

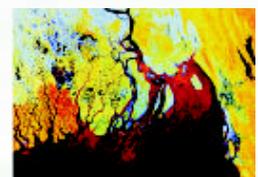
Analysis of Projects Contributing to the Integrated Coastal Zone Management (ICZM) Process

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Final Report

**ANALYSIS OF PROJECTS CONTRIBUTING TO THE
INTEGRATED COASTAL ZONE MANAGEMENT (ICZM) PROCESS**

Prepared for

**Program Development Office (PDO) for ICZM
Dhaka, Bangladesh**

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List of Abbreviations

ADPSD	Agricultural Development Project in Southern Districts
BRAC	Bangladesh Rural Advancement Committee (NGO)
BWDB	Bangladesh Water Development Board (GO)
CDF	Community Development Fund
CDSP	Char Development and Settlement Project
CERP	Coastal Embankment Rehabilitation Project
CODEC	Community Development Centre (NGO)
CZ	Coastal Zone
DAE	Department of Agriculture Extension (GO)
DAM	Dhaka Ahsania Mission (NGO)
Danida	Danish International Development Authority
DC	Deputy Commissioner
DoF	Department of Fisheries (GO)
DPHE	Department of Public Health Engineering (GO)
ECNEC	Executive Committee of National Economic Council
EGIS	Environment and GIS Support Project for Water Sector Planning
EMG	Embankment Maintenance Group
ERD	External Relations Division
ES	Embankment Settler
FA	Financial Assistance
FD	Forest Department
FFG	Fish Farming Group
GIS	Geographical Information System
GO	Governmental Organisation
GoB	Government of Bangladesh
ICB	International Competitive Bidding
ICRDB	Integrated Coastal Resources Data Base
ICZM	Integrated Coastal Zone Management
IGA	Income Generating Activity
IMED	Implementation, Monitoring and Evaluation Division
INGO	International NGO
LCB	Local Competitive Bidding
LCS	Landless Contracting Society
LGED	Local Government Engineering Department (GO)
LGRD	Local Government, Rural Development
M&E	Monitoring and Evaluation
MAEP	Mymensingh Aquaculture Extension Project
MoFL	Ministry of Fisheries and Livestock
MoL	Ministry of Land

NGO	Non Governmental Organisation (local)
NSC	National Steering Committee
O&M	Operation and Maintenance
PBAEP	Patuakhali Barguna Aquaculture Extension Project
PCP	Project Concept Paper
PD	Project Director
PDO	Program Development Office
PIU	Project Implementation Unit
PP	Project Proforma
PPP	People's Participatory Planning
PRA	Participatory Rural Appraisal
RNE	Royal Netherlands Embassy
SRDI	Soil Resource Development Institute
SWMC	Surface Water Modelling Centre
TA	Technical Assistance
TAG	Technical Advisory Group
WFP	World Food Programme
WMC	Water Management Committee

Final Report

Analysis of Projects contributing to the Integrated Coastal Zone Management (ICZM) process

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1. INTRODUCTION

1.1 Background

A concept note on Integrated Coastal Zone Management (ICZM) has defined¹ the coastal zone of Bangladesh as all sea and estuary facing administrative districts. Such a zone includes 16 southern districts with 123 upazilas (sub districts or thanas), covering 38,000 sq. km that comprise 26% of the total area of the country. About 22% of the total population live in this coastal zone.

The major problems affecting the coastal zone are erosion of riverbanks and islands facing the rivers, accretion of the coastline along the mainland and islands, coastal and marine brackish water ecosystems, saline surface and groundwater, water logging, threats of recurrent flooding and disastrous cyclones. Such isolated areas with poor accessibility are characterised by seasonal out-migration of people, change in land use patterns, tidal inundation and resulting conflicts. In addition, physical infrastructure is easily damaged and difficult to maintain, institutional structures are weak and levels of service are low. With poorly developed internal and external economic linkages, there exist problems of law and order and unequal social structure. All these lead to wide spread poverty, vulnerability and poor resource management.

In contrast, the coastal zone offers valuable ecosystems, abundant fish resources, important forest resources, potential for agriculture (with proper water and soil management), new land for settlement and access to sea with opportunities for trade.

The concept of ICZM is based on the recognition that the problems and constraints cannot be tackled by isolated interventions. The Government of Bangladesh (GoB) in a policy note has declared that ICZM is essential for the sustainable development of the coastal zone of Bangladesh, both for the people and for the environment.

Currently, many projects are being implemented by different governmental agencies as well as non governmental organisations (NGOs) in the coastal zone, each with its own objectives and some with conflicting/overlapping interests. Thus there is a clear need for an integrated management (ICZM) along with a strong coordination of the ongoing and planned activities. As such, a Program Development Office (PDO) has been established to develop a policy framework for ICZM that establishes laws and procedures, considers the provision of services as a continuing activity, prioritises security of life and property, and coordinates specific project/programme interventions. Thus the overall objectives of ICZM are to cope with the vulnerabilities, improve resource management and empower coastal communities to preserve critical ecosystems.

One of the tasks for the PDO-ICZM is proactive interaction & harmonisation through conducting an inventory of projects and activities along with an assessment of their relevance to the ICZM process. In line with this, a selected number of projects are to be evaluated on their contribution and relevance to the ICZM process through an exchange of ideas and experiences between the projects and the PDO. Such an

¹ the opening paragraphs have been summarised from the Inception Report, PDO-ICZM, January 2001

exercise will also identify issues and constraints that are relevant for future planning. The analysis of selected projects will help to define the role and position of the PDO more clearly towards the ongoing activities in the coastal zone for the benefit of all concerned parties.

PDO has, therefore, decided to conduct an analysis of 6 selected projects through review and discussion with the parties involved in each of the projects. With this end in view, PDO has contracted a team of two consultants to conduct the analysis.

1.2 Objectives

The objectives of the analysis of selected projects contributing to the ICZM process are as follows:

- Assessment of the projects on their contribution to the ICZM process and their embedding in the coastal zone
- Defining of lessons learned in planning, execution and implementation of the project
- Appraisal of a suitable mechanism for proactive interaction and harmonisation.

1.3 Scope of Work

The scope of work for the consultant team was to analyse each project objectives in terms of its contribution to the ICZM process and to understand the possible contribution of the PDO to the value and effectiveness of each project.

The 6 projects were selected from a long list of projects that were currently under implementation by several governmental agencies under different ministries and in various areas along the coastal zone. The selected projects agreed with the PDO in providing relevant information prior to contracting the consultant team were selected.

The selected projects were as follows:

Project Name	Implementing Agencies
1. Char Development and Settlement Project (CDSP II)	BWDB, LGED, DPHE, MoL, DAE, MoWR, BRAC
2. Coastal Embankment Rehabilitation Project (CERP), Stage-II	BWDB, NGOs
3. Coastal Belt Rural Water Supply and Sanitation Project	DPHE, DAM
4. Patuakhali Barguna Aquaculture Extension Project (PBAEP)	DoF, CODEC, Caritas
5. Agricultural Development Project in Southern Districts (ADPSD)	DAE
6. Sundarban Biodiversity Conservation Project	FD

The analysis of the selected projects have encompassed the following aspects:

- a) category of the project, or its major field of activity
- b) relation of the project with overall CZ objectives

- c) phasing of the project within the project cycle
- d) assessing the project in the light of its perspective
- e) institutional layer(s) that is (are) addressed and their participation
- f) assessing the steering and funding mechanisms
- g) assessing the additional implementation requirements.

The detail Terms of Reference (ToR) is enclosed as Annex- A.

1.4 Methodology

Keeping in view the objectives of the analysis of selected projects, the consultant team was initially briefed by the PDO-ICZM Team Leader and Senior National Expert through several meetings at the PDO in Dhaka. This was followed by a review of project related information that were collected from the PDO as well as through visits/calls to each project office in Dhaka as well as in the field. A list of reference documents is included in the write up on each project.

In addition to the written documents mentioned above, the team members interviewed project staff available at Dhaka and field offices. The respondents included staff from the implementing government agencies (seconded to the project), hired project staff, consultant staff, implementing NGO staff, representatives from the beneficiaries etc.

Field visits by the consultant team were made to Patuakhali, Barguna, Noakhali and Chittagong.

1.5 Study Team

The consultant team for the assignment comprised of the following persons:

Mirza Najmul Huda	Senior Consultant & Team Leader
Farida Shaikh	Sociologist/Institutional Specialist

Dr. M. Rafiqul Islam, Senior National Expert, PDO-ICZM, guided the team throughout the duration of the assignment.

The individual analysis on each of the six selected projects are presented in the subsequent chapters (2 through 7) of this report, each with a separate table of contents. Lessons Learned and Mechanism for ICZM Process are shown in Chapters 8 and 9 respectively.

Chapter 2

Project 1: Char Development and Settlement Project (CDSP II)

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Project 1: Char Development and Settlement Project II (CDSP II)

1. Introduction to the Project

1.1 Background

Having realised that social and economic benefits can be accrued from land accretion in the coastal zone, GoB and the Netherlands government initiated the Land Reclamation Project (LRP) in 1978. LRP objectives were to conduct surveys, accretion trials and development of young land. Subsequently, in 1994, it led to the Char Development and Settlement Project (later called CDSP I) with the objectives of settling landless households on the newly accreted land and extending support to those households. CDSP I followed in June 2000 by CDSP II.

1.2 Project Objectives

The purposes of CDSP II are (i) promotion of an institutional environment that sustains CDSP II and similar activities, (ii) accumulation and dissemination of data and knowledge on the coastal areas, and (iii) direct improvement of the economic and social situation of people in a number of char areas in a sustainable way.

2. Project Category

Safety and Area Development

The project activities include construction of infrastructure such as peripheral embankments and sluices, internal water management khals and culverts, internal communication roads, bridges, culverts, cyclone shelters, ponds and houses; and tubewells and latrines, promotion of modern agriculture by introduction of improved management practices and high yielding varieties.

Water Management

The project includes protective and water management infrastructure with sea facing embankment, interior embankment, main drains, secondary drains, irrigation canals, five vent and three vent sluices, and irrigation inlets. The proposed interventions are in six out of 13 project areas (Muhuri accreted area and south Hatia).

Water Supply & Sanitation

With increased project population, demand for safe drinking water will increase under the project. More deep tube-wells and cluster village ponds will be commissioned to meet the additional demand for drinking water and other purposes.

At present, almost all the poor households use katcha toilets. Sanitation situation in the project area will be substantially improved by installing a number of sanitary latrines in the project area.

The project has the target of commissioning of about 610 tubewells including 25 test tubewells and 6,900 latrines, 8 cluster village complexes with 864 houses inclusive of latrines.

Land Settlement

CDSP concentrates on land settlement and development activities in the char areas. One of the core objectives is the official settlement of 5,000 households on government (khas) land, as a realisation of the government policy to distribute khas land, including newly accreted land among landless people.

Productive Resources Management

The project by its nature is a productive one with benefits accruing from the expansion of production in agriculture, fishery, livestock and forestry. NGOs are involved in CDSP II and their main fields of involvement is management of productive resources through mobilisation of settlers, provision of micro credit, awareness raising and training, fishery, livestock, poultry and disaster management. The involvement of NGOs is complementary to the efforts of the government agencies and the technical assistance. A national NGO (BRAC) is functioning as coordinator of the NGO activities under a contribution agreement between the Netherlands Government and BRAC.

The link between the work of NGOs and the work of DAE and consultants are Farmers Forums, which are formed by NGOs and which are the most important vehicle in the extension activities of DAE and consultants. DAE focuses on field crops while NGOs take the first responsibility on homestead crops.

Awareness/Information Dissemination

The major objectives of the project include accumulation and dissemination of data and knowledge on the coastal areas. NGOs that are involved in CDSP II implementation are working for awareness raising for improvement of the economic and social situation of the people through mobilisation of settlers, training etc. The relevant project objective is straightforward in the sense that it stresses the understanding that knowledge should not get lost, should be duly documented, reported and should lead to an improved methodology for char development. In a higher sense, it directly contributes to sustainability of practices, development of an approach to ICZM and effectiveness of interventions. Of special interest is the topic of the construction and maintenance of drainage regulators in chars on an accreting coast, next to the monitoring of physical, socio-economic and institutional processes.

3. Relevance to Coastal Zone Objectives

The project is directly related with overall CZ objectives as the project objectives include direct improvement of the economic and social situation of char settlers in a sustainable way. CDSP's relevance is in terms of coastal agriculture, use and storage of fresh water, and local level planning. In addition, the project has the ability to identify other relevant coastal issues and provides an institutional model for

cooperation among government agencies, among NGOs, and between government and NGOs.

