

**BANGLADESH ENVIRONMENT, ECONOMICS AND POVERTY
PROGRAMME (BEEPP)**

MID-TERM REVIEW REPORT

FINAL COMPLETE DRAFT FOR DEBRIEFING SESSION

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The Team also wishes to thank all the persons who made room in their busy agendas to accommodate interviews requested on a short notice. Their views and opinions constituted one of the key sources of information for this review.

REVIEW OF THE BANGLADESH ENVIRONMENT, ECONOMICS AND POVERTY PROGRAMME (BEEPP)

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INTRODUCTION

The Bangladesh Environment, Economics and Poverty Programme (BEEPP) was established by SIDA (Sweden) and the University of Goteborg (Sweden) in 2001. It has been based at the IUCN Bangladesh Office since the inception of its activities in September 2001.

The Agreement between the Environmental Economics Unit, Department of Economics, Goteborg University and IUCN Bangladesh specified in its Article 5 that the IUCN Regional Monitoring and Evaluation Unit would undertake a Review of the BEEPP Pilot Phase in the third quarter of 2002.

This Report presents the results of that Review, carried out in September 2002 by a Team of 3 persons unrelated to the Programme. These persons are based in countries other than Bangladesh and have expertise in the fields addressed by BEEPP: economics, poverty and environment. The Review Team consisted of:

- Nireka Weeratunge, CEPA (Center for Poverty Analysis), Colombo, covering the poverty aspects
- Shaheen Rafi Khan, SDPI (Sustainable Development Policy Institute), Islamabad, covering the environmental economics aspects
- Alejandro Imbach, IUCN Asia Regional Office, Bangkok, covering the environmental aspects

SCOPE OF THE REVIEW

According to the complete Terms of Reference of the Review (see Annex 1) the purposes of the Review were:

- a. *To make a first comprehensive assessment of the performance of the BEEPP*
- b. *To lay out basic scenarios for the future development of the Programme*

Regarding the expected users and use of the Review, the ToR specified that:

The results of the Review are addressed to the three parties represented in the Steering Committee of the Programme:

- *Swedish partners (University of Goteborg Environmental Economics Unit and SIDA)*
- *IUCN involved units (Bangladesh Country Programme and Regional Environmental Economics Programme)*
- *BEEPP Director*

In turn, they are expected to use the information for internal consultations in their respective organizations and for Steering Committee decision-making.

The Review Matrix, outlining the key questions to be addressed by the Review, is shown at the next page, while other methodological aspects such as Guidelines for Interviews and Questionnaires are included in Annex 1.

BEEPP REVIEW MATRIX

ASPECT	QUESTIONS
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BEEPP PERFORMANCE	
1. Initial Guidance	<p>How appropriate are the Basic BEEPP documents? What exactly is the concept of the Project? What are its innovative aspects? Do these documents provide enough guidance for implementation? Do they define expected products and delivery dates? Do they include indicators about the expected outcomes or impacts? Is it possible to identify a set of products that can be used as a reference for this Review?</p> <p>If some of the answers to the previous questions are negative, what has BEEPP done or should do in the near future to address these properly?</p>
2. Present situation	<p>What is the progress on the definition of BEEPP scope, goals, outputs, outcomes and impacts in relation to the initial guides? What is the organizational structure of BEEPP and how are its key processes (decision making, strategic guidance, fund raising, etc) managed?</p>
3. Institutional arrangements	<p>How well has worked the relationship between BEEPP and the hosting organization (IUCN-B)? What were the advantages, synergies, constraints and problems that emerged in the first year of the relationship?</p>
4. Activities and products	<p>What is the list of activities done by BEEPP staff up to now? What are the products and services delivered? How do they compare against the reference? What is the impact (actual or expected) of the Programme in the different fields? What are the strengths and weaknesses of BEEPP activities and products?</p>
5. Partners and alliances	<p>What people and organizations related with the BEEPP fields are in touch with the Programme? What do they know about BEEPP? What is their opinion or assessment about BEEPP goals, methods and practice? How relevant are these people and/or organizations in the country context? How engaged or involved are they? Are there any specific and explicit partnerships or alliances forged?</p>

BEEPP FUTURE	
1. Niche and strategic focus	<p>What are the perceptions of the different key stakeholders (Bangladeshi experts and organizations, BEEPP Staff, IUCN-B, Goteborg U., REEP, others) about:</p> <ul style="list-style-type: none"> a) the niche of BEEPP? What BEEPP should be doing (research/knowledge; public awareness; lobbying / influencing policy-makers; improvement of civil servants' skills and/or civil society organizations; other)? What are the potential strengths and weaknesses of BEEPP for these different roles? b) what should be the focus areas or themes of BEEPP within the larger fields of economics, environment and policy ? What are the potential strengths and weaknesses of BEEPP regarding these areas? c) is BEEPP duplicating the role of other organizations ? If so, what is the rationale for that?
2. Long-term institutional arrangement	<p>Same as above about:</p> <p>What seems to be today the potential and constraints of the following long-term institutional arrangement for BEEPP?</p> <ul style="list-style-type: none"> ➤ a joint Programme between GU and IUCN; ➤ an independent policy or research center; ➤ an independent NGO; ➤ a Center within some Bangladeshi University or Research Center structure; ➤ other that may emerge during the review process
3. Intermediate stages	<p>Is it necessary to think about intermediate stages between the present institutional status of BEEPP and the different long-term arrangements analyzed before?</p>
4. Recommendations	<p>What are the Review Team recommendations for short and medium term actions for BEEPP in relation with all the analyzed issues?</p>

REVIEW AGENDA

The Review process took place during the months of August and September 2002. The ToR were developed and agreed by the partners in August. Subsequently, the Review Team was selected and organized.

The team visited Bangladesh from September 10 to 14, to undertake the field work. The Report was submitted to the parties in the fourth week of September.

A debriefing session for the partners (Univ. of Goteborg, IUCN and BEEPP) would be held on September 30, 2002. A detailed Agenda is presented as Annex 2.

SOURCES OF INFORMATION

The review team collected information from a variety of sources in Bangladesh. No consultation was made with the University of Goteborg until the debriefing session. The main sources of information were:

1. Documents

Both the BEEPP Director and the IUCN Bangladesh Office provided these documents. They include correspondence between the partners, successive drafts of the agreement, workplans, reports, notes from seminars, etc.

2. Interviews

The review team interviewed several persons in Dhaka related to the BEEPP work. The interviewed experts and heads of organizations included some people selected by the team, those proposed by the BEEPP and some by the IUCN Country Representative.

The complete list included:

NAME	ORGANIZATION, POSITION	PROPOSED BY
1. Dr. Iftekhar Hossain	BEEPP, Director	Review Team
2. Dr. Ainun Nishat	IUCN Bangladesh, Country Representative	Review Team
3. Waled Mahmud	BEEPP, Programme Officer	Review Team
4. Shuvashish P. Barua	IUCN Bangladesh, Programme Development	Review Team
5. Mir Walisuzzaman	IUCN Bangladesh, Acting Head, ELPA (Economics, Law, Policy and Assessment Unit)	Review Team
6. Mahmudul H. Choudhury	IUCN Bangladesh, Finance Director	Review Team
7. Mustafa K. Mujeri	Bangladesh Institute of Development Studies (BIDS), Leader, Poverty Reduction Strategy	IUCN Bangladesh
8. Atiq Rahman	Bangladesh Center for Advanced Studies (BCAD), Executive Director	BEEPP and IUCN Bangladesh
9. Abul Barkat	Dhaka University, Professor, Dept. of Economics and Human Development Research Center (HDRC), Chief Advisor	BEEPP
10. Aminur Rahman	Independent University, Associate Professor, School of Business, Economics	BEEPP
11. Mizanur Rahman Shelley	Center for Development Research (CDRB), Chairman and American Institute of Bangladesh Studies (AIBS), Overseas Director	BEEPP
12. Mohammad Enayet Karim	Center for Development Research (CDRB), and American Institute of Bangladesh Studies (AIBS)	BEEPP
13. Enamul Haque	North South University, Chairman Dept. of Economics and Director of University's Institute for Development, Environment and Strategic Studies (IDESS)	IUCN Bangladesh
14. Shariful Alam	Local Government Initiative, Participation and Facilitation Specialist, and Association for Socio-Economic Advancement of Bangladesh (ASEAB)	BEEPP

An extract of the interviews is included as Annex 3.

3. Questionnaires

Twenty Questionnaires were sent by email to people that participated in events organized by or related to BEEPP.

Thirteen of them were returned (65%) by email as requested. The list of the people that returned Questionnaires is presented below.

NAME	ORGANIZATION
Jamil Ahmed	Local Governments Initiative / USAID
Tanveer Ahsan	Water & Sanitation Programme. World Bank
Ushit Maung	Rakhaing Development Foundation
Shafiul Azam Ahmed	Water & Sanitation Programme. World Bank
Saifur Rahman Khan	Jesh Foundation
Quazi Sarwar Imtiaz Hashmi	Dept.of Environment
Mainul Huq	Development Policy Group
Atiq Rahman	Bangladesh Center for Advanced Studies
Mustafa Mujeri	Bangladesh Institute for Development Studies
Shaikh Ataur Rahman	Association for Socio Economic Advance of Bangladesh
Nurul Islam Azem	Center for Urban Studies, Dhaka University
Sheikh Moktar Ali	World Literature Center
Syer Munid Kashru	e-Gen Consultants Ltd.

This group is mostly composed by mid and junior level staff, with two senior experts. They came from different sectors (Government, NGOs, International Projects, Consultants, etc). Many of them work in different sectors simultaneously, as common in Bangladesh.

They have different areas of expertise, but mostly on those addressed by BEEPP (environment, economics and poverty).

The results obtained from processing the information provided through the Questionnaires are presented as Annex 4.

RESULTS

The presentation of the results is organized in two main sections, as described in the ToRs:

1. BEEPP process. Divided in 2 parts: BEEPP formulation and BEEPP performance
2. Alternative scenarios for the future of BEEPP

Formulation of BEEPP

The BEEPP was a culmination of a process that took almost 2 years. The process entailed two stages. Stage 1 included: a) the identification of the issue in SIDA (Sweden); b) developing the concept and; c) initial scoping of alternative hosting organizations in Bangladesh. No substantive documentation was made available to the review team in relation to the first stage, other than a confidential paper that Dr.Hossain shared with the Team regarding the initial concepts.

