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*Niaz Ahmed Khan*  
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## Acronyms and Abbreviations

AC	= Assistant Commissioner
AIG	= Alternative Income Generation
BDT	= Bangladesh Taka (the Bangladesh currency)
BWDB	= Bangladesh Water Development Board
CBFM	= Community Based Fisheries Management
CBO	= Community Based Organization
CNRS	= Centre for Natural Resource Studies (an IUCN member NGO)
DAE	= Department of Agricultural Extension
DFID	= Department for International Development [UK]
DFO	= District Fisheries Officer
ECA	= Ecological Critical Area
FD	= Forest Department
GoB	= Government of Bangladesh
GBP	= Great Britain Pound (1 GBP = 119 BDT approx.)
GTF	= Governance and Transparency Fund
IPAC	= Integrated Protected Area Co-management
FGD	= Focus Group Discussion
IUCN	= International Union for Conservation of Nature
IUCNB	= International Union for Conservation of Nature-Bangladesh Country Office
KAP	= Knowledge, Attitude and Practice
MACH	= Management of Aquatic Resources through Community Husbandry
MP	= Member of Parliament
MSP	= Multi-Stakeholder Platform
NACOM	= Nature Conservation Management (an IUCN member NGO)
NR	= Natural Resource
NRM	= Natural Resource Management
NRG	= Natural Resource Governance
<i>Para</i>	= Hamlet
SC	= Standing Committee [of Union <i>Parishad</i> ]
SEMP	= Sustainable Environment Management Programme
TNA	= Training Needs Assessment
UFO	= Upazila Fisheries Officer
UK	= United Kingdom
UNDP	= United Nations Development Program
UNO	= Upazila <i>Niarbahi</i> [executive] Officer (a public [civil service – administration cadre] official who acts as the chief executive officer at the sub-district level local government)
UP	= Union <i>Parishad</i> [council] (an important tier of the local government at the sub-national level)
USD	= United States Dollar (1 USD=79 BDT approx.)
VC	= Village committee
VCF	= Village Conservation Forum
VCG	= Village Conservation Group
VGD	= Vulnerable Group Development
VGf	= Vulnerable Group Feeding

## 1: Setting the Scene

### 1.1 The Background and Introduction to the Project and the Mission

This report documents the overall experiences, findings and recommendations of the<sup>3</sup>Mission for evaluating the impact and results of the IUCN project titled 'Improving environmental governance for sustainable management of natural resource in Bangladesh' (hereafter, 'the Project' or 'Natural Resource Governance – NRG – project'). The Bangladesh component constitutes an important and integral part of a larger 5-year IUCN Project on 'Improving Natural Resource Governance for Rural Poverty Reduction' which aims at

... improving livelihood security in selected countries through better environmental governance, including fair and equitable access to natural resources, new benefit sharing arrangements, and more participative and transparent decision making ... The outcomes expected are improvements in institutions, in policies and in decision-making mechanisms as they relate to natural resources (IUCN 2009:2)

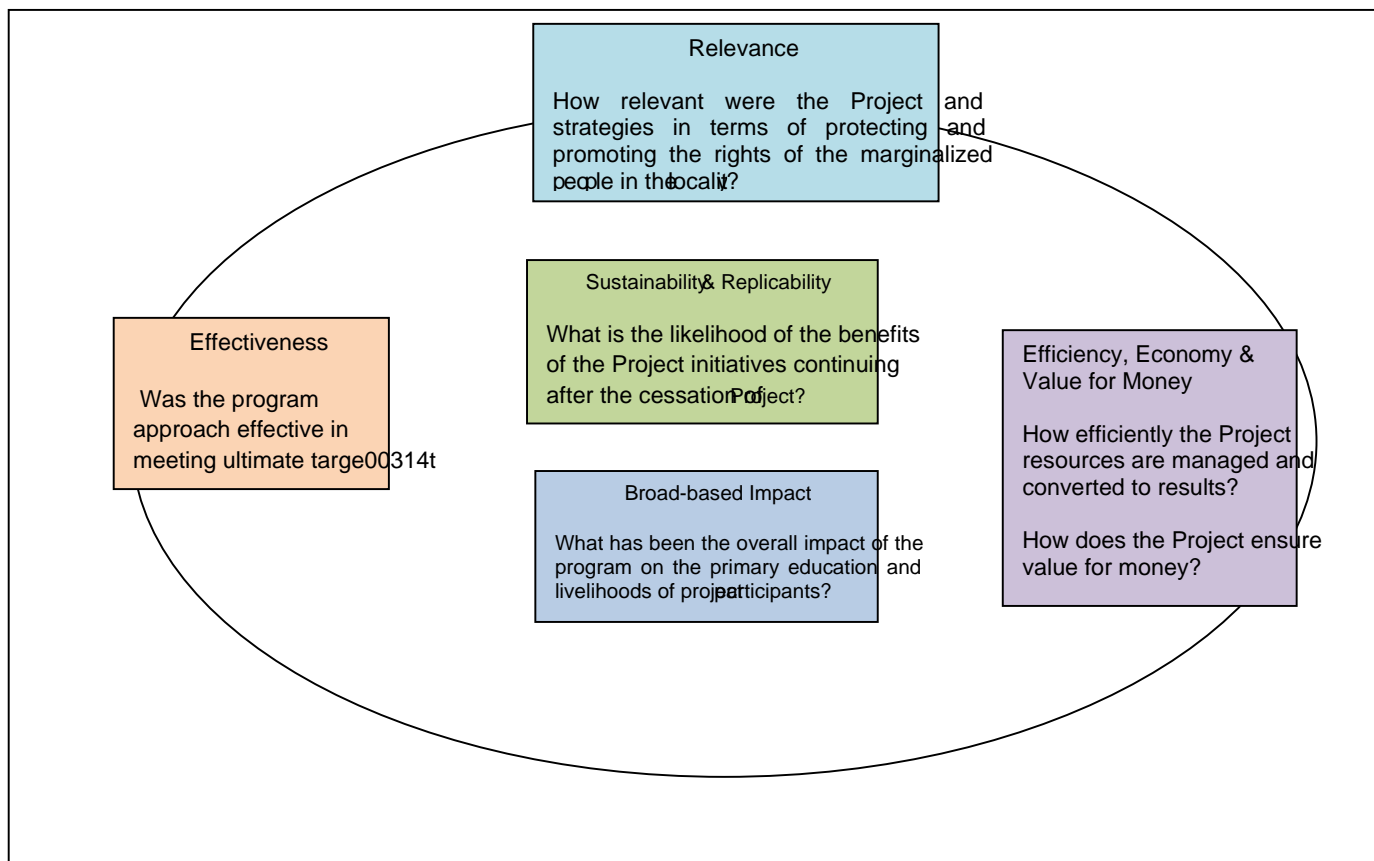
The contextual setting and rationale of the Project in Bangladesh are summarized in the following manner:

