

**Char Development and Settlement Project Phase IV
Bangladesh**

**CDSP IV Knowledge Management and Climate Change
Mission Report No 8**

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Government of Bangladesh / IFAD / Government of the Netherlands

Implementing Government Agencies:

- Bangladesh Water Development Board (BWDB)
 - Ministry of Land (MoL)
 - Local Government Engineering Department (LGED)
 - Department of Public Health Engineering (DPHE)
 - Department of Agriculture Extension (DAE)
 - Forest Department (FD)
- and NGOs

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List of Abbreviations

AR5	Assessment Report 5 (IPCC)
BARI	Bangladesh Agricultural Research Institute
BTV	Bangladesh Television
BWDB	Bangladesh Water Development Board
CDSP	Char Development and Settlement Project
DAE	Department of Agricultural Extension
DPHE	Department of Public Health Engineering
DSI	Society for Development Initiatives
DUS	Dwip Unnayan Songsta
FD	Forest Department
ICZM	Integrated Coastal Zone Management
IFAD	International Fund for Agricultural Development
IPCC	Intergovernmental Panel on Climate Change
KAP	Knowledge Attitude Practice
KM	Knowledge Management
KMAP	Knowledge Management Action Plan
KMPF	Knowledge Management and Progress Framework
LGED	Local Government Engineering Department
MIS	Management Information System
MoL	Ministry of Land
NSTU	Noakhali Science and Technology University
PCD	Project Coordinating Director
PMC	Project Management Committee
PME	Participatory Monitoring and Evaluation
PMU	Project Management Unit
RIMS	Results and Impact Management System
SALE	Sustainable Access to Land Equality
SSUS	Sagarika Samaj Unnayan Sangstha
SWOT	Strengths, Weaknesses, Opportunities and Threats
TA	Technical Assistance
WMG	Water Management Group

1. Objectives of the Assignment

1.1 Introduction

The fourth phase of the Char Development and Settlement Project (CDSP IV) started in March 2011 and will be concluded in March 2017. The objective of the project is to reduce poverty and hunger of the women, men and children on the newly accreted chars. From the start in 2011 the staff of the project is working to put in place an effective management of water resources; protection against tidal and storm surges as well as improved drainage; to build a climate resilient internal infrastructure for communication, markets, cyclone shelters; provision of potable water and hygienic sanitation; to provide the settlers with a legal title to the land they are occupying; to improve the resilience of livelihoods and households; to build field institutions and to conduct surveys to contribute to the learning around the Integrated Coastal Zone Management (ICZM) efforts.

The project collects and analyses information on results & outcomes and disseminates lessons for ICZM and is studying the future development of new chars.

Knowledge Management (KM) and communications activities can leverage know-how across organizations to improve decision making, innovation, partnerships and overall organizational results. The activities support the full utilization of organizational knowledge such as lessons learned from success and failure, good practices, and innovations to create a more effective and efficient organization. It raises awareness among partners and stakeholders, supports the sustainability and scaling-up of project interventions, and strengthens advocacy and policy dialogue.

Important is that management (PMC) and all staff of the CDSP project are aware of the advantages of knowledge management and communication. This means that PDs have to be committed and support the staff members responsible for collection, structuring, storing and dissemination of information. Apart from that management has to convince their staff that spending time on KM activities pays back in efficiency, effectiveness and quality of their work and cooperation with other organisations.

So far two short-term (ST) technical assistance (TA) missions have been conducted that touched on / analysed the knowledge management aspects of the CDSP IV project.

In 2012 Koen Joosten performed an analysis of the climate change aspects of CDSP IV. His conclusions regarding knowledge management entailed:

- a) Integrated approach towards climate change adaptation of six government agencies working together to combine community based and engineering interventions is relatively unique. As the international development community is still learning about climate change adaptation, the documenting and sharing of lessons learned is essential. Although this is already being done, it could be strengthened further.
- b) There is currently no coherent climate change strategy formulated in the project. The development of one will bring together tacit and explicit knowledge, possibly contributing to above conclusion (a) when shared within the international development community.

- c) The website should be further developed through information such as technical reports, background information, progress, lessons learned and news.
- d) For communication outwards the project brochures should be further developed. Conferences, workshops and seminars could be used as outreach activities.

In 2013 a first knowledge management and communications plan was developed by IFAD during a short term mission to the project of Sarah Hessel. Methods described to improve the KM within the project were:

- a) Strengthening a knowledge sharing environment through internal trainings/workshops on knowledge management; training/internal workshops on ICT tools; creating a community of practice to build and share knowledge over a longer period of time; utilizing M&E for knowledge management; enhance the library system.
- b) Building a knowledge infrastructure through further developing brochures/project information folders; technical products/policy briefs; establishing a good practice database; the collection of quality project photographs.
- c) Increasing outreach and visibility through a newsletter; improving the website; contributing to the IFAD Asia knowledge sharing platform; participating in conferences; unified email signature; developing media relations.

This current ST KM mission builds on the conclusions/recommendations and data of these previous missions.

1.2 Objectives and tasks performed

The objectives for this short-term mission were to critically assess the current knowledge management situation of the project, further develop its KM tools, and establish an annual Knowledge Management Action Plan for 2015. Additionally a first draft was made on the objectives and content for a future short-term mission to develop the CDSP IV climate change strategy.

During the mission the following tasks were performed:

1. On the basis of the “*Knowledge Management and Communications - Assessment and Plan*” report of January 2013, recommendations were provided for further specifying and strengthening the CDSP IV knowledge management approach, activities and scope.
2. Developed recommendations on how CDSP IV can be better represented in knowledge sharing or outreach events/ networks (on- or offline) in Bangladesh and possibly beyond.
3. Developed tool utilization recommendations for replication of the project’s achievements, good practice and sharing of lessons learnt in appropriate and accessible formats for a wide audience.
4. Assessed and developed CDSP IV’s knowledge management tools.
5. Established the first annual Knowledge Management Action Plan in cooperation with the CDSP IV staff, in particular the M&E/KM Adviser.
6. Produced an overview of the objectives and content for the development of the CDSP IV climate change strategy.

1.3 Itinerary and report structure

This report follows a chapter lay-out based on the six tasks listed above. The KM products developed are included in the Annexes. See Annex 1 for a day-to-day overview of the activities performed during the duration of the short term-mission.

2. Knowledge Management Assessment and Plan

In February 2013, IFAD developed the report *'Knowledge Management and Communications Assessment and Plan'* through a one month short-term mission. This IFAD report established a baseline overview of KM activities, assessed the strengths and gaps of these activities, and proposed a framework for measuring KM progress, the 'Knowledge Management Progress Framework' (KMPF). Building on the information collected during this previous short-term mission, its framework is used to assess the current KM situation.

See Annex 2 for the updated KPMF, it reflects the current knowledge management status, after two years of progress since the baseline assessment. The following paragraphs discuss the current status of the framework objectives.

2.1 Knowledge sharing and communications environment

The establishment of a knowledge sharing and communications environment is an important aspect for all of CDSP IV's project components. During implementation, the staff of CDSP IV encounters many different types of challenges. With proper communication and record keeping on how was dealt with each of these situations, money and valuable time can be saved when a challenge reoccurs. However if the staff is insufficiently aware of the necessity and benefits of knowledge sharing, the impact of knowledge management becomes marginal. After assessing the status of the indicators for this objective, it showed that progress had been made, but room exists for significant improvements.

2.1.1 Trainings and workshops

Since the baseline assessment, PMU/TA team staff have attended two different KM related workshops in 2014:

The "Strategy and Plan for Knowledge Management in CDSP IV" in January 2014. During this workshop the IFAD mission report and framework on knowledge management was discussed and explained for all senior and mid-level staff.

