

TERMS OF REFERENCE

Coastal and Wetland Biodiversity Management at Cox's Bazar and Hakaluki Haor Project (BGD/99/G31) Mid-Term Evaluation

I. INTRODUCTION

a. UNDP/GEF Monitoring and Evaluation (M&E) policy.

The monitoring and Evaluation (M&E) policy at the project level in UNDP/GEF has four objectives: i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and iv) to document, provide feedback on, and disseminate lessons learned. A mix of tools is used to ensure effective project M&E. These might be applied continuously throughout the lifetime of the project e.g. periodic monitoring of indicators -, or as specific time-bound exercises such as a mid-term reviews, audit reports and independent evaluations.

In accordance with UNDP/GEF M&E policies and procedures, all projects with long implementation periods (e.g. over 5 or 6 years) are strongly encouraged to conduct mid-term evaluations. In addition to providing an independent in-depth review of implementation progress, this type of evaluation is responsible to GEF Council decisions on transparency and better access of information during implementation.

Mid-term evaluations are intended to identify potential project design problems, assess progress towards the achievement of objectives, identify and document lessons learned (including lessons that might improve design and implementation of other UNDP/GEF projects), and to make recommendation regarding specific actions that might be taken to improve the project. It is expected to serve as a means of validation or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from monitoring. The mid-term evaluation provides the opportunity to assess early signs of project success or failure and prompt necessary adjustments.

b. The project objectives and its context within the program country.

The past, present, and future of Bangladesh, and its people's livelihoods, are intimately connected to its relationship with water and wetlands. A majority of Bangladesh's 120 million people are critically dependent on the country's wetland system as vital natural resources to sustain them, primarily through agriculture and fishing. More than 90% of the country's total area consists of alluvial plains, crisscrossed by a complex network of rivers and their tributaries. These include three of the world's great river systems, that of the Ganges, Brahmaputra and Meghna Rivers.

Wetlands in Bangladesh are represented by both inland freshwater and tidal salt-water wetlands. These natural habitats are linked together by a complex web of direct and indirect interactions; disruption of any one has an effect on the others. These habitats are dynamic and are susceptible to change due to coastal processes. They lack resilience and have a low threshold to irreversible damage. The physical and ecological characteristics of these habitats make them especially vulnerable to degradation. Once degradation exceeds the limit set by the low threshold, rehabilitation becomes prohibitively expensive or impossible.

In recognition of these threats and the urgent need to protect the unique biology and biodiversity of wetlands, in 1999 the Government of Bangladesh, under the provisions of the Bangladesh Environment Conservation Act (BECA), declared nearly 40,000 ha of wetlands as an "Ecologically

Critical Areas” (ECA), four of which became the focal sites for the project BGD/99/G31: Coastal and Wetland Biodiversity Management at Cox's Bazar and Hakaluki Haor.

The overall objective of the project is to establish and demonstrate an innovative system for management of ECAs in Bangladesh that will have a significant and positive impact on the long-term viability of the country’s globally significant biodiversity resources. The project supports Government efforts to operationalize the ECA concept at two main sites: one site (which includes three ECAs) within the country’s long and biodiversity-rich coastal zone and the second at one of the largest and most important of the country’s many inland freshwater wetlands. Through a combination of GEF incremental cost financing and baseline and co-financing, conservation and sustainable use of these sites should be demonstrated. This demonstration should create important opportunities for replication in coastal, freshwater wetland and other ecosystems throughout the country, including other sites recently nominated as ECAs.

The above-mentioned overall objective of the project is break down for the three following immediate objectives:

- Ensure the conservation and sustainable use of globally significant wetland biodiversity at the Cox’s Bazar sites through their management as ECAs;
- Ensure the conservation and sustainable use of globally significant wetland biodiversity at Hakaluki Haor through its management as an ECA;
- Support efforts by Ministry of Environment and Forests (MOEF) Department of Environment (DOE) to institutionalize the concept of ECA management using the experience gained through the above demonstration sites.

It should be mentioned that for the period about two years the project had experienced the lack of professional human resources and governmental support. Number of rotations in the senior level management had lead to the decreasing of overall efficiency of the project implementation and had influenced negatively the achievement of the projects results.

II. OBJECTIVES OF EVALUATION

In accordance with UNDP policies and procedures for GEF projects, a mid-term evaluation of the project by a joint evaluation-team was foreseen in the project document. The UNDP, GEF, DOE wish to assess the progress of implementation and resultant outcomes and effects of the project in order to come forward with appropriate modifications, if any, in the overall design and orientation of the project; prepare detailed work-plans for the remaining period; and suggest about the desirability and modalities for expansion of project coverage.