Stage 2 corresponds to the interaction between SIDA, University of Goteborg (UoG), IUCN (HQ, Asia Region and Bangladesh Programme) and Dr.Hossain. A good paper track exists and was made available to the Team by IUCN Bangladesh. It covers the period from September 2000 (date of the first contact between SIDA and IUCN HQ) to June 2001 (date of the Agreement signed between UoG and IUCN Bangladesh - IUCNB). Due to prior commitments between Dr.Hossain and SIDA, BEEPP was only able to start its activities in September 2001, with the arrival of Dr.Hossain in Bangladesh.

The review team prepared a summary of the exchanges that took place during this period and this summary is included as Annex 5.

Based on those exchanges, and the interviews with BEEPP and IUCNB staff, the Review Team identified the following main findings:

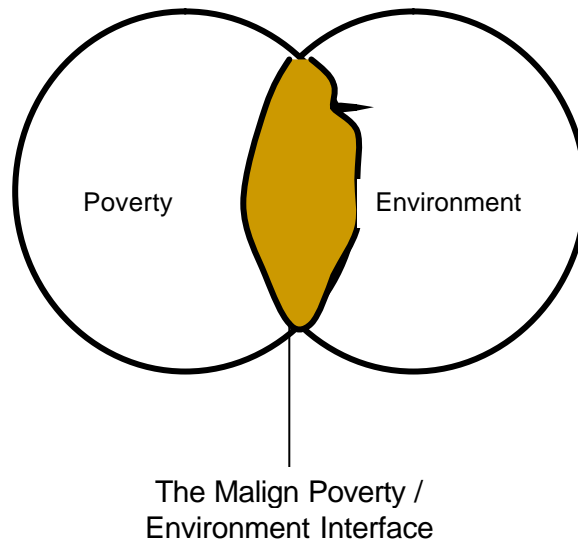
a. The Development Concept.

The basic concept is well articulated in the various documents and an attempt follows at a synthesis. The attempt to link poverty, environment and economics represents an innovative approach to sustainable development. Such integration facilitates the understanding of the poverty-environment nexus. This refers to a mutually destructive relationship between poverty and the environment, engendered by unsustainable development processes. Specifically, environmental degradation impoverishes the poor. In turn, the erosion of natural resources and traditional management practices forces the poor to become environmental predators. Unchecked, this process can give rise to a crisis of irreversibility.

Understanding the dynamics of poverty and the environment can also aid in policy making. Conversely, policies that ignore one aspect at the cost of the other can be harmful. For instance, conservation policies with an enforcement mindset, whether it is in relation to biodiversity, forests or energy, risk marginalizing poor people. By the same token, exclusively pro-poor policies can be environmentally harmful. An example is the new wave of country poverty reduction strategies (PRSPs), which focus – among other things, on promoting exports or encouraging small and medium enterprises, without assessing the environmental consequences fully.

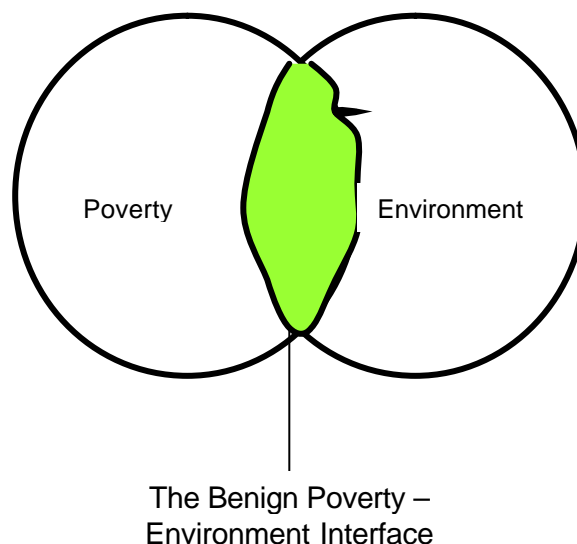
Environmental economics provides useful tools to assess the adverse consequences of development policies on the environment and on the poor. For instance, such tools can be used to quantify the health and land degradation impacts of untreated industrial effluents and emissions, particularly as they affect the poor. In turn, this can inform/leverage pricing (pollution charges) and institutional (tenure/property rights) policies aimed at addressing social and environmental concerns. An extension of this is the identification of win-wins. For instance, mitigation measures in industry can promote pro-poor (health), environmental (land reclamation) and economic (efficiency) gains. This can also form the basis of well directed – as

opposed to perverse -- incentives and subsidies. Ultimately, environmental economics can be seen as one among many instruments for transforming the malign nexus into a benign one. The schematic below is illustrative:



How to transform a malign into a benign nexus:

- Research and case studies to inform the following:
 - ✓ Policies (pricing, incentives)
 - ✓ Institutional transformation (aimed at giving space to communities)
 - ✓ Legal and regulatory changes (enforcement where viable, compliance otherwise)
 - ✓ Program and project interventions (with community participation)



b. The Project Planning

In contrast to articulating the linkages in a clear and focused manner, the attempt to institutionalize these linkages within a single program fell far short of expectations. The program/project concept, as defined in this initial stage, was too broad and too vague. It did not provide focus or prioritize the areas, strategies and activities, enumerating instead a

long list of activities. The project planning matrix (PPM) or logical framework analysis (LFA) is a good index of the deficiencies in the program, which led to a number of disconnected activities with no measurable impact at the end. In the interest of preserving continuity of the review, a detailed dissection of the PPM/LFA is not attempted. Instead, a few key problems are highlighted illustratively:

- In the first place, the matrix was not developed consultatively as we were informed explicitly in one of the stakeholder interviews. It is a bit of a contradiction in terms then to mention a diversity of partners in the PPM/LFA, such as, “Government agencies, local bodies, national and grassroots level NGOs, research and educational institutions and professional associations. “
- A related and important deficiency is the poor sequencing of activities. In an innovative project of this nature, a perception of linkages is no substitute for demonstrated their existence through solid research, which forms the basis for an informed training and advocacy campaign. In actual fact, the research thrust was ill conceived and inadequate. In fact, the management implementation and dissemination of research should, arguably, have formed the main thrust of the project. Specifically, research priority (problem) areas should have been identified; proposals developed for mutually reinforcing case and policy research studies; selective studies initiated (recognizing project financial constraints); and a comprehensive literature review undertaken. The last would have permitted a relatively quick launch of an advocacy campaign, based on a synthesis of existing research which would, subsequently, be strengthened by the findings of the fresh research.
- These are the two generic flaws discerned in the PPM/LFA. In turn, they give rise to contradictions and inconsistencies in the PPM/LFA itself. These are mentioned randomly. First, there exists an overlap between the “goal” and the second “expected result,” as demonstrated by identical objectively verifiable indicators (OVIs), which, however, are slightly different in quantitative terms. Second, there does not appear to be a clear basis for distinguishing between the research and training activities which fall respectively under the two “expected results/outputs.” The differentiation seems to have been attempted in a somewhat haphazard manner. Third, the OVIs are too vague. The targets give the impression of having been plucked out of thin air, while stakeholders have not been identified or prioritized. Fourth, the assumptions have a somewhat inverted nature. The goals, outputs and activities are premised on a favorable policy environment and stakeholder commitment when the intent of the project is to foster precisely such an environment and commitment. This should have been thought through a bit more carefully. Fifth, and last, an indicative budget should have been prepared for the various planned activities.

In short, the planned project activities fell short of spelling out a systemic program on how to identify, inform and reverse the policy-environment nexus

c. Institutional arrangements.

Weak project conception was compounded by the inadequate institutional arrangements and was perceived as the weakest part of the whole process. Even today, the conflict between the two partners is not resolved. On the one hand BEEPP/UoG demands total independence while IUCN (all levels) expects BEEPP to be a part of its programme or to make substantial contributions to it. In fact, BEEPP/UoG expects IUCN to restrict itself to being a landlord (providing an office and financial services). The overall process of negotiations of institutional arrangements was affected by this basic issue, as the partners attempted to create all sorts of mechanisms to ensure that their side maintained the upper hand. (see next section)

d. Synergies.

The term “synergies” appears in numerous places in the various project documents with respect to BEEPP formulation. However, this is not spelt out clearly in terms of commitments, joint products, joint mechanisms, etc. Moreover, as all references to synergies were not binding, the Agreement created the leeway for those synergies not to happen. In other words, the Agreement is too detailed in operations without basic agreements on the nature of the relationships, and too vague, open and loose on programmatic aspects. . In particular, the lack of institutional collaboration between BEEPP and IUCN undermined the very basis of the concept. Much more could have been accomplished in this regard had the two entities worked more closely together, for instance in joint planning of activities, facilitating project visits etc. (see next section)

BEEPP Performance

BEEPP has operated for one year (Sep 2001 to Sep 2002). To analyze BEEPP performance, it is necessary to look at what transpired during that year (process) and to analyze what were the outputs (products, services, milestones) generated during that time.

Process

A summary of the events is provided in Annex 6, in a format similar to that used for the previous section. Based on these events, other documentation and information from the different interviews, the findings of the Review Team about this process are:

- There is a clear conflict of perceptions and expectations between the heads of IUCN-B and BEEPP. This conflict led to a number of controversial decisions from both sides that can be illustrated with a few examples:
 - ✓ Both sides did not follow IUCN regulations for staff recruitment. IUCN-B first offered a nominee rather than recruiting as per procedure. Then BEEPP came with its own candidate, again without proper process. When, finally, agreed-upon procedures were followed, the support staff was recruited successfully.
 - ✓ Planning and Reporting agreements were not followed by BEEPP and also not always requested by IUCN-B.
 - ✓ BEEPP has and still is ignoring the IUCN-B CR in terms of planning and reporting. Plans and Reports are sent to everybody, but not to the agreed-upon IUCN representative in the PMG
 - ✓ PMG is not working, and none of the parties, with the possible exception of UoG seems to be interested in having an active PMG
- The Advisory / Steering Committee of BEEPP remains to be invited and formed constraining the possibilities of BEEPP to get external guidance from the Bangladesh institutional context.
- The backstopping function from UoG seems very limited, and restricted to a couple of brief meetings in November, a one day meeting in June and emails. It should be highlighted that this finding is based only on the documentation made available to the Review Team in Bangladesh: no interviews were held with UoG until the debriefing session.
- c. The Project Planning Matrix (PPM), that seems to have replaced the Inception Report without major justification, was developed without consultation with IUCN or any other Bangladeshi organization (see previous section). The accepted practice of PPMs about involving all possible stakeholders seems to have been omitted in this case, again without proper justification.
- d. Financial reporting seems to have been done adequately, since no complaints have been registered.
- e. Budget implementation during the first year was weak. Against 50% of the project time period, less than one third of the budget was spent. At the same time, several requests for small funding from potential partners (see Interviews) were ignored or not followed through on grounds of insufficient funding.