ICZM

- CDSP II puts the ICZM policy framework on the agenda of the National Steering Committee
- It specifically strengthens the planning and implementation capacity of the local government institutions, NGOs, and field level institutions such as water management committees and tubewell user groups. Both have crucial functions with regard to O&M.
- It formulates and implements development policies and interventions for the whole range of tidal lands from the emerging mudflats to the established polder areas, not only focussing on areas suitable for immediate poldering but also at poverty alleviation, socio economic development and reduction of vulnerability in the areas where they are most needed (unprotected chars)
- It formalises the contribution of five government agencies under four ministries and related local institutions in specific PPs and has agreements with several donors.
- Specific activities (such as land settlement, construction and maintenance of infrastructure, economic production, studies and monitoring) address the poor and gender aspects
- It has established external linkages with other projects in the Noakhali area such as Greater Noakhali Aquaculture Extension Project (GNAEP), DPHE/Danida Water Supply and Sanitation Components, and the 2nd Coastal Embankment Rehabilitation Project (CERP)
- It is giving attention to three issues that have been identified by ICZM missions – an agricultural package suitable for coastal areas, a survey and pilot project on fresh water storage, and a survey and pilot project on local level planning
- It is also giving attention to policy, legal and institutional issues of land settlement
- It is also planning to conduct pilot activities in the area of land and water engineering with the intent to contribute to the knowledge base for an ICZM policy
- The project Team Leader is a member/observer of the Inter-Ministerial Technical Committee for ICZM.
- The project database is expected to be made compatible with the proposed national coastal database (ICRDB)
- Memorandum of Understanding has been signed with EGIS for common studies on land use that will lead to useful knowledge for an ICZM policy.

Criteria:

Contributing to a higher quality coastal environment

NGOs will play an important role in implementing the project with special reference to the capacity building in the form of training for the beneficiaries, which contribute to the development of relevant skills and knowledge. There will be direct impact on environment as and when the beneficiaries will get improved knowledge on water management, disaster preparedness, sanitation/health education, social forestry etc.

Decision-making is based on consensus among the stakeholders

The main mechanism adopted for participatory approach had been to hold close consultation and collaboration with the policy-level stakeholders and the local-level stakeholders. A series of participatory meetings were held with different categories of stakeholders - from government and non-government actors through local public representatives to the rural people.

Conservation of critical coastal habitats will improve

Project activities are aimed at improvement of the livelihood of char settlers through land settlement, development of peripheral and internal infrastructure, and expansion of forestry.

More suitable land for development will become available

Project activities include construction of peripheral infrastructure such as embankments, sluices, drainage and roads that will make available land more suitable for development purposes. In addition, the resulting accretion will make more land available.

Restoration of damaged ecosystems is taking place

A more balanced economic growth and ecosystems protection is appearing as seen through improved behavioural pattern of people with respect to the use of safe water and sanitation facilities, increased hygiene awareness, and increased operation and maintenance capability through training.

Public awareness is rising

The project includes involvement of NGOs with specific objectives for mobilisation of settlers, awareness raising and training with regard to health and hygiene, disaster management etc

Specific data available for all parties concerned and for a better support of the decision making

Through monitoring of the project applying different formats, field visit, and progress review meeting etc., specific data will be available to all parties concerned.

4. Analysis of Project Phasing

Research and Data Collection

In 1978, GoB and the Government of Netherlands initiated a Land Reclamation Project (LRP) to maximise the social and economic benefits from the net accretion of land in the delta of the Ganges-Brahmaputra-Meghna system. Gradually, the focus of LRP shifted from land reclamation to the consolidation of existing young land. In order to honour both kind of activities and to overcome a number of management

problems, LRP was split into two projects - the Meghna Estuary Study (MES) and the Char Development and Settlement Project (CDSP).

CDSP I started in September 1994 for a period of three years and concentrated on land settlement and development in three chars of the Noakhali district. In March 1997, an evaluation mission recommended an extension of 22 months up to July 1999 to complete all intended activities. The project CDSP II was undertaken based upon lessons learned from CDSP I. Extensive research and data were collected throughout the life of LRP and CDSP I through short and long term consultants (both local as well as expatriate) in the form of internal resource reports, need assessment surveys etc.

One pre-feasibility study and two feasibility studies were integral parts of the appraisal of the project proposal for CDSP II that was conducted by GoB and the project team. The Appraisal Mission (May 1999) and a Formulation Mission (August-September 1999) were fielded to appraise and formulate the proposal for a CDSP II. The missions recommended CDSP II for a period of 5 years up to 2004.

Several technical reports have been prepared by the project and a book on CDSP I experiences has been published.

Plan Formulation

The Project Formulation Document of September 1999 formed the basis to continue the process of formalisation of the extension of CDSP. The Project Concept Paper (PCP) was approved in June 2000. The Netherlands government followed its own internal procedures. The confluence of both approval processes occurred in June 2000, when the grant agreement between the Governments was signed. In the mean time, World Food Programme (WFP) had already come on board and had accepted a limited programme of infrastructure activities starting during the 1999/2000 period.

A combination of five different government agencies (governmental organisations, GOs) together with the active participation of local government bodies, and in association with a number of non-governmental organisations (NGOs) were to be involved in the project implementation. These are Ministry of Land (MoL), Bangladesh Water Development Board (BWDB), Local Government Engineering Department (LGED), Department of Public Health Engineering (DPHE), and Department of Agricultural Extension (DAE).

The Ministry of Water Resources (MoWR) as the sponsoring ministry deals with the policy and overall management of the project, with BWDB as the designated lead agency. CDSP II has separate Project Proformas (PPs) for each of its five main implementing GOs. Moreover, MoWR has an umbrella PCP to deal with the policy and overall management of the project. The basic strategy was that planning was done in a combined manner, while implementation was left to each of the six agencies.

Implementation

The implementation of 1st phase of CDSP continued up to October 1999. The implementation period of 2^d phase is 5 years, July 1999–October 2004. The proposed

implementation of CDSP II is taking place against the backdrop of the preparation and further development of an Integrated Coastal Zone Management programme.

The consultant of CDSP II submitted Implementation Document (Plan of Operations) for the period October 1999-June 2000 followed by an Inception Report (Plan of Operations) for the period July 2000-September 2004 that includes detail implementation plan of all components and sub components. The recent Progress Report No. 4 (January-June 2001) reveals that the elements of approach and strategy as described in the Inception Report became more visible. A few examples can be found where there has been less water logging in the current monsoon season than in the past, seed beds of paddy crop can be seen in areas that were under water last year, rural roads opened up areas and considerably improved living conditions for settlers, houses were repaired in cluster villages, test tubewells were installed in areas where there was no safe water, and transfer of actual possession of land in CDSP I polders to some landless households. The participatory approach was clearly shown in the activities of the Local Area Development Committees and the Water Management Committees. An integrated approach is followed through the complementary nature of the activities of the five implementing agencies. In the field, different interventions are being implemented in one specific area simultaneously. At project level, much effort is put into coordination of all the parties that have a stake in the project, one way or the other.

Implementation or preparation of concrete interventions at field level with regard to land settlement, infrastructure and agriculture were carried out, while the same can be said of activities related to institutional strengthening and of accumulation and dissemination of knowledge.

To formalise the NGO involvement in project implementation, the selected lead NGO, BRAC, has submitted a separate Inception Report (March 2001) based on which an agreement was reached between the Royal Netherlands Embassy (RNE) and BRAC. The understanding was that BRAC would seek local NGOs as partners. BRAC has selected 5 local NGOs that are responsible for a particular area, with no overlap. These NGOs have started their activities in the respective areas.

Monitoring & Evaluation

For monitoring and evaluation (M&E) of the project, the planned activities including reporting have been carried out. The basis of M&E has been the two Plan of Operations submitted in October 1999 and Inception Report of December 2000. Accordingly, the reporting done include six-monthly Progress Reports No. 1, 2 and 3; series of technical reports, short mission reports, internal resource reports and third party studies. As mentioned earlier, all reports and other documents have been shared with the PDO.

The project consultants prepare bi-annual progress reports including constraints met, actions proposed and results of earlier actions taken. Expenditures under TA fund are also reported.

All occasional reports on specific items (e.g. studies) either prepared by project staff or short term consultants are discussed with the PD and all other parties concerned

and sent to the Inter-Ministerial Technical Committee for ICZM, DC and the RNE for their review.

BRAC reports to the RNE on a bi-annual basis with copies to the PD, DC and project consultant.

A Joint Mid-Term Review is planned that will put emphasis on CDSP II in the broader context of ICZM as well as recommend on CDSP-ICZM solutions.

5. Assessment of Project Perspectives

Status & Progress

The project's Progress Report No. 3 (July-December 2000) states that 'on the whole, it can be concluded that progress is more or less what could be expected, although especially the construction works did not have the prosperous start that was hoped for.' Some of the surveys showed delays as well. There were delays in approval of the five PPs. Only approved PPs can lead to smooth allocation and disbursement of funds from the GoB side.

Application of sectoral or integrated approach

As mentioned earlier, the implementation of CDSP II takes place against the backdrop of the preparation and further development of an ICZM programme. It is recognised that CDSP II is oriented to addresses many issues that are relevant for ICZM.

Linkage of the project to the coastal community

The project is designed to improve behavioural pattern of the people of the coastal belt with respect to use of safe water and sanitary facilities. Promotion of sanitation, use of safe water and hygiene will be carried out by field NGOs working for the communities in association with the local government institutions and field staff of line agencies, thereby establishing the linkages of the project to the coastal communities. Other linkages are with respect to land settlement, infrastructure, agriculture, and development of field level institutions.

Level of Participation

The project has developed an effective procedure for people's participation in the process of planning and development of project interventions. The local participation includes the concerned Union Parishad, Local Area Development Committees (LADCs) and WMCs. In future Polder Committee, Sub-Polder Committee and Tubewell User Groups will be formed to represent the different categories of interest groups. Thus the project has developed a well functioning mechanism for strengthening coordination among the beneficiaries, and the project and line agencies by establishing different committees at various levels.

Attempts will be made to maintain parity among men and women in the process of planning and implementation. Emphasis will be given to skill development and in the decision making process of women. Attempts will also be made to make the

programme sustainable with the participation of the community and private initiatives.

Level of interaction with the local government

The Union Parishads play a crucial role in the local development process. The project activities are aimed at strengthening in plan preparation, implementation, monitoring and Operation and Maintenance (O&M). The Union Parishads play an important role in the coordination of field activities. At the field level, the NGOs are responsible to implement the 'software' aspects of the project (such as water and sanitation, formation of farmers forums, homestead extension etc.) where not much cooperation with the local government institutions take place.

Constraints/reasoning for delays

The situation at the end of December 2000 (15 months after start of the project) is that the activities delayed are concentrated in the infrastructural works. The major reasons for such delay are the delay in approval of the individual PPs and delays in designs. Consequently, there has been delay in placement of project staff and procurement of equipment. However, the project consultants are confident that planned activities can be completed by the end of the project duration (October 2004).

6. Participation of Institutional Layers in Steering and Funding Mechanisms

Scope of steering arrangements

For steering and guidance, CDSP II has the following set-up and responsibilities at different levels:

Committee/level	Membership	Main responsibilities
Inter-Ministerial Technical Committee for ICZM (replacing NSC)	Ministries of Water Resources; Local Government, Rural Development and Cooperatives, Agriculture, Fisheries and Livestock, Environment and Forest, Land, BWDB, DPHE, LGED, DAE, Planning Commission, RNE, WFP, BRAC. PD and Team Leader invited as observers. Chaired by Secretary MoWR.	Approve Plan of Operations and Annual Work Plans. Approve PP utilisation. Ensure ADP funds. Coordinate between programmes. Approve feasibility studies including decision for implementation. Discuss policy issues on coastal development. Discuss contents and institutional set-up of ICZM.
Inter-Agency Coordination Committee (ICC)	BWDB, DPHE, LGED, DAE, MoL, RNE, WFP, BRAC, Team Leader Chaired by Chief of Planning, BWDB	Discuss and decide on technical and project oriented issues. Discuss progress of activities.
Project Management Committee (PMC)	BWDB, DPHE, LGED, DAE, MoL at district level, BRAC, Deputy Team Leader Chaired by PD, BWDB Rolling venue	Discuss planning and implementation issues on quarterly basis (especially if the issue is related to more than one agency)

Committee/level	Membership	Main responsibilities
District Development Coordination Committees (DDCCs): 1. Noakhali 2. Chittagong	All GOs involved, all NGOs involved, upazila level officers involved, PD and Team Leader. Chaired by respective DCs at Noakhali and Chittagong.	Discuss progress on monthly basis. Solve main bottlenecks. Coordinate with other development activities.
Field level institutions: 1. Polder Committee 2. Sub-Polder Committee 3. Water Management Committee 4. Local Area Development Committees 5. Tubewell User Groups	Organisation and membership is left to stakeholders themselves, although all occupational groups and classes should be represented. Gender equality is maintained with committees usually having a 50% male and 50% female membership. Tubewell user groups consist only of women. In principle Polder and Sub- Polder Committees will have a temporary character, while the WMC should gradually get permanent character.	Polder and Sub-Polder Committees: participation in identification and planning of interventions. WMCs: ensure proper water management.