To this end the Evaluation Mission will make recommendations for the future course of the project, including any adjustments or re-orientations required. Detailed proposal will be made for:

- the future plan of work, including recommendations regarding replication and exit strategies;
- the need and potential for expanding project activities and a set of criteria for selecting the areas for future expansion that may be supported by government and/or by other development partners; as GEF resources can not be used for replication; and
- additional support to the project, if any.

The Mission will draw attention to any lessons of general interest.

III. SCOPE OF THE EVALUATION

The evaluation must provide a comprehensive and systematic account of the performances of a project by assessing its project design, process of implementation, achievements vis-à-vis project objectives.

The assessment of project results seeks to determine the extent to which the project objectives are expected to be achieved, specifically through:

- relevance of the project to national priorities and the objectives the GEF Focal Area Strategy for Biodiversity generally, as well as to the priorities and needs for the development of management systems of ECAs;
- clarity and realism of the project's development and immediate objectives;
- making an in-depth review of the project design, execution/implementation modality as its efficiency, effectiveness, sustainability, and their adequacies;
- assessment of input requirements, availability, supply and utilization;
- assessing outputs in relation to inputs and objectives, outcomes generated so far and their sustainability;
- indicating progress and / or lack of thereof in the achievement of the project objectives;
- identifying constraints to efficient implementation including operational and financial aspects of project management;
- assessment of monitoring and evaluation system; and
- assessing support services provided by partners.

The Mission should record successes and failures, best and worst practices, and future challenges and constraints. Any significant lessons that can be drawn from the implementation of the project should also be indicated to guide future development interventions. Focus should be on relevance, effectiveness, and efficiency of the project results; sustainability of project outcomes; adequacy of monitoring and evaluation system while recording measures or implementation strategies that are "good lessons, or "bad lessons" so that the later is addressed in future. In such case, the Mission should also provide remedial measures/recommendations. They should provide a broader basis of genetic steps if any.

The Evaluation Mission will thus evaluate:

- a Relevance of the project to national and GEF priorities, and to the priorities and needs for the development of management systems of ECAs, in particular conservation and sustainable use of wetland biodiversity priority as identified in the Project Document and Sustainable Environment Management Programme (SEMP).
- b Clarity and realism of the project development and immediate objectives including specification of targets and identification of beneficiaries.
- c Quality and clarity of project design and adequacy of input and services provided with regard to:
 - logical consistency between inputs activities, outputs and progress towards achievements of objectives (quality, quantity and time-frame);
 - specification of prior obligations and prerequisites (assumptions and risks); and
 - external institutional relationships, and in the managerial and institutional framework for implementation and the work plan/working strategy.
- d Efficiency and adequacy of project implementation including:
 - management arrangements and modalities of the executing and implementing agencies;
 - availability of funds as compared with budget for both donor and national component and the over-budgeting issue;
 - the quality and timeliness of input delivery by UNDP, and DOE;
 - the extent of national support and commitment;
 - the quality and quantity of administrative and technical support by UNDP;
 - the effective use of UNDP's ATLAS-based Risk Management System

- work efficiency and implementation difficulties;
 - cost effectiveness of the project; and
 - the project implementation delays and how they affect the overall cost-effectiveness of the project.
- e Effectiveness of project implementation and delivery of results, i.e. progress towards achieving planned project objectives and outputs as given in the project document. This will include a comprehensive and systematic assessment of the quantity and quality of produced to date in relation to the annual workplan and the project logframe. The Mission will especially review:
- the technical reports, training manuals, studies surveys and publications in term of quality, validity or acceptability, quantity and coverage (geographical/population);
 - the extent to which the processes and methods pursued by project were designed and implemented to facilitate sustainable positive impact on biodiversity resources;
 - the extent to which beneficiaries have been satisfied with the results; and
 - whether adequate mechanisms are in place for consulting with and obtaining feedback from the stakeholders.
- f Sustainability of the project outcomes:
- An analysis of social, political, financial, environmental or other risks that may jeopardize the long-term sustainability of project outcomes;
 - the adequacy of the project replication and exit strategies
 - likelihood of financial and economic resources being available once the UNDP/GEF assistance ends;
 - extent to which the project could establish itself as strategically important project for DOE based on its specificity and scope of activities and impact achieved so far;
 - key stakeholders' interest in the project benefits continue to flow and public / stakeholders awareness in support of the long term objectives of the project.
- g Monitoring and evaluation system:
- adequacy of M&E system design, including quality and usefulness of indicators for measuring impact;
 - whether the adequate M&E system is in place and facilitates timely tracking of progress towards projects objectives;
 - whether risks are accurately identified, recorded and managed through UNDP's ATLAS based risk management system
 - extent to which the information provided by the M&E system is being used to improve project performance and to adapt to changing needs;
 - whether the M&E system is in place with proper training for parties responsible for M&E activities to ensure data will continue to be collected and used after the project closure;
 - whether M&E was sufficiently budgeted at the project planning stage;
 - whether M&E is adequately and timely funded during the project implementation.
- h In view of the results of the project the feasibility and desirability of expanding its work in coastal, freshwater wetland and other ecosystems throughout the country, including other sites recently nominated as ECAs.