Outputs

In terms of Outputs, it is possible to mention the following:

- a. Products
 - i. Project Planning Matrix (PPM). It is conceptually weak, too ambitious in scope and not focused. The indicators are heroic, to say the least and the Programme is unlikely to achieve them. There is no monitoring plan to collect information about progress towards those indicators.
 - ii. Brief Activity Plan (July-September 2002). Same as above.
 - iii. Project Report. Given the scarcity of activities and products, the Project Report cannot be expected to be very substantive. There is a lack of self-assessment and self-analysis about the lack of products, rather the

emphasis is on self-promotion. As portrayed by the Report, BEEPP seems to believe that all the reasons for its problems are external.

b. Services

- i. Participation in the organization and teaching (1 session) of the Regional Training Course on Environmental Economics, organized by SANDEE. This is an acceptable output, even when considering that the training focused little on environment / poverty issues but on the use of environmental economics tools, and it was pitched to a South Asian audience rather than a Bangladeshi one.
- ii. Two seminars were organized as follows:
 1. Symposium on Environment, Economics and Poverty, April 30, 2002
 2. Symposium on Economics and sustainable Development: Theory and Practical Experience, May 06, 2002

The subject of the seminars was appropriate and very focused, namely integrating poverty, environment and economics under the rubric of sustainable development. The poverty-environment nexus was examined in depth, with empirical substantiation (both from Bangladesh and other countries) and looking at the institutional ramifications. The participants asked a number of pertinent questions. The downside is that the seminars were pitched at high-level government officers and senior NGO staff using speakers who were also trainers in the SANDEE training that was aimed to an audience of academics and experts.

- iii. Lecture on Biodiversity training. This lecture was delivered at a session organized by the IUCN Regional Biodiversity Programme to train Bangladeshi participants to COP 6 of the Convention on Biodiversity (CBD). Again, the links between biodiversity, poverty and economics (incentives) as tool to synergize a positive interface were presented lucidly, with examples from Bangladesh

c. Milestones

- i. Networking. BEEPP is developing its own network. Several contacts were made at different levels, including government, NGOs and the main Universities (public and private) in Dhaka. So far, the networking seems too focused on policy-makers and Dhaka-based activists and less on grassroots organizations. However, BEEPP has laid out a good conceptual framework for advocacy activities. A perceived weakness is the absence of follow-up; several interviewees mentioned that they had talked to BEEPP about joint work, funding of small activities, and that they have sent their proposals or are waiting for BEEPP ideas, but there has been no follow-up.

Finally, but not less important, it is necessary to highlight that the persons who answered the Questionnaires assessed the BEEPP outputs as Very useful or Useful, as shown in Annex 4.

Alternative scenarios for BEEPP future

The Review Team explored in all the interviews the issues of BEEPP's niche and possible institutional arrangements.

In terms of the potential niche for BEEPP (is there a need for a Programme like BEEPP in Bangladesh?) there is a broad consensus about the need to explore the poverty / environment interface from different perspectives, including the economic one. The need to base such exploration on research was also a common issue, both raised by the different persons and collected from the answers to the Questionnaires (see Annexes 3 and 4).

Whether BEEPP is the adequate organization for such task was not obvious because all the external interviewees said that BEEPP had not implemented enough activities and generated enough products to be able to make such an assessment. However, several interviewees considered Dr.Hossain to be a committed and competent person in his field of expertise and the persons who answered the Questionnaires also considered BEEPP as Very relevant or Relevant to the situation of Bangladesh (see Annexes 3 and 4)

In terms of possible future scenarios, the Review Team identified the following, which are presented with their respective advantages and problems.

Alternative 1. Independent organization

Advantages

- ✓ It is the alternative chosen by SIDA from the beginning and the primary and highest, aspiration of BEEPP.
- ✓ It will give BEEPP maximum freedom to set its Agenda without any kind of constraint from or compromise with any partner.
- ✓ There is reasonable openness and goodwill in the Bangladesh context for a new organization. In fact this is such a common occurrence in Bangladesh that it would not constitute an issue as it might in other countries.

Disadvantages

- ✓ Higher costs, as an independent organization it will need to have its own range of systems. That means that the BEEPP budget should have to be increased by 30 to 50% to develop the required systems (accounting, finance, HR, recruitment, cleaning, renting, communications, network maintenance, building maintenance, mobility, drivers, security, etc.)
- ✓ Credibility. Building image and credibility from scratch in a context of 12,000 existing civil organizations will require significant additional efforts and time than becoming associated with another organization.
- ✓ Isolation. Being an independent organization with a secure source of funding increases the risk of institutional isolation, as seen with many other organizations around the world.
- ✓ Most interviewees pointed out that BEEPP was not ready to become independent right now and the BEEPP head admitted as much, opting for an interim arrangement with an existing organization until it could stand on its own feet. Several things should be done before reaching that status. They are presented as Recommendations in the following section.

Alternative 2. Association with Government

Advantages

- ✓ Direct contact with some part of the Governmental structure and related policy-makers
- ✓ Potential for expansion and replication to other Governmental sectors

Disadvantages

- ✓ It is not clear whether or not Government of Bangladesh wants this type of association or hosting
- ✓ No total independence for BEEPP as the programmatic agenda has to be negotiated and articulated with the hosting organization
- ✓ Lack of direction, as Government will not be able to provide long-term strategic directions, as opposed to short-term gains in political terms.
- ✓ Instability, as Governments and Governmental Officers change and rotate quickly
- ✓ Red tape and more inefficiency as a consequence of the need to follow Governmental procedures
- ✓ Less transparency, as Governmental concerns and activities seem always to be motivated by political or other gains
- ✓ Less flexibility, as Government will like to have its own agenda implemented

This is the only alternative that the Review Team would advise not to follow.

Alternative 3. Association with a University

Advantages

- ✓ Willingness of the Universities (at least the two private ones visited by the Review Team) to enter into hosting arrangements, specially around Environmental Economics
- ✓ No total independence for BEEPP as the programmatic agenda has to be negotiated and articulated with the hosting organization
- ✓ More potential for research due to the academic environment of the Universities, the availability of students and graduates looking for themes for their Theses, etc.
- ✓ Support from other academics within the same field and from other related fields. Peer to peer exchanges
- ✓ Multidisciplinary environment
- ✓ Easier links with the Bangladesh academic community
- ✓ Better opportunities to provide training (one of BEEPP objectives) and advocate, due to the continuous contact with students.

Disadvantages

- ✓ Higher overheads (up to 30% in some cases)
- ✓ More inefficiency as a consequence of the need to follow University procedures
- ✓ Higher risks of losing the applied aspects of the work and being hijacked by an academic agenda
- ✓ Risk of losing the poverty / environment focus under the pressure for academic specialization (both Universities are interested mostly in Environmental Economics)

Alternative 4. Association with an NGO

Advantages

- ✓ Willingness from all interviewed NGOs about entering into a hosting arrangement
- ✓ Potential for synergies between BEEPP and NGO agendas
- ✓ Access to hosting NGO's data sets
- ✓ More flexibility
- ✓ Probably more efficient
- ✓ Better accountability to donors, as most of them receive their funding from donors and already have the procedures and mechanisms to keep transparency
- ✓ Potential for advocacy and networking in the huge Bangladesh NGO context

Disadvantages

- ✓ No total independence for BEEPP as the programmatic agenda has to be negotiated and articulated with the hosting organization.
- ✓ Overheads to be paid, but the range is probably lower than Universities
- ✓ There are too many NGOs in Bangladesh, therefore the risk of little relevance and impact is higher
- ✓ Depending on the chosen partner, there may be more difficulties in establishing credentials and becoming influential in the large world of Bangladeshi NGOs
- ✓ NGOs do not necessarily constitute a research-oriented context in Bangladesh. Therefore this aspect will require additional networking efforts

Alternative 5. Association with think-tank, research institute

This alternative is intermediate between an association with an NGO and association with a University. There are some organizations like this in Bangladesh, such as BIDS (Bangladesh Institute for Development Studies) as a clear example.

Advantages

- ✓ Stronger research orientation
- ✓ Stronger policy orientation
- ✓ Stronger focus on poverty
- ✓ Credibility with decision makers, depending on the hosting organization

Disadvantages

- ✓ It is not clear whether or not these organizations want this type of association or hosting, but it can be accepted that some institution might be
- ✓ No total independence for BEEPP as the programmatic agenda has to be negotiated and articulated with the hosting organization
- ✓ They may be less flexible in terms of articulating agendas
- ✓ This is a group of declining organizations that is losing dynamism and competence. The main reason for this decline is the exodus of their most competent researchers to consulting work and international organizations.

Alternative 6. Maintaining the association with IUCN Bangladesh

Advantages

- ✓ BEEPP already has an arrangement with IUCN Bangladesh and several systems and procedures are working well
- ✓ Financial transparency and accountability
- ✓ Potential for synergy between the respective agendas
- ✓ International status
- ✓ Links with IUCN international networks in Asia and worldwide

Disadvantages

- ✓ IUCN is not willing to maintain the present arrangement as they seem not interested in just providing room and services for a fee
- ✓ There is already some bad blood that has to be cleared before being able to continue
- ✓ No total independence for BEEPP as the programmatic agenda has to be negotiated and articulated with the IUCN one. Moreover, IUCN wants to have a significant role in defining the BEEPP agenda, workplan and products, and in having a substantial proportion of the BEEPP activities integrated with its own Programme in Bangladesh

A last note on IUCN; BEEPP mentioned several times the model adopted by SANDEE with IUCN Nepal as a hosting mechanism that BEEPP would like to have. The Review Team did not analyze this alternative in depth because the nature of SANDEE (basically a grant administering mechanism) seems very different than the objectives set for BEEPP. Moreover, IUCN staff mentioned in these regards that IUCN Nepal is highly critical of the lack of integration and synergy between SANDEE and the IUCN Nepal Programme.

In the opinion of the Review Team, five of the six alternatives are viable. The only exception is the association with government, which can be pursued anyway, if this is the decision of BEEPP, UoG and SIDA.

Each one of them has advantages and disadvantages as outlined in the previous sections. The key partners (BEEPP, UoG and SIDA) in consultation with IUCN should decide what the most suitable frame conditions for BEEPP would be.

