

# **Internship Report**

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**Submitted to the  
Masters in Development Management and Practice (MDMP)  
BRAC Institute of Governance and Development (BIGD)  
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## **Introduction to the MDMP program**

The Masters in Development Management and Practice Program<sup>1</sup> is an innovative, cross-disciplinary, graduate program that combines classroom teaching on the latest advances in development theory and practice with hands-on field experience. The program has been developed in collaboration with the Earth Institute at Columbia University, USA and belongs to the Global Network of Master's in Development Practice. The objectives of the program are to:

- Apply cross-disciplinary knowledge to address complex sustainable development challenges.
- Critically analyse development policies, strategies, plans, and budgets.
- Design, implement, monitor, and evaluate development projects across sectors.
- Navigate the development landscape and understand the roles of major players such as national and international development agencies, finance institutions, government, donors, and UN agencies.
- To make students capable of approaching and analysing development issues in the context of globalisation, economic transformation, and socio-cultural and political changes.
- Prepare graduates for careers in teaching, research, consultancy and management of development organisations.

The duration of the programme is one year. A student registers for 12 credits every semester, and s/he will complete the programme in 3 semesters in addition to internship. Please note that due to the requirement to take foundation courses, the total amount of credits taken by the student in the first semester will be 15 credits.

The program curriculum was a holistic range of courses taught by leading experts in the field, all of whom have work experience, making it a truly practitioner-based program. Courses included:

- Poverty, livelihoods and food security
- Climate Change and Environment
- Global issues in sustainable development
- Sustainable Agricultural Practices
- Sustainable livelihoods
- Urbanization and Development
- Health
- Governance and Public Policy

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<sup>1</sup> <http://bigd.bracu.ac.bd/index.php/academic/masters/masters-in-development-management-and-practice-mdmp>

- Development Research
- Financial and Social Performance
- Communication, negotiation and sustainable development
- Project Management

### **Motivations for enrolling in the MDMP Program**

The Masters in Development Management and Practice is an internationally recognised post graduate degree that I found particularly appealing to complement my past education and current work experience. I have a BA in Communications Studies and a post graduate diploma in Corporate Communications and Public Relations and started working in the field of climate change adaptation around the same time as this program commenced in August 2014. I had previously worked in communications for the insurance sector and had switched to the development field in January 2014 working in energy efficiency for development. Having switched from working in the insurance sector in Canada to development in Bangladesh, my motivation for taking this program was to understand the context I was working in. As a relative newcomer working in development, this program was helpful in understanding the background of any development discourse. BRAC's reputation as a leader in development and the university's affiliation to the organization as well as MDMP's global recognition made this an easy choice for a post-graduate degree.

### **Work Placement - About ICCCAD**

The International Centre of Climate Change And Development (ICCCAD) is a world-class institution that conducts research and builds capacity on climate change in Bangladesh and globally. As one of the countries at greatest risk to climate change, Bangladesh has emerged as a leader in research and action in this field. Using our surroundings as a living laboratory for climate change and development, our research has created a knowledge base on effective adaptation strategies and enhanced understanding of the social impacts of climate change. Through the expertise and research outputs of ICCCAD, Least Developed Countries, governments, donors and NGOs, can enhance their knowledge of climate change and development challenges and implement solutions to better tackle its effects. Our main functions include:

- Training future and current leaders on climate change and development
- Conducting research to generate peer reviewed publications on climate change and development, with a focus on climate change adaptation
- Building capacity, across various sectors in Bangladesh and for Least Developed Countries

- Building and leading a network of partners, mainly consisting of Southern based institutes

The organization is a centre of the Independent University, Bangladesh and is a collaboration between the university, Bangladesh Centre for Advanced Studies and International Institute of Environment and Development in London, UK.

Specific programs and projects of the organization include:

Climate Change Governance Program - The programme is designed to address the governance challenges within climate change programmes and policies by engaging with multiple stakeholders from both government and non-government institutions.

- Scoping study on Good Governance of Climate Change Adaptation in Bangladesh
- Strengthening Partnerships on Capacity Building and Finance for Local Climate Change Adaptation in Bangladesh
- Learning Hub events - policy engagement with the Planning Commission of Bangladesh
- Bangladesh Bank (BB) - building climate resilience and green economy (CRGE)

Urban Climate Change Program - ICCCAD's urban program addresses the work, health and sanitation needs of migrants moving from climate affected areas of Bangladesh through strengthening governance and partnerships

- Improving Multi-Stakeholder Collaboration for Water and Sanitation Sector to Contribute to Positive Impact on Urban Climate Resilience in Bangladesh
- Research and Documentation of Asian Cities Climate Change Resilience Network (ACCCRN): Bringing Resilience to a Coastal Urban Centre of Bangladesh
- ACCCRN country node

Climate Finance Program - The program aims to explore policy options and provide research support to improve transparency and effectiveness of climate finance, making sure it is channeled to address the needs of the most vulnerable groups.

- Institutional development in Bangladesh throughout the direct access to the Green Climate Fund
- Study of the current climate finance landscape for adaptation and its effectiveness of reaching the most vulnerable
- Scale up the climate change insurance in Bangladesh and learn from the previous pilot programmes

Loss and Damage - ICCCAD is leading figure on loss and damage conducting research, capacity building and building networks to improve understanding of this emerging issue and inform international negotiations.

- Warsaw International Mechanism on Loss and Damage Supporters Group
- Research on Non-Economic Loss and Damage Caused by Climatic Stressors in Coastal Districts of Bangladesh
- Asia Pacific Forum on Loss and Damage
- Loss and Damage in Vulnerable Countries Initiative

Gobeshona - a knowledge sharing platform for climate change research on Bangladesh. It aims to bring together the national and international research community to encourage sharing, enhance quality and, in doing so, make climate change research on Bangladesh more effective. The program has four components:

1. web portal - [www.gobeshona.net](http://www.gobeshona.net)
2. Monthly Seminars
3. Young Researcher Workshops
4. Annual Conference

Gibika - The aims of the Gibika (Research to Action) project are to advance a scientific understanding of livelihood resilience in Bangladesh, and to apply scientific conclusions towards community-led solutions (projects in the communities) that improve the living conditions of vulnerable people. When livelihood systems are not resilient, environmental shocks can have long-term impacts on human well-being and development goals. By implementing community-led solutions, this project can promote livelihood resilience, and protect progress toward development.

The partnership is a five-year research-to-action partnership between International Centre for Climate Change and Development (ICCCAD), United Nations University – Institute for Environment and Human Security (UNU-EHS) and Munich Re-Foundation (MRF) with aim of improving the living conditions of people in our seven sites in Bangladesh through scientific research and community-led action.