The second workshop had a focus on knowledge sharing, titled "Annual evaluation and result sharing and further initiatives to strengthen the WMG activities" in April 2014. The M&E and KM advisor presented the findings of the Annual Evaluation of WMG's, conducted during January-February 2014. Based on the findings the participants made future plans for strengthening the WMG's. Representatives of all WMG's and LADC's of Char Ziauddin, Char Nangulia, Noler Char and Caring Char participated, as well as representatives from the TA team and BWDB.

The first workshop shows promising progress in developing staff awareness of knowledge management and its place within the project. The second promotes knowledge creation and dissemination throughout the different stakeholders of the project. In addition, the M&E progress presentations, and one on the Strengths and Weaknesses (SWOT) of WMG's was

held. Below are suggestions for useful workshops to be held in 2015 (see the Knowledge Management Action Plan 2015 in chapter 6, table 5).

- **Good practice development:** Planned in the Knowledge Management Action Plan (KMAP) 2015 for May and November. This workshop would entail a 1 hour meeting where some staff present their good practice contributions, and a list is provided with all good practices thus far described. This is done to prevent staff members describing the same practice over and over again. It could be extended with a discussion on the different project components to draw out more good practices.
- **M&E results presentation PME & KAP survey:** Continuation of the presentations on the newest PME and KAP results. This is done to improve the knowledge dissemination throughout the project. Currently planned in the KMAP for February and August.
- **Social media:** A workshop explaining Facebook and Twitter to staff members. A special focus on Facebook account creation for everyone and explaining the benefits of the social network. Before the workshop a CDSP IV closed Facebook page is to be created. Once all staff members join this it can be used as a convenient communication and discussion platform, only visible to CDSP IV staff. Planned in the KMAP for April 2015.
- **Microsoft Office workshops:** A series of workshops that are aimed to increase the staff competence in using the different Microsoft Office programs. Not everyone uses all programs, thus some staff selection can be done beforehand. In the KMAP the workshops are planned for: Word in April 2015, Excel in May 2015, PowerPoint in August 2015, and Access in October 2015.

2.1.2 Community of Practice

First suggested in the IFAD report, the Community of Practice (CoP) is a group of people that works together to build and share knowledge over a longer period of time. A CoP for CDSP IV should include a representative from all the implementing partners, would meet face-to-face a few times per year and be in touch through other modes of communication on a regular basis. Its members will act as knowledge management champions within their organisation: They identify knowledge sharing and communications gaps and opportunities, coordinate with their counterparts in the other organisations and thus support an on-going knowledge exchange between all partners.

Thus far no Community of Practice meeting has taken place. There have been communications with the PMC on who would take place in this group (e.g. inclusion of the PD's), but nothing concrete was established. In consultation with the Team Leader and KM & Communication expert, it was deemed appropriate to incorporate the CoP into two PMC and TA meetings a year. In which a significant portion of the CDSP IV staff has the chance to contribute.

These meetings are currently envisioned to take place in February and September. These suggestions are included in the Knowledge Management Action Plan 2015.

2.1.3 Qualitative M&E products

The number of qualitative M&E products produced is well established with a structured approach specific to each type of M&E product developed. There are six different types of M&E products:

1. Progress reports (biannually),
2. RIMS reports (one baseline in 2009, a mid-term report in 2014, and a post-project report in 2017),
3. Feasibility studies (two),
4. Annual Outcome Surveys (annually),
5. Knowledge, Attitude and Practice survey, or KAP (biannually), and
6. Participatory Monitoring and Evaluation survey or PME (quarterly).

Table 1 shows the current progress percentage of all the studies and surveys with an average progress of 47%, about halfway through the project, this indicator is on track, and besides the planning of workshops for knowledge dissemination, does not require other iterations.

Table 1. M&E product progress (Progress Report 7, June 2014)

Activity	Target	Progress (Progress Report 7, June 2014)	
Average progress			47%
Progress report	12		58%
RIMS report	3		67%
Feasibility study	2		50%
Annual outcome survey	5		40%
Knowledge, attitude and practice survey (KAP)	10		30%
Participatory monitoring and evaluation survey (PME)	10		40%

2.1.4 Good practice database

One indicator that was missing from this first objective is the collection of ‘good practice’ examples. This was another suggestion from the IFAD report. However no structural progress was yet made with the ‘good practice’ template provided in the report.

Documenting good practice does not only provide a resource for outreach to the development community, it also facilitates the re-using of knowledge within the project and its different components. It can help to avoid the re-invention of the wheel, can raise the performance, reassure staff in their doing and improve the service for the poor rural women and men living on the chars. The results can then be used in internal workshops, on the website, in reports and in the exchange with other development projects or local government organizations for scaling-up of these successful approaches. (IFAD, 2013)

The good practice template was further developed jointly with the projects KM & communications expert. The template was translated in Bangla for referencing, and distributed to the TA team during the initial mission presentation in Noakhali. It entailed an explanation on the need for Good Practice collection, and how to use the form. See Annex 3 for the good practice templates (English and Bangla).

So far four staff members have contributed good practices. Through the annual Knowledge Management Action Plan further points in the year are set to motivate the CDSP IV staff to contribute their knowledge to a good practice database on Dropbox. The indicator to be added to the KMPF is provided in table 2.

Table 2. Good practice indicator

Indicator	Baseline (02/2013)	Current status (12/2014)	Mid-term review target (2015)	Target for 2017	Means of verification
# of 'good practice' examples collected	None	Progress: The template has been developed, explained and distributed. So far 5 good practices have been filed	All project staff should have submitted at least one good practice form	All relevant good practices should be described (min. 25)	Progress report, good practice database on Dropbox

2.2 Knowledge infrastructure

Next to implementing a knowledge sharing and communications environment to increase the impact of knowledge within the project, a knowledge infrastructure stands at the base of proper file storage. A good (online) infrastructure significantly decreases the chance of losing knowledge. This objective has one indicator, focusing on the creation of KM products. An indicator for properly storing information however is missing.

2.2.1 Available KM and communication products

As IFAD suggested in its first assessment, good knowledge/communication products are an informative website and brochures. At present 9 brochures are drafted, in differing stages of completion. Also the project website <http://cdsp.org.bd/> is online and running.

During the mission the lay-out and texts of all brochures was reworked, and a completely new website has been built in association with the TA team and an external web designer. More information on the new folders and website is provided in chapter 5.

2.2.2 Online library

As CDSP IV does not have a central network with disks where everyone can store their work, and as it has a strong focus on physical copies of reports (all kept as a library by the project), the digital versions of the documents are somewhat fragmented over some staff members of the project. With this approach the chance on loss of knowledge is substantial, browsing for information is difficult and time intensive, and additionally a physical library is highly vulnerable to accidents (e.g. fire).

To improve the storage situation a CDSP IV Dropbox account has been created. This account is free, and offers over 2 gigabyte of storage space in the cloud. This should provide CDSP IV with sufficient space to store all its project documents, including those of previous phases.

The map infrastructure developed to allow for an online library on Dropbox is a division of seven main maps: CDSP I, CDSP II, CDSP III, CDSP IV, Good Practice Database, Other Resources, and Website Resources, each with sub category maps inside for easy browsing.

The different CDSP phases maps each have an Excel file that contains a list of all published documents for the specific project, categorized in different types of reports. For example CDSP IV has the categorizations (alphabetic): Brochures, mission, other, planning, progress, technical, and training modules. When a document has been uploaded into the correct folder, this is to be indicated in the Excel file (download the Excel file from Dropbox, mark the document, delete the old version of the Excel file, and upload it back to Dropbox).

The Good Practice database map holds the good practice templates (in English and Bangla), and currently 2 maps: Good practices 2014, and Good practices 2015, in which the completed templates can be uploaded. The map ‘Other Resources’ contains miscellaneous useful files like logo’s, project maps, the KMAP 2015, and the template for the newsletter. The final map ‘Website Resources’ carries all the images and text documents that are posted on the website. This allows for easy access and adaptation of the information provided on the website.