Conclusions

- It is not clear what is the basic strategy of BEEPP. This was a major weakness during the formulation process and remains not addressed. In a context such as Bangladesh with an extremely high number of registered NGOs (at least 12,000 and as much as 15,000 depending on the source and the status of the Register where organizations are added and deleted continuously), it is necessary to have a clear strategy to survive. The existing organizations cover all the imaginable spectrum of activities and almost everything is claimed as being done in the past or being under way. In this context, it seems to the Review Team and most of the persons interviewed external to BEEPP that the Programme would achieve depth and credibility only if it research driven. However, there is no indication that any type of research is being done or supported by BEEPP. This situation opens the way for hard questions about the nature and purposes of BEEPP's advocacy activities (in the words of some interviewees, advocacy without research is mere propaganda). In any case, BEEPP is not pursuing any clear strategy further than the vague goals of awareness creation, education and research.

BEEPP needs to develop a research agenda with prioritized areas and addressing the two issues central to the poverty-environment nexus: a) assessing and quantifying the impact of environmental degradation on poverty and; b) assessing and quantifying the impact of poverty on the environment. In this context, economic instruments should be applied with a view to informing policies aimed concurrently at poverty alleviation and environmental mitigation.

- BEEPP's performance in terms of outputs is very weak. A Programme that has been in operation for a full year, with a senior full time staff member and without financial constraints (significant parts of the budget remain unspent), it should be able to generate more than a few seminars, support to one training event and some networking.
- The Review Team recognizes that while the conflict of perceptions/expectations with IUCN-B has affected the work of BEEPP, it cannot be considered as a major reason for its weak performance. Lack of secretarial support or good phone/internet connections are not valid justifications for unsatisfactory performance.
- The programmatic issues that marred the relations between the hosting and the hosted organizations remain unsolved and they still affect the basic nature of the relationship.
- There is a consensus about the need to work on the nexus between poverty and environment and to develop new insights and ideas in this field. BEEPP, by virtue of its aims and objectives, has the potential to fulfill its mandate. However, in terms of implementation, it has not demonstrated the ability to do so.
- No conclusions are made about institutional arrangements for BEEPP, other than that BEEPP is not ready to become an independent organization right now, even if it is decided that that should be its future. This conclusion emerged from both the assessment of the review team and the views of the interviewed people.

Recommendations

- One of the Conclusions of the Review is that BEEPP is not ready yet to become an independent organization. Some of the steps the Review Team recommends BEEPP to take in that direction are:
 - To move one step forward about the conceptual base of the Programme. At the moment, there is a good articulation of the economic aspects of it, as presented in page 6 (Development concept). Having said that, the poverty and environmental aspects are not developed to a level consistent with the economic one, probably reflecting the professional backgrounds in BEEPP. This situation highlights the need to open a wider multi-disciplinary dialogue with specialists from the other sciences in order to have an integrated inter-disciplinary approach.
 - To establish its Steering/Advisory Committee with the best possible group of knowledgeable people in the BEEPP fields (environment, economics and poverty), with a good balance between research and advocacy.
 - To go through a broad participatory process to redefine its Project Planning Matrix, as a tool to reflect the priorities and views of Bangladeshis rather than the personal views of the BEEPP staff.
 - To define achievable indicators and to put in place an adequate monitoring system to keep track of the progress towards those indicators
 - To adopt a strategy based on applied and policy-relevant research as the basic platform. Research can be undertaken either as primary research and/or as a synthesis of existing knowledge and generation of new insights and ideas. In due time, knowledge generated through research will feed the training and advocacy components.
 - To carry out a literature review on environment/poverty/economics research already available in Bangladesh and hold a brain-storming session with Bangladeshi experts to identify research/advocacy gaps and to prioritize key areas
 - To focus on a small number of key areas, which can demonstrate the advantages and potential of looking at the environment / poverty nexus, hopefully based on real field/empirical situations. That will require BEEPP to enter into partnerships with organizations working in the field (including IUCN-B); such partnerships and field involvement can only be advantageous for BEEPP.
 - To develop a deep rationale and lay the necessary groundwork for the independence of BEEPP. Looking at the present situation, the continuous need for independence expressed by BEEPP seems premature.

- The above conclusion also implies that a temporary or permanent hosting arrangement will be required by BEEPP. The Review Team strongly recommends taking all the necessary steps to avoid the mistakes that plagued the process with IUCN Bangladesh. Every hosting organization (with the exception of those interested only in overheads) will require integration with or a substantive contribution of some kind to its programme. This means that BEEPP needs to accept that total independence will not be possible in the near future under most of the possible hosting arrangements.

ANNEXES

ANNEX 1

TERMS OF REFERENCE OF THE BEEPP REVIEW

TERMS OF REFERENCE

MID-TERM REVIEW OF THE BANGLADESH ENVIRONMENT, ECONOMICS AND POVERTY PROGRAMME (BEEPP)

1. Background

During the year 2000, the Goteborg University and IUCN Bangladesh Country Programme agreed to cooperate in the establishment of the Bangladesh Environment, Economics and Poverty Programme (BEEPP).

The Agreement included a clause about the organization of a mid-term review to be carried out by the IUCN Asia M&E Programme, aiming to analyze the activities and results carried out and to lay out possible scenarios for the evolution of BEEPP. This ToRs present the way proposed by IUCN to complete this Review.

2. Purpose of the Review

- f. To make a first comprehensive assessment of the performance of the BEEPP
- g. To lay out basic scenarios for the future evolution of the Programme

3. Review Users

The results of the Review are aimed to the three parts represented in the Steering Committee of the Programme:

- Swedish partners (University of Goteborg Environmental Economics Unit and SIDA)
- IUCN involved units (Bangladesh Country Programme and Regional Environmental Economics Programme)
- BEEPP Director

In due turn, they are expected to use the information for internal consultations in their respective organizations and for Steering Committee decision-making.

4. Scope of the Review

The scope of the review can be summarized as follows:

a. BEEPP Performance Review

It will include the following aspects:

- Thorough analysis of the Agreement, Terms of Reference and other available documentation developed to provide guidance to BEEPP in its initial stages. This analysis will allow for the establishment of a set of reference criteria against which to assess performance
- BEEPP progress up to date in terms of its actual and expected outputs (products, services and key milestones)
- Analysis of the constraints and opportunities that influenced BEEPP in its initial stages

b. Basic scenarios for the future of BEEPP

It will include the following aspects:

- Identification of possible alternatives for the future evolution of BEEPP, based on different experiences from South Asia. These alternatives will explore possible institutional modalities, staffing requirements, scope, etc.
- Analysis of the potentials and constraints of the different scenarios, aiming to provide inputs to the BEEPP Steering Committee

5. Methodology

Data collection

The Review will be based on data collected by the Review Team using different tools. Data collection will rely basically on:

- Documents, papers, publications and similar related to the different aspects and stages of BEEPP
- Questionnaires to be completed and returned by key stakeholders, mostly from Bangladesh but without excluding persons and organizations from other places
- Personal interviews with key people related to BEEPP and BEEPP activities in Bangladesh

Data sources

The following data sources will be consulted:

- BEEPP archives
- IUCN Bangladesh Country Office
- IUCN Regional Environmental Economics Programme
- Stockholm University
- IUCN members and Commission members in Bangladesh
- Key partners (actual and potential) for BEEPP, including academic organizations, research organizations, governmental organizations and NGOs and others as suggested during the review process

Data analysis

- Documents information will be duly collated and organized
- Questionnaires will be processed following regular statistical procedures
- Information from interviews will also duly collated and organized

Presentation of results

The review team will prepare a Report presenting the information and data collected during the review process as a platform for a set of conclusions emerging from the Review and backed by data.

A set of review team recommendations will also be included, separating clearly conclusions backed by data from recommendations emerging from the mentioned conclusions and the views of the review team

6. Review Team

It is proposed that the Review Team may be integrated by:

Alejandro Imbach (Team Leader). IUCN Asia Programme Coordinator, former IUCN Senior Monitoring and Evaluation specialist.

Shaheen Rafi Khan. An economist from the Sustainable Development Policy Institute (SDPI), Pakistan, will provide a focus on economics and sustainable development, and the experience of an independent research center that evolved from a joint Project between IUCN and NORAD.

Nireka Weeratunge. An Anthropologist from the Centre for Poverty Analysis (CEPA) in Colombo, Sri Lanka, will provide a poverty focus, as well as the experience from a independent center that evolved from a Project.

7. Required time and dates

The review will take 4 weeks, one for preparation, one field week in Bangla Desh and two weeks for data processing and report drafting.

It is proposed to start at the beginning of September in order to have the field week from September 9 to 13.

ANNEX 1

BEEPP REVIEW MATRIX

ASPECT	QUESTIONS
BEEPP PERFORMANCE	
1. Initial Guidance	<p>How appropriate are the Basic BEEPP documents ? What is exactly the concept of the Project ? What are the innovative aspects of it ? Do these documents provide enough guidance for implementation? Do they define expected products and delivery dates ? Do they include indicators about the expected outcomes or impacts ? Is it possible to identify a set of products that can be used as a reference for this Review ?</p> <p>If the some of the answers to the previous questions is negative, what BEEPP did or should do in the near future to address them properly ?</p>
2. Present situation	<p>What is the progress on the definition of BEEPP scope, goals, outputs, outcomes and impacts in relation to the initial guides ? What is the organizational structure of BEEPP and how its key processes (decision making, strategic guidance, fund raising, etc) are managed ?</p>
3. Institutional arrangements	<p>How well has worked the relation between BEEPP and the hosting organization (IUCN-B) ? What were the advantages, synergies, constraints and problems that emerged in the first year of the relationship ?</p>
4. Activities and products	<p>What is the list of activities done by BEEPP staff up to now ? What are the products and services delivered ? How do they compare against the reference ? What is the impact (actual or expected) of the Programme in the different fields ? What are the strengths and weaknesses of BEEPP activities and products ?</p>
5. Partners and alliances	<p>What people and organizations related with the BEEPP fields are in touch with the Programme ? What do they know about BEEPP ? What is their opinion or assessment about BEEPP goals, methods and practice ? How much relevant are these people and/or organizations in the country context? How much engaged or involved are they ? Are there any specific and explicit partnerships or alliances forged ?</p>

BEEPP FUTURE	
1. Niche and strategic focus	<p>What are the perceptions of the different key stakeholders (Bangladeshi experts and organizations, BEEPP Staff, IUCN-B, Goteborg U., REEP, other about:</p> <p>d) the niche of BEEPP? What BEEPP should be doing (research/knowledge; public awareness; lobbying / policy-makers influencing; improvement of civil servants skills and/or civil society organizations; other) ? What are the potential strengths and weaknesses for BEEPP about these different roles ?</p> <p>e) what should be the focus areas or themes of BEEPP within the larger fields of economics, environment and policy ? What are the potential strengths and weaknesses for BEEPP regarding these areas ?</p> <p>f) is BEEPP duplicating the role of other organizations ? If so, what is the rationale for that ?</p>
2. Long-term institutional arrangement	<p>Same as above about:</p> <p>What seems to be today the potential and constraints of the following long term institutional arrangement for BEEPP ?</p> <ul style="list-style-type: none"> ➤ a joint Programme between GU and IUCN; ➤ an independent policy or research center; ➤ an independent NGO; ➤ a Center within some Bangladeshi University or Research Center structure; ➤ other that may emerge during the review process
3. Intermediate stages	<p>Is it necessary to think about intermediate stages between the present institutional status of BEEPP and the different long term arrangements analyzed before ?</p>
4. Recommendations	<p>What are the Review Team recommendations for short and medium term actions for BEEPP in relation with all the analyzed issues ?</p>

ANNEX 2 – QUESTIONNAIRE

INTRODUCTION

The Environmental Economics Unit of the Goteborg University (Sweden) and the Bangladesh Office of IUCN (The World Conservation Union) established the BEEPP (Bangladesh Environment, Economics and Poverty Programme) in 2001.