Key goals of the Gibika project:

1. Rigorous scientific knowledge about resilience in livelihood systems;
2. Community empowerment in decision-making and implementation;
3. Livelihood transformation in the focus communities in Bangladesh;
4. Disseminate findings, insights and experiences to influence national policy and facilitate wider use.

Resilience Academy - The annual Resilience Academy is meant to provide a platform for connecting communities of expertise (early phase practitioners, academics, and policy analysts), examining livelihood resilience and loss and damage caused by climate change. Papers and policy briefs produced in the context of the academy aim at influencing big policy milestones. The Academy meets once in Bangladesh and once in Germany.

Action Research for Community Adaptation in Bangladesh (ARCAB) - ARCAB is a long-term programme of action research that aims to spread knowledge and best practices of community-based adaptation to communities across the world. It increased the capacity of 16 international NGOs to take on community based adaptation projects. Visit [www.arcab.org](http://www.arcab.org).

Masters of Science in Climate Change and Development - Since 2013, the School of Environmental Science and Management at IUB, along with ICCCAD, has been running a full time Masters of Science in Climate Change and Development. The degree aims to help students to shape climate change and development capacity-building efforts worldwide and provides opportunities for practical, hands-on research in a country at the forefront of climate change.

Short Courses and Workshops - ICCCAD's short courses and workshops have trained almost 500 professionals working in climate change from 41 different countries. Courses are a weeklong, include a field visit and can be general or bespoke and usually aimed at professionals working in the field of climate change. Past courses have included community based adaptation, negotiators training, disaster risk reduction, network building for urban climate resilience and climate finance.

### **Duties and functions at work placement**

For the duration of the Masters program and continuing after the conclusion of the program, I have been employed as a communications coordinator at the International Centre for Climate Change and Development (ICCCAD). I started in July 2014 as a Research Associate, and then continued on as the Communications Coordinator, a position I still hold today.

ICCCAD is an excellent organization to try new and interesting projects and initiatives that allowed me to be travel and be involved in pieces of work beyond the traditional duties of a communications coordinator. My role at ICCCAD constitutes the following functions:

- Developing the overall communications plan of the organization - ICCCAD's communications plan aims to ensure that ICCCAD's communications functions and activities gain recognition and visibility among our key stakeholders, national and international. ICCCAD's communications strategy will therefore be to highlight the programs, projects, events and initiatives of ICCCAD through a myriad of communications tools most effective based on its current capacity and resources. My function includes developing and executing communications activities that achieve the goals of the communications department of the organization. These functions include:

- Supervising the communications associate
  - Editing reports, policy briefs, other publications
  - Disseminating the ICCCAD e-newsletter to all of our contacts
  - Social media - twitter, Facebook and LinkedIn
  - Conducting staff capacity building - conducting training sessions on various communications skills such as social media, rapporteuring, event reporting
  - Soliciting articles, crating, producing, editing a weekly page in the Dhaka Tribune newspaper on climate change. See Annex 6 for a database of links to articles and online issues published in the newspaper
  - Developing organizational brochures and promotional materials
- Maintaining a list of all proposals submitted and in-preparation and status of ongoing projects
  - UNFCCC Focal Point - attending UNFCCC meetings and ensuring ICCCAD maintains input into the process through requests from Secretariat staff and the Nairobi Work Program
  - Organizing events and workshops including the following:
    - Workshop on Accessing the Green Climate Fund: Options, opportunities and challenges for private sector and civil society organizations. The National Designated Authority (NDA) of Bangladesh to the Green Climate Fund (GCF) and Senior Secretary of the Economic Relations Division (ERD) organized a session of a daylong workshop titled 'Accessing Green Climate Fund: Opportunities, Options and Challenges for Private Sector and Civil Society Organizations', held on Sunday, November the 8th, 2015 at the Bangabandhu International Conference Centre (BICC), Dhaka. The workshop was organized in partnership with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, International Institute of Environment and Development (IIED), International Centre for Climate Change and Development (ICCCAD), BRAC and United Nations Development Programme (UNDP). In the workshop the Green Climate Fund (GCF) was introduced to the private sector and civil society organizations (CSOs) of Bangladesh. Opportunities, options and challenges of private sector and CSOs in accessing international climate finance was explored with special focus on private sector facility window of GCF. Concept paper for the workshop is attached in Annex 7



- Learning Hub Event on Nutrition and Food Security: A Comprehensive and Adaptive Agricultural Development

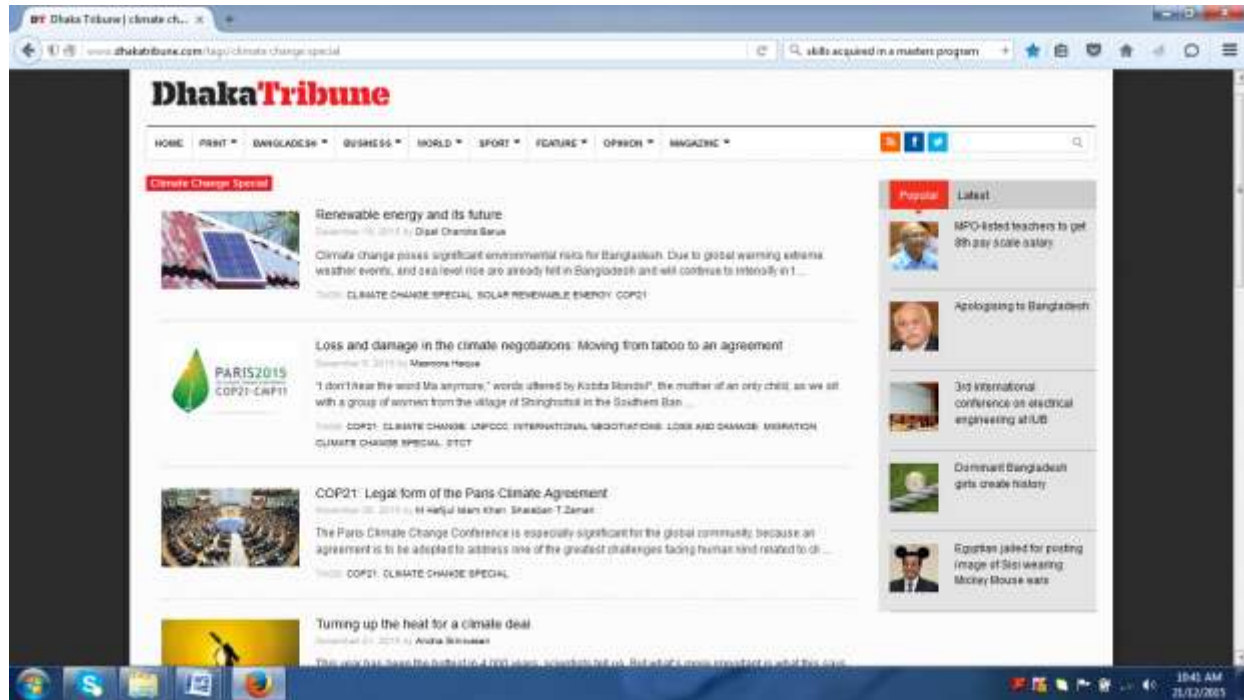
- Attending national workshops and events including the following:
  - Implementing Bangladesh Climate Change Strategy and Action Plan - training for journalists
  - Climate and Diplomacy Day organized by EU and BRAC
  - Integrating migration into climate change policy and planning in Bangladesh organized by RMMRU
- Attending international events such as the Community Based Adaptation Conference on Climate Change in Nairobi, Kenya and Development and Climate Days in Paris, France
- Staff capacity building - training session on communications skills:
  - Report writing
  - Twitter part 1
  - Twitter part 2
  - LinkedIn
  - Buffer/Hoot suite
  - Communications plan
  - Writing tips
  - Writing a newspaper article
- Dhaka Tribune Climate Change page - Dhaka Tribune, ICCCAD at IUB and its partners are collaborating on a climate change page featuring research, projects, initiatives, expertise and opinions on climate change in Bangladesh and globally.<sup>2</sup> Launched on Monday, February 16, 2015 and published every Saturday of the month, the page and its online version features content on various themes on climate change. This is an opportunity for the work happening in climate change in Bangladesh and globally to reach, inform and educate a wider audience and tell policymakers where they need to pay attention.