Assessment of its effectiveness

The Local Area Development Committees (LADCs) meet frequently and major items on their agenda were the plans for construction of infrastructure in the dry season. The main problem they are facing is the deficient flow of information from the implementing agencies (LGED, DPHE) due to not participating in the LADC meetings.

WMCs meet about twice every quarter and issues related to O&M are high on their agenda. These committees fulfil their obligations much more than the government agencies.

At the district level, the former Project Management Committees (PMCs) under CDSP I was discontinued with a view to bring the project activities within the regular and therefore sustainable coordination structure. Accordingly, CDSP II is on the agenda of the monthly meetings of the District Development Coordination Committee (DDCC), chaired by the Deputy Commissioner. Representatives of all five implementing agencies are already present in such meetings and project team representatives are invited. The experience has not been encouraging as CDSP is treated very superficially or not at all. Another problem is that often all five implementing agencies are not represented (in particular BWDB and LGED). Suggestion has been made to review the present arrangement in favour of reverting back to the PMC or form smaller sub-committees under the DDCC for discussion on particular issues or themes related to CDSP II work.

Recently, the PMC has been re-installed with representatives of the five implementing agencies at district level, BRAC and Deputy Team Leader. The meeting is chaired by the PD, BWDB, and has a rolling venue so that quarterly meetings are held in different districts.

At the national level, two meetings of the Inter-Ministerial Technical Committee for ICZM (replacing NSC) were held during which CDSP II activities were not discussed. The proposed frequency of meeting every month could be changed to every quarter.

The first meeting of the Inter Agency Coordination Committee (established in July 2000 and planned to meet every two months) was held after 4 months (in November 2000) but it proved to be useful in the sense that the five implementing agencies learned about each others' programmes and issues, while senior management of BWDB, the lead agency, was informed about the progress of activities.

Funding Mechanisms

With regard to the contribution from GoB, the delay in approval of the five PPs has slowed down the pace of expenditures. Reimbursement under financial assistance funds from the Government of Netherlands has been little, as there has also been no claims for reimbursement of construction work except two box culverts left over from CDSP I.

Technical assistance funds from the Government of Netherlands were expended close to what was budgeted.

WFP has also contributed to the project as per its normal procedure/mechanism but the consultants approve designs and estimates, and monitor quality control.

7. Further Implementation Issues

Assess implementation requirements and short falls for the various phases of the project cycles

Project implementation requires a well functioning/well developed mechanism for strengthening coordination between the project and the line agencies at all levels. Experience under CDSP I showed that collaboration and coordination between various parties and stakeholders is complicated, but possible. CDSP II by broadening its mandate requires the collaboration of and coordination between even more parties than under CDSP I.

Chapter 3

Project 2: Coastal Embankment Rehabilitation Project (CERP), Stage-II

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Project 2: Coastal Embankment Rehabilitation Project (CERP), Stage-II

1. Introduction to the Project

1.1 Background

The Coastal Embankment Project (CEP) was formulated in the 1960s and its implementation was disrupted by the devastating cyclone of 1970, floods of 1984 and 1988, cyclones of 1985, 1987 and 1991. The Coastal Embankment Rehabilitation Project (CERP) was conceived as part of a mid-term programme for protective measures against cyclonic flooding. CERP was designed to carry out the construction works in eleven polders and introduce a sustainable system of improved operation and maintenance in all twenty-one polders. CERP has been divided into two stages: Stage-I from June 1995~June 1999 and Stage-II from June 1999~June 2002.

1.2 Project Objectives

The objectives of the project are to (i) provide improved cyclone protection including personal security, protection of infrastructure and minimising crop and livestock losses; (ii) increase agricultural production through reduced saline inundation; and (iii) support introduction of improved technology for the design and construction of protection work, and (iv) improved, people-based, participatory methods of embankment maintenance. An additional objective is to facilitate the resumption of agricultural and economic activities through emergency repairs to embankments damaged in the May 1997 cyclone.

The project will lead to improvement of the socio-economic status of the people in the area especially landless squatters and destitute women. These people will benefit as agents of the sustained, people-based operation and maintenance of the embankments using mainly afforestation and other vegetative methods.

2. Project Category

Safety and Area Development

The project activities include building embankments and developing forestry that will reduce the risks of natural hazards like cyclones.

Water Management

This project includes water management aspects through the following activities: (a) rehabilitation and structural improvements to embankments in 11 polders; (b) construction of 73 km of new embankments, protection works and allied drainage structures; and (c) re-excavation of drainage canals of about 390 km.

Land Use

The land use will increase through tree crop on embankment slopes and foreshore.

Productive Resources Management

The project will contribute to increased agricultural production i.e. improved management of natural resources.

Environment

The provision of afforestation in the project areas will have a good impact on environment.

3. Relevance to Coastal Zone Objectives

ICZM

The project is directly related with overall CZ objectives as the project objectives include the following:

- Provide improved protection for about 200,000 households, their homes and livestock against cyclones by rehabilitating coastal embankments and improving their maintenance through involvement of local people
- Contribute to increased agricultural production, income and employment by improved protection against tidal saline intrusion and drainage of 66,500 hectares of crop land
- Develop forestry on embankment slopes and foreshore to help reduce wave energy and tidal surges during cyclones and reduce embankment maintenance costs, while creating income and employment for the landless people.

In addition, the project has established close cooperation with the Meghna Estuary Study (MES) project, CDSP, Agricultural Support Services Project (ASSP) of DAE, Coastal Greenbelt Project (CGP), Small Scale Water Resources Development Sector Project (SSWDSP) of LGED and LGED itself.

Criteria:

Contributing to a higher quality coastal environment

The afforestation work on the embankment slopes and foreshore will contribute to a better coastal environment.

Decision-making is based on consensus among the stakeholders

At different levels, national and departmental and the beneficiaries, decision making are based on consensus among the stakeholders. NGOs are involved in the implementation of the programme. Thus it may be assumed that at the beneficiary level, decision making is also based on consensus among the stakeholders.

More suitable land for development will become available

66,500 hectares of crop land will become available for agricultural production.

Restoration of damaged ecosystems is taking place

The emerging mangrove forestry will help conserve sea grass and algae beds.

A more balanced economic growth and economical protection is appearing

The project is contributing towards alleviating rural poverty by creating job opportunities for Embankment Settler (ES), Earthwork Maintenance Group (EMG), Landless Contracting Society (LCS), and Foreshore Forestry Group (FFG). The people will earn daily wages from earthworks and tree crops.

4. Analysis of Project Phasing

Research and Data Collection

The project is not a new one. The 21 polders under the project were constructed in the sixties and seventies under the Coastal Embankment Project. The damage to infrastructures so far caused by several cyclones was identified. After the 1985 cyclone, GoB formulated a National Cyclone Protection Programme that incorporated mid- and long-term programmes. Technical and economic feasibility and design studies for protective measures against cyclonic flooding based on mid- and long-term programmes were conducted under Cyclone Protection Project-II and completed in May 1992. In addition, feasibility and design study of mid-term plan was completed in 1993.

Problem Analysis

The problem analysis was done at the beginning of the project while preparing the Logical Framework. However, several of the assumptions have turned out to be over optimistic. Moreover, in Stage-II, the emphasis has been on the 'human component' i.e. overall community development for ensuring the 'physical component' to succeed. This has necessitated a reformulation of the Logical Framework schedules to be done through a series of participatory workshops during 2001.

Plan Formulation

As mentioned earlier, CERP was one of two elements under the mid-term programme and has Stage-I started in June 1995. The original PP was prepared in April 1995 with subsequent revisions and modifications, the most recent in July 1998. The PP was prepared by the executing agency, BWDB. The Forest Department (FD) was initially the second executing agency but due to procedural complexities it was released from the project responsibility.

Implementation

As mentioned above, the project implementation started jointly by BWDB, FD and NGOs under the supervision of Ministry of Water Resources (MoWR). The Technical Assistance for the project started in June 1996. A group of international and local consulting companies were selected to provide the Technical Assistance (TA) to help the executing agencies to supervise the fieldwork.

At the time of the mid term review in early 1999, it was decided that the management of foreshore planting aspect would be adopted by BWDB in place of FD.

Operation, maintenance & enforcement

Following the introduction of ICZM concept, the project has re-defined the role of O&M function. Operation is taken to comprise the processes and procedures applied to infrastructure for the management of water for sea defence, flood control, navigation, fisheries, drainage, soil moisture control and irrigation purposes. Maintenance includes sea facing, marginal and internal embankments – (i) primarily routine small scale work on earthworks by ESs and repair of structures, (ii) larger scale localised periodic maintenance through LCSs, and (iii) localised emergency repairs after cyclone or flood damage or structural failure. Major rehabilitation is excluded from the scope of the project due to fund limitation.

Traditionally, CERP falls under the implementation function (project oriented) of BWDB so that O&M activities have received less attention from BWDB's O&M staff. Thus under the re-formulated focus of the project, community-based methods of O&M will have to be developed by and from within the community (not imposed on it). Such community-based maintenance will comprise routine embankment maintenance, sea defence system community component, and operational activities for water management on structures.

An important project initiative is to promote improved routine and periodic O&M of embankments, associated drainage structures and khals (canals).

Monitoring & Evaluation

The Management Information System (MIS) has been made user-friendly that serves the information needs at all levels. A GIS oriented interface has been established that enables all detailed data to be accessed from a polder map. Formats for civil works, O&M, afforestation and community development functions have been completed. The financial module for reporting to the donors and monitoring of the financial status has also been developed.

A major M&E event was the mid-term review of the project that was conducted in late 1998. However, it was not followed by an external review. The internal review enabled the project to revise its approach.

5. Assessment of Project Perspectives

Status & Progress

The Quarterly Report January-March 2001 reveals that physical and financial progress of the Major Civil Works by contractors as of end March stands at 98% and 87% respectively. The implementation of O&M continues to be partly satisfactory due to institutional constraints, lack of proper O&M plans, and inadequate budgetary support. The progress on the afforestation component has been slow due to change in the implementation arrangement for foreshore component, delay in completing the

financing arrangement with EU by more than a year and delays in hiring NGOs for 10 polders.

Application of sectoral or integrated approach

As mentioned earlier, the large scale development of embankments and polders in the coastal zone began in the 1960s through the implementation of the Coastal Embankment Project. Since the 1990s, various other projects have been implemented such as System Rehabilitation Project, CDSP, Meghna Estuary Study, CERP Stage-II etc. The experience of such projects and the current knowledge on river, estuarine and coastal processes have given rise to new ideas and approaches for solving the problems of the coastal zone through a programme approach. Such a programme must be integrated with related planning activities through the ICZM process. A Preparation Report titled 'Coastal Zone Water Management Programme' (CZWMP) has been made by the Second CERP Preparation Consultants in December 2000. This Programme is intended as one of several implementing mechanisms for the development of the coastal zone over the next two decades, under the coordination of the ICZM Plan.

Linkage of the project to the coastal community

The project is designed to establish linkages with the coastal community to improve the socio-economic status of the people of the coastal belt with respect to people-based operation and maintenance of the embankments using mainly afforestation and other vegetative methods. NGOs are working for the development of the communities in association with the local government institutions and field staff of line agencies, thus establishing the linkages of the project to the coastal communities.

Level of Participation

Substantial efforts have been made by the NGOs to motivate and mobilise the local people for project activities - afforestation, embankment maintenance, community development and resettlement. The NGOs have organised and formed different categories of groups from the local community, Project Affected Persons (PAPs) and squatters. Together they are called Community-Based Organisations (CBOs) and a total of 774 ESs have been selected with 529 agreements being signed with BWDB. About 30% of the ESs are females. The other groups formed are 19 EMGs, 65 FFGs, 24 LCSs, 67 EPGs and 3,296 FLO members.

The project has made substantial efforts to motivate and mobilise the local people through meetings of the Thana Inter-Agency Coordination Committee (TIACC), Union Inter-Agency Coordination Committee (UIACC) and other community meetings.

Constraints/reasoning for delays

The progress on the afforestation component has been slow due to change in the implementation arrangement for foreshore component, delay in completing the financing arrangement with EU by a year and delays in hiring NGOs for 10 CERP polders under IDA financing.