This Programme is now being reviewed by the partners and, as the Review Team, we are asking for your collaboration as an expert in Bangladesh on a field related by BEEPP. We will be very thankful if you can take 5 minutes to answer the following questions and email this Questionnaire to the following email address: imbach@racsac.co.cr, cc to iucnaimb@ait.ac.th

SOME BRIEF QUESTIONS ABOUT YOU

Please, when pertinent, underline or highlight your chosen answer

Your name:

Your organizations:

Your main field of expertise (please underline): Economics Poverty Environment Other

Main type of work you do (please underline): Research Teaching Policymaking Field work

You work for (underline): Government University NGO Private sector Independently

ABOUT BEEPP

Please, when pertinent, underline or highlight your chosen answer

1. Do you know about BEEPP ? Yes No
2. Have you participated in any BEEPP activity this year ? Yes No
3. Have you received any BEEPP product this year ? Yes No

If you have answered “No” to all the above questions. Please stop, save the Questionnaire and attach it to an email addressed to the above mentioned directions. Thank you for your help.

If you have answered “Yes” to one or more of the above questions, please answer the following questions:

1. How do you assess the BEEPP activity you participated or BEEPP product you received ?

Very useful Useful Somewhat useful Useless Not applicable

2. What is your overall perception of BEEPP in relation to the Bangladesh context ?

Very relevant Relevant Little relevant Irrelevant Don't know

3. In your opinion, BEEPP should dedicate its future efforts to:

- research/knowledge;
- public awareness;
- lobbying / policy-makers influencing;
- improvement of civil servants skills and/or civil society organizations;
- other (please specify)

4. In your opinion, the main thematic areas to be addressed by BEEPP in the future should be

(please write)

.....

.....

Please, save this file and attach it to an email addressed to the directions indicated in the Introduction.

Thank you very much for your time and help.

INTERVIEW GUIDELINES

1. The interviews will be aimed to obtain ideas and opinions about the Questions listed in the Review Matrix.
2. The interviews will be conducted in an unstructured way, that is as an open conversation. The interviewers should keep their questions in mind in order to guide the conversation, but they will not be presented as a survey of fixed questions in a predetermined order.
3. The interviewers can either take notes during the interview or make notes immediately after it, depending on personal preferences and the overall situation.
4. It is important to make the “interviewees” feel that they are contributing to the future direction and improvement of BEEPP rather than making judgments on BEEPP or its staff.
5. Closer to the end of the interview, a Questionnaire will be handed to the interviewee. She / he will be asked to take a couple of minutes to complete it and to return it to the interviewers on the spot.
6. The purpose of the Questionnaire is to collect some basic “hard data” (verifiable objectively) to complement the soft information obtained from the interviews. Therefore, it is important to ask the interviewed people to complete the Questionnaires.

ANNEX 2

AGENDA OF THE REVIEW PROCESS

August 2002

- Development and agreement on Terms of Reference
- Preparation of methodological guidelines and tools
- Identification and agreement on consultants
- Contacting and hiring consultants
- Logistic arrangements (visas, travel, accommodations, lists of candidates, etc)

September 2002

- Sep.9 & 10. Arrival of the Review Team
- Sep.10 Review Team Meeting
BEEPP presentation and interview to Dr. Iftekhar Hossain (BEEPP)
- Sep.11 Interview to Dr. Ainun Nishat (IUCN Bangladesh)
Interview to Dr. Mustafa Mujeri (BIDS)
Interview to Dr. Atiq Rahman (BCAS)
Interview to M.Walisuzzaman (IUCN B)
Interview to Shuvashish P. Barua (IUCN B)
Interview to Mahmood Chowdhury (IUCN B)
- Sep.12 Interview to Dr. Abul Barkat (HDRC)
Interview to Dr. Aminur Rahman (Independent University)
Interview to Dr. Mizanur Rahman Shelley and Mohammad Enayet Karim (CDRB)
Interview to Dr. Enamul Haque (North South University)
Interview to Waled Mahmud (BEEPP)
- Sep.13 Interview to Shariful Alam (ARDB)
Interview (2nd) to Dr. Iftekhar Hossain (BEEPP)
Review Team Meeting
- Sep.14 Review Team Meeting
- Sep.14&15 Departure of Review Team
- Sep.16-25 Preparation of the BEEPP Review Report
- Sep 26 Report distribution to the interested parts
- Sep.30 Report presentation to BEEPP, GoU and IUCN-REEP in Bangkok

ANNEX 3

SUMMARY OF THE EXTERNAL INTERVIEWS

This Annex presents a Summary of the points raised by the interviewed persons who were neither IUCN nor BEEPP staff.

A first section presents the points common to all or most of the interviewed persons. This section is followed by a summary of each individual interview.

Common points

- All interviewees were familiar with the BEEPP programme, with one exception who had just a vague recollection
- All perceived that the concept of the programme - to link environment, economics and poverty – was novel in the Bangladeshi institutional landscape and vital.
- All found sound research to be the basis of a good advocacy programme and said that BEEPP had not undertaken this activity. Some said that they had submitted research proposals to BEEPP and were told that there were no sufficient funds for research.
- The majority of interviewees found advocacy at the policy level to be important while some found grassroots advocacy and capacity-building/training among professionals to be as or more important.
- Several interviewees pointed out that the visible BEEPP activities had been done in collaboration with other organizations – e.g. training course on environmental economics, which SANDEE had already planned.
- Several interviewees pointed that the programme needs to “clarify the poverty-environment issues” and be more “focused” in terms of its objectives and activities.
- All interviewees, except one, felt that BEEPP was not ready to be an independent organisation. The reasons varied – one mentioned the three prerequisites of an “idea that shatters people”, personality of founder, and networks; another referred to the “3 C’s” – concern, commitment, competence; and a third pointed out the importance of family background, a good staff and experience.
- Several interviewees were ready to open their doors to hosting BEEPP on the condition that it developed a more focused approach, fitted with their own programmes and followed their administrative procedures. On the NGO/research institute side, BCAS and CDRB were willing and on the academic side, Independent University (IU) was willing. The North-South University had been open to hosting BEEPP even earlier but it was pointed out that the institution would charge relatively high overheads and thus would not be attractive to BEEPP.

Summaries of the external interviews

Given the confidentiality agreement with the interviewees, their names are not included, while the order in which they are presented has no relation with the order in which they were made.

INTERVIEW A

Familiarity/relationship with BEEPP

Unlike big programmes like BEMP and SEMP, BEEPP is designed in a way that it could be a good programme to work on the poverty-environment nexus. The team has made good connections with policy-makers and politicians but so far they have not used their potential. They have the potential to build up this network. There is a policy lacuna in this area and one can do something if one intends to. He thought that PD, BEEPP did not have the full authority to do what he intended to do. He felt there were internal organisational reasons for obstructing the PD's work. The reference to the "sluggish start" in the Progress Report gave the sense of a difficult situation. As an outsider, he cannot say what exactly the problem was. He had also participated in the symposia organised by BEEPP. There was a lot of discussion at the symposia, including issues such as the PRSP, which some participants called the "Poverty Reproduction Strategy Paper". BEEPP also organised a training course with SANDEE. So they have carried out an advocacy programme -symposia, meeting with the mayor, meetings with policy-makers.

BEEPP's potential niche

He strongly felt that they should continue to do advocacy on the poverty-environment nexus. Some of the issues suggested were urban workers and their environment, common property resources, trees in embankments, and forestry. Local NGOs could be involved as partners in riverine and coastal areas, as well as tribal areas. In the symposia, several people, including him, have raised the issue that the poverty-environment nexus was a grey area and practical work needs to be done to make the poverty-environmental linkages visible. People cannot understand the nexus unless they can visualise the situation on the ground. BEEPP has not undertaken much research or pilot initiatives. The impact of advocacy on policy-making in terms of the government is difficult to see. It can take years. The right people have to be approached in the right way. Then you could change things fairly fast. But you cannot change policies overnight. However, with large NGOs, like BRAC, which have a wide outreach you can do miracles overnight. It is much easier to impact their policies and it can lead to long-term improvement. Research reinforces advocacy. Many people were doing advocacy without research. However, with research one has concrete examples - one does not need to do primary research but could use research done by others.

He preferred that BEEPP become an independent organisation registered under the Trusts Act. An independent organisation could do more than if it were a part of an NGO or university. There is much more potential to explore. To form a trust/foundation one has to follow certain rules and have between 5-7 people. One needs only 50,000 Takka (US\$ 800) to start a trust.

An organisation needs a mission and a vision, and in order to translate this mission/vision into action, it needs a programme, strategies and a committed team. One has to analyse the stages of an organisation - initial/take-off stage, maturation stage and expansion stage. BEEPP is in the initial stage but it is near take-off. BEEPP is still donor-driven because it is funded by SIDA. The sense of ownership determines whether an organisation is donor-driven, not just the source of its funds.

At the initial stage, the affiliation with the IUCN was good. To carry on the programme further and influence policy-making it needs to be independent. The project people at BEEPP needs also to work within the NGO network here. He perceived that it should be supported by SIDA since BEEPP could do what it wanted and SIDA, as a Swedish government agency had credibility with the Bangladesh government.