IV. PRODUCTS EXPECTED FROM THE EVALUATION

Three main products are expected from the evaluation team: 1) a presentation to key stakeholders of the conduct of the MTE and preliminary findings towards the end of the field-based evaluation period; 2) a comprehensive mid-term evaluation report in which the conclusions are clearly

substantiated with evidence; and 3) a completed Management Effectiveness Tracking Tool for Strategic Priority .

1. Reporting: The main output of the evaluation will be an independent and comprehensive Mid-Term Evaluation report for which the Evaluation Mission is fully responsible for and which may not necessarily reflect the views of the DOE or UNDP. The report will be of sufficient detail and quality, which annexes and working papers as required, covering a detailed review of the entire project in line with usually accepted standards and requirements of UNDP. The report will be prepared in approximate conformity to the following headings:

Executive Summary

- a. Brief description of project
- b. Context and purpose of the evaluation
- c. Main conclusions, recommendations and lessons learned

Introduction

- a. Purpose of evaluation
- b. Key issues addressed
- c. Methodology of the evaluation
- d. Structure of the evaluation

The project and its development context

- a. Project start and its duration
- b. Problems that the project seek to address
- c. Immediate and development objectives of the project
- d. Main stakeholders
- e. Results expected

Findings and Conclusions

- a. Project formulation
 - Implementation approach
 - Country ownership/Driveness
 - Stakeholder participation
 - Replication approach
 - Cost-effectiveness
 - UNDP comparative advantage
 - Linkages between project and other interventions within the sector
 - Indicators
 - Management arrangements
- b. Implementation
 - Financial planning
 - Monitoring and evaluation
 - Execution and implementation modalities
 - Management by UNDP country office
 - Coordination and operational issues
- c. Results
 - Attainment of objectives
 - Sustainability of impacts (including policy impact and evidence of mainstreaming wetlands conservation approaches into sustainable development strategies and programmes)
 - Contribution to upgrading skills of the national staff (capacity development

Recommendations

- a. Corrective actions for the design, implementation, monitoring and evaluation of the project
- b. Actions to follow up or reinforce initial benefits from the project
- c. Proposals for future directions underlining main objectives

Lessons learned

- Best and worst practices in addressing issues relating to relevance, performance and success

Annexes

- TOR
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Questionnaires used and summary of results
- Co-financing and Leverages Resources (see Table 1 attached)

The basis i.e. evidence for the evaluators main conclusions must be clear and the methodology clearly documented.

Recommendations will be based on clearly substantiated findings and stated in operational terms. They will address all issues identified by the evaluation Mission including changes in modalities, processes and ways of working and, in particular the purposes or the evaluation, i.e.:

- the future work plan;
- the need and potential for expanding project activities and a set of criteria for selecting the areas for future expansion; and
- additional support to the project, if any.

2. Completed METT for GEF SO1/SO2

3. Mid-term Evaluation Presentation of background, achievements to date, successes, weaknesses, constraints and challenges for the future findings

V. METHODOLOGY / EVALUATION APPROACH & CONDUCT OF THE EVALUATION

- Under the leadership of Team Leader, the Evaluation Mission will work independently and will keep UNDP and DOE informed about the progress in the evaluation. Weekly review meetings will be held.
- The evaluation team will propose a methodology for the evaluation and prepare a work plan in consultation with DOE, UNDP (including the GEF Regional Technical Advisor at the UNDP Regional Centre in Bangkok), and the project team.
- The Mission will familiarize itself with UNDP and GEF M&E policies for GEF projects and ensure that the methodology reflects UNDP and GEF requirements. The mission will pay particular attention to the evaluation criteria that will be applied in the terminal evaluation of GEF projects to ensure that findings and recommendations are presented in a way that will be

most consistent with the approach that will be used in the terminal evaluation and thus must be useful for future workplanning by the project

- The Mission will review all the relevant Project/DOE/UNDP documents and relevant secondary materials such as: Project Document (Prodoc), Progress reports, Inception report, Annual Project Reports (APR), Technical reports, Tripartite Reviews (TPR), relevant files, correspondences, and documents connected with the project.
- The Mission will consult with DOE, UNDP and the UNDP-GEF Regional Technical Advisor.
- The Mission will get in touch with NGOs involved into project activities. Finally the Mission will maintain close liaison with the UNDP.
- The Mission should obtain the views of the target groups, direct beneficiaries and other stakeholders on how the project is affecting them and their recommendations for addressing relevant issues.
- The draft Evaluation Report should be prepared well in advance of the end of the evaluation period and submitted to UNDP, DOE and all relevant parties. The evaluators will be responsible for the contents, quality and veracity of the report.
- A Debriefing will be convened for all concerned. Comments from all stakeholders will be noted for incorporation into the final report. The evaluators will be responsible for finalisation of the report and submission to UNDP.
- UNDP will ensure circulation of the report to all concerned.