6. Participation of Institutional Layers in Steering and Funding Mechanisms

The institutional layers that are addressed and the way their participation and involvement is taken care of at the various levels is as follows:

National

MoWR, BWDB, IDA and EC (initially Forest Department was an implementing agency but later on BWDB has been entrusted to perform the works that were assigned to Forest Department)

District

BWDB and NGOs

Upazila

BWDB, NGOs, Line Departments and Local Government Institutions

Village/Union

BWDB, NGOs and Local Government Institutions

Local population

Community people, NGOs and BWDB

Scope of steering arrangements

For steering and guiding the project, the following set up is in place:

Committee/level	Membership	Main responsibilities
Project Steering Committee	Ministries of Water Resources, Forest and Environment, Land, LGRD & Cooperatives, Local Government Division, ERD, IMED, Planning Commission, NGO Affairs Bureau, BWDB, Project Director and Project Coordinator. Convenor: Addl. Secretary, MoWR. Member-Secretary: Sr. Assistant Secretary, MoWR.	Review the progress of implementation of the project semi-annually, provide necessary guidance and direction for smooth implementation of the project.
Thana Inter-Agency Coordination Committee (TIACC)		
Union Inter-Agency Coordination Committee (UPIACC)		

Assessment of its effectiveness

Quarterly Project Review Report January-March 2001 revealed that the Inter-agency Coordination Committee meetings are not being arranged regularly although those are the forums where many administrative and management problems can easily be solved with active participation of all the local partners.

Funding Mechanisms

IDA, EC and GOB provide funds to this project. As per total cost of the project is Tk.4,638.189 million out of which GOB grant is Tk.1,043.618 million, IDA credit Tk.2,849.791 million and EC grant Tk.744.780 million.

EC grant is based on standard EC terms and IDA fund is based on IDA terms for credit. Loan negotiation was completed in August 1995.

7. Further Implementation Issues

Implementation requirements and short falls for the various phases of the project cycle

- Lack of awareness, conceptual clarity on project objectives and participation of community people at large
- Objectives, importance and programmes were not clearly explained to the community. Adequate IEC (Information, Education and Communication) campaign (frequent meetings, workshops/seminars) were not incorporated in the programmes. On the other hand, NGOs could not undertake any such programmes because, there was no financial allocation in their budgets.
- Resettlement of ESs could not achieve much progress, because in most cases, no suitable land (adjacent to embankment) was acquired for the purpose. Piecemeal efforts made to raise homestead plots (temporary house) for ESs could not attract them to live there.
- Inadequate afforestation on embankment because physical condition of embankment was not suitable.
- Lack of timely fund mobilisation to NGOs.
- Achievement in mangrove plantation was not up to the mark.
- No Community Development Fund (CDF) was disbursed.
- Short term agreement with NGOs as a result of which at the end of contract the NGO will disappear and there will be no body to look in to the matter.

Need for additional implementation arrangements

- a) Develop and implement an integrated approach (may be ICZM) with long term project.
- b) Programme should be implemented by single agency (may be BWDB) avoiding bureaucratic complicity.
- c) Action programmes should be developed through Peoples Participatory Planning (PPP) exercises and not through PRA because PRA is a short term and rapid process.

Chapter 4

Project 3: Coastal Belt Rural Water Supply and Sanitation Project

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Project 3: Coastal Belt Rural Water Supply and Sanitation Project

1. Introduction to the Project

1.1 Background

In 1997, Danida prepared a Sector Programme Support document for the Water Supply and Sanitation sector in Bangladesh. This document included a proposal for support to the Coastal Belt Rural Water Supply and Sanitation Project. A draft project document was submitted following an appraisal of the proposed project in February 1998. The final appraisal report and project document were prepared by Danida incorporating the comments from DPHE and Local Government Division, Ministry of LGRD & Cooperatives. PCP was prepared in the light of the project document in March 1999 followed by PP in May 2000.

1.2 Project Objectives

The general objective of the project is to contribute to improved health conditions of the rural population residing within the area of intervention i.e. 296 unions in 28 upazilas in 8 districts in the coastal belt.

The specific objectives of the project are to:

- Improve behavioural pattern of men, women and children with respect to the use of safe water and sanitary facilities
- Increase hygiene awareness, targeting women, men and children
- Increase coverage with fully accessible and functional water supply facilities
- Increase operation and maintenance capability of the population receiving caretaker training
- Strengthen capacity of DPHE/local government/NGOs as per their comparative advantages to provide sustainable water supply, sanitation facilities and hygiene promotion to rural population.

2. Project Category

Safety & Area development

The project is aimed to reduce the incidence of diarrhoeal diseases and parasitic infection among the people living in the project area by providing clean and safe water facilities integrated with improved sanitation and promotion of personal hygiene.

Water Management

This project includes water management aspects through the following activities:

- a) Detailed mapping of identified unserved/under-served pockets.
- b) Carry out exploratory drilling programmes.
- c) Conduct pre-construction mobilisation campaigns in unserved/under-served areas.

- d) Establish 1,270 water points.
- e) Install iron removal point with existing shallow tubewells.
- f) Carry out post construction mobilisation and caretaker training programmes.

Water Supply & Sanitation

The theme behind this project is to improve water supply and sanitation status and hygienic practices in the project area of the coastal belt. Special attention is given to the improvement of water supply in unserved pockets (i.e. pockets without access to potable water for all purposes) and under-served unions. The existing disparity in coverage with safe water supply will be reduced. Unserved pockets will be given first priority in allocation of water points.

The promotion of sanitary facilities will emphasise: (i) health risks related to non use of sanitary latrines; (ii) information about nearest production centre; (iii) prices and models; (iv) installation procedures; (v) progressively upgrading the latrines constructed so that they function, and (vi) consistent use and maintenance of the latrines.

Environment

Provision of safe water for use in all purposes, improved sanitation and promotion of personal hygiene will improve the overall health status of the people living in the project areas. All these will have a good impact on environment.

Awareness/Information Dissemination

The project activities for hygiene promotion include awareness building and motivation of people. The two promotional approaches that are adopted are (i) social mobilisation of key groups in the community and (ii) face-to-face communication with small groups. In addition, a school health programme covering primary schools is also being implemented.

3. Relevance to Coastal Zone Objectives

Provision of water supply and sanitation services by the project are key needs of the people living in the coastal areas.

Decision-making is based on consensus among the stakeholders

At different levels – national, departmental and beneficiaries - decision making is based on consensus among the stakeholders. At national level, Local Government Division, Ministry of LGRD & Cooperatives, DPHE, Danida and other related agencies took decision based on consensus among them. The PP reveals that NGOs will be involved in the implementation of the software part of the project while DPHE will implement the hardware part.

People's participation in the decision-making process for planning, implementation, M&E will be practised. Parity among men and women will be maintained.

A more balanced economic growth and environmental protection is appearing

Improved behavioural pattern of people with respect to the use of safe water and sanitation facilities, increased hygiene awareness, increased operation and maintenance capability through training leading to improved health condition will obviously lead to a more balanced economic growth and environmental protection.

Public awareness is rising

The project includes specific objectives on public awareness raising. Thus the activities for raising public awareness in respect to the use of safe water and sanitary facilities and will lead to improved health condition of the people.

4. Analysis of Project Phasing

Research and Data Collection

The project design and implementation has been based on past experience gained from DPHE-UNICEF Rural Water Supply and Sanitation Programme, DPHE-Danida Urban Water Supply and Sanitation Project and the experience of NGOs in different projects.

Plan Formulation

According to the strategy for Danish-Bangladesh development cooperation of 1995, 3 sectors (agriculture, river transport, water supply and sanitation) had been chosen for Danish support in 1997. Danida prepared a sector programme support document for water supply and sanitation sector in Bangladesh. A draft project document was submitted following an appraisal of the proposed Coastal Belt Rural Water Supply and Sanitation Project. The final appraisal report and project document were prepared by Danida and submitted to ERD in August 1998.

In a meeting held in June 1998 in Local Government Division, it was decided that Danida would provide support to a Rural Water Supply and Sanitation project in 8 districts out of the 14 districts of coastal belt, previously identified for IDB assistance. The PCP was prepared in light of the project document and subsequently a PP was prepared for a project value of Tk.1,265.947 million.

Implementation

DPHE will implement the hardware part of the project while NGOs will implement the software part. DPHE will implement the project with assistance from private organisations, NGOs, stakeholders and other government organisations. A Project Director (Addl. Chief Engineer, DPHE) has been appointed to implement this project through the Project Monitoring Unit (PMU) of the on going Danida-GoB assisted water supply and sanitation projects. A lead NGO, Dhaka Ahsania Mission (DAM), is involved in the project implementation along with several local NGOs.

Operation, maintenance & enforcement

As per PP, the project will continue up to June 2004 and during the project period, Project Management Unit (PMU) will be responsible for operation and maintenance of the project supported facilities. For e.g. at different levels of operation and maintenance the executive engineer of DPHE will be responsible for sanitation and water supply facilities, in the schools the NGOs will assist hygiene promotion and monitor the construction works as well as NGOs will arrange training for proper use and maintenance of school latrines and tubewells and as such the users/beneficiaries will ultimately be responsible for maintenance of latrines and tubewells.

In the PP it is also mentioned that after completion of this project, operation and maintenance of installed water supply and sanitation facilities will be taken over by the respective people of the project area.

Monitoring & Evaluation

The approved PP revealed that to ensure that project management and other stakeholders are supplied continuously with information regarding progress and achievements, it is essential that a participatory evaluation system is in the place by the end of the inception period.

Community based evaluation has been adopted. Each member of Union WATSAN Committee collects monthly information of quantitative achievement. Regional Project Managers prepare district and thana wise progress report and sends to PD's office and arrange exchange of views with the field workers. Danida sits with the PD on monthly and quarterly basis to review the progress of works. DPHE also conducts study and survey with assistance from Danida for effective field monitoring. The findings of the studies are used to revise the strategy.

5. Assessment of Project Perspectives

Status & Progress

The progress report up to March 2001 reveals that out of total project cost of Tk.1,265.9 million, only Tk.126.29 million has been utilised with a slow physical progress of 22%. The progress report did not give detail information on such slow progress. It may be mentioned that the duration of the project is 5 years (July 1999-June 2004).

Application of sectoral or integrated approach

The project is a component of sector programme support for water and sanitation sector in Bangladesh from Danida and sector programme support agreement has been signed between GoB and Danida.

Linkage of the project to the coastal community

The project is designed to improve the behavioural pattern of the people of the coastal belt with respect to use of safe water and sanitary facilities. Promotion of sanitation,

use of safe water and hygiene will be carried out by the field NGOs working for the communities in association with the local government institutions and field staff of line agencies, thereby establishing the linkages of the project to the coastal communities.

Level of Participation

Users will install family sanitary latrine at their own cost. Beneficiaries/users will pay the cost at the prevailing rate for water supply installations. Construction cost of school latrine and water supply system will be met up from the project.

Attempts will be made to maintain parity among men and women in the process of planning and implementation. Emphasis will be given to skill development and in the decision-making process of women. Attempts will also be made to make the programme sustainable with the participation of the community and private initiatives.

Level of interaction with the local government

At the field level, the NGOs are responsible to implement the software part of the project with the local government institutions and the line departments. For implementation of the project, DPHE will also involve the field level NGOs, local government institutions and other line departments to implement the hardware part of the project.

6. Participation of Institutional Layers in Steering and Funding Mechanisms

The institutional layers that are addressed and the way their participation and involvement is taken care of at the various levels is mentioned below:

National

Local Government Division, Department of Public Health Engineering (DPHE), Danida, national NGOs.

District

DPHE, Danida, NGOs.

Upazila

DPHE, Danida, NGOs, Line Departments and Local Government Institutions.

Village/Union

DPHE, NGOs and Local Government Institutions.

Local population

Community people, NGOs and DPHE.

Scope of Steering Arrangements

Project Steering Committee: There is a 12-member Steering Committee at the national level. The Secretary, Local Government Division chairs the Steering Committee. Other members are from DPHE, Ministry of Finance, Ministry of Women and Children Affairs, Planning Commission, IMED, ERD, Danish Embassy, PD, and Project Consultants.

The ToR of the Committee is stated below:

- a) Steering Committee will monitor the project performance, coordinate with concerned Ministry and resolved the bottlenecks, if any.
- b) Steering Committee will provide policy guideline.
- c) Steering Committee meeting will be held at least once in 3 months and as and when required.
- d) Steering Committee can co-opt any member as felt necessary.

School Management Committee (SMC): SMC will implement the School Sanitation Programme. If SMC fails to implement the programme, it will be implemented by DPHE in accordance with the prevailing rules/procedure.

Funding Mechanisms

The project was approved with a total cost of Tk.1,265.9 million out of which Danida will provide Tk.821.692 million and GoB Tk.444.208 million. Danida will disburse the fund to government as grant and government will disburse to the project authority (DPHE).