Bangladesh is naturally blessed with resources and a diversity of ecosystems, within its small area of 144,570 km<sup>2</sup>. The total area of wetlands in Bangladesh has been estimated between 7 to 8 million hectares and about 2.52 million hectares are of forest land harbouring biodiversity of the country. The people of this country depend on nature and ecological services and in Bangladesh over 80% of the total population are engaged in the primary sector of agriculture and fisheries. To secure peoples' lives and livelihoods, it is necessary to establish a sound governance system and properly functioning institutions responsible for management of natural resources. Many acts, laws and policies have been developed to manage natural resources in a sustainable way, but those are not properly executed by the respective authority due to lack of capacity and resources .... To establish good governance, it is essential to ensure accountability, transparency, rule of law and participation in natural resource management. It is [imperative] to ensure reflection of community opinion in decision making and implementation for managing natural resources. Local government and administration play an important role in executing development interventions and service delivery to community people but from previous experience it was found that local government especially Union Parishad were not aware about their responsibilities, and in some cases, local administration is not well equipped to manage natural resources ... In Bangladesh during the last two decades, several projects have been piloted for improved governance of natural resources. Lessons from these initiatives indicate that the improved governance through increased access,

implementing [the] project ... with a aim to empower local communities by strengthening the connection between the community and local authorities and thereby improve natural resource governance (IUCN 2012:1-2, *Terms of Reference, pp.2-3*).

The Project has been conceived and implemented in the above context. The initiative is funded by the Governance and Transparency Fund (GTF) by UKaid from the Department for International Development of the Government of the United Kingdom (hereafter DFID-GTF). The Project duration has been from October 2011 to June 30 2013 (The actual field activities however was schedule to end on March 31 2013). The Project activities spread over 10 sites in 8 districts namely Magura (1 site), Satkhira (2 sites), Chandpur (1 site), Sunamganj (1 site) and Moulvibazaar (1 site), Manikganj (1 site), Gazipur (2 sites) and Cox's Bazaar (1 site). IUCN-Bangladesh has been supported by two of its long standing member NGOs - CNRS and NACOM – implementie). I .00s4 Tw,00s4 Tw2 Twre)ect-4.4(JTJ 0act3vi)-6]TJ 0tp8

Figure 1.1: The Analytical Framework of the Review







In selecting the sites, the following were the main considerations: nature and distinctiveness of the resource and its management; ethnic and gender composition of the groups; accessibility;

rights (patronized by local, powerful elites; not recognised by law)  
x Managed by NACOM; Phase 2 (new site)  
x

environment through a standard SWOT (Strengths-Weaknesses-Opportunities-Threats) analysis. The purpose is twofold: first, to complement the Project's stock-taking of the accomplishments (in chapter 2) from a strategic perspective; and secondly, to provide inputs and food for thought for furnishing some recommendations towards possible future strategies and interventions. Besides the SWOT analysis, selected project and human resource management issues are identified and discussed in chapter 3. Drawing on over-all experience and observations of the Mission, Chapter 4 begins by eliciting several major lessons, and subsequently moves to furnish some general and specific recommendations.

Rather than a compartmentalized or stand-alone treatment, gender and participation aspects have been considered and addressed in the report as crosscutting issues that spread over all activities and areas of interventions.