VI. EVALUATION TEAM

A three-member Mission will conduct the evaluation jointly. The members should not be directly involved with the management of the project in order to ensure the independence/impartiality of the evaluation. Thus the team should include:

- International Consultant(s) in the relevant areas
- National Consultant (s) in the relevant areas
- A representative from UNDP

The Team Leader – International Consultant

The candidate should have higher degree (Masters/PhD) in Environmental Sciences / Ecological Sciences/ Natural Resource Management/ Environmental Economics or closely related fields. The incumbent should be sufficiently competent as an evaluator with at least 10 years prior experience in evaluating coastal and fresh water wetlands conservation and biodiversity management related projects. Preferably he/she has experience in assessing the ratings for overall project outputs, outcomes and development impacts. Experience in economic analysis of the various project components and of the project as a whole is essential. Experience in the South Asian context and familiarity with UNDP/GEF programmes would be an added advantage. Excellent proficiency in English is a must.

International Expert

Higher degree (preferably PhD) in the field of biodiversity/ wetland conservation or closely related fields. Minimum fifteen years professional working experience in the field of coastal and fresh water wetlands conservation and biodiversity management. He/she should have been proven ability to assess technical aspects and components of the project as inputs to evaluation team. Experience in South Asian context and familiarity with UNDP/GEF programmes would be an added advantage. Excellent proficiency in English is a must.

VII. IMPLEMENTATION ARRANGEMENTS

The duration of the evaluation will be 4 weeks starting from July 2008.

- The evaluators will study the Terms of Reference, the project document, PIRs, GEF and UNDP M&E requirements, and have discussions with the UNDP Bangladesh Environment Unit and submit a proposed methodology and work plan (within 2-3 days).
- The evaluator will review the materials and consult with all stakeholders to seek feedback (15 days, including field visits).
- The evaluators will prepare a midway issues report (1 day)
- Well in advance of the end of the evaluation they will prepare the draft Independent Mid-Term Evaluation Report (4 days)
- The evaluators will organise a wrap-up meeting (1 day).
- At the end of the period the evaluation team will finalise the report (4 days).

The expenses for conducting the evaluation will be borne by the project and the remuneration of the hired consultants will be according to standard UN rates. The budget line for the Mission costs is managed by UNDP. Payment of fees to the Consultants of the team will not be concluded until the final report has been accepted.

VIII. BACKGROUND DOCUMENTS FOR THE MISSION

The following documents will be made available to the Mission on arrival:

- Project document: BGD/99/G31
- Inception report
- Progress reports
- Annual Project Reports (APR)
- Technical reports
- Tripartite Reviews (TPR)
- Quarterly reports
- Audit reports
- Workplans
- Latest Approved Budgets
- UNDP & GEF M&E Policies and Requirements
- GEF Biodiversity Focal Area Strategy
- METT for Strategic Objective 1 & 2
- Other relevant technical and financial reports

In addition to the above, the Evaluation Mission will have access whenever necessary to project files and other pertinent miscellaneous documents, correspondence and reports.

Annex 2

Itinerary for the MTE, Coastal Wetland and Biodiversity Management Project

Date	Events	Overnight
26	Team Meeting/ M/o UNDP Team	Dhaka
27	Team meeting, doc review, meeting with the NPD/PM	Dhaka
28	Meeting with the NGO Chief Executives	Dhaka
29-30	Document Review & finalization of work plan	Dhaka
31	Meeting with the Secretary, MOEF	Dhaka
1	Meeting with the Director General, DoE, Key DoE Officials and the project team	Dhaka
2	Depart for Cox's Bazar Visit project sites around Cox's bazaar and attend project presentation and meeting	Cox's Bazaar
3	Sonadia field visit and community VCG meetings Meeting with the DC and other District ECA committee members	Cox's Bazaar
4	Travel to Teknaf and visit various project sites and communities; presentation on St. Martin's Island ECA, meeting with the ECA committee	Cox's Bazaar
5	Depart Cox's Bazar by road for Chittagong (165km) Depart Chittagong on flight to Dhaka	Dhaka
6	Depart for Hakaluki Haor project site Presentation by the ECAMO and the Project Team	Kulaura HRC
7	Field visits, interaction with communities, VCG, meetings and Upazila ECA Committee	Kulaura HRC
8	Return to Dhaka by road	Dhaka
9	Follow-up re information needed; debriefing at UNDP	Dhaka
10 - 13	Discussion and drafting of interim findings report	Dhaka
13	Evaluators present findings to stakeholders	Dhaka
14	Consolidation; follow-up information obtained and analysed	Dhaka
15	Mission departs	