My role is to create an editorial schedule, solicit the content, contact writers, provide guidelines, edit the articles and send them to the newspaper to print it. I also support the web team by ensuring that features such as tags and hyperlinks are present in the article itself.

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<sup>2</sup> <http://www.dhakatribune.com/tags/climate%20change%20special>

I also have regular meetings with the editor and features editor to figure out the web content and web layout of the page. So far, I have produced 27 issues and Annex 6 has all the links to the articles produced. Below is a sample of the print page and online page:



## Seasonal migration and its effects on poverty: Evidence from the Shiree program

by David P. Friedman and David P. Friedman

Seasonal migration is common among Bangladeshi farmers in response to the fact that it is not possible to grow rice continuously throughout the year. The Shiree program is a seasonal migration program that provides training and support to farmers in Bangladesh. The program is designed to help farmers in Bangladesh to improve their income and living standards. The program is designed to help farmers in Bangladesh to improve their income and living standards.



A group of people are gathered around a table, possibly participating in a training session or a community meeting.

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## The climate change and migration nexus in Bangladesh

by David P. Friedman and David P. Friedman

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## River deltas and climate change: Reducing vulnerability through a better understanding of migration and adaptation in the Ganges delta in Bangladesh

by David P. Friedman and David P. Friedman

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## Overall benefit of the programme

As a newcomer to the field of development, I found that the biggest contribution to the program at my work placement was my understanding of development issues in Bangladesh and similar developing countries. The Masters program helped me understand the underlying context of our work which is climate change in a developing country and its responses from policy makers nationally and internationally.

I never studied in Bangladesh beyond high school, so this course was tremendously helpful in building an understanding of Bangladesh's development status, priorities, policies, challenges and successes. Climate change is a phenomenon that has implications across all development sectors in Bangladesh. Understanding the elements of the different sectors such as health, urban, poverty, food security, agriculture, sustainable development, livelihood, policy and governance was beneficial in understanding how climate change impacts these different sectors.

The course curriculum covered a wide range of topics designed to give students insight into the development challenges and work being done by the government, multilaterals and donor agencies. In every course the students were introduced to documents prepared by UN agencies, World Bank or donor agencies. These included:

- DFID's Sustainable Livelihoods Framework

- Institute for Development Studies - Sustainable Livelihoods Framework
- World Bank's Handbook for Evaluating the Impacts of Development Projects on Poverty
- UNDP's Human Development Report
- Bangladesh Poverty Assessment
- UN's Action Agenda for Sustainable Development
- World Bank's World Development Report
- UN's post 2015 development agenda
- IUCN's Climate Change and Fisheries Report

This helped not only in shaping a very practical understanding of the discourse, it was also helped us know the work the different agencies were doing. This is particularly helpful in the development discourse, as oftentimes, many of these documents are referred to shape arguments and used as references in various other reporting.

The different programs and projects of ICCCAD address certain development challenges. The urban program addresses the challenges of rapid urbanization, migration caused by rural land being lost to river erosion and other climatic and non-climatic factors. The urban course helped me understand the needs, plights and living conditions of the urban poor when they first migrate to the cities. It helped me understand the dynamic nature of the urban poor and their resourcefulness in dealing with the challenges they face.

The governance program of ICCCAD addresses the issues of lack of capacity and resources of the government, the planning and policy challenges and the dominance of the central government. One concept learned in class that we also practice in our governance work is the consultation of multiple stakeholders such as researchers, academics, UN agencies, donors, NGOs and private sector in policy matters. Our Learning Hub events are a testament to bringing multi stakeholders together to mainstream climate change into the national planning process.

Our climate finance work addresses the issue of lack of transparency, accountability, reporting in government finance mechanisms and the need to implement and systems that ensure these functions are carried out accordingly.

Our field research project, Gibika, deals with multidimensional poverty, inequality, eroding livelihoods, lack of access to resources and basic amenities. The central question of ICCCAD's research asks how happens to development in the face of a changing climate? Understanding these inherent vulnerabilities was central to understanding of the context of work we do at ICCCAD.

My favourite course was the global classroom course - Global Issues in Sustainable Development. This course was an eye-opener to the global discussions and discourse on

development and I was inspired by both the online of various scholars and public figures and in classroom lectures of Rashed Zaman. I particularly enjoyed the global nature of the course and being part of the global community of development scholars and practitioners. In addition, the course introduced us to the status of development in all the key sectors of development such as:

- Economic development and Inequality
- Health
- Education
- Food security
- Climate Change
- Human Rights
- Governance
- Cities and Urbanization

These lectures distilled the learning from many countries and provided a synthesis of the existing state of development in these sectors. It also set the stage for the rest of the program and I was able to understand the current state of world affairs from this course. Particularly interesting in this course was the relationship between international development and international relations. Professor Zaman very intricately and insightfully weaved the narrative of security with that of development. If development is freedom from want, then security is the freedom from fear and the lack of these two elements either separately or together was the premise of this course.

MDP 623 - Climate Change and Environment was a tremendously helpful course in helping me understand climate change in Bangladesh. The course was perfect nexus of climate change, environment and development and gave me the background of key concepts, debates, approaches, issues and strategies relating to the dynamics of various climate and environmental sectors and associated developmental practices. It brought to light theoretical discourses with practical examples and introduced us to the policies in environment and climate change. At the end of the course, I felt like I had learnt the key contexts, issues and challenges surrounding climate change, environment and development both globally and nationally.