Lastly, the nature and limits of the review and this report should be noted. Strict statistical representation or comprehensiveness of its coverage is not the primary thrust/consideration of the study. The report makes no claim of

## 2: Taking Stock of the Project Accomplishments

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This chapter attempts to make an assessment of the key development outputs and accomplishments of the Project. The assessment is based on i) a review of the major documents (i.e. official reports and publications), and (ii) empirical observations and consultations. The analysis here follows the six broad review criteria contained in the analytical framework (as noted in Chapter 1, section 1.2.1). Additionally, (in section 2.3), an overall assessment of the key impact and effects of the Project interventions is made.

### 2.1 Relevance

The goal and activities of the Project are topical and highly relevant in a number of ways. First, these match and correspond to the concerned key national policies and vision documents. The Project activities are also aligned to several 'Strategic Priorities' or 'Pillars' of the DFID-Bangladesh (see table 2.1).

Table 2.1: The Relevance of the Project Intervention

<i>National Policies and Plans</i>	<i>Examples of Selected Clauses, Thrusts, and Provisions relevant for the Project</i>	<i>Examples of Relevant Activities of the Project that address (or conform to) the Policies</i>
The New Fishery Management Policy 1986 and the National Fisheries		

The Government Jalmohals Management Policy 2009	<ul style="list-style-type: none"> <li>› targeting and empowering 'genuine fishers' organizations (cooperative societies)</li> <li>x recognition of local fishers' organizations by the government</li> </ul>	<ul style="list-style-type: none"> <li>use' of natural resources</li> <li>x Broad based awareness campaign conservation, community access and rights to natural resources</li> </ul>
Sixth Five Year Plan (2011-2015)	<ul style="list-style-type: none"> <li>› Protection of the wetlands' resources and conserve its biodiversity [through] participation of the community people in management of wetlands</li> <li>x Considering the importance of wetlands, the Government of Bangladesh ratified the Ramsar Convention in 1992. As a signatory to the Convention, government is committed for wise use and sustainable management of wetlands according to 'Ramsar Wise Use Guidelines'.</li> <li>x Through this declaration, the government has committed to conserve and manage the wetlands in a sustainable way.</li> <li>x Instead of continuation of traditional leasing out system government has endeavored developing co-management systems comprising of different concerned stakeholders especially the local community people for the management of wetlands;</li> <li>x [establishment of] a co-management system for conservation, stabilization and sustainable use of the natural resources that generates opportunities for significant improvement</li> </ul>	<ul style="list-style-type: none"> <li>x Organizational development and articulation of local stakeholders' voices and decisions</li> <li>x Livelihood/income generation support to the local poor</li> <li>x Strengthening and reactivating UP Standing Committees to act on behalf of common villagers</li> <li>x Provision and successful negotiation with the relevant local government authorities to include CBO members in UP Standing Committees</li> <li>x Community managed creation/renovation (e.g. plantations, nurseries, resource centres)</li> <li>x Facilitation of various community action towards encroachment and elite capture of local natural and other resources</li> </ul>

Table 2.2: Relevance of the Project to Major Problems and Challenges in the Localities

<i>Site</i>	<i>Key Problems and Challenges Addressed</i>	<i>Examples of relevant Project actions and interventions</i>
Magura	<ul style="list-style-type: none"> <li>x Encroachment by elites into local rivers (notably the Fatki river) by erecting cross dams (<i>Aar badh</i>) and conversion of dried out river banks to paddy lands - interrupting flow of water and fish-pass</li> <li>x Water scarcity and biodiversity loss due to the Ganges-Kobaddak (GK) Irrigation Project in the upstream</li> <li>x The practice of absorbing raw jute stalks in water (<i>fak deya</i>) leading to water pollution in the rivers</li> <li>x Profuse growth of water hyacinth clogging water bodies</li> <li>x Rapid decline in famous local fish species</li> </ul>	<ul style="list-style-type: none"> <li>) Community advocacy and protest against encroachment</li> <li>x Negotiation with local government offices</li> <li>x Banning the fish catch during <i>Boisakh-Joystha</i> (mid April to mid June) by building <i>gatha</i> (fish refuge materials) on river and thus conserving fish stock</li> </ul>
Cox's Bazar	<ul style="list-style-type: none"> <li>x Elite capture and sabotage of common lands used for polders and embankments – designed to saving localities from tidal surges and storms</li> <li>x Conspiracy to lease out public common lands to influential elites (often politically linked outsiders) for shrimp cultivations and salt pans</li> <li>x Weak role of the local government offices in acting in favour of poorer and powerless communities</li> <li>x Increasing cases of hill cutting, destruction of mangrove forests, and indiscriminate killing of various species of fingerlings while harvesting shrimp-spawns</li> </ul>	<ul style="list-style-type: none"> <li>) Strengthening and reactivating</li> </ul>

- communities to agricultural and associated public services in the Upazila
- x Lack of or very limited availability of technical/subject-specific expert services at

A detailed account of the capacity-related training (including the information on gender





Some encouraging signs of empowerment of CBOs have been noticed on a few occasions. Examples of such manifestations include:

- x a CBO successfully negotiating with the relevant local government offices in stopping encroachment (by a politically influential quarter) on a vital local canal ('Ghatkuri Khal'), and thereby ensuring smooth flow of water for agriculture (Kligonj, Gazipur);
- x successful establishment and (community-led) management of a fish sanctuary and breeding ground against active opposition (Shalikhha, Magura);
- x successful campaign against attempts by the local elites to convert river-bank paddy lands into salt pans and shrimp spawn (prawn culture) farms (Dumuria, Satkhira); and
- x convincing the government to stop leasing part of a life-saving coastal embankment (that protect the inland local communities from sea waves and tidal surge) to private individuals, and raising and maintaining 'greenbelt' plantations for fortifying the embankment (Khurushkul, Cox's Bazar).

