBCAs in Sekong and Saravane provinces in the Central Annamites landscape.

D. Thailand

12. The pilot site in Thailand is in the Tenasserim Range in western Thailand, between the Western Forest Complex and the Kaeng Krachan Forest Complex. To the west of both complexes is forested area in Myanmar. The complexes are situated in two important ecoregions in mainland Southeast Asia—the Kayah-Karen montane rain forests ecoregion and Tenasserim-South Thailand Semi-evergreen rain forests. The distance between the two complexes is approximately 75 km, an area largely covered by forest remnants. The project will develop a corridor for protection and sustainable use linking the two existing forest complexes with their 19 contiguous protected areas. In addition, preparatory activities will be undertaken in the Khao Yai National Park in Eastern Thailand.

E. Viet Nam

13. The pilot project in Viet Nam is focused in Quang Nam Province of the Central Annamites and bordering areas of Thua Thien Hue and Kon Tum provinces and Sekong and Attapeu provinces in the Lao PDR. Activities in the three BCI phases are designed in sequence to tackle the areas of highest risk first without losing sight of the long-term goal of establishing a continuous forest landscape throughout the Central Annamite Mountains. Phase 1 focuses on the links between three nature reserves, Ngoc Linh, Song Thanh, and Ba Na in Quang Nam Province and Xe Sap NBCA in the Lao PDR.

IV. BCI ACTION PLAN (2005–2008)

14. This action plan covers the five program components, the national activities of the GMS countries, and the regional program activities in support of crosscutting or transboundary themes.

A. Poverty Reduction

15. Attention will be given to assessing the poverty and development situation in the pilot sites and offering interventions with the aim of contributing to poverty reduction and sustainable development planning of the pilot corridors. Livelihood improvement interventions (for example, access to secure land tenure, community forestry, plantations, local primary processing of wood and nonwood products, ecological farming and ecotourism) will be undertaken and market linkages promoted. This entails the provision of incentives, funding, legal rights, and technical assistance in the corridor sustainable-use areas outside protected areas (PAs), improving upland farming practices, and enabling local people to grow trees of their choice in their

homestead plantations and community forests for subsistence such needs as fuelwood and construction. Local people will receive cash benefits for labor provided for carrying out detailed survey and demarcation of selected priority biodiversity corridors; participation in restoration, management, and maintenance work; and from sustainable harvesting of fruits, timber, or collection of fuelwood and nonwood products. Small loan schemes for micro- and small enterprises can encourage local (wood and nonwood) primary processing to emerge or existing ones to become vibrant. The establishment of management regimes in the corridors will create jobs for local people, such as carrying out biodiversity inventories and surveys and monitoring and protection of forests. Similarly, employment opportunities will emerge in ecotourism and educational and cultural tourism networks as these services gain ground. In particular, the following activities will be supported in phase I:

BCI component	Key activities
1. Poverty reduction	1.1 Market analysis and linkages
	1.2 Socioeconomic and alternative livelihood studies in corridors
	1.3 Community-based forest and protected area management
	1.4 Sustainable agricultural practices and appropriate technology
	1.5 Village development funds and small grant facilities
	1.6 Exchange and learning between communities
	1.7 Incentive and compensation systems for conservation
	1.8 Support for small-scale infrastructure

B. Integrated Land-Use Planning and Management

16. A spatial land-use planning process will be undertaken using a participatory approach. This requires socioeconomic surveys, including the delineation of environmentally sensitive areas and appropriate safeguards, biological surveys, clarification of current demarcations of protected areas, and an overview spatial map of current land-use patterns. Possible connecting corridors and zones will be identified and agreements made with all stakeholders (institutions, communities, and households) on appropriate land-use arrangements and delineation of sustainable-use areas. Such agreements recognized by government are critical for identifying and mitigating land- and resource-use conflicts prior to making investment decisions and for creating enabling conditions for integrating local livelihoods with local and market-oriented development needs.