INTERVIEW B

Familiarity/relationship with BEEPP

He got to know PD, BEEPP through third persons. He had helped him with guidance on “an honorary basis” for some time. In the last few weeks he had seen him more often. BEEPP relates poverty alleviation with environmental conservation. He had been in one of the symposia – the one where John Dixon was the presenter. The Minister of Environment and the Swedish Ambassador were present. The structure of the symposium permitted a lot of participation – two-way traffic and lively discussion, which is not often the case with such events. Although he was unable to attend it, he had heard that the first seminar was also a success. BEEPP has been networking and despite initial reversal, not reversal but slow start, it was now doing things. Grameen Bank and BRAC have made a lot of progress in poverty alleviation. If somebody tries to put the two streams together – poverty alleviation and environmentally sustainable development – this will have an impact. They had kept in touch and invited each other for their seminars and workshops.

BEEPP's potential niche

It is important for the organisation to network with government and policy-makers, not just the politicians of the day but the more continuous technocratic part of the government. This is a weak link in most NGOs. They try to avoid the government – their attitude is “may God keep the Czar away from us”. BEEPP also should not neglect the main activity, which is grassroots advocacy.

If BEEPP develops a design – not spectacular activities but small focused ones, they could help BEEPP. They had a lot of experience in running seminars/workshops and they could help BEEPP to get people together. For example, BEEPP has been thinking of making a contribution to the PRSP. They could advice whom to invite, whom to talk about the PRSP and get people together.

BEEPP's strength was that it was breaking new ground with the poverty-environment linkage. “The poor could be a power-house for environmentally sustainable development”. The poor needed to be supported with alternatives if they are told not to cut branches from a forest. If they can show how poverty is built in with environment and how to apply this kind of knowledge, they would be doing pioneering work.

In looking at BEEPP's future, if one thinks in terms of sustainability a trust would do that. But BEEPP is not ready to be independent. It is best that it works in partnership and co-operation with another institution or a group of institutions until such time it has been built up. If it were aligned with an environment-oriented organisation the poverty alleviation aspect might be neglected and vice versa.

They could host BEEPP – they were open, depending on what the project decided to do. Of course, this would be under very clear guidelines on what BEEPP wanted to do and what their organization wanted to do, on equipment and so on. He heard that IUCN had moved. He understood that BEEPP was paying rent to IUCN. But right now he was not clear who was housing whom. He was not aware of the activities of the IUCN in Bangladesh. He knew the CR who was held in very high esteem in the water development sector. He was willing to have a formal or informal contract with BEEPP and he was prepared to serve on the Advisory board if requested.

INTERVIEW C

Familiarity with BEEPP and BEEPP's role in PRSP

He claimed he knew about the programme, although this was not entirely convincing. He said he had seen the objectives at the start of the programme and found these very relevant. However, since he had been busy with his work he has not been involved in the activities of BEEPP recently. However the issues were relevant for Bangladesh and policy relevant as well. BEEPP participated in some workshops that took place during the course of this year. However, the project did not submit written comments on the addressed issues, even though it was expected to do that.

Integrating environment and poverty

A multi-dimensional approach to poverty is needed. Not simply economic growth but sustainable livelihoods and reducing vulnerability are all part of a comprehensive strategy. The issue of the environment is part of this. Poverty is mostly a rural phenomenon and connected with agriculture and non-farm income. The environment impacts rural poverty through livelihoods. Sustainable management of rural resources (social/economic issues that link with ecological degradation) and sustainable sources of livelihood for people (access to resources, sources of income, seasonality, types of livelihood activities) are issues that link environment with poverty. As environment provides sustenance to the whole rural system, environmental issues should be integral part of the framework.

BEEPP's potential niche

There are lots of players in the environment/poverty sector playing important roles. A small project has to find its niche – it cannot address all issues. Two major areas were proposed. The links between the livelihoods of the “extreme poor” (still not reached by Bangladesh's extensive micro-credit coverage) and the environment was one. The extent of their dependence on environmental resources, their needs and demands, how to reach them and the policy implications of reaching this group are issues. The second area is co-ordination of available information/research on poverty and environment and dissemination, especially to policy makers. There is value addition in compiling and distributing this information. A small project can contribute to developing well-informed policy formulations and strengthen links between researchers and policy-makers to maximise outcomes. BEEPP has already had a few high profile workshops with policy-makers. There is a lot of scope to build on this. There is inadequate attention by many organisations to this aspect. Policy-relevant research needs to be demand-driven, and dependent on high level of interaction with policy-makers. So BEEPP could be involved in interaction with stakeholders, awareness building and policy-making. It requires sustained effort and timing is important –there has to be familiarity with the decision-making cycles within government.

INTERVIEW D

Familiarity/relationship with BEEPP

The only active programme he experienced by BEEPP was the joint training workshop with SANDEE. His involvement with BEEPP so far has not been very high. In terms of the poverty-environment relationship, they had focused on the environment part but it was not often linked to poverty, which was very important. Many environment projects could not show clearly how these were linked with poverty issues - this was the case with a recent review mission, which had turned down an environment project and he had been asked to redesign it by incorporating poverty and socio-economic issues.

BEEPP's potential niche

An important area of activity for BEEPP would be poverty-linked environmental research, leading to policy outcomes. For example in the Sundarbans, economic incentives to preserve the forest could be assessed. Or eco-tourism could be looked at as a transfer of resources for preservation. So there is a lot of potential for new research. Training is not a good idea because this would be duplication out of SIDA funds. SIDA is a major donor for SANDEE as well, and SANDEE has long-term goals in training people on research methodology - the output is expected five years down the line. However, the main focus of SANDEE is environmental economics; the poverty issue is weak there. Several proposals have been made to SANDEE on the socio-economic aspects of arsenic but the poverty impact of arsenic would be a new area. All environmental projects, not just BEEPP, have a weak research base.

Advocacy is just propaganda. Research is a must for different types of advocacy, as he learnt from being an advisor to many projects. Awareness raising at the grassroots can be supplemented by a journal/publication. There is not sufficient material on this topic in Bangladesh but if it were linked up with the region, there would be sufficient material. Priority research areas identified were water and sanitation (a lot of data collection by NGOs but insufficient analysis), arsenic, renewable energy sources and air/water pollution.

BEEPP should not definitely be housed in government. It is better to change government through focussed training material aimed at capacity building via a small training institution to deliver to target groups in the public sector, rather than stay within the government.

There are enough people working on poverty or environment but very few researchers bridging poverty and environmental issues.

It is not a good idea for BEEPP to become independent at this stage. In economics, BIDS was the most prestigious institution. Now all the researchers have left and formed their own NGOs. The capacity to provide policy advice is no longer there, when each person has his NGO. The Centre for Policy Dialogue (CPA) initiates a lot of dialogue but most of this is not based on research. Whatever government is being told, 90% of this is not based on sound research but short-term consultancy work.

INTERVIEW E

Familiarity/relationship with BEEPP

The connection with BEEPP came through the work he has done on environment and poverty issues in Bangladesh for a long time. He had proposed to PD, BEEPP that he looked at the issues within the Bangladeshi context and developed his programme. Also he had pointed out that three things were important to work on something: one had to be comfortable, have a good programme and commitment to implement it. He understood BEEPP to be a donor-driven programme where the PD had some problems reconciling his ideas with what SIDA wanted. The PD, BEEPP had wanted to come back to Bangladesh and do something for the country and had considered the poverty-environment issue a good area to work on. He thought

Bangladesh needed such a programme because “the whole of Bangladesh is about poverty and the environment”. The PD wanted to do some advocacy and research. Advocacy is not new here. People have been doing it. He asked the PD, BEEPP to sort out his ideas so that he could find a niche. He said that the PD had told him about the problems he had with IUCN. He pointed out that if he were not comfortable, there were other options. However, he should be open and transparent about the problems and seek a solution through a proper decision-making process.

Poverty- Environment issues

Poverty and environment issues are integrated into all their programmes but they did not have a fund for advocacy. So BEEPP could make a contribution. He welcomed anybody who was working on changing government policy. Attaching poverty at the end of economic growth does not solve anything. There has to be pro-poor planning from the beginning. The appendix approach works if poverty is less than 30% as in a country like Brazil. But in Bangladesh 55-68% of the population is poor so the same model cannot be followed. The drag on the rich by the poor is too much. The rich have to eliminate poverty for their own sake, rather than the sake of the poor. Poverty eradication here is necessary for economic growth to take place. Bangladesh has been rated the most corrupt country in the world. People have been talking about it for years instead of doing something about it. Poverty is the central issue here. The land-man ratio is very low. It is necessary to activate donors and government on the poverty-environment links.

BEEPP's potential niche

Anything that “clarifies poverty-environment issues better” would be relevant. Some research and advocacy, obviously meeting the Swedish requirements, could be developed. BEEPP has had no impact so far but that is difficult. Does the programme have a vision? How many people know about it? These are important questions. Initial research, quality research would be important. A gimmick is good but that is like a book cover. In the end there has to be substance behind it. To be independent organisation one has to have an “idea that shatters”, personality or a network. BEEPP might be able to use the latter route since it was building up a network.

In defence of BEEPP, it has to be said that working in Bangladesh is very difficult. The government is more corrupt than one can imagine. The donors are total cynics. There are many bright people doing something. Everything has been tried before. Positive results are difficult to get. If you have principles it is difficult to survive here. It is quite certain that the PD has not come back to Bangladesh to rob it. People want to know why and what a Bangladeshi has come back for. They think usually that one must be having a big grant and has something to give. To penetrate the NGO network one must have credibility, personality and a thesis. The utility of BEEPP has to be created. The strengths of the programme are the PD's dedication/commitment and the fact that he has funds in his hands. He has to move away from the community of returnees to build a new network. Finding a niche is not easy but he has chosen an area where research output is not of good quality so there is potential to develop a programme that has a comparative advantage. He said he would come back with a joint programme but has not done that so far. Training of policy-makers is of no use. Nobody wants to be trained, especially policy-makers most of whom come from farming backgrounds and know the issues. To do successful advocacy there needs to be a message. This message can only be distilled through sound research. So he could do secondary research. He would have to offer to pay some overheads but just providing an office and pure monetary flirtation is not sufficient. He has to come up with a good programme with clear activities and outputs within a year. He has to excite people with his idea. It has to fit with the needs of their programme. The diversification of productive systems by the poor, strengthening the poor through access to resources and new things for the poor to do would be areas to be looked at through the poverty, environment, economics approach.