#### 2.2.2 OUTCOME 2: VULNERABLE GROUPS HAVE GREATER VOICE IN DECISION MAKING PROCESSES AND IMPROVED LIVELIHOOD CONDITIONS, INCLUDING ACCESS TO NATURAL RESOURCES

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The major activities under this Outcome may be classified into the following: (i) continuation

The MSPs have generally been well received by the visited communities. A networking meeting

Although there are variations amongst the sites in terms of local communities' preference for particular training, during the Mission's discussions with the beneficiaries, the following training

topics were reported to be relatively more useful and popular among the respondent beneficiaries: organic crop (especially paddy) production, nursery raising, integrated pest

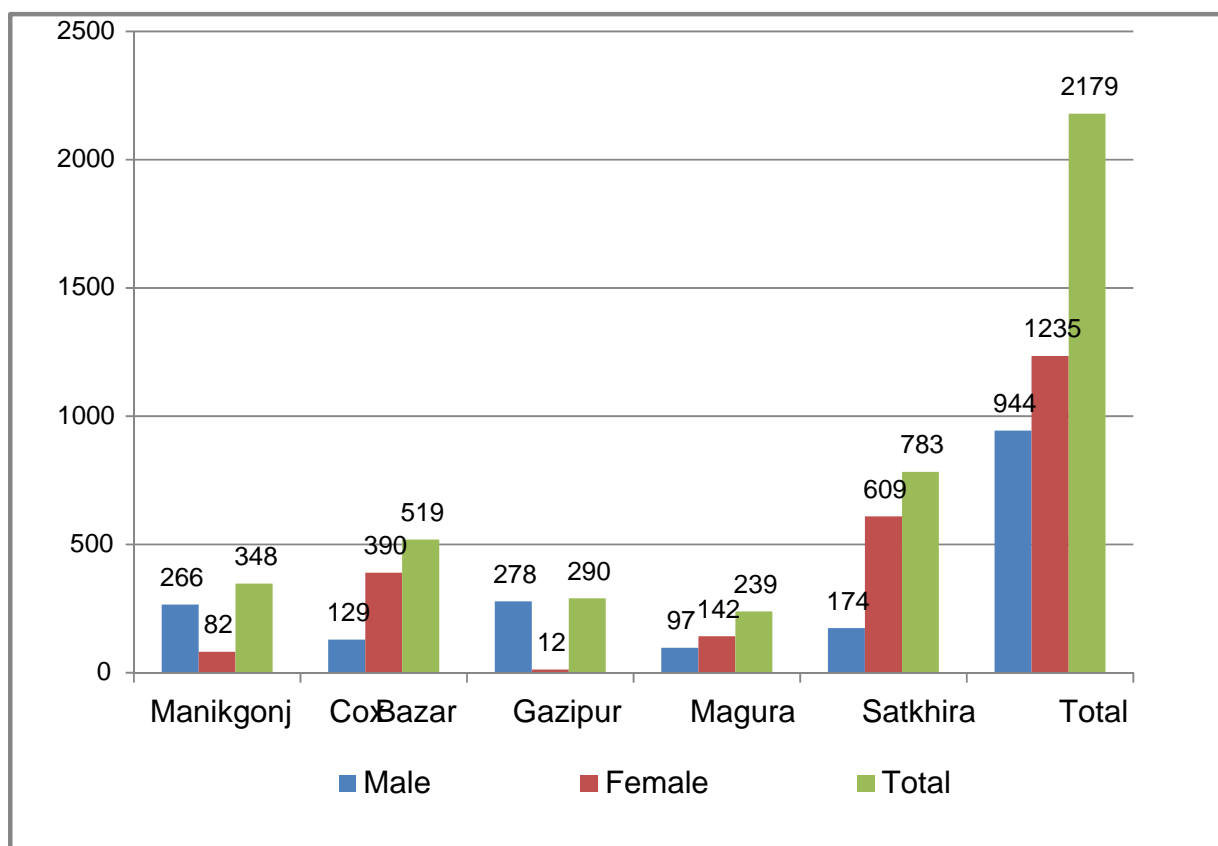


Figure 2.2 : Gender-based Livelihood and AIG Training Provided to CBOs

management, poultry, vegetable gardening, fish culture, natural resource laws and policies, and organisational management and development. The beneficiaries' liking and acceptance of a particular training topic seem to be based on the following: (i) degree of practical use and application of the training in their day-to-day life especially in terms of prospect of making an income; (ii) level of difficulty in understanding and comprehension; and (iii) distance of the training venue (from the targeted community).