The Knowledge Management Action Plan 2015 suggests a general online library update of twice a year in February and November after M&E surveys and progress reports have been completed. The good practice database is encouraged to be updated four times a year, to motivate the staff to keep thinking about good practices and fill out the templates at least four times a year (if new practices are encountered to add).

The online library indicator is provided in table 3, to be added to the KMPF.

Table 3. Online library indicator

Indicator	Baseline (02/2013)	Current status (12/2014)	Mid-term review target (2015)	Target for 2017	Means of verification
# of documents stored on the online library	None	Progress: Online library op Dropbox with storing map structure established	All available CDSP IV documents have been uploaded and are marked in the appropriate Excel files	All relevant and available documents (including previous phases) are present on Dropbox	Reviewing the documents and overview Excel sheets uploaded to Dropbox

2.3 Outreach and visibility

Outreach and visibility is important to the project for sharing its successes with the outside world, and to promote the effectiveness of the adopted methodologies. CDSP IV has several options at its disposal to improve its visibility, which to date (if only the indicators are considered) have had a somewhat low priority, resulting in the low progress status of most indicators.

2.3.1 Newsletters

Newsletters are a good way to inform a large group of people on interesting developments of the project. No newsletters have been developed yet. In collaboration with the TA team it was reasoned that long newsletters (2+ pages) would not be read properly, and that the required time investment would be too large compared to its benefit.

Instead a one-page newsletter template has been developed, included in Annex 4. This template keeps to a straight-forward way of news sharing. One text block for the main story that updates everyone on the latest project news. One block to share a good practice story, providing more motivation for the staff to submit new good practice forms; another block that holds some progress statistics, showing the current progress of the project, and space for two relevant pictures. By dividing the text in clearly themed blocks, the information transfer is quick and easy. In order to get the newsletters to interested individuals, it is now possible to sign up for the newsletters on the new project website.

The annual Knowledge Management Action Plan 2015 suggests the newsletter as a quarterly issue in February, May, August, and November. With only one page of text, the

time investment is relatively low and it should allow the TA team to keep to this issue frequency.

2.3.2 Website traffic

In January 2013, at the time of the IFAD mission, 173 unique visitors browsed through the project website. Over the whole of 2014 3,330 unique visitors were counted. This gives a monthly average of 277, and thus a significant increase in visitors. However it must be possible to further boost this average with the new website and linkages to the search machines. This visitors volume may significantly increase in 2015.

2.3.3 IFAD Asia

During the IFAD mission a page for CDSP IV was created. However, besides an article 'Living on New Land' by Sarah Hessel, following the mission in February 2013, no use has been made of this online platform as of yet. Once the project information is updated, the CDSP IV page can serve as an external method of informing people on the newest project updates.

2.3.4 Conferences and external events

The four NGO's and the project witnessed and participated in six national days in 2014: World Health Day, World Environment Day, Women's Equality Day, International Day for Disaster Reduction, Child Rights Day, and Human Rights day. In addition, the PCD attended the 'Deltas in times of climate change II' international conference in Rotterdam in September 2014. The annual Knowledge Management Action Plan (KMAP) includes the dates for the international days in 2015. It is advised to also attend several conferences and/or external events in 2015 to further the projects outreach. In paragraph 2.2 a list is provided with potentially interesting conferences that are held in 2015. They are also included in the KMAP. The KM and communications expert of the project will need to keep a closer look at other upcoming possibilities. Additionally Mott MacDonald in Arnhem, the Netherlands, will also keep CDSP IV in mind when new events or conferences are announced.

During the short-term mission one external event was attended by the projects land settlement expert. It presented the findings of the study 'Rural Land Market in Bangladesh', a study that was conducted as part of the Sustainable Access to Land Equality (SALE) Project. The study showed about 60% of the households in Bangladesh do not own any land, making it an interesting event to attend with CDSP IV's own khatian distributions.

2.3.5 Media

No press releases were given out in 2014. However, to increase the outreach and visibility of CDSP IV activities among a broader and outer circle audience, the BWDB has taken initiative in 2014 to telecast the progress and success of project activities to national and private television channels. With the support from Executive Engineer BWDB, PDs, PCD and TA team, activities of different project components were captured by the news and media team of Bangladesh Television.

Short interviews with stakeholders of the project, beneficiaries and local people on project outcome and impact were recorded by the BTV Team. These have gone on air in the month July (2014) in eight different episodes, as part of the eight-a clock news bulletins. With the development of the new website, that includes a video page, it is possible to upload the

episodes and show them on the videos page. However this should include English subtitles to make it suitable for the global online audience.

2.4 Knowledge sustainability

The final objective is meant to come into play nearing the completion of the project, and is outside the scope of this short-term mission. Some progress on the first indicator ‘# of training materials produced and shared with IA officials’, has already been made in the form of a coastal farmer’s resource book: “Coastal Agriculture under Unfavourable Ecosystems”. Among all CDSP stakeholders 500 copies were printed and distributed. The book was also distributed among BARI, IDE, SRDA and NSTU.

3. Recommendations Knowledge Sharing

IFAD's Knowledge Management Progress Framework provided a fast and relatively complete overview of the current KM situation of CDSP IV. There are several possibilities that, if further developed or implemented, would take the projects knowledge sharing a step further.

1. **IFAD Asia:** As stated before, once it is updated it could become a valuable external platform of information sharing. However the website (<http://asia.ifad.org/>) went offline a week before the end of the short-mission, preventing changes. IFAD indicated they had some server issues and would bring the website back online as soon as possible.

Recommendation: IFAD Asia also has the potential to draw in many more visitors to the CDSP IV website when promoted. In addition it is possible to upload documents, thus improving the distribution of the brochures and future publications.

2. **Social media:** At first arrival, CDSP IV had a Facebook page which was used regularly for updates. During the mission Twitter was added, as it is possible to link Facebook and Twitter accounts together. Posting on one, automatically posts on the other. This gives direct access to another large social media network without any extra efforts.

Recommendation: Develop staff skills on social media and use its potential for internal communication and discussion. Additionally periodically promote documents and news through Facebook (in combination with Twitter).

3. **Conferences 2015:** Annex 5 provides an overview of the most relevant conferences in 2015 for Bangladesh and the Netherlands. Many of these are early in 2015, leaving just the option to attend, as for most conferences the deadline for paper submission (and presenting the project) is long closed. Another online sweep of conferences for 2016 should be done the first time around February. This will allow sufficient time to prepare and submit papers.

Recommendation: Attending conferences would be a good way to increase project visibility. Additionally do another thorough Google search in February for conferences in 2016, and repeat this in May. This way enough time is allowed to prepare a short paper detailing the proposed presentation of CDSP IV. The same goes for other external events, just by sweeping the internet every now and then these can be anticipated and attended.

4. Recommendations KM Tool Utilization

As the CDSP IV staff has so far been highly effective in their implementation of the project, it is important that the process is well recorded, allowing proper replication of the project's achievements, good practice and sharing of lessons learned. This must be done in appropriate and accessible formats for a wide audience. The recommendations for this goal are an aggregation of the work done for tasks 1-3. An overview:

1. **Newsletter:** The new quarterly 1-page newsletters will provide the team with a communication tool that allows for frequent short updates on the project progress. It is linked with other tools: the website for signups that create a mailing list of interested people and possible addition of the newsletters to the download page. Furthermore the quarterly edition of the letters gives the good practice database a platform to distribute the short stories to.

Recommendation: To prevent one person being forced to carry the development of the newsletter every time, give them e.g. a specific focus. This would result in a gender newsletter #1, a social forestry newsletter #2, etc. This will also distribute the extra workload of the newsletter more evenly over the project staff. If focus is not desired, a small group of staff could be made responsible (switching every time), to ensure not just one person is forced to drive the process.