Specific topics learned that was relevant to the work ICCCAD does include:

- Impacts of climate change on agriculture, wetlands, fisheries, Forestry and biodiversity
- Climate Change Manifestations and Adaptation Responses in Bangladesh with an overview of mainstream programmatic actions and interventions and examples of selected adaptation interventions
- Community Involvement for Environment Management (with a special focus on Co-management)

- Community-driven/people centred development and environmental management: Selected examples and best practices – especially sharing the experiences Co-management:
- Climate Negotiations and Associated Politics - Climatic negotiations and the Bangladesh stance
- Policies, Legislations and Governance Regimes concerning the Bangladesh Environment and Climate Change

My most central take away from the program was that Bangladesh's development status is poor primarily because of weak, inefficient, ineffective governance. Governance has a central role in ensuring sustainable economic and social growth of a country and because of the government's weakness, the country is in the status that it is. The country has come a long way in terms of making progress in certain sectors such as health, education, population and income. The longevity is now at 70, the country has achieved near parity primary education, population growth has slowed to a stable level and GDP per capita has risen to the level of low-mid income country. However, the government's vision to become a middle income country will rest primarily on the government's ability to implement the policies it has passed with minimal inefficiency and corruption.

### **Skills acquired**

The very transferable and useful skills acquired in this program will carry me through my entire career, I am confident.

**Presentation skills** - Almost all the courses in the MDMP program in every semester had a group or individual presentation component to it. This was tremendously helpful in formulating concise arguments, laying them out in power point slides and presenting them in class. This is a transferable skill that I have used many times at work. I deliver training sessions to ICCCAD staff on various communications skills such as using social media, communications strategy, writing, etc. The practice in class gave me the confidence and control and helped me deliver these training sessions more effectively.

**Report writing skills** - The essays, reports and final exams that we wrote for the courses in the program were also excellent training for better reporting and rapporteuring for my work at ICCCAD. Most importantly, it helped me write concise, cogent, clear reports, presenting arguments in a organized manner and highlighting important points for the report topic in question.

**Analytical skills** - Learning about the different concepts of development and the relationships of one sector with another improved my analytical and thinking skills. This is very important in a research organization. Although I haven't done any research in the past 3 months, I do attend

many event where research methodologies and findings are heavily discussed and I draw on the many concepts and insights learned in class to analyse and judge the projects being presented.

**Knowledge gained** - The most significant and impactful skill was the knowledge I gained from the MDMP program. Knowing the background of development, the jargon and being able to connect the dots, drawing parallels between different development and climate change discourses and identifying the interdependent nature of climate change and development is a knowledge I gained through the course.

**Confidence** - The knowledge acquired through this course ultimately gave me more confidence in my abilities as a development practitioner and communications coordinator. I was able to understand the context in which we work and make the connections with different aspects of development as it related to climate change. I was confident in my abilities to perform high-level duties such as speaking at meetings, workshops or commenting on proposals.

Studying development studies in a developing country gave ample opportunity to see and experience firsthand the development challenges faced in a developing country. The practical nature of the course was also helpful in understanding these challenges better. For example in our urban course, we learned the reasons behind the traffic situation in Dhaka city. It is essentially an everyday reality, but there is a theory and reasons behind it, which helped me understand the development challenge in a very practical way.

I am applying for higher studies abroad and this MDMP degree can be leveraged to obtain admission into a competitive program. This degree and its international affiliation adds much credibility to my educational qualifications.

**Teamwork and collaboration** - the course was very heavy on group work and presentations, which enhanced by teamwork and collaboration skills. It helped us have constructive group discussions, divide tasks, delegate, all the while listening to the inputs of team members and going about the task in a democratic way. Learning to work with people of different educational and work backgrounds was also a strength of this course. I am very impressed by the competency and knowledge of the classmates and appreciated that all of them brought skills and experiences in our group.

**Multitasking** - Completing a Masters degree and full time work is a tremendous feat in multitasking. I set out the tasks I had to do each month, prioritised them according to deadline and completed them according to schedule. I had to juggle multiple priorities and as a result my documentation and organization skills improved. I documented all the tasks I did, tracking their performance and setting out an outline of what I should do each month and what I have done each week. I attach a sample monthly and weekly schedule in Annex 8.

**Research and information gathering** - working for a research institute and communicating research outputs, it is crucial for me to know at least on a surface level what the topic of

communication is. Researching the topic was made easy by all the excellent documents and reports and readings provided by the course.

### **Specific tasks relevant to the program**

From August 2015 to December 15, 2015, there were a number of instances and experiences where I felt that the topics covered in the courses were directly relevant to the work I did. Below is a capture of specific course work where I was able to draw on:

#### **Learning Hub Event on Nutrition and Food Security: A Comprehensive and Adaptive Agricultural Development<sup>3</sup>**

**Date: August 2015**

The Learning Hub Events (LHEs) are jointly hosted by the GED Planning Commission; the International Centre for Climate Change and Development (ICCCAD) at Independent University, Bangladesh (IUB) and the International Institute for Environment and Development (IIED). The GED-ICCCAD-IIED joint collaboration has already organized four events of this kind between last year and this year on various prevalent themes on climate change issues. The overarching aim of the Learning Hub Events is to enhance the capacity of the General Economic Division in climate change resilient development, bringing together the expertise of research partners, bilateral and multilateral agencies, practitioners, financial actors and local beneficiaries to a common platform.

The learning hub event held on August 5, 2015 on the topic 'Food and Nutrition Security: A Comprehensive and Adaptive Agricultural Development,' had many elements that I learned in the sustainable agricultural practice course. The event featured a presentation by the head of the Department of Agricultural Extension (DAE), about whom we had learned in the course, so I was familiar with the functions of the organization and its role in linking the research and farmers. I was in charge of reporting on the event to our donor, DFID. Please see footnote 3 to see the report or Annex 1.

Our course on sustainable agricultural practices had a large component dedicated to policy where we learnt about the institutional framework of technology development and dissemination and the organizational strategies, need of policy planning and current policy support for eco-friendly agricultural technologies and processes. The event highlighted the organizational structure of the DAE, key adaptation technologies the organization has championed such as salt tolerant rice varieties, innovative farming practices and processes such as zero tillage and integrated farming all of which I had learned in the course. This event is a flagship event of

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<sup>3</sup> <http://www.icccad.net/events/ged-icccad-iiied-learning-hub-event-food-and-nutrition-security-a-comprehensive-and-adaptive-agricultural-development/>



ICCCAD and the reporting needs to be really strong. I felt that the course helped me understand the discussions and presentations better and as a result, my reporting of the event was very strong as I captured the main points of the discussions.