In terms of actual utilization of the livelihood training and translating the knowhow into practical enterprises, some CBOs have been more active than others, and there are clear variations in this regard. The relative performance of CBOs, as the Mission's observation suggests, depend on the following factors: ability to develop market linkage (e.g. in the case of handicrafts, and introduction of new crop variety); leadership and commitment; clear land tenurial status; open consultation and democratic practices within the group; regular availability of technical support and devices; effective facilitation and other support by the concerned member NGO.

A number of respondents noted that they have not been able to make optimum utilization of the

The key observations and findings of the Mission regarding the Outcome (3) are as follows:

The communication strategy document has been produced in following a reasonable public consultation and validation process. The product is of average quality.

The initial drafts of the 'policy brief' documents are ready. The quality is good, and the documents may serve as important tool for reaching out to important stakeholders – especially central policy and decision making quarters.

The efforts to 'sensitize' and reach out to the policy makers have been somewhat slow and limited. Drawing on IUCNB privileged position vis-à-vis the government, a few one-on-one meetings were held between senior IUCNB staff and selected officials of the MoEF and DoE. A



Paving the Way for 'Empowerment'

In a rather simplistic way, the following table summarizes the Project's impact and achievement vis-à-vis the characteristics of 'empowerment' as advocated and prescribed by the member



lobbying capacity		weak – especially at the regional and national levels; Although Project messages and outputs are reasonably documented, but lack wide dissemination; Efforts for forging broad-based network and partnership among the like-minded organisations are also limited.
Capable to identify their strengths and weaknesses	3	Good understanding and appreciation of the community level problems, vulnerabilities and weaknesses among the beneficiaries. However, understanding of and confidence in their own strengths and potentials are relatively low.

\* Note A: 1= initial signs of development; very limited. 2=limited progress so far, but gradually

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The Project has a clear focus on several most disadvantaged social groups notably poor fishers, the landless, religious minorities – especially through such activities as specific livelihood training and knowhow, and mass scale conscientization on various natural resource governance-related rights and access issues.

Several other activities of the Project have positive implications in terms of social equity and outreach to the most disadvantaged members of the community; these include: (i) training and orienting selected women to take up decision making positions in a few CBOs and UP (e.g. Khurushkul-Cox Bazar, Gopinathpur-Manikgonj); (ii) consciously seeking out female-headed poor households (e.g. in Magura and Satkhira); (iii) specially targeting traditional/indigenous communities and ethnic/religious minorities in several sites (e.g. the *Rajbanshi* and *Malo* in Magura, *Sonatan Hindu* fishers and crab-collectors in the vicinity of Sandarbans in Kalinagar, Satkhira; and *Rakhain* and *Marma* in Cox's Bazar).

Female membership in the General Bodies of the CBOs in the visited sites varies widely - between 9 to 45% (see Table 2.8; the details are appended). The relatively low level of female participation in several CBOs is attributed to the following factors:

- x socio-religious taboos and hindrances to women's access in formal quarters;
- x lower level of literacy;
- x limited access to information and opportunity;
- x formal activities of the CBOs (e.g. meetings, workshops, visits by external guests and officials) often clashes with the time of (overwhelming) household engagements of women.

Poorer sections – especially destitute women, however were seen during the fieldwork to be engaged in several CBO-led environmental conservation and livelihood activities – providing

Among the visited sites, a few people with various forms of disability were noticed amongst CBO members. Although the Project staff and CBO leaders were positive and supportive, the Project did not have any dedicated or targeted provision for these people with special need.

## **2.6 Sustainability**

- x In view of the proven interest, voluntary contribution and generally high degree of support for some of initiatives – notably fish sanctuaries and voluntary canal excavation, one may expect that these locally-specific natural resource conservation and development initiatives are mostly likely to survive beyond the Project duration.
- x A degree of behavioural change amongst the local people is noticeable that has important implications for sustainability in natural resource use and management. A few examples, noted during the fieldwork, include the following: (i) villagers show greater degree of understanding and care as not to harvest fish during the drier (peak summer) months of *Baishakh* and *Joisthoi*.

## Chapter 3: Strategic and Project Management Review

This chapter begins with a strategic assessment of the Project and its working environment through a standard SWOT (Strengths-Weaknesses-Opportunities-Threats) analysis. The analysis and exercise have been based on 5 FGDs conducted in the visited sites represented by selected key stakeholders – especially senior member NGO staff, invited staff from other local development organizations, local government leaders, and invited members of Project beneficiary groups. The purpose is twofold: first, to complement the Project's stock-taking of the accomplishments (in the previous chapter) from a strategic perspective; and secondly, to provide inputs and food for thought for more effective future interventions (attempted in the next chapter). The last section focuses on selected issues and dynamics related to project management and human resources.