17. As a general principle, the BCI program envisages collaboration with nongovernment organizations (NGOs) in the pilot sites that already have a recognized track record for participatory consultations at the grass-root level and have been involved in land allocation processes and harmonized land management regimes. The BCI also plans to document the process of participatory consultation at the start of the program for use as a learning and dissemination tool as well as for monitoring and documentation. In particular, the following activities will be supported in phase I:

BCI component	Key activities
2. Harmonized land management and governance regimes	2.1 Forest protection management and planning.
	2.2 Landscape-level analysis of existing and proposed developments
	2.3 Preparing detailed land-use and zoning plans at the landscape level
	2.4 Participatory demarcation of protected areas and corridor zones
	2.5 Updating and maintenance of land cover data and classification
	2.6 Feasibility studies into ecotourism and agricultural tourism
	2.7 Legal framework for corridors
	2.8 Participatory village level planning and secure land allocation

C. Restored Ecosystem Connectivity

18. Ecosystem restoration to establish connectivity and sustainable-use areas will be undertaken and evaluated. This process will require preparation of rehabilitation strategies. Planting of native species may be required to create linear corridors between some core areas. Areas for sustainable use and protection will need to be delineated within the buffer or transition zones around protected areas. People whose land is currently under productive utilization and who will be affected by rehabilitation measures can receive compensation through similar use rights within the sustainable-use areas.

19. Some transnational roads that have been planned in the GMS bisect key PAs or PA complexes and biodiversity corridors. Where this intrusion is severe, design adjustments may be necessary—for example by exploring realignment to avoid core areas and installing under- or overpasses. Where the intrusion is marginal, a cost-benefit analysis will be made to assess the feasibility of detours against excising small segments of protected areas in return for a covenant for effective threat mitigation and long-term compensation to a protected area management fund. In corridors that are affected by the zones of influence of major roads, mitigation measures, such as prohibition of development along roads and policing roads for illegal wildlife trade, need to be put in place. Other infrastructure development proposals, such as dams, must receive comprehensive assessment for cumulative effects, accompanied by transfer payments for watershed management functions and compensation arrangements for downstream effects. Specific activities in phase I are

BCI component	Key activities
3. Restored ecosystem connectivity	3.1 Forest restoration and protection in corridors
	3.2 Enforcement and incentive systems
	3.3 Limitation and mitigation of infrastructure impacts
	3.4 Identification of critical corridor areas
	3.5 Evaluation of the status of genetic resources.
	3.6 Monitoring impact of interventions and evaluation of corridor
	3.7 Preparation of an action plan to scale-up corridor implementation
	3.8 Surveys of globally threatened plant and animal species

D. Capacity Building

20. Institutional and human capacity for managing biodiversity corridors will be improved. Local people and officials need capacity building for biodiversity conservation planning, management, and monitoring. Weak capacity has been identified as an overarching threat. It has been demonstrated worldwide that education, knowledge, and skills can provide a sound basis for people to be proactive in biodiversity conservation and sustainable management.

21. The BCI approach puts special emphasis on knowledge sharing and skills transfer. While local indigenous knowledge of traditional medicinal plants, herbs, and essences will be documented and preserved for posterity, the program will foster special exchange visits of implementers in the GMS countries to learn and share information and experience from various pilot sites and corridors. In particular, regional knowledge and skill transfers as well as between villages and communities in a particular site or country will be promoted. This will be particularly important in transboundary situations, where joint seminars and experiential learning can lead to better understanding and enforcement, and eventually to conducting joint patrols in the true sense of a transboundary undertaking. Sharing knowledge and skills in restoration activities as well as environmental protection with improved productivity in upland farming systems will be

beneficial across the GMS. The BCI will tap existing sources of information and centers of excellence in the GMS countries and promote wider networking, dissemination and exchange of ideas within the ambit of the biodiversity corridors, and the landscape approach.

22. The BCI aims at fostering local approaches and decision making that lead to local benefits and responsibilities. Without active involvement of local communities, any conservation approach is bound to fail in the medium-to-long term because local communities and households are the ultimate custodians of the natural resources they share and use. In the same way that providing proprietary or user "rights" over means of production (e.g., land) has acted as an incentive and a driving force in market and transition economies, the granting of access and user rights to natural resources will galvanize communities (villages and groups of households) into higher levels of incentive to protect what is theirs against outsiders. With benefits come responsibilities; it is important in many places to support communities with capacity building to manage these resources sustainably. Key activities are

BCI component	Key activities
4. Capacity building	4.1 Community training in market linkages, sustainable use, protection, and collaborative management
	4.2 Training and exchanges for government staff in corridor and protected area management
	4.3 Education and public awareness

E. Sustainable Financing

23. Sustainable financing for the BCI will be identified and made operational. This component entails identifying and setting up funding mechanisms that will allow PAs and corridors to function in the long term. Apart from recurrent budget support from the GMS countries, areas that will be explored include transfer payments for environmental services, Clean Development Mechanism, and setting up endowments and contributions from tourism and other natural resource use tax regimes. Key activities to be undertaken in phase I are