2. **Good practice database:** The good practice database will be extremely valuable as it grows. If properly developed, it will contain all or at least most of the good practices near the end of the project in 2017. This knowledge will be highly interesting and relevant for the next CDSP phases. The database will also allow better knowledge dissemination under the CDSP IV staff, and promotes communication of short stories through e.g. the newsletters and website. By further developing and distributing the good practice template, and requesting completed templates four times a year, a strong driving force is kept behind this database.

Recommendation: If properly continued, at some point there will be many different good practices per project component. At the end of the project, for the objective 'CDSP IV knowledge is sustainable beyond project activities' and its indicator '# of workshops/trainings held on CDSP IV experience', this information will be highly useful to base workshops and trainings on. Before this point in time, it could also be used to write good practice papers per component for publication and distribution on e.g. the website. Furthermore the good practice workshops planned in the KMAP could benefit from adding brainstorming sessions. These will trigger the staff to think more deeply on their work and possible practices.

3. **CDSP IV project website:** The project website will, if used and updated sufficiently, provide a good platform for online knowledge distribution as all other knowledge management tools can be promoted on its pages, either as news or on the download page.

Recommendations: Now that a complete project website has been developed, it will only keep its value if the updating schedule is kept. Promoting the website wherever and whenever possible will add to its value. Incorporate it in email signatures, mention

it in publications, and add it to physical content like billboards and fanfaxes. Only if it is well known by everyone will it truly serve its knowledge dissemination purpose.

4. **Brochures and press releases:** The brochures have been rewritten and are planned in the KMAP to be updated twice a year, following the release of the biannual progress reports.

Recommendations: To increase dissemination of the brochures it would be beneficial to provide the partners (donors, agencies and PNGO's) with digital copies for them to post on their websites (and possibly physical copies for other purposes). Furthermore Progress Report 8 would be a good opportunity for a short press release to the partners on the status of the project and a chance to further promote the new website and brochures.

5. Knowledge Management Tool Updates

The knowledge management tools updated during the mission are the CDSP IV project website, and the 9 (draft) brochures. The website was based on an archaic website builder and it was quickly decided after arrival to completely rebuild it. The rebuild was done in cooperation with an external web designer and the MIS & computer specialist of the project.

The new website has been brought online and can be found on: <http://cdsp.org.bd/>. The website structure is provided in table 4. Annex 6 shows images allowing comparison of the old and new homepage.

Table 4. New CDSP IV website structure

Menu	Page	Contents
Home		Welcome text on general CDSP IV background Latest 'project news' section Newsletter sign up
About	CDSP IV	Background information on the project
	Components	Background information on the project components
	Areas	Background information on the project areas
	Staffing	Information on the PD's and TA staff
	News	Latest information on CDSP IV
Progress		Latest progress information (currently Progress Report 7)
Partners	Donors	Information and links on the 3 donors: IFAD, Government of Bangladesh, and Government of the Netherlands
	Agencies	Information and links on the 6 implementing agencies: Bangladesh Water Development Board (BWDB), Local Government Engineering Department (LGED), Department of Public Health Engineering (DPHE), Ministry of Land (MoL), Department of Agricultural Extension (DAE), and the Forest Department (FD)
	PNGO's	Information and links on the 4 PNGO's: Brac, Sagarika Samaj Unnayan Sangstha (SSUS), Dwip Unnayan Songsta (DUS), and Society for Development Initiatives (DSI)
Media	Documents	A download page with interesting documents (e.g. the 9 brochures) on CDSP IV
	Videos	Some videos have been made on the project. These can be watched on this page
	Pictures	A selection of pictures to showcase the project. To keep the website fast it was chosen to limit the number of pictures. The selection may be changed once in a while
Contacts		Contact details and address information of the project, a Google maps map that shows the location of the office, and a contact form

The brochures were all in very different stages of completion. All texts were checked and rewritten wherever needed in cooperation with the TA team, and now have a consistent layout. The new brochure versions are included in Annex 7.

6. Knowledge Management Action Plan 2015

The KMAP 2015 was developed during this mission to ensure that the momentum gained on knowledge management during this short-term mission is continued.

See table 5 for the full Knowledge Management Action Plan 2015. The plan covers all aspects touched on by this mission and provides suggestions on when which part should be continued or updated. The action plan consists of:

- **CoP meetings (PMC&TA):** Planned in February and September, after most M&E surveys.
- **Reports and surveys:** The months on which specific reports are written and surveys undertaken.
- **Products:**
 - *Good practice* updates 4 times a year, during the surveys and reports as then most good practices become apparent.
 - *Newsletter, website and brochure* updates are planned after the surveys to update the products with new data, and once in-between for other news (only website and newsletter).
- **Workshops/presentations:**
 - The workshops are ordered based on monthly workload and expected staff attendance.
 - The *good practice development* workshop is planned after every two 'good practice product' updates.
 - *M&E workshops* the month after the surveys.
 - The SWOT Workshop WMG was already planned for 2015, and thus included in the KMAP 2015.
- **Conferences/int. days:** - A list of dates for these external events.

Table 5. KMAP 2015

Knowledge Management Action Plan 2015

Activity	Month											
	January	February	March	April	May	June	July	August	September	October	November	December
Meetings												
PMC meeting + KM CoP discussion												
TA meeting + KM CoP discussion												
Reports and surveys												
Annual outcome survey												
KAP survey												
PME survey												
Progress report												
Feasibility study												
Products												
Good practice update												
Newsletter												
Website update												
Online library update												
Brochure update												
Workshops/Presentations												
M&E workshops												
SWOT workshop WMG												
Microsoft Word												
Social Media												
Good practice development												
Microsoft Excel												
Microsoft PowerPoint												
Microsoft Acces												
Conferences												
International Conference on Environmental Science and Development (Feb 14-15)												
Agriculture and Climate Change: Adapting Crops to Increased Uncertainty (Feb 15-16)												
5th International Conference on Water and Flood Management (Mar 6-8)												
12th International Conference on Urban Health (Mar 9-12)												
16th International Academic Conference (May 12-15)												
ICE Coastal Management 2015 (Sept 7-9)												
International days												
International Women's Day (Mar 8)												
World Health Day 2015: Food Safety (Apr 7)												
World Environment Day (Jun 5)												
International Day for Disaster Reduction (Oct 13)												
Child Rights Day (Nov 20)												
Human Rights Day (Dec 10)												

7. CDSP IV Climate Change Strategy

The development of an overarching climate change strategy was recommended in the 4th mission report: Climate change aspects, of December 2012. The current knowledge management mission describes the initial overview of what such a strategy would look like. This, together with the 4th mission report, will be used as the basis for a future climate change strategy mission.

Bangladesh is considered to be a country extremely vulnerable to climate change by international assessments like the IPCC AR5. With its wide spread poverty and frequent water-related disasters, the resilience of its people to the anticipated increase in frequency and power of disasters is low.

The objective of CDSP IV is to reduce poverty and hunger of the women, men and children on newly accreted chars. Climate change is an integral part of this objective, and is thus incorporated, with differing significance, in all CDSP IV project components. However, no main document exists that describes all the projects climate change aspects and brings them together in an overarching strategy to climate change.

M&E has a strong place within the project, making most of the achievements quantifiable. In addition to bringing all aspects together, development of an indicator of progress specifically for the climate change strategy is required. This leads to the following two objectives that the strategy should include:

- Aggregate all climate change aspects from the CDSP IV project components into one overarching approach that is strongly linked with Bangladesh's national approach.
- Make the approach quantifiable by developing CDSP IV climate change indicators.

M&E indicators will have to be reviewed and from those a selection must be made that best reflect the adaptive capacity of the chars against climate change.