Chapter 5

Project 4: Patuakhali Barguna Aquaculture Extension Project (PBAEP)

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Project 4: Patuakhali Barguna Aquaculture Extension Project (PBAEP)

1. Introduction to the Project

1.1 Background

The Patuakhali Barguna Aquaculture Extension Project (PBAEP) has been modelled on a Danida financed 'turn-key crash extension programme', Mymensingh Aquaculture Extension Project (MAEP). The experiences of several other Danida funded projects have also been considered – Oxbow Lake Project and Small Holder Livestock Development Project. PBAEP started in October 1997 and will end in June 2004.

1.2 Project Objectives

The development objective of the project is to achieve a strengthened socio-economic position and physical well being of the target group of poor men and women belonging to landless and marginal households, thus enabling them to improve their participation in social and economic development.

The intermediate objective of the project is to achieve enhanced opportunities for productive employment of target group members through increased aquaculture production in the project area.

The project has two components – aquaculture and fisheries. The immediate objectives of both components are to achieve the following within a seven-year period:

Aquaculture Component

- Increased production in closed water bodies (ponds and jalmohals) through application of improved aquaculture techniques
- Improved capacity for aquaculture promotion and extension at the upazila level
- Improved possibilities for pond operators to obtain production loans from authorised credit institutions in the area.

Fisheries Component

- A fisheries management model developed and tested in the area, giving the fisherfolk access to fishing rights directly from a government agency
- Aiming at a sustainable exploitation of the resources.

2. Project Category

Productive Resources Management

The aim of the aquaculture component of the project is to increase fish production in ponds and other small closed water bodies. The aim of the fisheries component is to assist the establishment of two types of fisheries management – culture based fisheries and community based fisheries management systems.

3. Relation to Coastal Zone Objectives

The project will contribute towards providing alternative livelihood through aquaculture by the poor coastal people.

Contributing to a higher quality coastal environment

Integrated pond farming has no major negative effect on the environment. Recycling of nutrients has a good effect on the environment. Sanitation training will improve the environment for the whole population.

Before stocking of ponds, PBAEP recommends to pump out all the water at least once every three years. The pond bottom should be dried to remove any pathogens. In this way, use of pesticides or other chemicals for cleaning of ponds is not needed in homestead ponds.

Result is a better protecting of valuable species

Together with predators, other natural fish are also removed. Ponds could play a role in maintaining populations of indigenous fish. However, PBAEP is motivating households to prevent flooding because of the risk of inflow of predators and diseases. Indigenous species can be protected by making fish sanctuaries in jalmohals as will be promoted in the Fisheries Component of PBAEP. Besides that, PBAEP is motivating households of the benefits of harvesting small fish from the pond for improved nutrition. For that purpose, PBAEP is developing a small lift net especially for use by women. In future, once sanctuaries are established, it may be possible to actively stock ponds with small indigenous fish collected from these sanctuaries.

More suitable land for development will become available

Sanitation is closely related to water use. The benefit of the use of the pond for fish farming is emphasised. At the same time the member households are made aware that pond water is a possible source of diseases. Members are encouraged to use deep tube-well water for all household uses. Additional messages are given on where the use of clean water will improve health. Once pond water is not used for household use, households will have less inhibition in applying more inputs in the pond for increased fish production.

4. Analysis of Project Phasing

Research and Data Collection

As mentioned earlier, the project has been modelled on a Danida financed 'turn-key crash extension programme', Mymensingh Aquaculture Extension Project II (MAEP II). The lessons learnt from MAEP II were incorporated to improve the chances of success for PBAEP. In addition, the lessons learnt from the Danida/IFAD funded Oxbow Lake Small Scale Fishermen Project (OLP) were also used in designing this project.

Plan Formulation

GoB and consequently the PD implement the project according to the Project Proforma (PP). This has been based on the Project Concept Paper (PCP) as approved by ECNEC 1995. Danida and consequently the CPA, however, follow the Danida Project Document (ProDoc) which forms part of the bilateral funding agreement between GoB and Danida signed in November 1996. Due to the protracted nature of the development of this project (i.e. Appraisal was in 1992 and the project documents were first drafted in 1993), the PP and ProDoc have been have become out of synchrony and the budget are 5 years out of date. Further, the two documents are out of sequence as follows -

Project duration as per PP	:	July 1994 to June 2001
Project duration as per ProDoc:		December 1996 to November 2003

Lessons learnt in MAEP II indicate that discrepancies between documents can lead to confusion in management, hesitation in decision making, contributing to delays during implementation. Therefore, at the inception of PBAEP it was considered a priority that the discrepancies between documents are identified, an agreement reached between MoFL and Danida and the major deviations corrected, and a Project Inception Document established as the common point of departure. Provision to make adjustments to project documents was included in the bilateral agreement.

Implementation

Department of Fisheries (DoF) under the Ministry of Fisheries and Livestock (MoFL) is the implementing agency of the project. To ensure sustainability, all DoF activities under the project shall be carried out as part of the regular program duties of DoF staff. The Project Director (PD) is the overall responsible for the project and shall coordinate the activities of the co-development partners (i.e. NGOs, DTA, Banks etc). The PD will execute this authority through normal channels as well as through regular participation in meetings.

As DoF is constrained in numbers of staff to effectively deliver services to a large number of beneficiaries at Thana level, DoF will, therefore, be assisted and advised by a DTA team employed by Danida to promote and strengthen the institutional capacity of DoF.

The physical closeness of the PD, DTA and NGOs sharing the same office in Patuakhali is advantageous for sorting out implementation issues.

Involvement of NGOs in training has enabled the project to provide training to many more families than originally planned.

Provision of small allowance for transport and meals during project related travel by UFOs has ensured their time for the project.

Detailed survey information on NGOs is available for use by other organisations/projects in the same area.

Recent circular from DoF setting interest on loans at 15% (on declining balance) is below that required by NGOs to cover cost of operation for a sustainable microfinance scheme.

Monitoring & Evaluation

As of December 2000, the monitoring result shows that Integrated Pond Farming (IPF) adoption status in seven upazilas is not satisfactory. This has made the field workers to be more serious in adoption of IPF messages through the farmers.

The Monitoring and Evaluation Unit (MEU) is be under the DTA but as a Technology Development Unit (TD) that has greater importance in the proposed restructuring. The TD Unit is responsible for monitoring project activities and impacts, credit status and for technical audit, especially of pond books as well to carry out applied research, surveys and studies. Regular quarterly project statistical reports are produced as part of the MIS for project management (i.e. credit and production data). The TD Unit is used to solve problems and provide trouble-shooting services as well as provide Project Management with intelligence that would allow for a built in project adjustment to the extension and training approach.

The TD Unit monitors project impact including socio-economic development of the target group. The project contribution to benefits in the project area in general will also be monitored. Short-term consultants may be hired for specific impact monitoring.

5. Assessment of Project Perspectives

Status & Progress

The project started in December 1996 and the duration is 7 years. The activities of Integrated of Pond Farming (IPF) were started in September 1998 while Community Fisheries Management (CFM) initiated its work from January 1999. It was decided to expand IPF activities in the upazilas in three phases. Work in two upazilas started in 1998 and another five upazilas in 1999. Quarterly Report of October-December 2000 stated that the project was in the middle of the implementation period.

6. Participation of Institutional Layers in Steering and Funding Mechanisms

The various institutions that participate and are involved in the project are listed below:

National

Ministry of Fisheries and Livestock (MoFL), Department of Fisheries (DoF), Danida and NGOs.

District

DoF, Danida and NGOs.

Upazila

DoF, NGOs, Line Departments and Local Government Institutions.

Village/Union

DoF, NGOs and Local Government Institutions.

Local population

Community people, NGOs and DoF.

The scope of steering arrangements is shown below.

Committees	Membership	Responsibilities
Project Steering Committee (PSC)	MoFL, DoF, ERD, IMED, Planning Commission, Embassy, PD, Senior Adviser, Training and Extension Adviser (TEA) and NGOs (as observers) Chaired by Secretary, MoFL	Approval of project work plans, budgets, accounts and progress reports.
Technical Advisory Committee (TAC)	PD, CPA, TEA, concerned DFO and counterparts (i.e. AC and NGO Regional Managers), representatives from DoF HQ (i.e. DD). Optional representation from FRI and BAU.	Technical issues related to the development of aquaculture within the project area. The TAC shall assist to adjust technical packages and synchronise credit packages.
Central Project Management – Fisheries (CPM-F)	PD, TEA, Jalmohal NGO Coordinator (JNC), representatives of DoF, DTA, NGO	Coordinates implementation of CBFM. Overall responsibilities lies with the PD and TEA while the NGO are represented to secure and promote an effective and efficient decision process.

Committees	Membership	Responsibilities
Project Management Coordination (PMC)	PD, CPA, TEA, CPM members, Section Heads, DFOs, NGOs	<p>Coordinate activities between sections and all decisions agreed to should be incorporated into action plans for the period.</p> <p>Monitor physical and financial progress for the period against work plans and give decisions to solve problems and make any adjustment as required to achieve targets.</p> <p>Make all policy decisions as pertaining to implementation strategy.</p> <p>Through Action Task Force solve problems or secure necessary decisions from the authorities.</p>
Coordination Meetings (all levels)	All cooperating partners shall be represented	<p>Coordinate activities between institutions.</p> <p>All decisions agreed to shall be incorporated into action plans.</p> <p>Monitor physical and financial progress, address constraints and solve problems.</p> <p>Initiates Action Task Force to solve any problem and to seek approval from higher authority.</p>

Funding Mechanisms

The total approved budget for the project is Tk.236.494 million out of which Danida will provide Tk.227.133 million and GoB Tk.9.361 million. GoB contributions will be funds for custom duties on import, and the DoF staff at district and upazila levels as counterparts to the project staff, including a Project Director and Assistant Director. Land for construction of one backyard fresh water shrimp hatchery and nursery training facility and two backyard village type fresh water prawn hatcheries will also be provided.

The project will not result in additional cost for the Government of Bangladesh after project expiry, apart from possible strengthening of the extension capacity at upazila level and operation costs of the two shrimp hatcheries. PSC decision is pending on the latter.

The NGOs are expected to cover their normal programme activities in the area and make these resources and facilities available to the project.

Banks that participated in the credit scheme, also after project expiry, shall use their own resources and should benefit financially from such participation.

Chapter 6

Project 5: Agriculture Development Project in Southern Districts

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Project 5: Agriculture Development Project in Southern Districts

1. Introduction to the Project

1.2 Background

The southern districts of Bangladesh were once called the granary for the entire country. However, over the years, as a result of increasing population, poverty, lack of technology, no usage of improved seeds and fertiliser, no use of irrigation, less availability of cultivable land, frequent natural disasters etc., agricultural production has been adversely affected. In addition, due to the effect of tides and water logging, majority of the agricultural land is available only for 4~6 months in a year. Traditionally, the main crop has been rice of local variety. Another feature of the southern districts is the lack of fodder for cattle.

In view of the limitations and lack of adequate facilities for boosting agricultural production, efforts have been since 1989 for irrigation, introduction of new technology and improved varieties of vegetables, training of farmers etc.

The project is funded entirely by GoB.

1.2 Project Objectives

The overall objective of the project is to increase agricultural production especially that of food grains through increasing the availability of cultivable land during rabi season, afforestation and nursery development. The strategies for achievement of the project objective were to increase the amount of irrigated land and motivating farmers through the introduction of improved varieties and seed for crops, use of balanced fertiliser and modern technology.

The specific objectives are as follows:

- Converting existing fallow land for cultivation through irrigation facilities
- Increasing the agricultural output through increased yield per acre and crop diversification
- Increasing the amount of power pump irrigated land
- Use of power tiller to offset the lack of cattle
- Implementing afforestation programme to maintain environmental balance
- Increasing the effectiveness of existing nurseries through their development
- Providing need based training of farmers on modern agriculture methods
- Conducting survey on salinity and solving related problems
- Increased use of rented irrigation and tillage machinery through utilisation of Bangladesh Agricultural Development Corporation (BADC) staff.

2. Project Category

Land Use

The project has increased the use of cultivable land through irrigation support from 45,000 acres to 350,000 acres. Previously fallow land has been brought under cultivation. In addition, existing nurseries have also been developed.

Productive Resources Management

The project has provided irrigation and tillage support to the farmers in terms of power pumps, power tillers, tractors, hand pumps, sprayers and paddle threshers. Up to January 2000, the project has realised rental fee of Tk.9.630 million.

In case of saplings sold from project supported nurseries, the sale has been to the extent of Tk.2.767 million (up to January 2001).