BCI component	Key activities
5. Sustainable financing	5.1 Valuation of ecosystem services
	5.2 Testing of payment mechanisms for ecosystem services
	5.3 Pilot regional funds and funds for specific protected areas
	5.4 Identification of mechanisms for sustainable funding of corridors and protected areas

F. National Activities

24. Under the national coordination office, several biodiversity assessments, surveys and studies need to be conducted in order to carry out ground-truthing, updating existing inventories, and elaboration of biodiversity indicators. Impact assessments need to be carried out for monitoring and reporting purposes and these will be conducted periodically.

BCI component	Key activities
6. National	6.1 Biodiversity surveys and corridor definitions
	6.2 Environmental assessments of overall impact of the economic corridors

G. Regional Activities and Coordination

25. Following adoption of the resolution on the BCI program at the GMS Summit in Kunming in July 2005, ADB will formulate a regional technical assistance (RETA), detailing the program for Phase I (2005–2008) and for securing funding commitments, which will be described in the RETA paper. The RETA paper will be sent to the GMS countries for concurrence.

26. On receiving concurrence from GMS governments and securing program funding, ADB, in its capacity as the GMS secretariat, will call on the coordinators of the Working Group on the Environment to send official nominations of GMS country representatives, who will sit in the BCI Regional Coordination Committee with the BCI national coordinators. ADB will also follow standard procedures to put in place the regional program coordination unit (PCU).

27. Once the regional PCU is in place, it will request the BCI national coordinators to call on nongovernment collaborative partners and provincial authorities to work out a draft plan of operation for the first year of implementation. At this stage, any institutions (government and nongovernment) that have regional or crosscutting activity proposals can submit these to the regional PCU. The PCU will also activate a technical advisory panel (TAP) with terms of reference laid down in the RETA paper and work with the TAP secretariat to get the regional or crosscutting activity proposals screened prior to the inception workshop for Phase I.

28. Each BCI national coordinator will submit to the regional PCU a draft plan of operations that must contain: (i) work plan (activities with timeline, responsibility, and milestones); (ii) budget with costs related to activities; (iii) monitoring plan with indicators of expected achievements by end of year one and those by year three; and (iv) a logframe for the pilot site project. In detailing the work plan, the national coordinator and implementation team will select priority activities from the indicative list suggested in the pilot project profiles. In particular, the plan of operations should indicate under which functions the land-use and corridor configuration is being undertaken: (i) protection—where focal species are sensitive to habitat change; (ii) low-intensity land use—where focal species can withstand some disturbance; (iii) mitigation—where ecological processes should be conserved (e.g., watershed or hydrology: ensure steeper slopes, riparian zones forested); (iv) land-use patterns and configuration for dispersal ability (continuous vs. patchy/stepping stone habitats). If necessary, the BCI national coordinators can request the regional PCU to provide technical assistance in drafting the plan of operations.

29. The BCI national coordinator office will also enter into a standard memorandum of understanding (MoU) with the NGO(s) for that particular project site, which can later be extended to other sites if mutually agreed. The text of the MoU will be supplied by the regional PCU and will form the basis for project site implementation responsibilities of the parties concerned.

30. On receiving the draft plan of operations from the BCI national coordinators, the regional PCU will circulate these to the TAP to get feedback. The TAP will scrutinize the draft plan of operations for plausibility, realistic targets, and approaches as per details contained in the pilot site proposals. Any adjustments or modifications of the pilot site proposals suggested in the draft plan of operations will also be scrutinized.

31. Representatives from implementing (government, nongovernment, and potential national consultant) institutions in the GMS will be invited to participate in the inception workshop to finalize the work plans and budgets. Once these have been finalized, the first regional coordination committee (RCC) will be convened, which will deliberate over submissions and

give its approvals and decisions. Probably, the first RCC could be held back-to-back with the inception workshop. The BCI national coordinators will attend the RCC meetings as observers. The proceeding of the RCC will be recorded by the regional PCU and distributed to all RCC participants. Once approvals are given, disbursement instructions will be issued by the regional PCU as per minutes of the RCC meeting and funds will be provided to the BCI national coordinator office and the NGOs as per approved plan of operations. For regional activities, funds will be disbursed directly by the regional PCU to the implementers (these could be international/national consultants or institutions).