<p>Dr Graham Baines, MTE Team Leader</p> <p>Senior Associate Scholar, Pacific Studies Group, University of Bergen, Norway; and Honorary Research Fellow, University of Queensland, Australia</p>	<p>Dr Z. Karim Institutional Expert, MTE Mission</p> <p>Former Secretary of GoB and Professor Independent University Dhaka</p>	<p>Dr Md. Anwarul Islam Biodiversity and Protected Area Management Expert, MTE Mission</p> <p>Professor Department of Zoology Dhaka University</p>
---	---	---

Annex 3

Coastal and Wetland Biodiversity Management Project (CWBMP)

Persons met by the evaluation team

Department of Environment,
Dhaka

AHM Rezaul Kabir	Secretary, Ministry of Environment and Forestry
Khandaker Rashedul Haque	Director General, Dept. of Environment
Md. Jafar Siddique	National Project Director, CWBMP
Md. Mahbubur Rahman	Project Manager, CWBMP
Md. Shahjahan	Director (Technical-2) & Member, ECA Mgt CELL
Mohammad Reazuddin	Director (Technical-1) & Convener, ECA Mgt CELL
Mosharraf Hossain	Director (Admin. & Dev.)
Quazi Sarwar Imtiaz Hashmi	Deputy Director (Planning & Development)
Md. Ziaul Haque	Deputy Director (Tech.), CC & Member, ECA Management Cell
Syed Nazmul Ahsan	Research Officer & Member, ECA Management Cell
Md. Abul Kalam Azad	Analyst, & Member, ECA Mgt CELL
Md. Khaled Hasan	Librarian & Member Secretary, ECA Mgt CELL
Ms. Ninnette T Lasola	IUNV
Md. Abu Sumon	Monitoring & Evaluation Specialist, CWBMP
Abdullah Zahiruddin Ahmad	Communication Officer, CWBMP

UNDP

Mamunul H Khan	Program Analyst
Aminul Islam	Asst Country Director, Environment and Sustainable Development
Jean-Claude Rogivue	Senior Advisor

NGOs

A R Mollah	Chairman, NACOM
Md. Alam Hossain	Project Coordinator, CNRS
Abdul Wahab Akonda	Project Coordinator, BCVD
Saeedul Islam	Executive Director, BCVD
Tapaan Kumar Ghoshal	Project Coordinator, Bangladesh POUISH
Md. Ishak Laskar	Project Coordinator, CFSD
Mahfuz Ullah	Secretary General, CFSD
Sanowar Hossain	President, Bangladesh POUISH

Cox's Bazar and TEKNAF
Village Conservation Groups

Nurul Amin	President, Rastar Para VCG
Hasan Ali	Rastar Para, Khurushkul, Cox's Bazar Secretary, Rastar Para VCG

Abdul Khaleq	Rastar Para, Khurushkul, Cox's Bazar President, Borochoora VCG Cox's Bazar
Jafar Alam	Secretary, Borochoora VCG Cox's Bazar
Abdur Rahman	President, Pecherdwip VCG Ramu, Cox's Bazar
Md. Giasuddin	President, Sonadia Poschimpara VCG Moheshkhali, Cox's Bazar
Rahamatullah	Secretary, Sonadia Poschimpara VCG Moheshkhali, Cox's Bazar
Fazal Karim	President, Dakshin Lombori VCG Teknaf, Cox's Bazar
Mahmudul Haq	Secretary, Dakshin Lombori VCG Teknaf, Cox's Bazar
Hussain Ahmad Master	President Shilkhali VCG, Teknaf
Abu Ahmad	Secretary Shilkhali VCG, Teknaf
Lalu Majhi	President Uttor Moheshkhaliapara VCG, Teknaf
Nurul Bashar	Secretary Dakshin Moheshkhaliapara VCG, Teknaf
Ali Ahmad	President Khurermukh VCG, Teknaf
Abdur Rahman	Secretary Khurermukh VCG, Teknaf
Ms. Sabeknnahar	President Tulatoli VCG, Teknaf
Mahe Alam Shohag	President Majherpara VCG, St. Martin
Md. Amin	Secretary Purbopara VCG, St. Martin
Mahbubullah	Secretary, Dakshinpara VCG, St. Martin
Zainul Abedin	Shebok (Wildlife) Representative, Deilpara VCG, St. Martin
Deen Muhammad	Shebok (Plants) Representative, Konarpara VCG, St. Martin
Shona Ali	Shebok (Wildlife) Poschimpara VCG, St. Martin
Local Government Representative & Elite	
Abdul Mabud	Chairman Khurushkul Union Porishod, Cox's Bazar
Nurul Alam Choudhury	Former Vice Chairman Khurushkul Union Porishod, Cox's Bazar