### 3.1 Assessment of the Project Environment through SWOT (Strengths Weaknesses Opportunities Threats) Analysis

#### STRENGTHS

##### *At the community/beneficiary level*

- x The Project operations have a clear grassroots focus and appear to be well-grounded in the targeted communities. It has attempted to develop and consolidate community level organisations
- x A considerable degree of local acceptance and credibility is noticeable; the Project services have generally been well received by the communities.
- x Wherever possible, as a matter of policy, the Project has hired and employed the field staff from the specific/targeted communities.
- x The Project has identified and addressed some vital local demands and (long outstanding) issues on a priority basis, most notably, greater community access to surrounding wetlands and related natural resources, opportunities of better livelihood and alternative income generation, effective negotiations with local government offices.
- x The Project has been able to secure reliable support from local leadership and other influential persons through such institutional mechanisms as the UP Standing Committees, and other activity-specific community level committees.
- x The Project bases itself on other larger and wider interventions of the member NGOs in the localities, and can draw on the strengths of these holistic, rather than compartmentalized, development initiatives.

##### *At the staff/management level*

x



X

X

<ul style="list-style-type: none"> <li>x Bases itself on other larger and wider interventions of the member NGOs</li> <li>x Particular emphasis on financial and programmatic monitoring and stringent feedback system</li> <li>x Respect to site-specific culture, norms and socio-religious practices</li> <li>x Ensured regular presence of staff at sub-national and community levels</li> </ul>	<p>entitlements'</p> <ul style="list-style-type: none"> <li>x Project services (e.g. livelihood training) are limited and confined to 'software' inputs</li> <li>x Effective linkages have not been established between received training relevant markets.</li> <li>x Logistics and equipments basic and scarce</li> <li>x Better coordinated work planning and scheduling (including info sharing) required</li> </ul>
<p><i>Opportunities</i></p> <ul style="list-style-type: none"> <li>x Long term perspective project</li> </ul>	<p><i>Threats</i></p>

As noted above (section 3.1), the Project in particular has a number of comparative advantages both at the community/beneficiary and staff levels.

As noted earlier (Chapter 2), there have been several incidents of procrastination and uncertainty over major decisions – especially concerning the continuation of the Project. Based on the Mission's observations, the following factors may explain this situation:

- x the process and associated bureaucracy concerning major decisions of the Project (including approvals, fund release and vigilance) involved multiple and complex organizations, units and tiers;
- x the communications amongst these organisations have not always been effective;
- x it also seems that there has been differences in the understanding and perceptions of the concerned staff (working at various levels and organisations) regarding the priorities of the Project and the ground realities.

The field staff composition and associated characteristics, as observed during the fieldwork, are summarized in the following table:

Table 3.2: Summary of Field Staff Composition and Associated Characteristics in Selected Sites





reporting, monitoring, evaluation and fund management activities are often seen as additional burden.

Both the visited member NGOs routinely maintain reasonable organisational and personnel standard policies including Human Resource/Personnel Manual, Financial Management/Procedure Manual, Financial Rules, Procurement Policy, Gender Policy, and Service Rules. The actual level of compliance and adherence to these documents in the field, however, vary considerably.

The visited communities expressed general satisfaction about the concerned Project staff, and often used such terms as 'friendly', 'trust worthy', 'helpful' while referring to the staff behaviour and interactions.

## Chapter 4 Lessons and Clues on Improvement

This concluding chapter begins by eliciting several key lessons drawn from the overall observations of the Mission. The second section then furnishes some (general and specific) recommendations.

### 4.1 Lessons

It is imperative to engage with local leadership organisations — both traditional and local government (UP)-based mechanisms – for successful functioning of community platforms and committees/CBOs promoted by the Project. In areas where the local institutions are relatively well functional, and the respective CBOs have made a conscious strategy to work closely with these institutions; the results have been encouraging.

Gender equity requires systematic efforts in gender mainstreaming within community and local government institutions (e.g. CBOs, UP Standing Committees) which in turn calls for active commitment and involvement of the top leadership (especially the chief executive and executive committee members) senior management, as well as specialized skills and approaches.

It is strategically wise, if not always 'noble and brave', for community platforms and committees to avoid any major confrontation or clash with the powerful social and political forces in the locality. In other words, an incremental and palliative approach, rather than radical encounters, serves the purposes of community development and management better.

Recruitment of trainers from local community helps reduce language barriers and improve communication with, and presence of the targeted beneficiaries.

Relative homogeneity in terms of socio-economic and demographic composition of the members makes it easier for CBO leadership to exercise of authority and implement decisions.

Community development activities have better prospect of public acceptance and grounding in areas where the local people have some earlier exposure to relevant projects. In a few Project sites, the participating local communities have had some earlier experience of working with participatory, right-based initiatives (e.g. CBFM





and failed cases of income generating initiatives in rural communities, as revealed in the course of detailed interviews and FGDs, have sound knowledge of (and are capable of examining) the reasons of relative success and failure.

Participating women require greater recognition and opportunities to access formal avenues of income and decision making. Although women remain heavily worked at the household and informal levels, their opportunities for participation and movements in more 'formal' sectors of paid work and public office premises are still limited. Most women respondents have emphasized the need for more IGA related training and skills development opportunities as well as access to information and start-up capital/credit.

CBOs have potential for serving as effective platform for local conflict resolution and peace building. A good number of CBO members are already related with the local conflict resolution processes and mechanisms. This serves as an added advantage in the functioning of CBOs.