Table of contents – CDSP IV Climate Change Strategy

- *Introduction*
 - A full overview of the CDSP IV project and its five chars.
 - Short description of Bangladesh's national climate change approach.
 - Objectives of the CDSP IV climate change strategy.
- *International agreements*
 - An international literature assessment of the vulnerability of Bangladesh to climate change.
 - Short summary of the current status of international climate change politics.
- *National climate change approach*
 - Overview of all of Bangladesh climate change related policies, strategies and action plans.
- *CDSP IV climate change approach*
 - Extensive description of all climate aspects of CDSP IV per project component.
 - Stakeholder analysis for these aspects.

- Finding links between Bangladesh's national climate change approach and the CDSP IV climate change aspects.
- Link the components into an overarching climate change approach.
- *Progress*
 - Develop indicators that make the climate change strategy quantifiable.
 - Assess progress through these indicators.
- *Conclusion*
 - Current status of climate change in CDSP IV and expected developments of the project.
- *Recommendations*
 - Improvements to further the development of the strategy.

Annex 1. Mission Itinerary

Char Development and Settlement Project CDSP-IV

Activities Schedule of Knowledge Management and Climate Change Mission

Date	Day	Places	Activities	Remarks
18/11/2014	Tuesday	Arrived at Dhaka, travelled to Noakhali	Stay at CDSP Guesthouse	
19/11/2014	Wednesday	CDSP Noakhali Office	Short Briefing, document review, individual discussion with senior consultants, read brochures	TL, M&E and KMA
20/11/2014	Thursday	Janata bazaar, Char Nangulia	Field visit , social forestry activities, WATSAN activities	SFA, NSS
21/11/2014	Friday		Weekend Noakhali , read progress report	
22/11/2014	Saturday		Weekend Noakhali , read previous mission reports	
23/11/2014	Sunday	CDSP IV Office, Sonapur	Met with Gias to discuss KM status, met with Mizan to discuss rework website, wrote first draft of mission report	
24/11/2014	Monday	Noler Char	Field visit , embankment, DS1, cyclone shelter, roads and meeting with WMG	SQCE, M&E and KMA, TL
25/11/2014	Tuesday	Char Ziauddin	Field visit , FF activities, homestead agriculture and attend Khatian distribution program	LSA, AA, TL
26/11/2014	Wednesday	Nangulia	Field visit , social and livelihood program	DTL (N&L), NSS, M&E, and KMA, DTL (I&I)
27/11/2014	Thursday	CDSP IV Office, Sonapur	Reworked social forestry brochure, met with Mizan and Rashed to discuss website progress	
28/11/2014	Friday		Weekend Noakhali , reworked general CDSP	

Date	Day	Places	Activities	Remarks
			IV at a glance brochure	
29/11/2014	Saturday		Weekend Noakhali , worked on website texts: News, and Welcome	
30/11/2014	Sunday	CDSP IV Office, Sonapur	Reworked land settlement brochure, met with Gias to discuss KM status	
01/12/2014	Monday	CDSP IV Office, Sonapur	Reworked agriculture brochure, worked on website texts, setup online library infrastructure on Dropbox and uploaded some project documents	
02/12/2014	Tuesday	CDSP IV Office, Sonapur	Met with Mizan and web designer, met with Gias and Jan over CoP strategy, completed rework CDSP IV at a glance brochure, started Knowledge Management Action Plan, created to-do list	
03/12/2014	Wednesday	CDSP IV Office, Sonapur	Met with Mizan and Rashed for website, created PowerPoint presentation, worked on v1 of KM Action Plan,	
04/12/2014	Thursday	CDSP IV Office, Sonapur	Presentation website, mission, logo go or no go, and good practice workshop, climate change brochure rework, agriculture brochure rework, had another website meeting	
05/12/2014	Friday		Weekend Noakhali , social and livelihood development brochure rework, institutional development brochure rework	
06/12/2014	Saturday		Weekend Noakhali , M&E and KM brochure rework, Gender brochure rework	
07/12/2014	Sunday	CDSP IV Office, Sonapur	Collected portraits of colleagues for website, sat with web designer for changes website, incorporated comments on brochures	
08/12/2014	Monday	CDSP IV Office, Sonapur	Created content for progress page website, incorporated comments on brochures	

CDSP IV Mission Report No. 8 November – December 2014

Date	Day	Places	Activities	Remarks
09/12/2014	Tuesday	CDSP IV Office, Sonapur	Created content for website, completed FINAL version of all brochures, uploaded received good practices to Dropbox, finished annual KM Action Plan 2015	
10/12/2014	Wednesday	Char Mozammel	Field visit , Cluster of chars visit with feasibility study and TA teams	
11/12/2014	Thursday	Travel to Dhaka Dhaka Office	Left for Dhaka early morning, worked on mission report in afternoon on arrival office Dhaka	
12/12/2014	Friday		Weekend Dhaka , worked on mission report	
13/12/2014	Saturday		Weekend Dhaka , worked on texts website, and new version mission PowerPoint presentation	
14/12/2014	Sunday	Dhaka Office	Presentation mission PMC, added several texts to the website, worked on mission report	
15/12/2014	Monday	Dhaka Office	Worked on mission report	
16/12/2014	Tuesday	Dhaka Office	Worked on mission report and website parts	
17/12/2014	Wednesday	Dhaka Office	Worked on mission report and website parts	
18/12/2014	Thursday	Departure from Dhaka	Return flight to Dublin, Ireland	

Annex 2. Knowledge Management Progress Framework

Objective	Indicator	Baseline (02/2013)	Current status (11/2014)	Mid-term review target (2015)	Target for 2017	Means of verification
A knowledge sharing and communications environment is established	# of PMU/TA team staff that has attended trainings/workshops	None	Progress: Workshop: “Strategy and Plan for Knowledge Management in CDSP IV” – January 2014, for senior and mid-level staff	All project staff should have at least attended one training on KM and one training on ICT	All project staff should have attended at least two KM workshop and two ICT trainings	Progress report, workshop documentation
	# of meetings of the KM and communications CoP	None	Progress: Some communication over CoP composition, but no meetings as of yet	The CoP should at least meet twice a year	The CoP continued to meet at least twice a year	Meeting documentation, documentation produced
	# of qualitative M&E products produced	None	Progress: 3 PME reports and 2 progress reports were published since 02/2013	At least one qualitative M&E product should be produced as well as one learning objective for the M&E system defined	A number of qualitative M&E products have been produced to explain the processes behind the impact of different project components	M&E documentation
NEW indicator	# of ‘good practice’ examples collected	None	Progress: The template has been developed, explained and distributed. So far 5 good practices have been filed	All project staff should have at least submitted one good practice form	All relevant good practices should be described (min. 25)	Progress report, good practice database on Dropbox
A knowledge infrastructure exists	# of available knowledge/communication products	None	Progress: 9 brochures in different phases of development, and a somewhat outdated project website	As a minimum the brochure/information package should be produced	Good practice and technical briefing documents exist for all project components	Documents produced
NEW indicator	# of documents stored on the online library	None	Progress: Online library op Dropbox with storing map structure	50% of all available CDSP IV documents have been uploaded and are marked	All CDSP IV documents and all available CDSP I, II and III documents are	Marking of Excel sheets with document

Objective	Indicator	Baseline (02/2013)	Current status (11/2014)	Mid-term review target (2015)	Target for 2017	Means of verification
Outreach and visibility is enhanced	# newsletters sent out	None	established Progress: No newsletter sent out as of yet	in the appropriate Excel files At least two newsletters should be sent out per year. Mention of CDSP in at least one of the implementing partner newsletters (NGO's, implementing agencies, donors)	uploaded and marked At least two newsletters should be sent out per year. CDSP has been mentioned at least four times in the implementing partners' newsletter	overviews on Dropbox Newsletters produced
	# website visitors	173 unique visitors (01/2013)	Progress: 3330 unique visitors over 2014	Increased	Increased	Website statistics
	Usage of IFADAsia	Low	Progress: CDSP IV page exists on IFAD Asia with some background information on the project, and an article on 'Living on new land' by Sarah Hessel	Increased	Increased	# of resources articles uploaded on IFASASIA, # of project staff as members
	# of conferences/external events visited by project staff	None	Progress: NGO's and project participated in 6 national days: Health-, Disaster Management-, Environment-, Human Rights-, Women-, and Child day. Attended results presentation of the study 'Rural Land Market of Bangladesh', and PCD attended 'Deltas in time of climate change' II, Rotterdam,	At least two conferences/external events should be visited by different project staff	At least two conferences/external events should be visited by different project staff	Progress reports, events documentation