Biodiversity

The project has introduced improved varieties of crops and seeds among the farmers as well as provided training to them.

Environment

The project has supported existing nurseries to produce and sell different varieties of fruit and timber trees at low price to farmers. Afforestation has also been carried out in educational institutions, mosques, temples, graveyards etc.

Awareness/Information Dissemination

Local farmers have been motivated to go for improved varieties of crops and seeds. Demonstration plots with seasonal crops have been used to introduce new technology and application of knowledge and skill by the farmers.

3. Relevance to Coastal Zone Objectives

The project has contributed to the development of agriculture technology in the entire coastal area.

More balanced economic growth and environmental protection is appearing

The project activities such as rent of power pumps, power tillers, sprayer and foot pumps, paddle threshers, and sale of saplings from project supported nurseries has brought about various benefits to the farmers. The benefits have been in terms of increased agricultural production of crops, increased income, increased plant protection, increased awareness and knowledge/skill. In addition, the afforestation has contributed to a better environment.

Public awareness is rising

The motivation of farmers through demonstration farms and cinema vans has contributed to their increased knowledge and skill in the introduction of improved varieties of crops and seeds as well use of modern technology and agricultural machinery.

4. Analysis of Project Phasing

Plan Formulation

The project was designed to cover seven districts (comprising 43 upazilas) in the greater Barisal region. The initial plan was for a six-year project from 1989~1995. Subsequently, the Project Proforma (PP) was revised several times for extending the project duration.

Implementation

The project is being implemented entirely with GoB funds. The lead agency is the Department of Agricultural Extension (DAE). The other partners in the project implementation are BADC and Soil Resource Development Institution (SRDI). Grameen Bank was initially a partner (providing power pumps on loan to farmers) but subsequently withdrew from the project. The project duration is from March 1989 to June 2001. The PP was revised five times.

The project is implemented by a PD through a Deputy Director (DD) in each of the seven districts. The DDs implement the project activities through the upazila agriculture officers and block supervisors who get support from the project. The big issue is what is going to happen to the farmers who need similar support (as they received under the project) as there is no sustainable mechanism put in place.

Monitoring & Evaluation

The project has prepared various guidelines and rules for demonstration plots, use and maintenance of irrigation and tillage equipment, agreements for renting irrigation and tillage equipment by farmers etc. In addition various formats have been used for recording of information on demonstration plots and field days, technical monitoring of demonstration plots etc.

IMED of the Ministry of Planning conducted evaluation of the project during early August 2000. Discussions with farmers in Patuakhali have shown that they felt the need for increased number of power pumps, power tillers, sprayers and paddle threshers. They especially mentioned the need for 0.5 cusec pumps as these are useful during the rabi season and can be easily transported. The farmers also expressed their concern that they will be adversely affected after the project closes in June 2001. Thus the sustainability of project benefits were not considered during the planning of the project.

An impact evaluation of the project was conducted by the Rural Development Academy (RDA), Bogra, during early 2001.

5. Assessment of Project Perspectives

Status and Progress

As mentioned earlier, the project duration was extended several times and finally the project was closed at the end of June 2001. The project was in operation for over 12 years and being a GoB funded project it had built up expectation among the 32 project staff (hired by the project and excluding DAE deputed staff) that they could be absorbed by some other project or DAE itself. These staff have also suffered due to non-payment of salaries since January 2001 as the project was earlier scheduled to end in December 2000.

Constraints/reasoning for delays

The project implementation has suffered due to the frequent transfer of PD (there were eight transfers) since 1992. Other constraints were the availability of few numbers of skilled and knowledgeable technical personnel especially mechanics, lack of storage space for equipment, and no supply of 0.5 cusec pumps in spite of huge demand from the farmers.

6. Participation of Institutional Layers in Steering and Funding Mechanisms

National

DAE, BADC, BWDB, BARC

District

DAE, BWDB, BARI, SRDI

Upazila

DAE

Local population

Irrigation group formed at village level for use and sharing of water from power pump. These groups met regularly and kept record of such meetings as per standard format provided by the project. The group members elected/selected a five-member executive committee comprising president, manager, ideal farmer and two farmer members.

Scope of steering arrangements

The scope of the steering arrangements at various levels is shown on the following page.

Committees	Membership	Main Responsibilities
<u>National</u> Steering Committee (NSC)	DAE, BADC, BWDB, BARC, SRDI, PD Chaired by DG of DAE	Approval of annual work plans and budget, advice on policy matters, approval of purchase policy, project progress review and monitoring
<u>District</u> Project Implementation Committee (PIC)	Deputy Director of DAE, district representatives of BARI, SRDI Chaired by PD	Project progress review and monitoring, preparation of annual work plan and budget, coordination among partners, keeping the NSC informed on project activities
<u>Upazila</u> Agriculture Coordination Committee	Upazila Agriculture Officer (UAO)	Timely and smooth planning, implementation and coordination of the project.

Chapter 7

Project 6: Sundarban Biodiversity Conservation Project

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Project 6: Sundarban Biodiversity Conservation Project

1. Introduction to the Project

1.3 Background

The Sundarban Reserved Forest (SRF) in Bangladesh comprises 6,017 sq. km with remarkable plant, animal and mangroves ecosystem that contains 3 Protected Areas in the southern part that were declared a World Heritage Site. Conservation of the Sundarban has an inestimable value as a reservoir of genetic variety, it is a buffer from the ocean, and an essential breeding ground for both marine and inland fish and other aquatic life.

The doubling of population has created ecological pressure on all forests of Bangladesh. In case of Sundarban, the problem is worsened due to new rice cultivation and shrimp cultivation resulting in in-migration. The SRF resources are under pressure due to over fishing and over extraction of wood. The Forest Department (FD) has scarce resources to control the illegal activities. Its professional staff are not used effectively and the planning and management of SRF is not yet a fully integrated management system.

The rationale of the 'Sundarban Biodiversity Conservation Project' is to protect the resources from over exploitation and to retain a sustained and effective management input, additional financial resources and modernisation of management systems. Further, there needs to be established means to develop a sustainable financing system to ensure that improved management can be maintained after the project.

1.2 Project Objectives

The overall objective of the project is to develop a sustainable management and biodiversity conservation system for all resources of SRF.

The specific objectives are to:

- Promote and implement a system of biodiversity conservation and sustainable forest management system
- Improve the institutional capacity to manage the SRF itself
- Reduce the poverty level of about 3.5 million people living in the impact zone by expanding economic opportunities, improving social infrastructure, improving organisation for resource users and facilitating stakeholder participation in resource management
- Undertake activities adhering to increase awareness of the environment and ecotourism and building the necessary infrastructure
- Carry out silvicultural trials, study and research for improvement
- Provide technical consultancies, feasibility studies, monitoring, other services etc.
- Establish the pioneer mangrove arboretum in Bangladesh
- Develop a strong forestry database through MIS for the country as well as for the international users
- Develop a sound wild life management system for the Sundarbans

- Improve planning, monitoring and applied research capabilities
- Reduce the extent of pollution by effluents from Khulna Newsprint Mill (KNM)
- Provide training to a large number of professionals and user groups.

2. Project Category

Safety & Area development

The project component 'Socio-economic development of the impact zone' includes local infrastructure development. This is for building roads, bridges, schools, domestic water facilities etc. by LGED.

Productive Resources Management & Biodiversity

The project falls under the category of biodiversity. The project site is recognised as having international importance for biodiversity conservation and represents an important step in the commitment of GoB to the requirements of different international agreements.

The major outcome of the project is to develop and implement an agreed integrated conservation management plan that embraces sustainable management of the SRF and that has strong support from stakeholders and a demonstrated commitment by the Sundarban Management Unit (SMU) of the FD.

The strategy to address biodiversity management and sustainable utilisation places particular emphasis on moving the resources, for which there is known non-sustainable use, into a more sustainable pattern through improved information system, research and knowledge generation, and experimentation. As resources are increasingly moved into a sustainable management framework, project resources will be directed at those resources, which are currently not within any active management regime.

Environment

The project's public education activities will focus on raising the environmental awareness through drama programmes, videos of dramas, project brochure, posters, postcards, calendars, school books, TV and radio spots, photo library, books etc. Other components of the project that will have positive effect on the environment include enrichment planting, assisted natural regeneration, new plantation, social forestry etc.

Awareness/Information Dissemination

An important part of the project is information, education and communication (IEC). A vigorous programme of public information and public relations is conducted in schools and colleges, youth groups are formed for visiting conservation areas, liaison is made with newspapers, television and radio reporters, brochures are distributed, consultation is held with local government elected officials, collaboration is arranged

with NGOs, workshops and seminars are held, meetings are held with Members of Parliament etc.

3. Relevance to Coastal Zone Objectives

Result is a better protecting of valuable species

The activities under field forest management such as forest rehabilitation, enrichment planting, assisted natural regeneration, new planting etc. and conservation of aquatic species will contribute to a better protection of valuable species. In addition, wildlife management programme will provide population protection and habitat improvement for tigers, deer, other mammal species, reptiles, birds, snakes, amphibians etc.

Decision-making is based on consensus among the stakeholders

An important development in building a platform for improved local governance of natural resources is the establishment of the Stakeholder Advisory Council (SAC) for local communities and resource users to have a voice in resource management planning and decision making. The Technical Advisory Group (TAG) will be involved in forming and supporting local community organisations and the establishment of resource user groups. Maintenance and strengthening of the SAC network is considered to be necessary and will be reflected in the provision of information, training and technical support.

Public awareness is rising

This is an extensive and continuous task and there is a substantial budget for a public education system. The Impact Zone comprises 17 upazilas around the periphery of the SRF and the project will support the social and economic development of the Impact Zone. The project includes specific activities on public awareness raising through the involvement of NGOs. Thus the activities for raising public awareness have been taken in to account.

Specific data available for all parties concerned and for a better support of the decision making

The extensive coverage of the public education system will enable all parties to have access to specific data about the project.

4. Analysis of Project Phasing

Research and Data Collection

As many as seven research studies have been consulted and have led to this project. The studies specifically on SRF date back to 1985 with five studies since 1994. However, in spite of these studies there remained a lack of quality baseline data for monitoring and evaluation of changes in wildlife and plant species. Also, the available data on rare or endangered species such as tigers and crocodiles were unreliable.

Problem Analysis

The above mentioned studies have dealt with in-depth problem analysis in the SRF area and have formed the basis for this project. As mentioned earlier, the major problems were lack of technical management capability of SRF within FD and the high population density in the Impact Zone resulting in use of SRF for subsistence needs.

Plan Formulation

The project objectives are very ambitious considering a time span of over 6 years and the capacity of the implementing agency FD. Unlike the implementing agencies of the other projects (such as BWDB, DAE, DoF, DPHE, LGED etc.) FD is not that experienced in implementing such large donor supported development projects. Moreover, FD is not in need of project funding to sustain its regular operations such as salary, operation and maintenance etc.

Ideally, the project objectives should have been set considering a realistic time frame.

Implementation

The Forest Department (FD) is the implementing agency of this project. The main project office is in Khulna with the PD (SMU) and Technical Advisory Group (TAG) having offices in the same building along with access to a training facility. The project will be implemented through a partnership approach with both Government agencies (such as LGED, SWMC) and NGOs (23 have been selected through a screening process). International Union for the Conservation of Nature (IUCN) is also a partner. The NGOs are to receive funding from PKSF to operate a credit programme.

The project duration is from April 2000~June 2006. The funding agencies are ADB, Global Environment Facility (GEF), Netherlands Government and GoB.

The location in Khulna is sometimes a problem in terms of logistic facilities being not available as needed.

Monitoring & Evaluation

Three forms of monitoring and evaluation will be carried out:

- 1) Benefit M&E, following ADB guidelines and using TAG reports, project surveys, and NGO baseline studies.
- 2) Performance monitoring (in the impact zone, using the existing PKSF system).
- 3) Independent conservation monitoring by IUCN.

TAG will monitor its inputs of resources and consultant time in relation to output in a TAG Monitoring Table to be updated in every Quarterly Report. The Quarterly Reports will provide quantitative information, where possible, under each component.

In the Annual Reports particularly, input-out monitoring will be linked to the list of Project Targets and the Monitoring Mechanisms in the Logical Framework in three

sets of relationships, following ADB guidelines. The three sets of relationships are: (i) inputs to outputs, (ii) outputs to effects, and (iii) effects to impacts.

The Annual Reports will also address project activities in relation to underlying assumptions, government policies, legal and administrative issues, institutional issues, and risks, as related to project investment and overall project objectives.