Here is a sample of the main points captured in my report:

Dr. Abu Wali Raghieb Hassan is the Deputy Director, Department of Agricultural Extension (DAE) Ministry of Agriculture. His presentation outlined the major threats to food security and agriculture, current food availability in Bangladesh and adaptation technologies championed to boost agricultural production in saline, drought and flood prone areas. The presentation concluded with lessons learned and recommendations useful for members of the GED looking to build a food secure 7FYP.

Although both production and per capita availability of food is increasing in Bangladesh, the nutrient level is still lower among women and children. Given the country's growing population and rapid urbanization, the demand for food is high. Climate stressors such as drought, salinity, flood and changed pattern of rainfall is presently putting pressure on crop yields, disrupting the supply of food. Bangladesh might have to import some food items in the coming decades. Agriculture is the most important factor for the economic development and a broad and participatory approach should be followed for a sustainable agricultural development.

The DAE aims to provide eco-friendly, safe, climate resilient, sustainable agricultural practices and sustain natural resources to ensure food security as well as commercial agriculture with a view to accelerating the socio-economic development of the country. To meet this aim, the organization has championed the following adaptation technologies worthy of mention:

- Rice - piloting saline tolerant, short duration, early and late rice varieties in saline prone areas
- Water conservation - rain water conservation in mini-ponds and planting less water loving crops such as mungbean, kheshari and mustard in the fresh water starved coastal zones
- Cultivation practices - zero tillage, priming of seeds during sowing, mulching, relay, cropping, dry seed bed and using green manure and vermi-compost that improve soil quality

Tackling the 'zero hunger issue' will be the actual challenge while implementing the 7FYP. Suggestions specific to the 7FYP include:

- Short and long term capacity building for DAE, project and field staff
- DEA is the link connecting researchers and farmers and this link should be strengthened for development and dissemination of technologies

- Adaptation to climate change is very location specific, therefore, the research and interventions must follow a bottom up and decentralized approach, allowing room for micro planning
- Increasing awareness of relevant institutions and farmers, especially marginal, small, tenant and women farmers
- Eliminate gender disparity in agricultural wage, food consumption and household decision making
- Adaptive technologies is essential to sustaining food security in the country and must include both indigenous and scientific technologies
- Intensification of rice production and diversification of agricultural production

Dr. Shamsul Alam thanked Dr. Raghieb Hassan for a comprehensive overview of the work being done to tackle the impacts of climate change in agriculture. He briefly talked about the opportunities of making greenhouses for farming, but it might not be viable in terms of our socio – economic structure. Dr Alam also mentioned that Dr Hassan’s presentation was very rich in demonstrating technology, but it lacks the linkage between crop production and its link to the market. He briefly talked about the existing technology in Bangladesh which is very primitive. Also, crop diversification was considered as a necessary task. Dr Alam suggested that each district should produce one specific crop which might help in diversification. He mentioned that the farmers should have the opportunity to raise voice when it comes to decision making. Ensuring quality of food will be the government’s responsibility. Dr Alam pressed the issue of freedom in marketing and creating a price map.

### **Engagement with the United Nations Convention on Climate Change (UNFCCC)**

We learnt in the course that World Humanity Action Trust principles of good governance enables science and technology to inform policy making and policy implementation at local, national and international levels. The UN system for the promotion of sustainable development penetrates into all areas of international governance. International environment policy, of which UNFCCC is a part, therefore includes international diplomacy, normative principles, good governance principles, environmental protocols and conventions, trade regimes, international financial institutes and systems, technology transfer and capacity development and public/private partnerships. This helped me to understand that the UNFCCC, part of the UN system, must include actors and stakeholders from all these fields. It has also helped me understand that the UNFCCC has a big role to play in promoting sustainable development.

In the Governance for Sustainable course, there was a lecture dedicated to international governance that informed to a great degree the mechanics of the UNFCCC Secretariat that I engage with on many occasions at ICCCAD. Below capture two tasks I did with the UNFCCC - attending the expert meeting on livelihoods and economic diversification and reviewing case studies for the Nairobi Work Program for the UNFCCC Secretariat.

## **UNFCCC Adaptation Committee's Expert meeting on promoting livelihoods and economic diversification**

**Date: September 2015**

In its three-year work plan, the Adaptation Committee (AC) of the UNFCCC Secretariat agreed to convene, in the third quarter of 2015, an expert meeting, led by members of the AC, on promoting livelihoods and economic diversification to build resilience in the context of planning, prioritizing and implementing adaptation<sup>4</sup>. I was tasked with a few functions at this meeting:

- Contributing to the overall discussions - I cited the example of shrimp farming in the Southern coast of Bangladesh and how shrimp farming is a good example of economic diversification that has had consequences on individual livelihoods in the form of rising inequality and income disparities among small and larger farmers
- The meeting was divided into three group discussions for which I took notes (rapporteured) and presented the findings of our discussions after each session to the entire group.
- Networking with members of the Least Developed Countries group and UNFCCC Secretariat staff to arrange ICCCAD's inputs into the Nairobi Work Program.

The main content of the meeting was divided among three topics:

1. Economic diversification at the regional and national levels, looking at macroeconomic policies and instruments. Many participants were from developing countries and presented interesting macroeconomic policies such as market liberalization, stabilization, adjustment, privatization to diversify their economies not just to fight climate change, but also to promote growth.
2. Promoting livelihoods diversification at the household and community levels through a range of approaches, measures and tools. This session is where I drew a lot of concepts that I learnt in our Sustainable Rural Livelihoods course. I applied the principles of the sustainable rural livelihoods framework such as human, natural, financial, social and physical capitals to understand how livelihoods are strengthened in the countries the participants are from.
3. Livelihoods and economic diversification to build resilience in the context of planning, prioritizing and implementing climate change adaptation.

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<sup>4</sup> [http://unfccc.int/adaptation/groups\\_committees/adaptation\\_committee/items/9030.php](http://unfccc.int/adaptation/groups_committees/adaptation_committee/items/9030.php)

The benefit of having taken the program and especially the course on rural livelihoods is that I understood the nature of the discussions and drivers of livelihood and economic diversification and the types of diversification that can happen. This ultimately strengthened my reporting of the event and presentation back to the group.