Although formal documents including 'constitution' of most CBOs exist, actual knowledge and understanding of these documents is marginal amongst most of the observed general members of the CBOs and broader communities. This remains a constraint on forging a shared purpose and common vision in the Project operation.

- x There is good rationale for continuation and further expansion of similar programmatic interventions in the region – provided that the following recommendations are addressed to. There are many deserving communities (including smaller indigenous and/or religious minority groups) in the localities that still remain unattended. The Mission recommends gradual extension of the services to these equally deserving people. In this regard, program selection for different communities should be carefully designed based on present learning and needs of the communities.

### 4.3 Specific Recommendations

This section presents some agendas of possible strategies and actions with the broad aim of improving the situation. These suggestive agendas draw on (a) the experience and observations of the fieldwork; (b) views expressed by the project staff and other key stakeholders; (c) recommendations of selected earlier reports; and (d) feedback from the various briefing and debriefing sessions.

The strategies, modalities and actions are not meant to be universal or infallible; they are essentially suggestive and indicative. The aim is to explore and furnish a range of ideas, which the Project in close consultation and collaboration with the field staff and beneficiaries may consider and implement after careful consideration of the particular context, condition and realities of the field.

- x The contents and mode of delivery of various training and capacity development initiatives should more clearly focus on (and geared towards) a 'right based approach' as distinct from mere philanthropic orientations.
- x The cases of failure in capacity enhancement and livelihood interventions require proper local level documentation and analyses, which may offer important lessons for any future Project.
- x Follow-up services (such as medi-care for livestock; technical know-how on agricultural

- x The following topics should (continue to) receive priority in community level training and capacity development efforts: 'beef-fattening' (livestock rearing), pest management in agriculture, fishculture, existing NRM laws and policies, handicrafts (especially sewing), poultry, homestead gardening/forestry, and nursery raising.
- x Wherever possible, the training sessions should be arranged and organised locally -- close to the targeted communities based on the beneficiaries' convenience and opinion. This has often been the case so far, and need to continue.
- x Systematic and regular consultation with the target beneficiaries should be done by the concerned staff before designing and/or implementing any training scheme especially its contents, time and location.
- x Livelihood skills development interventions should combine and consider the following: quality inputs and production, regular product development training, and establishment market linkages.
- x Women should be given preference or at least equal opportunity in availing various skills development training and associated inputs and facilities.
- x The Project may help to link the beneficiaries with other government and non-government initiatives towards enterprise development and income generation
- x The Project may strengthen its material and back-up support for enabling the beneficiaries to put their skills and training to practical use. Such support may include establishing market linkages, flexible and easy to repay credit for acquiring specialized equipments, tools and/or inputs for livelihood and income generation.
- x While promoting new and innovating technologies (e.g. pest management through organic means) and strategies (community-managed sanctuaries), it may be strategically important to link up to, and engage with relevant other government and non-governmental initiatives; promotional materials are best disseminated at the local/community level public places (such as weekly bazaars, local government institutional premises).
- x Special care must be taken to ensure that infrastructures and physical facilities or assets (e.g. resource centres, sanctuaries, toilets) developed and supplied through the member NGOs are locally grounded and rooted in terms of legal ownership and management by the targeted community members.
- x Exposure and 'cross' visits may be further expanded involving more zealous group and committee members (as well as relevant government and traditional leaders) in order for them to visit and benefit from the experiences of better functioning situations and cases. Essentially, the purpose of these visits is to facilitate cross fertilization of good practice idea and create a demonstration effect.
- x The efforts to record and document the existing best practice examples of off-and on-farm avenues of livelihood and income diversification should be continued, and correspondingly reviewed for possible replication and further promotion.
- x There are several relevant initiatives (by member of local organizations including IUCN members and partners) in the Project's working areas. There is a clear need to coordinate these rather disjointed efforts. Careful thoughts are needed to contribute to this end.
- x Efforts must continue to engage with the relevant line and local government offices at the District, Upazila and Union levels as well as traditional local government offices as the community level in terms of sensitization on the Project goals and activities and linking

- their services to the communities. Maintaining a continuous dialogue with these offices is vital, and required time and resources should be planned and provided for this purpose.
- x In view of the sensitivity and complexity of the natural resource governance and community rights issues, the Project (or any future intervention in this regard) should attempt to develop networking and regular liaison with other local government bodies and associations (e.g. the UP chairpersons' forum, Human rights and good governance activists) and institutions active at the national/policy level.
  - x As a sensitization strategy, the concerned field staff, based on their personal experience, suggested that it may be more effective to hold one-on-one discussion with selected public officials and local government leaders, rather than formal, full-house meetings.
  - x Particular care should be taken for timely, secure and smooth release and delivery of funds to the field.
  - x Targeted affirmative action for smaller indigenous/traditional communities, destitute women, and the disabled may be considered.
  - x Local and national level advocacy efforts must continue and further expanded; in this regard some preferred topics and issues (as revealed from various FGDs and stakeholder consultations) include the following: (i) conservation of endangered species of flora and fauna in the project localities (including conservation of 'iconic' spp. – e.g. Sharputi in Magura, Chital in Hakaluki/Sreemongal); (ii) community ownership/management in lieu of private exclusive leasing of natural resources; (iii) protection and conservation of natural resources of critical community use and common value – such as road and embankment sides ('strips') and slopes, canal/stream 'head' (and associated flow conservation), common wetlands; (iv) expanding national level advocacy for policy and institutional reform for greater community rights and access to natural resources.
  - x Wherever possible, local knowledge and wisdom (including some of popular agroforestry, fisheries and cropping technologies observed during the fieldwork) may be analysed, documented, disseminated and promoted.
  - x