Government & NGO, District ECA Committee Meeting

Manjur Alam Bhuyan	Deputy Commissioner, Cox's Bazar
Delwar Hussain	Additional District Magistrate, Cox's Bazar
Arifur Rahman Apu	Additional Deputy Commissioner Cox's Bazar
Abdul Wadud	UNO, Cox's Bazar Shadar
Shah Alam	Deputy Director, Department of Agriculture Extension, Cox's Bazar
Md. Saidul Islam	DFO, South, Forest Department, Cox's Bazar
Md. Rafiqul Islam	ACF, North, Forest Department, Cox's Bazar
Nurul Karim	ACF, South, Forest Department, Teknaf-Cox's Bazar
Md. Hussain	ACF, South, Forest Department, Cox's Bazar
M A Hasan	ACF, Coastal, Forest Department, Cox's Bazar
Md. Golam Faruq Talukdar	District Livestock Officer, Cox's Bazar
Abu Ahmad	Deputy Director, Dept of Social Welfare, Cox's Bazar
Mizanur Rahman	Senior Fisheries Officer, Cox's Bazar
Bishwajit Sen	Communication Officer, Nishorgo Cox's Bazar

Teknaf Upazila ECA Committee

Tofael Islam	UNO, Teknaf
M A Mannan	Upazila Shomajsheba Officer, Teknaf
Md. Mamun	Upazila Jubo Unnoyon Officer, Teknaf
Kazi Zainul Abedin	Upazila Rural Development Officer, Teknaf
Adhir Chandra Das	Upazila Senior Fishery Officer, Teknaf
Md. Shamsul Haque	A C (Land), Teknaf
Md. Abu Bakar Siddique	PQE, Department of Agriculture Extension, Teknaf
Azizul Islam	CMC, Teknaf
Pipash Choudhury	Upo Shohokari Krishi Kormokorta, Teknaf
Muhammad Elias	Instructor, Upazila Resource Centre, Teknaf
Nurul Absar	Upazila Academic Supervisor, Teknaf
Aminullah	Upazila Engineer, LGED, Teknaf
Md. Abdul Latif	Adjutant Quarter Master, 42 Rifles Battalion, Teknaf

Partner NGOs

Md Saidul Islam	Executive Director, BCVD
Abdul Wahab Akhand	PC, BCVD
Abdul Kaium	Field Manager, BCVD
Sohel Rana	Field Facilitator, BCVD
Mamun	Field Facilitator, BCVD
Nurul Haq	Field Facilitator, BCVD
Abdur Rob Mollah	Chairman, NACOM
Md. Abdul Mannan	PC, NACOM
Md. Nazrul Islam Shumon	Field Manager, NACOM
Gauharuddin	Training Officer, NACOM
Pushpok Barua	Community Organizer, NACOM

Nur Muhammad	Accountant, NACOM
Abul Kashem	Community Organizer, NACOM
Abul Bashar	PO, NACOM
Mizanur Rahman	Community Organizer, NACOM
Azizul Haq	Asst. Community Organizer, NACOM
Asaduzzaman Khan	PB, NACOM
Abdur Rahman	Asst. Community Organizer, NACOM
Nazir Ahmad	Assistant Community Organizer, NACOM
Sanwar Hussain	President, Bangladesh POUSH
Tapan Ghoshal	PC, Bangladesh POUSH
Shafiul Alam	Community Development Officer Bangladesh POUSH

CWBMP Cox's Bazar - Teknaf

Mohamed Shaker Hebara	IUNV
Mostofa Omar Sharif	Community Development Officer, Cox's Bazar
Md. Shahid Hossain	Agriculture Extension Officer, Cox's Bazar
Md. Eusuf Hasan	Fisheries Biodiversity Officer, Cox's Bazar
Mohammed Muzammel Hoque	Ecotourism Development Officer Cox's Bazar
Mohammad Aowlad Hossain	Horticulture Extension Officer, Cox's Bazar
Md. Fazlul Haque	Admin. Asst., Cox's Bazar
Md. Faruk Hossain	Agriculture Extension Officer, Teknaf
Amirul Islam	Fisheries Biodiversity Officer, Teknaf
ABM Aminul Haq	Horticulture Extension Officer, Teknaf
Kong Chay Marma	Community Development Officer, Teknaf
Rashedul Islam	Jr. Admin. Asst., Teknaf