32. On receiving funds from the BCI program, the national coordinators will convene a meeting of the national steering committee as well as hold a program orientation workshop to launch pilot site activities. Six monthly progress reports will be collected and collated by the national coordinators and submitted to the regional PCU. Standard reporting formats and deadlines will be provided by the regional PCU.

33. Biodiversity corridor interventions and transboundary activities in the GMS will require appropriate policy and regulatory frameworks within the GMS countries. The BCI will foster a process that generates a degree of standardization in the regulatory framework establishing corridors, landscapes, and transboundary projects. Following examples of similar standardization of procedures and regulations in transboundary traffic and movement of goods and persons, the BCI envisages in the medium-to-long term a similar development in conservation and environmental protection across the GMS countries. The BCI will seek to lay the groundwork for such future developments that may emerge in the shape of GMS transboundary protocols or regional agreements.

34. The success of the BCI is closely linked to the establishment of an effective geographical information system (GIS). The core goal of the GIS is to support and facilitate BCI decision making by accurately assessing and monitoring regional and national parameters and trends across two main categories: (i) the state of the habitat, and (ii) socioeconomic characteristics. The results of such analyses will be the basis of assessing overall program performance.

35. To retrieve newer land cover data and to ensure high geospatial accuracy, the BCI will use recent satellite imagery of medium to medium-high resolution (30–15 m; e.g., Landsat ETM+, IRS) to derive standardized land cover data for all pilot sites. However, the quality of the land cover information derived from these images either by semi-automatic processing or delineation will be subject to the local knowledge and rating of the operator. Therefore, high-resolution imagery (5–<1 m, e.g., SPOT V, IKONOS, QUICKBIRD, aerial photographs) at least for the corridors and contiguous protected areas will be crucial to assess land cover classes at a detail sufficient for the BCI (for example, separation between different vegetation types as well as separation between natural vegetation, secondary growth, and plantations).

36. An image database of this kind is not only a technically standardized knowledge base for all the pilot sites, but will provide a powerful monitoring tool to assess the performance of the project, if sampled in regular periods (e.g., in the beginning and end of Phase 1). As high-resolution imagery reduces the need for ground-truthing, the interpretation process can be done by a small number of people, which will greatly reduce interpretation variation among the operators.

37. While floral biodiversity can be rated using remotely-sensed land cover information, faunal biodiversity requires thorough ground surveying. Faunal biodiversity needs to be

regularly surveyed (at least at the beginning and the end of Phase I). It is desirable that the same team/partner conduct all surveys in an area to ensure consistent interpretation methods and compatibility of the data in the BCI monitoring system. Socioeconomic data will allow BCI to estimate pressure on the pilot sites (for example, poverty, population growth, road upgrades and extension, and settlement expansion) as well as to monitor the performance of the project (for example, poverty mitigation). Province and district-level socioeconomic data are publicly available through statistics collected by international organizations, e.g., the World Bank, International Food Policy Research Institute, and United Nation agencies. Government organizations can provide data down to the commune level (e.g., detailed road information, village distribution, and population statistics), including a larger number of parameters.

38. The following key activities will be undertaken or coordinated by the regional PCU:

BCI component	Key activities
7. Regional	7.1 Facilitation of transboundary cooperation, exchange, and training
	7.2 Ecosystem services valuation and transfer payments
	7.3 Monitoring and evaluation, including wildlife trade monitoring
	7.4 Database management and accessibility
	7.5 Project preparation and investment portfolios in additional sites

V. PROGRAM IMPLEMENTERS

39. The BCI program envisages collaboration and partnership between government and nongovernment organizations in the delivery of program interventions. In the field of conservation, partnerships between government and civil societies have led to synergies and efficiencies wherever government has welcomed collaboration toward achieving mutual goals and objectives. Within the context of the BCI, such partnerships will be fostered with the conviction that each partner has a particular role to play and also has particular strengths that can be used to achieve mutual ends. In sites where NGOs or community-based organizations are absent, capacity building will have to take precedence over interventions until such time that adequate capacity can be identified and partnered with civil society organizations on the ground.

40. While it is expected that the collaborating partners will synchronize their activities in the field and use an integrative program approach, it may be necessary at times to allow provision of specialist services to beneficiaries by certain partners on demand. Participatory consultations with beneficiaries may lead to the need for provision of services by a host of local partners (government and nongovernment) that may not be the primary implementers. In such cases, the program will encourage networking and establishment of linkages with a variety of service providers.