In addition, some of the recommendations that was generated by the Secretariat staff stemming from the meeting where concepts taught in the MDMP program had in common include:

- Economic diversification and livelihoods are tools and approaches that can apply to both services and products. They should contribute to sustainable development, consider social/ecological dimensions, build future resilience, add value and not lead to a depletion of assets.
- Diversification is not a goal itself. Short, medium and long term interests/risks, as well as vulnerabilities assessments should be considered. Diversification should broaden the income base and be a driver for growth (fast vs. sustainable).
- Diversification can increase inequities and lead to mal-adaptation.
- Livelihood and economic diversification need to be looked at in parallel – in order to consider their linkages and seek coherence between local, meso- and national levels
- Importance of engaging all relevant stakeholders, including the private sector, NGOs, youth, village representatives, etc. to ensure buy-in and ownership
- Livelihood and economic diversification approaches should be a mix of top-down and bottom-up approaches. Macro-economic policies need to combine with micro-level experience and insight
- Emphasize co-benefits of resilience, economic growth and diversification
- Linked to policy planning. Important to use and build on existing tools and insights
- Vulnerability and risk assessments, particularly at the local level helps communities identify and prioritize adaptation measures for development
- Livelihoods and economic diversification do not always go hand in hand with resilience and sustainability. Climate change, migration are push/pull factors.
- Climate change/loss of biodiversity can lead to loss of livelihood/diversification and also the opportunity to recover
- Economics of adaptation –how much investing in adaptation will result in a future benefit
- Local vulnerability is highly exposed to climate change shocks
- Adaptation objectives should go beyond economic growth to also consider social, economic and environmental determinants; concept of “inclusive growth framework”
- The lack of sufficient scientific approaches/capacities/resources are barriers to adaptation related innovations

## **Case Studies featured in the Focal Point Forum of the UNFCCC's Nairobi Work Program**

**Date: October 2015**

The Nairobi Work Program (NWP) under the UNFCCC<sup>5</sup> is a mechanism under the UNFCCC to facilitate and catalyze the development and dissemination of information and knowledge that would inform and support adaptation policies and practices. For the past nine years, during the Conference of Parties, the program holds a Focal Point Forum where it features case studies on adaptation that is making an impact and shares best practices on climate change adaptation. Prior to the forum, partner organizations such as ICCCAD are asked to review a set of submitted case studies under different themes such as linking national and local planning, health, water and human settlements. The best 5 are chosen to be featured in the forum.

As ICCCAD's expertise is in climate change planning and policy, we reviewed 17 case studies under the following criteria given by the NWP Secretariat Staff. The criteria for good practices were:

1. Effectiveness/impacts
  - Effective institutional arrangements (established following clear mandates, ensuring continuity, with sufficient capacity and recognized authority)
  - Low level of transaction cost
  - Ability to capitalize on opportunities and to overcome obstacles
2. Measurability: Overall goal of the practice and how it has been achieved or is intended to be achieved
3. Replicability: Potential for replication in another setting (different scale, different region, etc.)
4. Efficiency: Ability to deliver desired results or intended benefits within the predefined timeframe
5. Sustainability:
  - Ability to continue implementing the practice and delivering benefits without requiring substantial additional resources
  - Environmental, economic and social sustainability of the practice (meeting current needs, without compromising the ability to address future needs)

This is where many concepts learned in the MDMP program came handy. We learned the concept of effectiveness and impacts in the project management course and sustainability was a

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<sup>5</sup> <https://www3.unfccc.int/pls/apex/f?p=333:1:638962034808432>

concept that ran throughout the program. I knew very well the economic, social and environmental elements that needed to be present in the case studies to establish their sustainability. In our governance course, we were taught the principles of participation and local government and drew many of those principles when judging how well there was a link to local and national planning in these selected case studies.

I selected 3 case studies that demonstrated best practices linking local and national level planning which is attached in Annex 3. In Annex 4, please see the list of case studies that we were asked to review. These case studies are shown below:

The following three case studies established a clear link between local and national planning and fulfilled all judging criteria. It is our recommendation that these three case studies be features in the Focal Point Forum. The case studies I chose include:

- Local Climate Adaptive Living Facility (LoCAL) – The Case of Cambodia
- Nepal Climate Change Support Program (NCCSP)
- Building resilience through climate mainstreaming in Kenya’s dry lands or Promoting adaptation and climate resilient growth through devolved county climate finance

	Title of the selected case study	Description of information against the criteria					Brief explanation/assessment
		Effectiveness /impacts	Measurability	Replicability	Efficiency	Sustainability	
# 1	<b>Local Climate Adaptive Living Facility (LoCAL) – The Case of Cambodia</b>	<ul style="list-style-type: none"> <li>- Includes both bottom up and top-down approaches (participatory adaptation measures; grants)</li> <li>- Partnering with the National Secretariat for De-concentration</li> </ul>	<ul style="list-style-type: none"> <li>- Project goal “to demonstrate the role of local governments in fostering climate change resilience and to identify practical ways to</li> </ul>	<ul style="list-style-type: none"> <li>- Inspired a multi-country program referred to as “Local Climate Adaptive Living” Facility (LoCAL) and is active in ten</li> </ul>	<ul style="list-style-type: none"> <li>Within the timeframe has led to several resilient adaptation measures and investments in the project areas</li> </ul>	<ul style="list-style-type: none"> <li>- Capacity building activities targeting policy, institutional and individual levels to ensure sustainability of the processes</li> </ul>	<ul style="list-style-type: none"> <li>• Clear link between national and local planning linking institutions, policies and people - integrating local planning into national policy</li> <li>• Easy to</li> </ul>

		<p>and Decentralization capitalizes opportunities for good institutional arrangements</p> <p>- Capacity constraints at the local level overcome through capacity building activities target all levels</p> <p>- Contributed to the development of national guidelines for mainstreaming adaptation and also assisted at least eight sub-national administrations to update their climate resilience strategy</p>	<p>mainstream climate change resilience into sub-national planning and finance systems”</p> <p>- Clear link between goal and how well and how it was achieved:</p> <ol style="list-style-type: none"> <li>1. Improved the quality of planning and budgeting , implementation, monitoring and evaluation and ownership from local governments</li> <li>2. Contributed</li> </ol>	<p>countries across Asia-Pacific and Africa indicating high replication</p>		<p>- Inclusion in the national planning and financial systems to build the program also adds to the sustainability as the work is included in the larger national planning systems</p>	<p>follow, concise and captures main points clearly</p> <ul style="list-style-type: none"> <li>• Clear objectives</li> <li>• Explained contribution of the project with regards to the objectives</li> <li>• Is replicable</li> <li>• Explicitly considered sustainability</li> </ul>
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			ed to hard and soft resilient adaptation measures				
# 2	<b>Nepal Climate Change Support Program (NCCSP)</b>	<ul style="list-style-type: none"> <li>- Establishment of LAPAs within the NCCSP shows clear institutionalization of local plans into national planning processes</li> <li>- Mandate and principle of the LAPAs clear within the national planning process</li> <li>- Coordination among District Environment Energy Climate Change Coordination Committee (DEECCCC) and Village Environment Energy</li> </ul>	<ul style="list-style-type: none"> <li>- Goal of the project is to increase the adaptive capacity of these vulnerable rural communities to cope with such climatic challenges</li> <li>- Expected results from the national plan and outcome of the LAPAs very well presented quantitatively. How the</li> </ul>	Implementation of LAPAs in 14 districts indicates and proof of interventions reducing vulnerability indicates replicability	The project is in its second year of implementation and is making steady progress. The positive changes on the lives of poor and vulnerable people in just two years seems impressive. Other than this information, difficult to assess this criteria	<ul style="list-style-type: none"> <li>- Capacity building activities in the targeted communities under different themes may ensure sustainability of the project activities</li> <li>- Involve ment of DDCs, Line agencies, community user committees and service providers indicates</li> </ul>	<ul style="list-style-type: none"> <li>- Clear link between national and local planning</li> <li>- Easy to follow description of the project, concise and clearly written</li> <li>- Specific objectives not mentioned; however mentions expected outcomes</li> <li>- LAPAs have a wide and holistic range of activities, which incorporates food security, natural resource management, energy, infrastructure, capacity</li> </ul>