## Appendixes

The appendixes are placed in a separate file. The file contains the following:

*Annex 1: Achievement Rating Scale*

*Annex 2: Information on the Major Activities of Project in the Gazipur Site*

*Annex 3: Information on the Major Activities of Project in the Cox's Bazar Site*

*Annex 4: Information on the Major Activities of Project in the Manikgonj Site*

*Annex 5: Information on the Major Activities of Project in the Magura Site*

*Annex 6: Information on the Major Activities of Project in the Satkhira Site*

*Annex 7: Consolidated information on Training*

*Annex 8: List of Persons and Institutions Met and Consulted*

*Annex 9: Literature Consulted and/or Cited*

*Annex 10: The Final Evaluation Mission Terms of Reference (ToR)*

*Annex 11: The Final Evaluation Mission Terms of Reference (ToR)*

## Annex 10: The Terms of Reference of the Final Evaluation Mission

NAME: <name>

ASSIGNMENT: To evaluate results and impacts of the project titled “Improving Environmental governance for sustainable management of natural resource in Bangladesh”

IUCN REPORTING MANAGER: Mr. Ishtiaq Uddin Ahmad, Country Representative, IUCN Bangladesh Country Office in6dTn1-5.2(EP.3(c.9( Re Tc 0 Tw ( )Tj / B4-5.3(u)3.g(d)-1.l(Ba)9.d(n)-6.eB4-5.(es)6.2un B4-5.sectwAMuBa





## Project Site

As field implementing partners, CNRS and NACOM has been supporting IUCN. CNRS has been implementing project activities in the districts of Magura (1 site), Satkhira (2 sites), Chandpur (1 site), Sunamganj (1 site) and Moulvibazaar (1 site). NACOM has been working in the districts of Manikganj (1 site), Gazipur (2 sites) and Cox's Bazaar (1 site). Focal points from CNRS and NACOM are Mr. Mahabubul Hasan and Mr. Abdul Mannan respectively, maintaining regular contact with Mr. Aziz and Mr. Wahed on project technical and financial issues.

## PURPOSE OF EVALUATION / CONTEXT OF ASSIGNMENT

Bangladesh Country Office is mandated under the Governance and Transparency Fund (GTF) to commission independent Final Evaluation during project end which forms a part of the Project Completion Report (PCR).

The main purpose of the final evaluation is to provide an independent assessment of the effectiveness, impact, relevance and sustainability of the activities of the sub-project, attainment of purpose and outcome stated in the sub-project logical framework, and how this sub-project has contributed to the overall GTF objectives strengthening capability, accountability and responsiveness to make governance work for the poor.

More specifically the purpose of the Final Evaluation is to:

- f* Identify the impact of the sub-project and ways that this may be sustained
- f* Record and share lessons
- f* Account to local stakeholders for the program's achievements
- f* Improve future program design and management
- f* Verify funds were used effectively and efficiently to deliver results
- f* Enable DFID to evaluate the performance of the GTF as a whole, making sure the overall portfolio has increased accountability and responsiveness.

The evaluation should provide IUCN Bangladesh Country Office with useful information, analysis and recommendations, thereby enabling the organisation to engage in effective policymaking, planning, programing and successful implementation in future.

## SCOPE OF WORK AND METHODS

The evaluation should cover the overall assistance provided by IUCN-HQ (DFID-GTF through KPMG) in the period of October<sup>st</sup> 2011 to March 3<sup>rd</sup> 2013. The main perspective of the evaluation is to provide an end of project review.

The methodology will include:







- x How has/could collaboration, networking and influencing of opinion support sustainability?
- i) Replicability: How replicable is the process that produced the changes/impact? Refer especially to innovative aspects which are replicable.
  - x What aspects of the programme are replicable elsewhere?
  - x Under what circumstances and/or in what contexts would the programme be replicable?

## OUTPUTS / DELIVERABLES

The consultant is expected to deliver an evaluation report following the format below::

An evaluation report that contains following contents

- 1.1. Title page including Program identification details
- 1.2. Table of contents
- 1.3. Abbreviations/acronyms
- 1.4. Executive summary (maximum 3 pages)
- 1.5. A short introduction to program
- 1.6. The evaluation methodology
- 1.7. Findings in relation to standard review criteria
- 1.8. Innovation and lessons learned
- 1.9. Summary of Recommendations

Annexes must include

- x Achievement Rating Scale
- x Terms of reference for final evaluation
- x Evaluation schedule/timetable
- x List of people met
- x Documents consulted
- x Details statistical data such as updated baseline surveys