Objective	Indicator	Baseline (02/2013)	Current status (11/2014)	Mid-term review target (2015)	Target for 2017	Means of verification
			the Netherlands			
	# of press releases	None	Progress: Bangladesh TV (BTV) covered the CDSP IV project in one of their programs	Press releases are sent out by NGOs on international days	NGOs continuously issued press releases on international days. One press release should be issued at project completion highlighting the impact	Press release prepared and issued
CDSP IV knowledge is sustainable beyond project activities	# of training materials produced and shared with IA officials	CDSP III materials	Progress: Farmer's Resource Book was published	No target	Training materials and guidelines should be produced for all components	Materials produced
	# of workshops/trainings held on CDSP experience	None	Progress: None	No target	Workshops/trainings should be held on learnings from all components. At least one workshop bringing together all implementing partners	Events and documentation
	Staff from all PMU's has participated in workshops/trainings held on CDSP experience	None	Progress: None	No target	All PMUs are TA team are covered	Events and documentation

Good Practice Template

Annex 3. Good Practice Templates

Name	<i>Short title that describes the good practice</i>
Development objective	<i>With what objective was the good practice implemented?</i>
Target group	<i>For whom was the good practice implemented?</i>
Context	<i>What project component? Location? Stakeholders involved?</i>
Approach	<i>What was the chosen approach to achieve the objective?</i>
Processes & challenges	<i>How did the process proceed? What were the challenges?</i>
Results and side effects	<i>What were the results of the good practice?</i>
Lessons learned	<i>What were the specific lessons learned?</i>
Further resources	<i>Any background information in reports, documents or websites?</i>
Contact	<i>Name of consultant</i>

চর উন্নয়ন ও বসতি স্থাপন প্রকল্প (সিডিএসপি) ৪

প্রকল্পের গঠনমূলক ও ব্যতিক্রমী কাজের তথ্য সংগ্রহের ও লিপিবদ্ধ করার ফরমেট:

কাজের নাম:	সংক্ষিপ্ত আকারে লিখতে হবে যা গঠনমূলক ও ব্যতিক্রমী কাজ সম্পর্কে সহজে বোঝা যায়
কাজের প্রধান উদ্দেশ্য	কি উদ্দেশ্যে কাজটি বাস্তবায়ন করা হয়েছে
সুফল ভোগী	কাদের জন্য কাজটি করা হয়েছে অর্থাৎ কাজের সুফল ভোগী কারা
কাজটি কোথায় বা কোন কম্পোনেন্টের অধীন	কাজটি কোথায় , প্রকল্পের কোন কম্পোনেন্টের অধীন এবং এই কাজের সাথে কারা কারা সম্পৃক্ত ছিল
কাজের প্রক্রিয়া	কাজের উদ্দেশ্য অর্জনের জন্য কোন প্রক্রিয়া গ্রহণ করা হয়েছে
প্রক্রিয়ার কার্যকারিতা এবং চ্যালেঞ্জ সমূহ	প্রক্রিয়ার কার্যকারিতা কেমন ছিল এবং চ্যালেঞ্জ সমূহ কি কি ছিল ও কিভাবে মোকাবেলা করা হয়েছে
ফলাফল ও পার্শ্ব প্রতিক্রিয়া	উপরি উক্ত কাজটির ফলাফল কি ও কেমন ছিল, কাজের মন্দ ও ভালো প্রভাব কি ছিল
শিক্ষণীয়	উপরি উক্ত কাজটি করতে গিয়ে কি কি বিষয় গুলো শিক্ষণীয় ছিল
এই কাজ সংক্রান্ত কোন তথ্য, দলিল পত্র	এই কাজ সংক্রান্ত কোন তথ্য, দলিল পত্র, পত্রিকার প্রকাশনা, ওয়েবসাইট ইত্যাদি আছে কিনা
যোগাযোগ	তথ্য সংগ্রহকারী, ফরম পূরণ কারী, এই বিষয়ে আরো জানতে হলে কার সাথে যোগাযোগ করতে হবে

Annex 4. Newsletter Template



CHAR DEVELOPMENT AND SETTLEMENT PROJECT PHASE IV

CDSP IV Newsletter Issue #1

February 2015

Title

The main news text on CDSP IV. DEMO TEXT - To show the boundaries of the textbox. The fourth phase of the Char Development and Settlement Project (CDSP IV) started in March 2011 and will be concluded in March 2017. The objective of the project is to reduce poverty and hunger of the women, men and children on the newly accreted chars. From the start in 2011 the staff of the project is working to put in place an effective management of water resources; protection against tidal and storm surges as well as improved drainage; to build a climate resilient internal infrastructure for communication, markets, cyclone shelters; provision of potable water and hygienic sanitation; to provide the settlers with a legal title to the land they are occupying; to improve the resilience of livelihoods and households; to build field institutions and to conduct surveys to contribute to the learning around the Integrated Coastal Zone Management (ICZM) efforts.

Knowledge Management (KM) and communications activities can leverage know-how across organizations to improve decision making, innovation, partnerships and overall organizational results. The activities support the full utilization of organizational knowledge such as lessons learned from success and failure, good practices, and innovations to create a more effective and efficient organization. It raises awareness among partners and stakeholders, supports the sustainability and scaling-up of project interventions, and strengthens advocacy and policy dialogue.

Important is that management (PMC) and all staff of the CDSP project are aware of the advantages of knowledge management and communication. This means that PDs have to be committed and support the staff members responsible for collection, structuring, storing and dissemination of information.

Good practice short story DEMO TEXT - To show boundaries of the textbox. Documenting good practice does not only provide a resource for outreach to the development community, it also facilitates the re-using of knowledge within the project and its different components. It can help to avoid the re-invention of the wheel, can raise the performance, reassure staff in their doing and improve the service for the poor rural women and men living on the chars. The results can then be used in internal workshops, on the website, in reports and in the exchange with other development projects or local government organizations for scaling-up of these successful approaches. (IFAD, 2013)

Progress statistics

Example progress data from Progress Report 7. Short descriptive text explaining the table elements.

Activity	Target	Progress (Progress Report 7, June 2014)
Average progress		48%
CDSP I,II and III maintenance		41%
Drainage sluices	3	20%
Sea dyke	17.50 km	99%
Interior dyke	23.50 km	83%
Dwarf embankment	13.25 km	79%
Closure of Khals	8	13%
Initial excavation of drainage channel	278 km	3%
Re-excavation of drainage channel	264 km	0%
Water Management Group Centre Building	31	0%