		<p>Climate Coordination Committee (VEECCCC), MEECCCC indicated effective institutional arrangements that monitor, evaluate and implement the LAPAs</p> <p>- Good capture of how the various institutions and government agencies are coordinating to deliver LAPAs</p>	<p>goal has been achieved is also very well articulated</p> <p>- Overall consistency between the local level impacts and national level expectations from the plan. However, results from reduced vulnerability DRR actions are questionable - with only 25% of LAPA participants benefitting from this</p>			<p>buy-in and collaboration of all sectors and is an indicator of sustainability. However, would've liked more clarity on role of service providers</p>	<p>building and health making it a well rounded, multisectoral approach to climate resilience planning</p> <p>- Explicitly considered sustainability</p> <p>- Good use of adaptation technology</p>
# 3	<b>Building resilience</b>	- Strong institutional at	- Challenge	- Approach	- Overall administr	- Sustaina	Clear link between

	<p><b>through climate mainstreaming in Kenya's drylands or Promoting adaptation and climate resilient growth through devolved county climate finance</b></p>	<p>the County and ward level, overseen by the NDMA at the national level</p> <p>- Institutional arrangements, funding structure, inclusion of local government and communities seem to have address disconnect between government planning and mobile pastoralist</p>	<p>s highlighted were clear in the case study, although the objective of the project is not explicitly stated. However, since institutions and structures are recognized as legitimate and involved with local government planning process, it indicates that project has achieved its goal</p> <p>- TAMD allows for locally</p>	<p>es and actions taken during the pilot replicated across four other ASAL counties and up-scaled nationally in a subsequent phase which indicates replication</p> <p>- Scaling up of the pilot in the second phase indicates lessons learned and design of the project can be replicated</p>	<p>ative costs at 7.5% compared to a ceiling of 8.5% by the Adaptation Fund indicates an efficient program. Only information to assess efficiency</p>	<p>bility is not directly addressed. However, digital resource maps and the established institutions and structures may contribute to sustainability</p>	<p>national and local planning, including communities, with clear implementation activities</p> <p>- Easy to follow description of the project</p> <p>- Specific objectives of project not mentioned</p> <p>- Uses both top down and bottom up approaches</p> <p>- Did not explicitly consider sustainability</p> <p>- Especially like the inclusion of communities in assessments</p>
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			generated monitorin g data to be incorpora ted into county and national assessme nts				
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**Proposal - Earth Journalism Network - Climate Educators Fund on Building Capacity of Bangladeshi Journalists to better cover climate change issues**

**Date: November 2015**

I recently wrote a proposal and won a grant to enhance the understanding of climate change among journalists in Bangladesh. The proposal is attached in Annex 2, and it should be noted that this project has not yet started.

The course on project management was very useful in helping me write a proposal, developing a schedule of activities and crafting a monitoring and evaluation plan, making sure that I was managing expectations of the donor in the process. The log frame that we learned about in this course always highlighted the fact that the sequence of activities must follow a logical pattern and steps that follow must be related to each other. This is a small project - comprising of the following steps and deliverables:

- Call for applications and selection of participants
- Two-day in-classroom workshop with 10 selected reporters on climate change with experts in Dhaka
- Field trip with selected reporters - A four day field trip in the Southern coast with participants, accompanied by an expert field coordinator where they will see the sites where impacts of climate change are visible and adaptation/mitigation activities are happening

As learnt from the log frame in the project management course, I put the field trip after the in-classroom workshop so that the journalists can apply the concepts learned in the workshop and see firsthand the discussions from experts.

The deliverables include a midterm report with names of journalists and the report from the first workshop, a final report with experiences from the field and an M&E report. The way I designed the monitoring component of the project is to constantly record the feedback of the project activities, with a final evaluation in the end. One important thing we learned in the project management course was to disclose the risks of the project from the beginning. The monitoring and evaluation report of this proposal includes participant feedback of the workshop and field trip as well as recording any climate change news stories that the participants will cover following the training. This is of much interest to Internews, the donor, but carries an inherent risk. Although it is our intention that the journalists will find climate change stories from both the field trip and workshop, we cannot guarantee that they will actually write on climate change. Journalists in Bangladesh are across beats and very rarely do we find exclusively environment reporters who report on such issues only. So this is difficult to guarantee. I have managed this risk by disclosing that we cannot guarantee what they will write on explicitly in the proposal. Here is a sample from the proposal's monitoring and evaluation plan:

- The general format for sharing M&E results will be a tabular distillation of workshop and field trip evaluations - both quantitative and qualitative. We will evaluate under the following broad goals:
  1. How well the workshops and field trips enhanced participants understanding of climate change
  2. How well the workshop contributed to their capacity to develop feature reports

Another deliverable for this project includes a collection of publications - reports, journals, books, etc that are relevant in the context of climate change and development. We need to give these resources to the journalists so that they understand the concepts they will be covering and do some self study and background reading before covering an issue. The readings for all the MDMP courses were classic and important pieces of literature on the specific course topics and were very helpful in creating this resource base.

### **Position of Bangladesh at the Conference of Parties**

**Date: December 2015**

This year at the Conference of Parties in Paris, a historic agreement was reached and my understanding of the demands of Bangladesh was greatly augmented by taking this course. The discussions and positions of developing countries, such as Bangladesh at a global platform are a reflection of the vulnerabilities, impacts, capacities, resources and priorities domestically. In our environment and climate change course, we had a guest lecture from Quamrul Chowdhury a veteran negotiator who gave a detailed presentation on the UNFCCC decisions and position of Bangladesh. He outlined the positions of the different negotiating blocs such as Annex 1, LDCs,

G77+China and also the positions of powerful Parties such as USA, EU, China and their influence in shaping the positions of the negotiating groups. Perhaps most helpful was the background of the UNFCCC decisions taken by the Parties and crucial decisions leading up to COP21 this year.

He also explained the financing needs for Bangladesh, the demands for transparency, the principle of common but differentiated responsibilities and respected capabilities and the issues of double counting with regards to climate finance. His lecture was very helpful in sharing the background of the COP, the meetings that prepare for COP this year and the position of Bangladesh. He also explained that political will is expressed and monitored through formal legislation, policies, rules and implementation for measures to curb emission – for all countries. His presentation made it easier to follow the negotiations this year.