5. Assessment of Project Perspectives

Status & Progress

The ADB loan for the project became effective in August 1999. Activities began on 1st March 2000 after signing of a letter of intent, with the mobilisation of the Team Leader and other professionals. The official project opening date is 1 April 2000, when the agreement between GoB and project consultants was signed. The Inception Phase ended 30 June 2000, which comprised project year 1. Project Year 2 began on 1 July 2000. The loan fund utilisation ends on 30 June 2006. Physical works have been started. Up to June 2000, the completion of work was 0.98%. Overall, the implementation of project activities is more or less on target.

Linkage of the project to the coastal community

The project will establish linkages with the coastal community to improve the socio-economic status of the people and their environment. NGOs are working for the development of the communities in association with the local government institutions and field staff of line agencies and thus establishing the linkages of the project to the coastal communities.

An emerging issue is whether the introduction of IGAs and microfinance in the forest outskirts will stop/reduce encroachment or increase in-migration from other areas. The latter may happen as result of project activities such as building roads by LGED.

6. Participation of Institutional Layers in Steering and Funding Mechanisms

National

Ministry of Environment and Forest (MoEF), DF, LGED and Asian Development Bank.

District

DF, LGED and NGOs.

Upazila

DF, LGED, NGOs, Line Departments and Local Government Institutions.

Village/Union

DF, NGOs and Local Government Institutions.

Local population

Community people, NGOs, DF and LGED.

Scope of Steering Arrangements

The project has the following steering arrangements:

- a) Project Steering Committee (PSC) chaired by the Secretary of MoEF and with representatives from DF, LGED and other GoB agencies. PSC will provide official policy directives for project implementation.
- b) Stakeholder Advisory Group (SAC) comprising representatives from user/extractor groups, Sundarban related industries, tourism agencies, NGOs, researchers, local elected and appointed officials. SAC will provide a voice in SMU and SSC decision-making for the stakeholders and interest groups and will be central in the development of integrated resource management plans.
- c) Sundarban Stewardship Commission (SSC) chaired by the Minister for MoEF and with eminent and knowledgeable people with no vested interest in the SRF. SSC will provide policy direction via the MoEF to the SMU and a strong advocacy voice within the political and bureaucratic decision-making bodies.
- d) Technical Advisory Group (TAG).
- e) Upazila Council (UC) comprised of elected union and upazila officials and other interested and prominent persons.
- f) Resource User Group (RUG) at the community level with members with common resource interests in the SRF.

Funding mechanisms

The total estimated cost of the project is Tk.3,652.930 million out of which GoB contribution is Tk.630.116 million and project aid is Tk.3,022.814 million. The project is budgeted at \$77.5 million, as follows: \$33.9 million by ADB loan to GoB, \$12.2 million grant by GEF, \$15.6 million input by GoB and \$3.1 million grant by the Netherlands Government. Also \$6.8 million is budgeted as input by PKSF (for loans through NGOs to people in the Impact Zone), \$3.8 million by beneficiaries, \$1.9 million by NGOs, and \$1.4 million from other sources.

8. LESSONS LEARNED

The analysis of six selected projects as presented in the preceding chapters has shown that many projects are going on in the coastal zone, each with its own developmental objectives sometimes with conflicting interests. At the same time, some project objectives are not conflicting in the sense that all projects are designed to serve the people, to alleviate poverty and to create sustainable livelihoods. With stronger and effective coordination between and among projects, the adverse effects of projects on each other and the general habitat can be lessened. There is a strong need to develop a common framework and common boundary conditions in the design, planning and implementation of future projects in the coastal zone for all implementing agencies.

Isolated interventions by individual projects in the coastal areas cannot tackle the multiple vulnerability caused by problems and constraints such as salinity, flooding, cyclones, population pressure, erosion, over-fishing, need for land, competing land use, poor infrastructure, climate change etc. Inter-sectoral policy gaps in the management of coastal resources needs to be analysed and 'fillers' need to be identified.

Examples² of in-effective and non-sustainable types of interventions are as follows:

- Infrastructure without maintenance and stakeholder participation
- New polders without land settlement programmes
- Land reclamation without a services infrastructure
- Economic development without pollution control
- Stream flow interventions without regard to ecosystems and morphological changes
- Water management infrastructure without regard for equity
- Agriculture without access to markets, credit and technology
- Conflict resolution without social security, law and order
- Supporting the poor without specific regard for women
- National programmes without local participation.

The analysis of the six selected projects can be summarised as lessons learned in terms of elements critical for the success of a project. These are listed below:

- Finding appropriate steering and coordination mechanisms to ensure proper representation of all stakeholders including GoB, local government, NGOs and CBOs. For e.g. lack of formal collaboration agreement between the project and GoB line agencies (under a different ministry than the project itself) can be a bottleneck. Similarly, circular from Forest Department (FD) to stop construction of access road through forest land by LGED hampers project implementation.
- Developing GoB and local government ownership of projects (as opposed to the perception that it is a donor project).

² extracted from concept of ICZM as presented in Project Formulation Document, CDSP II 1999-2004, September 1999

- Defining roles and responsibilities of donors, implementing agencies, lead agency, consultants, local government, NGOs etc.
- Selecting NGOs that have experience in disaster management, practice in participatory planning, community mobilisation, O&M of the polders, IGA etc.
- Ensuring effective GoB/NGO interaction and cooperation.
- Ensuring effective local government involvement in the project.
- Developing linkages with policies of both GoB as well as donors.
- Developing linkages with initiatives of other GoB and NGO projects including those in the coastal areas as well as in other sectors such as health, nutrition, education, social safety net programmes, media etc. There are also NGO networks in the coastal zone such as Coastal Zone Partnership based in Khulna and Coastal Fisherfolk Community Network based in Dhaka.
- Ensuring accountability, transparency and effective management of funds by consultants, implementing agencies, lead agency, NGOs and local government.
- Ensuring cost-effectiveness within project components and operations with the concerned partners.
- Community-based methods of O&M can be developed through understanding of sustainable O&M among leading members of the community through (i) PRA and other techniques, (ii) inter-agency committees set up under a project, (iii) individually targeted briefing meetings to address specific problems, and (iv) inclusion of various committee members in training activities as trainees, observers or trainers.
- Frequent transfer of key project personnel such as PD and PM cause delays in project implementation.
- Technical staff such as engineers of BWDB are not trained or experienced in afforestation and sociological aspects such as community development and need to be provided adequate orientation.
- Location of embankment should be selected as per need and without political pressure.
- Building sub polders allows agricultural and fishery activities to continue side by side.

9. MECHANISM FOR ICZM PROCESS

In view of the analysis of the six selected projects as presented in the preceding chapters, it can be concluded that, generally speaking, all ongoing projects/programmes in the coastal zone of Bangladesh need to be oriented to support the development of an ICZM framework for the country.

Some important specific conclusions and recommendations with regard to the proposed mechanism for ICZM process are as follows:

- Knowledge on coastal areas gained through project interventions should not get lost, should be duly reported and should lead to improved methodologies for sustainable practices. Project database should be compatible with the national database on the coastal zone (proposed as Integrated Coastal Resources Data Base (ICRDB)). Obviously, such knowledge must be shared with concerned parties, possibly through PDO-ICZM. PDO could also provide technical support in the use of ICRDB by individual projects.
- There could be a common format for progress reporting by all projects.
- Similarly, there could be a common checklist for all new PCP and PP for future projects.
- The planning of future projects should be compatible with the forthcoming National Water Management Plan.
- Projects should undertake special studies of common interest to other projects/agencies in collaboration with such projects/agencies (such as on land use with Environment and GIS Support Project for Water Sector Planning, EGIS).
- Broader context of ICZM should be taken into consideration in the organisational and managerial set up of projects/programmes. In addition, new developments in ICZM should lead to adaptations of the project/programme organisation and management as necessary.
- Planned reviews of projects should emphasise the broader context of ICZM vis a vis the projects as well as recommend on project-ICZM related issues. The ToR of review missions need to reflect this aspect. PDO-ICZM can participate in such review missions of projects located in the coastal areas.
- PDO-ICZM should continue to inform staff of all projects on the progress of establishing an ICZM framework. Such projects should include interventions made by the NGOs (supported by INGOs such as Oxfam, ActionAid, Concern etc.) and private sector businesses (such as shrimp farms, fish processing units etc.).
- PDO should continue to organise regional workshops and round table discussions. Participants should include NGOs and private sector.
- For projects implemented by more than one government agency, there should be one PCP followed by separate PPs for each agency. Inter Agency Coordination Committee (to discuss and decide on technical and project oriented issues) should be formed and functioning for such projects including representatives of all implementing agencies, lead NGO, lead agency, consultant and donors. The basic strategy should be that planning is done in a combined manner, while implementation is left to each of the agencies. Mechanism followed in CDSP can be implemented.

- Formal agreements need to be signed between the implementing agency and related line agency and local organisations. Field staff of such line agency and local organisations should be involved in the project working area from the start and supported by the project with transport facilities, technical assistance, daily allowances and contingency facilities when they work for the project. In the interests of sustainability and continuity, project field staff should be recruited for tasks with a limited and temporary objective.
- PDO-ICZM could lobby with the Secretary MoWR to invite all project team leaders (on a rotating basis) to participate as members/observers in the Inter-Ministerial Technical Committee for ICZM.
- PDO-ICZM could initiate the concept and modus operandi of upgrading the current individual project-tied National Steering Committees (NSCs) to a single Permanent NSC (PNSC) for all coastal area projects.
- PDO's inventory of projects and initiatives should include those implemented by NGOs (supported by INGOs such as Oxfam, ActionAid, Concern etc.).

“An Analysis of Projects contributing to the ICZM process”

Subject: Terms of Reference
From: PDO-ICZM
Date: 6 April 2001

INTRODUCTION

The overall objectives of the GoB for the coastal zone are:

- *Mitigate against and better manage natural disasters as a result of storm surges caused by cyclones (reducing the risk of loss of life and damage and property)*
- *Improve the management of natural resources in the coastal zone and mitigate against the negative effects of human-induced natural resources degradation (saline intrusion, water logging, erosion and deforestation), bio-diversity/ habitat loss (both marine and land-based), climate change (sea level rise), and environmental pollution; and*
- *Create opportunities for sustainable economic development*

In the Inception report of the Integration Coastal Zone Management Program (ICZMP) of January 2001, a number of tasks have been defined which contribute to these objectives. To carry out Task 3, *Pro-Active Interaction & Harmonisation*, an inventory of projects and activities is needed along with an assessment of its relevance for the ICZM process. Parallel to this a selection of projects will be evaluated on its contribution and relevance to the ICZM process in an exchange of ideas and experiences between the project and the PDO. It will also be an exercise in identifying issues and constraints, which are relevant for future planning. Furthermore, it will help to define the role and position of the PDO more clearly towards the ongoing activities in the coastal zone for the benefit of all parties concerned.

The GoB Policy note shall be the integral part of the Term of Reference of the ICZMP work, along with the Inception Report of the ICZMP.

The Policy Note of the Govt of Bangladesh, Integrated Coastal Zone Management: Concepts & Issues (MoWR 1999) states:

The whole process of the ICZM exercise is to optimise the use of coastal resources and the best way to do this is through harmonisation. Master planning process will ensure this essential task of harmonisation by resolving conflicts and bringing about consensus.

The Terms of Reference of the Program Development Office (PDO) for ICZM indicates the task of interaction with ongoing activities. To be mentioned are amongst others:

- *Identification, formulation and appraisal of activities, studies and projects which will constitute building blocks for the ICZM Program*
- *Pro-actively interact with the implementation of various planned and ongoing activities in the coastal zone, review the outputs and expected outcomes of these activities and advise the Technical Committee and Steering Committee on their relevance, feasibility, and contribution to the overall ICZM vision & strategy.*
- *Co-ordinating and facilitate the exchange of data and information among co-workers of coastal activities as well as other initiatives.*

A critical success factor for the development of an ICZM Program is the way, how the knowledge that has been gained in preparing for these projects or during the execution of these projects can feed into the ICZM Program. The development of an ICZM Program should be considered as complimentary to ongoing activities. Moreover, the development of an ICZM Program offers a great

opportunity to strengthen the effectiveness of the implementation and outcomes of these projects by putting them in a transparent context. In doing so, ongoing projects should open a window and interact in partnership with the process of the ICZM Program for each step as identified. The ICZM Program preparation, as it evolves, can benefit strongly from the knowledge gained and will create new challenges. To prepare for this interaction, the following actions are recommended for consideration in the further execution of ongoing projects:

- Consolidate the ongoing activities and interact with the preparatory process of the ICZM Program for defining new activities and integrating them into the ICZM Program framework.
- Prepare lessons learned in planning, execution and implementation of the project and feed them into the preparatory process of the ICZM Program.

At present, the PDO-ICZM is carrying out a full inventory of projects, programmes and activities in the coastal zone. Meanwhile it is defining its role in more detail of pro-active interaction and harmonisation of activities. Therefore, a selection of projects will have to be analysed as to decide on its value for the ICZM process.