Photo Caption



Photo Caption

Website: <http://cdsp.org.bd/>

Mail: cdsp.noa@gmail.com

Telephone: (+880)-2-9559298

Annex 5. Conference Agenda 2015

- 1. Title:** International Conference on Environmental Science and Development
Date: February 14-15, 2015
Location: Amsterdam, the Netherlands
Summary: ICESD 2015, is to bring together innovative academics and industrial experts in the field of Environmental Science and Development to a common forum.
The primary goal of the conference is to promote research and developmental activities in Environmental Science and Development. Another goal is to promote scientific information interchange between researchers, developers, engineers, students, and practitioners working in Amsterdam and abroad. The conference will be held every year to make it an ideal platform for people to share views and experiences in Environmental Science and Development and related areas.
Organizer: CBEES
Sponsor: Gdansk University of Technology, University of Applied Sciences, CBEES, WIT
Deadline: No deadlines stated
Website: <http://www.icesd.org/index.html>
- 2. Title:** Agriculture and Climate Change: Adapting Crops to Increased Uncertainty
Date: 15-17 February 2015
Location: Amsterdam, the Netherlands
Summary: Maintaining crop production to feed a growing population during a period of climate change is the greatest challenge we face as a species.
The increasing crop yields during the Green Revolution in the last century were brought about mostly through the application of chemical fertilisers and pesticides (and during an uncommon period of climate stability). Yield increases have slowed and may go into decline as the world runs out of sources of phosphate and fossil energy used to produce nitrate fertilisers. New approaches to yield improvement are desperately needed to produce more climate resilient crops. This conference will focus on the likely impact of climate change on crop production and explore approaches to maintain and increase crop productivity in the face of climate change.
Organizer: Elsevier
Sponsor: Bayer, and Cabi
Deadline: Attendance deadline: 20 January, 2015
Website: <http://www.agricultureandclimatechange.com/index.html>
- 3. Title:** 5th International Conference on Water and Flood Management (Special Focus on Delta Research)

- Date:** March 6-8, 2015
Location: Dhaka, Bangladesh
Summary: The purpose of the conference is to discuss the problems and issues and to advance knowledge on water and flood management in order to promote environmentally sustainable development. A special goal for the 5th ICWFM would be to invite presentations of recent research outcomes that would enhance the knowledge base on physical processes and better management of delta. Towards this, the conference aims to bring academicians, researchers, professionals, decision makers and policy makers together for exchange of views and experiences on water and flood management with special emphasis on delta management. It will focus on integrated approach to address issues like increasing water use efficiency, improving water resources system performance, reducing vulnerability and developing resiliency against water related hazards, preserving environmental quality, protecting ecosystem, coping with climate variability, promoting participatory management, and ensuring equity and social justice in decision making process. It seeks to bring forward research findings, case studies, success stories, recent advances in planning and design methodologies, and examples of improved water management policies, institutions, strategies and practices. A special plenary session for current research and actions on delta management would be held during the conference.
- Organizer:** The Institute of Water and Flood Management (IWFM) of Buet
Sponsor: Embassy of the Kingdom of Netherlands
Deadline: Attendance registration: 31 January 2015
Website: http://www.irtces.org/isi/WebNews_View-en2.asp?WebNewsID=1157

4. **Title:** 12th International Conference on Urban Health
Date: March 9-12, 2015
Location: Dhaka, Bangladesh
Summary: The International Society for Urban Health (ISUH) is an association of researchers, scholars, professionals and community members, workers and activists from various disciplines, roles and areas of the world whose work is directly related to the health effects of urban environments and urbanization. Founded in 2002, ISUH has since grown to include a large and widespread international network of individuals dedicated to urban health. It now includes over 200 annual individual members from over 20 countries. Membership opportunities are open to anyone who is interested in the health of urban populations and adheres to the by-laws. ISUH organizes a bi-annual event International Conference on Urban Health, hosted by a selected member institution. International Conference on Urban Health provides an international forum for information-exchange among urban health stakeholders. The major objective of the ICUH is to gather scientists, practitioners, policy makers and community organizations across disciplines and geographic boundaries (high and low-income settings), to exchange ideas and advance research and practice that promote the health of individuals who are in urban regions, including those individuals who belong to disadvantaged groups. In

addition, each conference often focuses on a particularly relevant theme such as urban migration, but continuity must be maintained by providing engagement with ongoing and more general issues such as urban environmental health. Ultimately every conference aims to promote trans disciplinary and collaborative research, policy, and interventions, to foster international discussion of urban health issues, to build networks among individuals engaged in urban health, and to promote the understanding of the impact of urban areas on health and behaviour.

Organizer: Eminence, and Bangladesh Urban Health Network
Sponsor: USAID, Sida, ADB, Bill & Melinda Gates Foundation
Deadline: Attendance deadline: 1 January 2015
Website: <http://icuh2015.org/>

5. **Title:** 16th International Academic Conference
Date: May 12-15, 2015
Location: Amsterdam, the Netherlands
Summary: The International Institute of Social and Economic Sciences invites you to participate in 16th International Academic Conference. We welcome scholars, researchers, as well as corporation and government executives. You can present your research work or just attend. The International Academic Conference is multidisciplinary conferences with the following topics: Business and Economics; Quantitative Methods; Social Sciences and Humanities; Teaching and Education; Health and Welfare; Environment and Sustainable Development; Law in Society; Energy Resources and Policy; and Technology and Science.
Two conferences, Academic Conference and Teaching & Education Conference, are held on the same days and at the same venue. One registration fee will enable you to attend both of them. IISES is an important international society of economists, social scientists and educators, founded to promote education and scientific research.

Organizer: IISES
Sponsor: IISES
Deadlines: Registration and abstract or paper submission: April 28, 2015
Early bird fee: April 12, 2015
Full paper to appear in the conference proceedings: May 20, 2015
Website: <http://www.iises.net/current-conferences/academic/16th-international-academic-conference-amsterdam>

6. **Title:** ICE Coastal Management 2015
Date: September 7-9, 2015
Location: Amsterdam, the Netherlands
Summary: The 8th event in this renowned series, ICE Coastal Management 2015, will bring together those actively involved in this area to share knowledge, research and best-practice case studies. A truly international meeting, delegates travelling to the Netherlands will enjoy the opportunity to visit one of the countries at the cutting edge of Coastal Management.

Organizer: ICE
Sponsor: Royal HaskoningDHV, Van Oord, ICE

Deadline: Attendance registration open, presentation registration closed August 2014.

Website: <http://www.ice-conferences.com/coastal-management/>

7. **Title:** 4th International Climate Change Adaptation Conference

Date: May 10-13, 2016

Location: Rotterdam, the Netherlands

Summary: Adaptation Futures is the biennial conference of the Global Programme of Research on Climate Change Vulnerability, Impacts and Adaptation (PROVIA). In 2016 the European Commission and the Government of the Netherlands will co-host the fourth edition. Adaptation Futures 2016 is where scholars, practitioners and policymakers go to connect, learn and inspire. It highlights adaptation practices and solutions for people, governments and businesses. The programme will address all sectors and all parts of the world, with a special focus on urban and coastal areas.

Organizer: Provia, European Commission, Government of the Netherlands

Sponsor: Published in February 2015

Deadline: Abstract submission opens June 2015

Website: <http://www.adaptationfutures2016.org/>

Annex 6. CDSP IV Website

Old CDSP IV project website

Char Development and Settlement Project Phase-IV

Agencies » TA Team PNGOs » Project Brief Notice Board Feedback Downloads

Char Development and Settlement Project (CDSP)-IV started on March 2011 for the period of 6 years. Following Chars of Noakhali and Chittagong Districts of Southern Bangladesh will be under this project. **Caring Char, Char Nangulia, Char Ziauddin, Noler Char, Urir Char.** The Project is financed by *Bangladesh Government, IFAD and Netherlands Government.* Total Land= 30,000 Hectares; Households: 28,000; Population: 155,000

Objective:
The overall objective of CDSP-IV is to improve the economic situation and living condition of the population in the coastal areas of south-eastern Bangladesh with special reference to the poorest segment of the population

Project Components

- Protection from Climate Change**
 - Water Management
 - Social Forestry
- Climate-resilient Infrastructure**
 - Internal Infrastructure
 - Water & Sanitation
- Land Settlement & Titling**
- Livelihood Support**
 - Agricultural Support
 - Social & Livelihood Support

Other Activities

- Institutional Development**
- M&E and Knowledge Mgt.**
- Gender Issue**
- Support to ICZM**
- Future Char Development**
- Strengthening Impl. Agencies**
- Internalization and Dissemination**

Links: Video, Pictures, Maps, Login, Mail, Google, YAHOO!, facebook

GoB | IFAD | GoN | Brac | SSUS | SDI | DU

Newly developed CDSP IV website

Char Development and Settlement Project Phase IV

Home About Progress Partners Media Contact

Protection from Climate Change

Welcome

The Char Development and Settlement Project Phase IV (CDSP IV) is the fourth phase in a series of projects that have been developing newly accreted land (chars) in Bangladesh for over two decades. CDSP IV started back in March 2011 and is co-financed by the Government of Bangladesh, the Government of the Netherlands, and the International Fund for Agricultural Development (IFAD).