I highlight some of the demands from Bangladesh (G77+China) which was covered in his lecture which was agreed in the Paris Agreement:

- Replenishment of the Least Developed Country Fund
- Finance of USD 100 billion by 2020 and every year after that

## **Development and Climate Days**

**Date: December 2015**

Development and Climate Days<sup>6</sup> is an annual gathering that links the issues of climate change and development, and promotes dialogue, information sharing and informal discussion alongside United Nations climate change talks. (D&C) Days event is held each year in the middle weekend of the Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC). The 2015 D&C Days took place on 5-6 December in Paris. The theme was "Zero poverty, zero emissions: tough talk on climate and poverty". The theme was designed to highlight the importance of achieving an agreement on climate change that is fair, as well as ambitious bringing together practitioners, negotiators, scientists and policymakers to explore key issues related to adaptation to climate change in developing countries. It is organized by ICCCAD's partner IIED and I was in Paris this year attending the event.

The event had many high level panel discussions and parallel sessions and I was there as a rapporteur or a note-taker for one of the sessions, titled Success of climate and development – adaptation in Least Developed Countries. These notes finally get compiled into event proceedings which will be published early next year. This session featured discussions how climate adaptation can be managed for developmental outcomes in Least Developed Countries

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<sup>6</sup> <http://www.iied.org/2015-development-climate-days-tough-talk-crucial-transitions>

(LDCs) and Small Island Development States. Focusing on the design and implementation of adaptation interventions, ways to channel finance to local action, and how adaptation successes can influence the development of National Adaptation Plans.

One of the discussants was Nayeem Wahra from BRAC's Disaster, Environment and Climate Change (DECC) program. Governance, transparency (or lack thereof), accountability, sustainability of successful programs were the highlights of the discussions. I drew on the principles of what the elements of good governance and the issues with transparency and accountability were to better understand and highlight these discussions in my notes. There was also discussion on ensuring community buy-in, protecting indigenous knowledge and empowering local government to ensure sustainability of projects. These were aspects which I had learned in the field research course where we saw a local government project with Rupantor. The rapporteur notes are only two pages long, so my course work helped me capture the most important discussions, solutions and challenges relevant to LDCs.

### **Loss and Damage Workshop**

**December 2015**

**See Annex 9**

The loss and damage side event convened by ICCCAD and Sciences Po University on December 4, 2015, brought together about 20 participants from academia, government, UN agencies, think tanks and civil society organizations. The purpose of the meeting was to network among the community of practitioners either working on loss and damage or interested in the issue and share experiences.

Worried about human induced loss and damages, the Association of Small Island Developing States (AOSIS) has been advocating for an insurance scheme. Annex 1 countries had avoided mentioning loss and damage for the longest time given the questions of liability, leading to potential compensation. In the Cancun Adaptation Framework adopted in 2010 at COP 16, the words "loss and damage" appear for the first time in the negotiating text, followed by regional and thematic workshops on the topic. A real breakthrough happens in COP 19 in Warsaw where loss and damage gets fully institutionalized into the Adaptation stream of the UNFCCC through the [Warsaw International Mechanism on Loss and Damage](#).

Warsaw International Mechanism on Loss and Damage (WIM)

The mechanism is guided by an [executive committee](#) comprising 20 members from parties to the convention, split evenly between developed and developing nations. The current Co-chairs are Shereen D'Souza (USA) and Pepetua Latasi (Tuvalu). The committee set up an initial [two-year work plan](#) with nine action areas. The committee has exactly one year to gather evidence, provide advice and recommendations to the COP in 2016.

### *Financing loss and damage*

- The total cost of loss and damage for the 48 least developed countries is currently estimated to be USD\$50 billion annually, while the 13 biggest fossil fuel companies made more than \$100 billion in profits last year. The [Climate Justice Program](#) advocates for a carbon levy on fossil fuel companies and is another example of innovative finance on loss and damage.
- The UNFCCC's [Standing Committee on Finance](#) organizes a yearly forum and next year's forum will look at financial instruments that address the risks of loss and damage associated with the adverse effects of climate change
- Weather index based insurance have encourages farmers to uptake new products in climate affected areas. The project is based at the International Research Institute at Columbia University and pilot projects are based on weather variable, such as level of rainfall easily found on free satellite data
- Although insurance has long been championed as a financial mechanism for loss and damage, participants raised a critical question of its ability to service the very poor. It might also not be appropriate for slow onset events.
- It is important that loss and damage finance is a mechanism for support and help for the poor and so much more than the compensation issue that causes much controversy and disagreement. For example, Bangladesh has put close to USD 500 million into climate change project of which 1/3 is kept in reserve in an interest bearing account. Designing a good mechanism asks what will trigger the money? How do we best monitor it?

### *New research on loss and damage*

- ActionAid recently concluded a multi-country research on loss and damage in four countries in Asia. Their research uncovered that to address risk, it is important to understand vulnerabilities first. Risk management and resilience measures are short term, however the impacts are long term. Coping strategies have often meant loss in nutrition and food security.
- Another researcher in the group is looking at the changing narrative on loss and damage through the eyes of the negotiators
- The ecosystem's critical role in mitigation of loss and damage was also another area of work being done

### **Challenges faced in completing this program**

I completed this course while I was engaged in full time work at ICCCAD. The nature of my work placement is very demanding and I often have to bring work home past regular office hours. As a result, it was very hectic and exhausting to go to class four days a week and pay attention to the lectures. Completing the assignments and presentations was also taxing as full

time work often means that I had little time to devote to assignments. However, there were many synergies in terms of knowledge from working in the field of development which eased the pressure a bit. I was also able to get time off work for final exams.

### **Recommendations for the program**

Overall, the curriculum of the MDMP program at BRAC is on par with any internationally recognized institute. I think the curriculum should remain the same. However, since most students are working full time, the course load needs to lessen per semester to three courses from four.

I also think the marking scheme should reflect more analytical thinking and critiquing of the concepts we learn in class and their application. As a result, I think that there needs to be less components to the grading, and more substantial marking and assignments with more weight. For example, instead of having a presentation, midterm exams, final exams, an assignment and class participation for a course, the course might be marked on lesser elements with more weight, such as class participation, midterm OR assignment and final exam OR final assignment.

Research - I would have liked to have been more connected with the research BIGD was doing on governance and development work. That would have made us more aware of the research outputs and research findings of the institute.

### **Future Plan for Using the Skills/ Competencies**

I thoroughly enjoyed the MDMP program and wish to continue in this field with the skills acquired from the course. What I realize after completing this course is that this is a field where knowledge is very valued and if I want to progress further, I will need to study further. So I do have a plan to augment this degree with further higher studies.