INTERVIEW F

Familiarity/relationship with BEEPP

He was one of the many people that the PD, BEEPP had met at the beginning. They met several times, he thought perhaps because he could be of some help to the PD. He also attended some of the workshops. The basic concept of BEEPP is the environment-poverty nexus so he found it interesting. He knew organisations dealing with poverty or environment. None were serious about understanding the interrelationship and doing activities around it, and from that perspective there was "newness" in BEEPP.

The major components of the project are awareness and advocacy, training and research. He was not sure about how much research was done during the last year by BEEPP. In terms of awareness and advocacy, two high profile seminars were held. By "high profile" he meant that there were "high profile" people and it was held at a "high profile" hotel. If you deal with poverty, he said, it was not a good idea to hold a workshop in an air-conditioned room in a 5-star hotel – "the whole mindset is not congenial". If poverty remains, this was good for donors, consultants and ambassadors. When a country was poor like Bangladesh it was difficult to implement homegrown policies and the five-year plans. So more serious research on poverty was needed and advocacy was needed not only to change policy but the more important thing was to change the mindset of policy-makers. He heard from some of his students about the meeting of the PD, BEEPP with the mayor – the latter had asked him for 200 Volvo double-decker buses; the Swedish ambassador had been there. Perhaps they had also discussed polythene, dustbins, the environment of Dhaka and so on but 200 buses was not for the good health of Dhaka, it was business.

He is against some foreign aid (especially WB, ADB, USAID) because of their conditional ties. The negative association between GDP and foreign aid in Bangladesh has been empirically proved. Only 25% of it actually reached those whom it was intended for. What are the purposes of BEEPP, if one meets the mayor and discusses environment-poverty issues and the outcome is 200 Volvo buses? The mayor is very supportive of BEEPP because he might have foreseen that something will come to him. If BEEPP is not clear about their vision and the relationship between their actions and the vision, they could get into trouble within 5 years.

In terms of advocacy and awareness creation, the BEEPP campaign was still not very pronounced, he felt. They had held a series of radio shows. He has advised TV because as many Bangladeshis had access to TV now as radio, but TV meant buying time. In this part of the world it meant meeting the Minister of Information.

He was not sure about the research of BEEPP but research was a prerequisite for advocacy. Most NGOs did advocacy without research and ended up confusing people.

BEEPP's potential niche

No research has been done on arsenic in ground water so this would be an area of work for BEEPP. Some studies found that the occupational structure in rural areas was changing due to arsenic poisoning and that the poverty situation in extremely poor households is worse because these have to shift money from food to health care, and the treatment for arsenic poisoning was arson-free water and nutritious food.

There was no alternative to good research. Fresh research, rather than secondary research was needed because most research currently available was donor-driven. Donors talked about good governance but did not practice it themselves since there was no co-ordination among their activities in Bangladesh, so there was replication.

His view was that BEEPP should be an independent organisation. Locating it in a university was not a good option because the university bureaucracy was worse than government bureaucracy.

BEEPP should be run with the private sector spirit. He is against the private sector but not its spirit. One could not expect productivity from the government sector. An organisation could be created if there were two conditions: physical resources and human resources. There is no proper time for take-off. One could do it tomorrow.

Concern, commitment and competence were necessary for an independent organisation. Commitment and competence are there in BEEPP. However, there is a problem of concern because too many actors are involved – the vision and the ownership of the programme is at stake. “Collectivism does not work here”. Networking is difficult, except in terms of e-mails.

INTERVIEW G

Familiarity/relationship with BEEPP

BEEPP came into being last year and the PD had kept him posted about his activities. He attended a few workshops. He understood that the PD at the beginning had problems with the local IUCN authorities and what he had wanted to do and what they wanted him to do did not match. So far no major breakthrough has been achieved by BEEPP. The activities done so far were with other organizations. It needed concrete effort to keep people interested in environmental economics.

Academics, policy-makers, students and NGO people attended the symposia organised by BEEPP. The quality was good. However, as environmental economics is a specialised subject, many people in the audience did not understand the presentations. This was apparent from the questions they asked. However, it was a good beginning. It is difficult to get people together in Bangladesh. One has to beg people to come. “This is a country of seminars and workshops”. Everyday, five or six are held but there are no lasting results. SEMP had a lot of seminars, the money was badly distributed – nothing was given to research based on environmental economics.

The training workshop with SANDEE lacked practical application of environmental economics to issues. The trainees were taught how to write PhD proposals. If they had done Environmental Impact Assessment (EIA) and how to do case studies so that the environment-poverty linkages could be explained, it would have been more useful.

He understood that some research proposals had been submitted to BEEPP but the answer had been that no funds were available for research. He also knew about a training proposal submitted to BEEPP to which there had been no response.

BEEPP’s potential niche

There is scope for a person who has sincerity and commitment. There is almost no research on the poverty-environment linkage from the environmental economics point of view. He could think of two studies: one was on the willingness of slum-dwellers to pay for water and the other one on willingness to pay by visitors to the zoo. Environmental economics is a purely academic discipline and those who talk about it often do at a superficial, “journalistic” level. Even economists do not really understand it because they have become rural sociologists and lost touch with their discipline, as they work on consultancies for projects. There is very little expertise on environmental economics so very little research has been done. It is difficult to change the mindset.

“Advocacy is a bogus thing.” Things could be changed only if politicians were really interested. It was better to train people who could really disseminate what they have learnt. “Advocacy dissipates like smoke”. Studies needed to be done on issues like valuation, green accounting. After the research, advocacy could be done by targeting planning ministry officials, inter-ministerial committees, and so on.

The monopoly on advocacy now is with the Centre for Policy Dialogue. It has become a routine exercise. There are 5-6 seminars before the budget and after the budget – there are minor changes made but the basic parts remain unchanged. Nobody has time or interest to do more. It is difficult to change the mindset. If one is critical, one is not invited the next time. The objective of the seminar was in any case to approve the already prepared consultancy report. BEEPP should not follow that current.

Only BEEPP has an environmental economics agenda. It is difficult for the programme to work without academic support. It could affiliate itself with an academic institution – a quasi-independent affiliation. However, there is always too much meddling into other people’s issues in the academic spheres. There is lots of money coming in. People have the idea that “aid is for plundering”. BEEPP should affiliate with a conducive partner. If there are too many contradictions, it discourages people.

It would be difficult for BEEPP to become an independent organisation right now. This is a donor-driven country. There are 14,000 NGOs of which 12,000 are registered. Nobody gives time since they have their own interests. Who will think of others? Independent organisations are created by retired Secretaries or retired professors. Government-level consultancies are monopolised by BIDS. Ministries give consultancies to their own people. ADB has its own team.

To be independent one needs a family background, experience and a good staff. In-depth research is a lot of work. What programmes like SEMP are doing is dubious. They stopped the project for a year because there were a lot of questions about where the funds were going. There was very little work done on natural resource management. BEEPP needs to be given the chance to explore the avenues. New people need to be given a chance.

ANNEX 4

QUESTIONNAIRES

The following section summarizes the answers to the Questionnaires. The section is organized by questions.

QUESTION 1. Do you know about BEEPP?

Yes: 100 % No: 0 %

QUESTION 2. Have you participated in any BEEPP activity this year?

Yes: 77% No: 23%

QUESTION 3. Have you received any BEEPP product this year?

Yes: 68% No: 32%

QUESTION 4. How do you assess the usefulness of such activity and/or product?

Very useful: 44% Useful: 40 Somewhat useful: 16 Useless: 0%

QUESTION 5. What is your perception about BEEPP in relation to Bangladesh context?

Very relevant: 55% Relevant: 45 % Little relevant: 0% Irrelevant: 0%

QUESTION 6. In your opinion, BEEPP should dedicate its future efforts to:

Research:	28 %
Advocacy:	24 %
Public awareness:	21 %
Training:	15 %
Workshops organization:	3 %
Networking	3 %
Support national NGOs	3 %
Implement Pilot Projects	3 %

NOTE: Participants gave more than one answer to this question. Percentages were calculated over the total number of answers.

QUESTION 7. In your opinion the main thematic areas to be addressed by BEEPP should be:

- Linkages poverty / economics / environment
- Effects of lack of conservation on poverty
- Municipal waste management
- Computerization of Municipal activities
- Air pollution
- Industrial pollution
- Poverty related environmental issues
- Urban poverty (urban poor, water, sanitation, housing supply)

Note: This question was misunderstood by many people, which instead of proposing themes repeated the areas mentioned in the previous question.

ANNEX 5

SUMMARY OF EXCHANGES AMONG THE PARTNERS DURING THE FORMULATION OF BEEPP - Sep 2000 to Sep 2001

Based on the existing documentation (emails, proposals, draft agreements, comments to the draft agreements, etc) and the interviews to BEEPP and IUCNN staff, the Review Team prepared the following summary of that period.

This Annex is organized in 2 parts: a General Summary of the process and a Narrative Sequence of events and issues

1. GENERAL SUMMARY

The project was based on personal networking (as many projects are) and included personal reasons to be located in Bangladesh. This may have created problems in the way it was perceived by IUCN-B from the beginning.

The negotiation process was fraught with difficulties. On the SIDA/EEU side, maximum autonomy was desired, and on the IUCN side the question was how BEEPP would benefit the organization.

There appears to be three main issues regarding the agreement.

Institutional arrangements

The initial draft agreement sent from SIDA/EEU proposed fairly loose institutional arrangements between the two parties with IUCN responsible only for office space and financial arrangements. The Director, BEEPP was to have responsibility for all planning, implementation and reporting. It was not specified to whom he had to report. SIDA/EEU was responsible for backstopping. The revised response that went from CR, IUCN-B was sent within the same month. The main modification was that the PD, BEEPP would work in consultation with CR, IUCN-B.

The draft agreement was at the same time sent to the Regional office and from there to IUCN-Pakistan and Nepal for comments and for legal clarifications. The entire process took until June to finalize and negotiations back and forth were difficult. The institutional arrangements changed in the later versions: the PD, BEEPP was required to report through CR, IUCN-B, although autonomy for the content of the programme remained with the former. SIDA/EEU complained of "stringency". The final version of the agreement was rejected by SIDA/EEU as having been changed from the agreed-upon version. To what extent, the negotiation process was typical of IUCN procedure is not clear. However, the delay did not appear to be from the side of IUCN-B. There were more queries of the project from the regional office than Bangladesh. The institutional arrangements specified in the agreement clearly did not work out later once the project was off the ground but this might not necessarily be due to structural reasons but seems more likely due to personal relations between the PD, BEEPP and CR, IUCN-B. The fact that initial disagreements were not sorted out appears to have contributed to later performance.