OBJECTIVE

A number of projects will have to be analysed through review and discussion with the parties involved in order to achieve:

- Assessment of a selection of projects and programs in the coastal zone on their contribution to the ICZM process and their embedding in the coastal zone
- Defining lessons learned in planning, execution and implementation of the project
- Appraisal of a suitable mechanism for pro active interaction and harmonisation

SCOPE OF THE WORK

The scope of all the activities in the coastal zone should be delineated as to assess its contribution for the ICZM process in the light of the overall objectives. To start with a selection of projects will be analysed through review and discussion with the parties concerned. It will have to lead to a common understanding of the possible contribution of the PDO to the value and effectiveness of the project for the ICZM Process.

The criteria for the selection of projects are not sharply defined, but it is preferred that a project has led to an implementation phase in order to assess the mechanisms that has led to that. However a project which has just reached that phase, might be of interest as well as in order to assess the mechanism, which has stopped it. This will lead to an insight in the success and failure mechanisms. A selection should not be more than 6 projects, and a preliminary selection is as follows:

- Char Development and Settlement Program
- Coastal Embankment Rehabilitation Project
- Coastal Belt Water Supply & Sanitation Project
- Fishery Development Project in Patuakhali & Barguna District
- Southern Region Agricultural Development Project – Go
- Sunderban Biodiversity Conservation Project
- Socio-economic Development of the Coastal & Riverine Fisherfolk Communities
- Khulna-Jessore Drainage Rehabilitation Project (KJDRP)
- Cyclone Shelter Preparatory Study (completed/ not implemented)
- Etc.

To achieve the objectives, the assessment should take place through analysing the basic material and through discussions with the parties concerned. These are amongst others if deemed relevant:

- Staffs from the relevant departments, involved in the project/ program
- Project/ programme staffs from the consultancy services
- Staffs from the involved NGO's if needed
- Representatives from the beneficiaries

The analysis should encompass the following, which have been elaborated in the ANNEX:

- a) The category or sector of the project with its major field of activity
- b) Linkage of the project with the overall CZ objectives (see objectives and ANNEX)
- c) Analyse the phasing of the projects within the project cycle:
- d) Assess the projects in the light of its perspective for the future
- e) The institutional layer(s), which is (are) addressed and their participation
- f) Assessment of the steering and funding mechanisms
- g) Assessment of additional implementation requirements for the selected projects

THE ORGANISATION

A. Timetable

The total study period is ten weeks starting from May 01, 2001.

B. Staffing

A senior consultant will be invited to carry out the study as Study Leader. He will have the overall responsibility to the study so that a meaningful document is available within the allotted time.

A Sociologist/ Institutional Specialist will assist the Study Leader. The Study Leader will select in consultation with the Team Leader of the PDO-ICZM, this specialist, for a period of maximum 8 weeks.

The consultants shall have to visit the site officers of the projects and discuss intensively with the various parties.

One of the Senior National Expert of the PDO-ICZM will participate in various discussions, as required.

The PDO-ICZM will provide necessary secretarial support.

C. The Office

The PDO-ICZM will make a seating arrangement, if needed. However, it is not a requirement of the study to attend PDO-ICZM. A regular contact arrangement will be adequate

D. Output

A draft report will be submitted at the end of week 7 after the starting date of the study. This draft report will be distributed to parties concerned by the PDO for comments. A roundtable discussion will be organised if deemed necessary in week 8.

The final report will be submitted at the end of week 10, in the beginning of July 2001.

ANNEX Elaboration of the scope of the Analysis of Projects contributing to ICZM

The scope of the analysis of the selected projects contributing to the ICZM process in Bangladesh:

- a) The category of the project, or its major field of activity
- b) Relation of the project with the overall CZ objectives
- c) Analyse the phasing of the projects within the project cycle:
- d) Assess the projects in the light of its perspective
- e) The institutional layer(s), which is (are) addressed and their participation
- f) Steering and funding mechanisms
- g) Implementation requirements for the selected projects

Ad a: Categorising the project:

- ICZM:
- Safety & Area Development:
- Water Management:
- Water Supply & Sanitation
- Land Use
- Productive Resources Management
- Biodiversity:
- Environment
- Climate change
- Awareness/ Information Dissemination

Ad.b: Relation of the project with the overall CZ objectives:

Projects could be assessed in the light of the overall objectives of the GoB policy for the CZ.

These objectives are:

- *Mitigate against and better manage natural disasters as a result of storm surges caused by cyclones (reducing the risk of loss of life and damage and property)*
- *Improve the management of natural resources in the coastal zone and mitigate against the negative effects of human-induced natural resources degradation (saline intrusion, water logging, erosion and deforestation), bio-diversity/ habitat loss (both marine and land-based), climate change (sea level rise), and environmental pollution; and*
- *Create opportunities for sustainable economic development*

Pro-active Interaction and harmonisation of activities require a consensus on the criteria along which an analysis can take place. Criteria, which lead to activities in which critical issues are addressed in order to meet the overall objectives. The protection of the people, livestock and infrastructure against natural hazards has to be approached in an integrated way. Furthermore, measures to mitigate resource use conflicts and options to enhance productivity and increase resilience have to be identified and strengthened. A brief analysis has led to the following preliminary long-list of criteria:

- Contributing to a higher quality coastal environment
- The climate change issue has been taken into account
- The result is a better protecting of valuable species
- Decision making is based on consensus among the stakeholders
- Conservation of critical coastal habitats will improve
- More suitable land for development will become available
- Conflicts are solved among incompatible activities affecting coastal and ocean resources
- Control of pollution takes place from land based sources
- Restoration of damaged ecosystems is taking place
- A more balanced economic growth and environmental protection is appearing
- Public awareness is raising
- Specific data become available for all parties concerned and for a better support of the decision making

- Etc.

Ad.c: Analyse the phasing of the projects within the project cycle as to assess the need for follow up activities:

- Research and data collection
- Problem analysis
- Plan formulation
- Implementation
- Operation, maintenance & enforcement
- Monitoring & evaluation

Ad.d: Assess the projects in the light of its perspective:

- Status & progress
- Application of Sectoral or Integrated approach
- The linkage of the project to the coastal communities
- Level of participation
- Level of interaction with the local governments
- Constraints/ reasoning for delays
- Describe the success and failures mechanisms
- Assessment and appraisal of interventions for improvement
- Delineation of crucial elements for the outline of future projects

Ad.e: The institutional layer (s), which is (are) addressed and the way their participation and involvement is taken care of at the various levels:

- National
- Divisional
- Zila
- Upazila
- Village/ Union
- The local population

Ad.f: Steering and funding mechanisms

- Scope of steering arrangements
- Assessment of its effectiveness
- Funding mechanisms
- Appraise/ define the pro-active interactive role of the PDO
- Proposals for improvement

Ad.g: Implementation requirements for the selected projects

- Assess implementation requirements and short falls for the various phases of the project cycle
- Assess needs for additional implementation arrangements
- Follow up: short term and long term perspective of the project

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13. Project Concept Paper, BWDB, revised March 2000
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19. Report on the Need Assessment Survey on Local Level Institutes for Local Level Planning, September 2000
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19. Project Proforma, BWDB, revised July 1998
20. Implementation Review: October 15~29, 2000, Aide Memoire
21. Work Plan, August 2000~December 2002, March 2001
22. Afforestation Review, March 2001
23. Quarterly Report, January~March 2001, April 2001

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25. Monthly Progress Report, February and March 2001

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27. Progress Report No. 1, October 1997~December 1998
28. Recommendations and Comments on Review Mission Report, June 1999
29. Annual Progress Report No. 2/3, January~June 1999 and July~December 1999, March 2000
30. Annual Work Plan 2000 & Progress Report No.4, January~June 2000, July 2000
31. Tripartite Agreement between MoFL, Danish Embassy and NGO
32. Quarterly Statistical Report No. 13, October~December 2000
33. Training and Extension Strategy, Integrated Pond Farming, March 2001
34. Fisheries Training and Extension Strategy, March 2001

Project 5: Agriculture Development Project in Southern Districts

35. Project Brochure, January 2000
36. Annual Work Plan 2000~2001
37. IMED Report, August 2000
38. Monthly Progress Report, January 2001

Project 6: Sundarban Biodiversity Conservation Project

39. Inception Report, Vols. I and II, June 2000
40. Quarterly Progress Report, 1st Quarter 2001, March 2001.

List of Organisations/Persons Consulted

Project 1: Char Development and Settlement Project II (CDSP II)

- | | |
|---|---|
| 1. Project Consultants | Mr. Koen de Wilde
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| 3. Local Government Engineering Department (LGED), Noakhali | Md. Abdul Quader
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| 4. BRAC
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Md. Entazuddin
Sector Specialist, WATSAN Health Education
Sham Sutradhar
Sector Specialist, Agriculture
Dilip Kumar
Trainer, Human Rights and Legal Education
Yakub Ali
Trainer, Microcredit |
| 5. Unnayan Porikalpanaya Manush (UPOMA), Noakhali | Md. Rafique Ullah
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Anisur Rasul Harun
Upazila Coordinator
Abdul Haque
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Shahnaz Begum
Group Facilitator
Shikha Rani Majumder
Group Facilitator
Ratna Rani Majumder
Group Facilitator |
| 6. Sagarika Samaj Unnayan Sangstha (SSUS), Charbata, Noakhali | M. Ruhul Matin
Executive Director
M. Zahiruddin
Field Coordinator |
| 7. Cluster Village 2, Middle Baggha | Group of male and female villagers |

Project 2: Coastal Embankment Rehabilitation Project (CERP), Stage-II

1. CERP, BWDB	Md. Saeedur Rahman Project Director
2. Project Consultants	Alex F.J. Hamming O&M Expert Md. Aktarul Islam Khan Jr. O&M Specialist Someswar Das Sr. Mangrove Specialist Ali Akbar Qureshi Forestry Trainer
3. BWDB Chittagong	M. Abdul Wadud Bhuiyan Executive Engineer, O&M Division-1 Ghyasuddin Ahmed Executive Engineer, O&M Division-2 Mushtaq Ahmed Executive Engineer
4. Development Organisation of the Rural Poor (DORP) Regional Office, Chittagong	Md. Feroz Ahmed Project Manager and Coordinating Manager – CERP
5. Prottiyashi Chittagong	Monowara Begum Executive Director

Project 3: Coastal Belt Rural Water Supply and Sanitation Project

1. Coastal Belt Rural Water Supply and Sanitation Project, DPHE	S.M.A. Muslim Project Director Zainal Abedin Project Manager, Patuakhali Sirajul Islam Executive Engineer, Patuakhali Anwar Hossain Executive Engineer, Barguna
2. Project Consultants (Danida Advisory Group)	Hasin Jahan Socio Economic Adviser, Dhaka Roger Gothe Team Leader, Noakhali Md. Shahjahan Ali Leader, Socio Economic Section, Noakhali Md. Aowlad Hossain Socio Economic Adviser, Noakhali Subrata Kumar Saha Socio Economic Adviser, Noakhali Dilara Begum Socio Economic Adviser, Noakhali

	Polli Grubelich Team Leader, Patuakhali
	Md. Moazzem Hossain Engineering Adviser, Patuakhali
3. Unnayan Porikalpanaya Manush (UPOMA), Noakhali	Md. Rafique Ullah Projects Coordinator Anisur Rasul Harun Upazila Coordinator Abdul Haque Field Coordinator, Char Baggar Dona
4. Sagarika Samaj Unnayan Sangstha (SSUS), Charbata, Noakhali	M. Ruhul Matin Executive Director

Project 4: Patuakhali Barguna Aquaculture Extension Project (PBAEP)

1. PBAEP	Mostafa Anwar Pasha Assistant Director
2. Project Consultants	Erik H.J. Keus Training and Extension Adviser Niaz Ahmed Apu Monitoring and Evaluation Manager Gouranga Kumar Paul Administration and Finance Manager
3. Caritas	Joseph Mondal NGO Coordinator
4. Community Development Centre (CODEC)	Gautam Biswas Program Manager, Barguna Jebunnesa Jalal Training Officer, Barguna
5. Dhaka Ahsania Mission (DAM)	Motiur Rahman Office Assistant, Barguna
6. Oxfam	Md. Hasan Ali Programme Officer (Coastal)

Project 5: Agriculture Development Project in Southern Districts

1. Project	Md. Shahar Uddin Project Director
2. Department of Agricultural Extension (DAE)	Md. Akram Hossain Chowdhury Agriculture Extension Officer

Project 6: Sundarban Biodiversity Conservation Project

1. SBCP	Stephen C. Devenish Team Leader M.A. Malek Deputy Team Leader
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