CWBMP Hakaluki Haor

Mohammed Shiblee	ECA Management Officer
Md Jahangir	Agriculture Extension Officer
Md Abdul Malek	Horticulture Extension Officer
Abu Sayeed Md Shareef	Fisheries Biodiversity Officer
Bahshir Ahmed	Wildlife Conservation Officer
Md Anwar Hossain	Ecotourism Development Officer
Md Joynal Abedin	Community Development Officer
Olga	IUNV

Moulvi Bazar District Administration

Mofizul Islam	District Commissioner, Moulvi Bazar
----------------------	-------------------------------------

CWBMP documents examined

Work plans and Progress Reports
Local Audit Reports (2002 to 2007)
Tripartite Review Meeting Minutes
Handover and Termination Report (<i>Sulma Warne</i> , IUNV-CMP/HH)
State of ECA Biodiversity Management, August-2007 (CWBMP)
Report on Land Use Survey, July-2006 (BD POUSH)
Report on Updating Natural Resource Inventory of St Martin's Island, October- 2007 (BD POUSH)
Report on Zoning Maps of St Martin's Island, July-2007 (BD POUSH)
Communication / Awareness Materials
Project document
Inception Report
Hakaluki Haor Conservation Management Plan
Teknaf ECA Conservation Management Plan
St Martin's ECA Conservation Management Plan
Sonadia ECA Conservation Management Plan
Terminal Report – Biodiversity Management Expert
VCG constitution
MCG Guidelines
NGO Contracts and EoA Reports (including PAPDs) for 1st Phase
<ul style="list-style-type: none"> • CNRS
<ul style="list-style-type: none"> • BD POUSH
<ul style="list-style-type: none"> • IUCN Bangladesh (NREE)
NGO Contracts for 2nd Phase
<ul style="list-style-type: none"> • CNRS
<ul style="list-style-type: none"> • CFSD
<ul style="list-style-type: none"> • BD POUSH
<ul style="list-style-type: none"> • NACOM
<ul style="list-style-type: none"> • BCVD
Underwater survey (WCRC) Contract
Ecotourism Project Proposal
Zoning System of Sonadia ECA
Gazette Notifications
Draft ECA Rules
M & E Report 2007
Awareness Materials
News and Events clippings

Terms of reference for the ECA Management Cell
 Department of Environment, Ministry of Environment and Forests
 Government of the People's Republic Bangladesh

I. BACKGROUND

The Bangladesh Environmental Conservation Act (1995) includes a provision whereby if the Government is concerned that the degradation of an ecosystem has reached "a critical state" or is so threatened, it may declare the area to be an Ecologically Critical Areas (ECAs) by notification in the official gazette. In 1999, in accordance with the provision six ECAs were declared. These ECAs covers approximately 40,000 hectares. Later, two more wetlands were added in the list. The list of ECAs is given below:

Name	Location	Year Established	Area (hectare)
Sundarbans	Ten kilometer buffer zone around the Sundarbans Reserved Forest	1999	Unknown
Cox's Bazaar-Teknaf Sea Beach	Teknaf, Ukhia, Ramu and Cox's Bazaar District	1999	10,645
St. Martin's Island	Teknaf Upazilla, Cox's Bazaar District	1999	590
Sonadia Island	Moheshkhali Upazilla, Cox's Bazaar District	1999	4,916
Hakaluki Haor	Barolekha and Kulaura of Moulvibazar District and Fenchuganj, Golabganj of Sylhet District	1999	18,383
Tanguar Haor	Taherpur and Dharmapasha Upazillas of Sumanganj District	1999	9,727
Marzat Baor	Kaliganj Upazilla of Jhedaidah District	1999	200
Gulsham-Baridhara Lake	Dhaka City Corporation of Dhaka District	2002	Unknown

The Act also specifies that the Government, having declared an area as an ECA may, again through official notification, establish rules and regulations for the use of these areas and the activities and processes that can take place within them. Such rules and regulations have yet to be established for any of the ECA's. The Coastal and Wetland Biodiversity Management Project (CWBMP) being supported by the Global Environment Facility (GEF) and UNDP Bangladesh is the first effort to operationalize the concept in different ECA sites.

The project, CWBMP aims to establish and demonstrate an innovative management system for Ecologically Critical Areas in Bangladesh that will have a significant and positive impact on the long-term-viability of the country's globally significant biodiversity resources. The project will support DOE's efforts to operationalise the ECA concept at two main sites: one site (which includes 3 ECAS) within the country's long and biodiversity-rich coastal zone; and the second at one of the largest and most important ecosystems of the country's inland freshwater wetlands. It is envisioned that the project will facilitate a process to institutionalize an efficient ECA management system at

the Department of Environment. As a part of this initiative, the ECA Cell has been formed which would be initially supported by CWBMP for its growth and ultimate self reliance.