Conceptual issues in the Programme Document

The first draft had very general objectives, activities and outputs. There was no clear focus on what exactly the project would be working on. The conceptual framework, i.e. how environment, economics and poverty were linked, was in a generalized manner and what was innovative about the proposed programme was not substantively spelled out. These issues were pointed out in the comments from IUCN-Asia and Pakistan; i.e. “lack of overarching theme to connect main components”. However, SIDA/EEU and the PD (designate), BEEPP maintained that they would like the proposal to be “general” in order to be “flexible” and work on a “rolling plan”. However, the lack of focus in the concept and activities seem to have hindered the programme performance and might have contributed substantially to the late delivery of outputs.

Synergy between the two partners

The initial correspondence referred vaguely to synergies between the two organizations but what exactly these synergies were and how these could be strengthened, was not clarified or specified in the agreement. Thus, there was no basis later for mutual understandings of reciprocity.

2. NARRATIVE SEQUENCE OF EVENTS/ISSUES

September 2000

- SIDA/EEU-Goteborg University creates BEEPP Project
- Initial inquiries from Country Representative (CR) IUCN-B and Regional Director (RD), IUCN-Asia to house project via IUCN HQ
- IUCN-Asia queries the benefits for IUCN; possible host in Nepal (SANDEE) or Pakistan with existing Programs suggested
- SIDA/Univ of Goteborg Environmental Economics Unit (EEU) insists on Bangladesh (personal reasons?)
- Concern with developing synergies between BEEPP/EEU and IUCN at this stage of negotiation

November 2000

- **First draft agreement/project proposal** sent from EEU to CR, IUCN-B; IUCN as host and responsible for management of financial resources; autonomy to PD, BEEPP “to plan, organize, implement and report on activities in Appendix 1”; EEU “dialogue partner with regard to substantive issues” and administration of agreement on Swedish side; *project conceptualized somewhat vaguely re: linkage among environment, economics and poverty, with three components: awareness, professional education and training, research and studies*
- BEEPP proposal discussed in ARD (Asia Regional Directorate) meeting, Karachi; “positive response and endorsement” from participants (CR, IUCN-B)
- Response to proposal from RD, IUCN-Asia; clarify/modify operational arrangements; programme document should be “more pragmatic and targets modest, focused and realistic”
- Designated Director BEEPP and EEU argued for keeping activities at a “general level” and a “rolling action plan and review”, emphasising need for flexibility
- A version of revised draft agreement sent back to EEU latter part of the month by CR-IUCN-B; no noticeable change in substance of programme; institutional arrangements revised where PD, BEEPP has to carry out work in consultation with CR,IUCN-B; TOR for PD, BEEPP included for first time

December 2000

- Comments and revisions from IUCN-Pakistan (Patti Moore), IUCN- Nepal (Imtiaz Alvi); institutional arrangements in legal format; more streamlined; Alvi queries substantive issues in programme document:
 - requires to be more well thought out, well articulated
 - clearly spell out goal, objectives, results, outputs
 - lacks overarching theme to connect main components

- key partners to be identified and roles specified

January 2001

- EEU response to new draft agreement: comments on “stringency” of the latest draft; need for clear roles between 3 actors: BEEPP responsible for content, EEU for backstopping. IUCN-B for hosting and administrative responsibility; M&E who pays for it? What format? Quarterly reports adequate for SIDA; if IUCN wants other M&E, why are they not paying for it? Review of project necessary only before decision on continuation; Project Mgmt Group (PMG) responsible for this; indemnity issue: should be personal responsibility not institutional (i.e. BEEPP’s)

Feb/March/April 2001

- Correspondence/negotiation process continues; involvement of Peter Rezel in process

May 2001

- Final version of draft agreement sent by CR,IUCN-B to EEU
- Recruitment of Programme Director (PD), BEEPP process starts

June 2001

- EEU rejects final draft, asks for modification as “substantial changes have been made to the document”, rather than “cosmetic retouching” by the legal and finance bureaus (as per e-mail of CR, IUCN-B); BEEPP is not primarily a “support” to IUCN, IUCN has agreed to be host to BEEPP; no reason to doubt that “you will be the perfect host”; not possible to push the time table forward because of the delays (SIDA insists)
- **Agreement signed on 14 June 2001**
- EEU informs CR, IUCN-B that PD, BEEPP can only take up post in September, as he is finishing up an assignment with the Swedish Foreign Ministry

July 2001

- PD Designate, BEEPP queries employment contract on 2 points: relocation allowance (to be paid by SIDA or IUCN); annual performance evaluation should be by SIDA not IUCN

September 2001

- **Programme Director, BEEPP takes up post**

ANNEX 6

SUMMARY OF EXCHANGES DURING BEEPP OPERATIONS (Sep 2001 – Sep 2002)

NARRATIVE SEQUENCE OF EVENTS/ISSUES

September 2001

- Programme Director, BEEPP takes up post

November 2001

- **Project Management Group meeting in Dhaka** (PD-BEEPP, CR-IUCN-B, GK-EEU): role of BEEPP (suggested that Advisory Group of academics be formed), workplan, budget, time frame for fund use, staff recruitment, facilities, website, logo, subcontracting discussed.

December 2001

- Head, REEP-IUCN inquires from CR, IUCN-BD re: link between BEEPP and REEP and agreed upon reporting procedure on programme related matters

March 2002

- Correspondence from CR, IUCN-B to EEU (in reply to casual inquiry by EEU) that Inception Report not done so far by PD-BEEPP

April/May 2002

- **Environmental Economics Workshop held in Dhaka with SANDEE and WBI**
- **BEEPP holds two symposia on “Environment, Economics and Poverty”, “Economics and Sustainable Development: Theory and Practical Experience”**
- Correspondence from CR, IUCN-B to EEU that Inception Report is not done and PD-BEEPP busy with organizing training program on environmental economics which is, anyway, in hands of other organizations (SANDEE/WBI)
- BEEPP Progress Report sent in late May under pressure from EEU/SIDA, direct without going via CR-IUCN-B (who is abroad); alludes to delays caused by IUCN office

June 2002

- CR-IUCNB angry response about the way IUCN-B is implicated; rejects report on grounds that BEEPP’s lack of performance is being blamed on IUCN-B office; writes e-mail to EEU (with copies to Head, REEP and RD, IUCN-Asia) that PD-BEEPP has refused his assistance/advice in recruitment and completing workplans, etc.

July 2002

- Correspondence from CR-IUCN-B to Head -REEP-IUCN re: training workshop; CR-IUCN-B queries whether BEEPP has mandate to organize international workshops
- Reply by EEU to controversial e-mail by CR-IUCN-B; states:
 - EEU does not hold IUCN-B responsible for shortcomings in BEEPP communication or performance
 - Appreciation for recruitment assistance
 - Assurance that automatic extension of project not guaranteed
 - Appreciation of Head - REEP role and assistance – should be interpreted as “relief” rather than “breach of confidence”
- Head-REEP initiates e-mail to IUCN-Asia and IUCN-B on Review of BEEPP

- **Activity Plan for 3rd Quarter (July-Sep 2002) developed and sent** by PD-BEEPP to EEU and REEP- Head. REEP forwards to CR-IUCN-B
- CR-IUCN-B replies e-mail that he has not been sent Activity Plan by PD-BEEPP, just as much as the Progress Report

August 2002

- **Meeting, Goteborg, Sweden** (PD-BEEPP; Head-REEP; GK-EEU). As CR-IUCNB did not participate, and he was not replaced by other IUCN person, this meeting is questioned as PMG meeting
- Minutes sent by GK-EEU (main points)
 - BEEPP independent from receiving funds via government
 - Could bring environmental concerns into policy
 - Slow start but improvement since recruitment of staff
 - BEEPP should be different – low budget, flexible activities, work with small organizations, innovative ideas
 - Accomplishments – good contact with political/intellectual elite/legislature; good rapport with mass media; increased delivery of activities; support of Swedish Embassy; prospects of good relations with host, IUCN; Advisory Committee of high caliber, high integrity academics
 - Review should look at modalities for implementation, activities and priorities, planning and reporting
 - Plan for rest of year: **develop strategy** (prioritize env-poverty issues; commission related studies to discover best practice and develop policy advice; target activities for policy makers), **choice of activities** (environment in PRSP, greening of fiscal process, environment and health awareness, solid waste in Dhaka); **focus on one theme** (policy paper, workshop, multi-stakeholder consultation, training workshop)
 - Modalities for planning, reporting, meeting until Feb 2003
 - Operational aspects – Head, REEP to facilitate practical aspects of BEEPP's "smooth running" at IUCN-B.
 - Consolidation of strategy for coming months and checklist of actions
- Report of Head-REEP to IUCN- Asia and B (main points)
 - Proposed workplan – no-cost extension until Sep 2003 requested by PD, BEEPP – refused by both EEU and IUCN-REEP- money would go to new phase project; major concern on lack of outputs; proposed workplan not clear, needs focus on issues and activities; one key theme as focus (environment in PRSP or mainstreaming env. into budget); background policy paper, high level policy dialogue workshop, training programme and broader roundtable dialogue with key env/pov/econ players in Bangladesh around focal theme; selected issue to strengthen current networks established and involvement of Advisory Group and IUCN in process
 - Review absolutely critical
 - BEEPP status – sole IUCN role is "physical accommodation and logistical support" as far as understanding of EEU/SIDA is concerned; why have project?
 - Need to ensure that project accomplishes something as it would reflect badly on IUCN
 - Communication process with PD, BEEPP good at meeting

- October meeting in Bangkok – inputs by all parties concerned, including review mission
- What EEU wants (main points)
 - BEEPP as catalyst for policy reform related to poverty and environment under guidance of PAG
 - Extension for another year (September 2003)
 - Unchanged organizational set up (BEEPP hosted by IUCN)
 - BEEPP integrated better with IUCN – “IUCN has been good host, but has BEEPP been a good guest”; “what is in it for IUCN” (expectation for greater integration with IUCN regional programme by IUCN)? Integration in “small” (logos, etc) and “big” (BEEPP experience/models to be useful for IUCN) ways
- Correspondence by Head-REEP to EEU; agrees with EEU points; wants to develop better working relationship among BEEPP, EEU and REEP-IUCN
- Correspondence with IUCN Regional Office re: BEEPP Review

September 2002

- BEEPP External Review