II. RESPONSIBILITIES

ECA Cell will carry out the following responsibilities:

- i. **Institutionalization of ECA Management:** Taking the learning from the CWBMP, the Cell will ensure proper and gradual institutionalization of the ECA management concepts and its operational aspects within the DoE and other relevant agencies.
- ii. **Policy Initiatives and Guidance:** ECA Cell will undertake necessary policy initiatives and action plans to support and legitimize ECAs in the countries policy and legal regime. ECA Cell will provide policy and operational guidance in support of sustainable management of ECAs in Bangladesh. The Cell will take necessary steps and ensure that ECAs are included in the national protected area system.
- iii. **Management of ECAs:** Gradually the Cell will take the central facilitators' roles in managing the ECAs in Bangladesh. It will examine the need and appropriateness to increase the number of ECAs and territorial expansion. ECA Cell will ensure realistic and sustainable expansion of ECAs in Bangladesh. It will also try to raise awareness about the other ECAs outside the jurisdiction of CWBMP and other projects. With the help of CWBMP, the Cell will devise ECA management guidelines and operational principles to obtain inputs from all concerned before its finalization.
- iv. **Institutional Linkage, Networking and Partnership:** The Cell will ensure appropriate level of coordination and liaison with the relevant agencies including GoB line-ministries and departments, projects, NGOs, academic institutions, media and civil society institutions. Initiative has to be there to activate a functional networking with the relevant initiative in and outside the countries at least in the region. The Cell will promote CSR and PPP in support of biodiversity conservation in the country. It will also strategize options to leverage funding and cooperation from national and international development partners.
- v. **Project Review and Advisory Role:** The Cell will assist DoE in ensuring proper compliance GoB procedures in administering relevant projects in the ECAs. It will review the progress of CWBMP and other relevant projects and provide appropriate guidance for sustainable advancement of the initiatives.
- vi. **M&E and MIS/GIS:** The Cell will mainstream an effective compliance and results monitoring system in the department with specific emphasis on ECA management. The Cell will support CWBMP's initiative to develop MIS/GIS for the ECAs in the country. Ultimately the Cell will be the custodian of the repository after completion of the project.

III. ACTIVITIES

- i. Acquaintance with the ECA concept and relevant issues
- ii. In-house capacity building activities with support from the CWBMP and other relevant agencies
- iii. Review of biodiversity issues of the country to identify the conservation needs under ECA operational principles
- iv. Participate in relevant meetings, seminars and other gatherings
- v. Problem analysis at generic level including ECA site specific problem census
- vi. Identification of new areas to be declared as ECAs
- vii. Operational and financial planning to institutionalize ECA management in the DoE

- viii. Conservation planning at the ECAs and in the transition zones
- ix. Devise code of conducts (DOs/DON'Ts) for ECAs
- x. Ensure proper land zoning in the ECAs
- xi. Work as the Central Unit for “green issues” at the DoE
- xii. Integrate green issues with the brown issues
- xiii. Review compliance status of Environmental Conservation Acts and Environmental Conservation Rules and take necessary strategic steps to strengthen compliance specifically in the ECAs
- xiv. Act as the central hub at the department to promote good environmental governance
- xv. Oversea ECA officials and functions at the site level
- xvi. Policy and legal analysis and identify appropriate avenues to legitimize ECAs and its co-management
- xvii. Periodic review of the progress under CWBMP and other relevant projects
- xviii. Prepare advisory note for the DG, the National ECA Management Committee and National Environment Council
- xix. Establish focal points in the relevant agencies
- xx. Carry out regular focal point meetings
- xxi. Draft and implement MoUs if deemed necessary
- xxii. Devise a networking mechanism and ensure its proper utilization
- xxiii. Review of MIS/GIS and identify appropriate steps to ensure data quality

V. ACCOUNTABILITY AND REPORTING

The Cell will be accountable to the Director General of the Department of Environment. The Cell will conduct monthly review meeting and the Chair will submit written report to the DG on Cell's accomplishment quarterly.

VI. TIMEFRAME AND MANAGEMENT REVIEW OF THE TOR

The ToR of the Cell will be formalized through proper approval process and gazette notification. Periodic review of the ToR would be carried out to ensure its efficiency. Based on these reviews the ToR can be updated in every three years or even more frequently.

VII. COMPOSITION OF THE CELL

The Cell comprises of the following personnel:

1. Md. Reazuddin, Director Technical, Convener
2. Director, Chittagong
3. Director, Khulna
4. Deputy Director, Sylhet
5. Md. Shahjahan, Deputy Director
6. ECAMO, Kulaura
7. ECAMO, Cox's Bazar
8. Md. Ziaul Haque, Research Officer
9. Masud Iqbal Md. Shameem, Assistant Director
10. Md. Abul Kalam Azad, Analyst
11. Syed Nazmul Ahsan, Research Officer
12. Md. Khaled Hasan, Librarian and Assistant Director, (Admin II), Member Secretary