The project activities of CDSP IV focus on the development of five new chars: Char Nangulia, Noler Char, Caring Char, Urir Char and Char Ziauddin. These encompass around 30,000 ha, with an estimated population of 155,000 persons in 28,000 households. The activities are divided under six project components: 1. Protection from Climate Change, 2. Climate-resilient Infrastructure, 3. Land Settlement and Titling, 4. Livelihood Support, 5. Field Level Institutions, and 6. Surveys and Studies, Operation and Maintenance.

This project website provides background and up to date progress information on the implementation of the project as it draws towards its completion date in March 2017. If you have questions, comments or feedback on the website, you can find our online contact form and other contact details here.

Project News

22/12/2014 - New CDSP IV Project Website

As of this week the CDSP IV Project website has been relaunched. Next to a significantly more user friendly interface, this new website features more detailed background information on the project, a news section, a project progress page and many other improvements.

Keep an eye out for upcoming project-related news, media and new progress updates (Progress Report 8 will be released soon), as we aim to refresh the websites content much more frequently.

Newsletter Sign Up

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Annex 7. CDSP IV Brochures

Brochures included in this Annex:

1. CDSP IV At a Glance
2. Protection from Climate Change on Coastal Chars
3. Social Forestry Program in Coastal Chars
4. Land Settlement on Coastal Chars
5. Agriculture Development Program
6. Social and Livelihood Development on Coastal Chars
7. People's Participation in Institutional Development
8. Gender Development in CDSP IV
9. Monitoring & Evaluation and Knowledge Management

Char Development and Settlement Project Phase IV

At a Glance

Fast Facts of CDSP IV	
USD 89.2 million	Total project cost, co-financed by the Government of Bangladesh, the Government of the Netherlands, and the International Fund for Agricultural Development (IFAD)
155,000 people	To benefit (or 28,000 households)
30,000 hectares	Char land to be developed
6 implementing agencies	1. Bangladesh Water Development Board (BWDB), 2. Local Government Engineering Department (LGED), 3. Department of Public Health Engineering (DPHE), 4. Ministry of Land (MoL), 5. Department of Agricultural Extension (DAE), and 6. the Forest Department (FD)
6 years	Project duration from 2011 – 2017
6 components	1. Protection from Climate Change, 2. Climate-resilient Infrastructure, 3. Land Settlement and Titling, 4. Livelihood Support, 5. Field Level Institutions, and 6. Surveys and Studies, Operation and Maintenance
1 objective	'To reduce poverty and hunger among poor people living on newly accreted chars'

Project activities overview

1. Protection from climate change

The protection from climate change on the chars is enhanced by building embankments, drainage sluices, channels, and closures. Water Management Groups are formed to operate and maintain the developed infrastructure. In addition, protective plantations of trees are established on mud flats, foreshores and embankments, which also provide income generation possibilities for Social Forestry Groups.

2. Climate-resilient infrastructure

The project builds roads, bridges, culverts, cyclone shelters / schools, killas (cyclone refuges for livestock), markets, boat landing ghats, bus stands, and Upazilla offices. This infrastructure will improve the communication both inside the area and with the surrounding areas. This allows settlers access to outside markets to sell their products and to buy necessary goods. Furthermore deep tube wells and hygienic latrines are established to improve the living conditions of the settlers.

3. Land settlement and titling

Following an extensive plot-to-plot survey to identify pieces of land and their current occupants, CDSP IV leads the administrative process for the official registration of the land titles. Successful innovations (good practice) made during previous phases of the project are continued. These include public hearings to confirm the landless households, registering the title in both wife's and husband's name, and the digital land record management system.

4. Livelihood support

The agricultural support subcomponent aims at enabling farmers to make better use of their land resources. Farmer Forums are established, and a programme to promote agricultural technologies is implemented. These technologies

are specifically adapted to saline conditions and for resilience to climate change. Under the social and livelihood support subcomponent four NGOs provide micro-finance services, training on income-generating activities and disaster management, raise awareness for legal rights, and extend health and family planning services.

5. Field level institutions

To ensure people's participation in the project's interventions, community based groups, such as Water Management -, Social Forestry -, Micro Finance - and Tube Well User Groups are formed. They are closely involved in planning and implementing the project as well as in operation and maintenance upon the completion of interventions. While forming these field level institutions, female participation is promoted.

6. Surveys and studies, operation and maintenance

The project continues its support in CDSP I, II and III areas for operation and maintenance activities and land settlement (in particular in Boyer Char). Feasibility studies are undertaken to identify and preliminarily formulate programmes for future interventions in the coastal char areas.



Institutional set-up

As with the previous phase, CDSP IV draws on the experience and expertise of six implementing agencies as described in the 'Fast Facts of CDSP IV' table on the left.

A technical advisory team (TA Team) supports the work of the implementing agencies and coordinates the involved Non-Governmental Organisations (NGOs). An Inter Ministerial Steering Committee and a Project Management Committee ensure an effective coordination among all implementing partners.

Latest information and contact details

If interested in the latest CDSP IV news and progress updates, please visit our website on www.cdsp.org.bd.

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Char Development and Settlement Project Phase IV

Protection from Climate Change on Coastal Chars



Climate change in CDSP IV chars

Due to harsh natural conditions – such as flooding, cyclones and lack of fresh water – and an unfavourable socio-economic situation (lack of a secure land title, poor communication infrastructure, lack of institutions and governance), char dwellers are very vulnerable to climate variability and natural disasters. Their capacity to deal with climate change is limited.

Although people have always adapted to the climate, the current speed of change coupled with extreme vulnerability and exposure makes increasing the adaptive capacity of the char population paramount, especially for the medium and long term. The already existing uncertainties and hazards in the CDSP IV chars will be exacerbated by the impacts of climate change, with a greater intensity of cyclones and higher storm surges, changing rainfall patterns, higher temperatures and sea level rise.

Adapting to climate change and CDSP IV

The overall objective of CDSP IV is to improve the economic situation and living condition of the population in the coastal areas of south-eastern Bangladesh with special reference to the poorest segment of the population. In doing this we reduce current vulnerability to climatic conditions and increase the capacity of the char communities to adapt to climate change impacts. We do so by taking an approach where the current problems are addressed while keeping in mind the possibilities for the climate of the future.

Engineering interventions

CDSP IV is helping char dwellers to adapt to climate change by ensuring effective management of water resources, protection against tidal and storm surges, and improving drainage capacity. This is done through water management interventions (construction of embankments, drainage sluices, and drainage channels) and by construction of climate resilient internal infrastructure such as cyclone shelters, roads, bridges, and deep tube wells for water supply. This will improve communication, both inside the char areas and with the surrounding areas, giving people access to outside markets, protection from extreme weather events and a sustainable solution to the lack of potable water supply.



Community based interventions

As poverty and vulnerability to climate change feed each other, addressing social welfare, quality of life, and livelihoods

facilitates adaptation to climate change. CDSP IV is taking a community based approach, which includes:

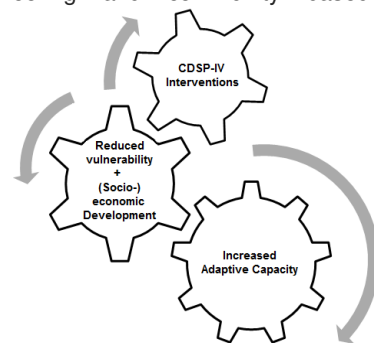
- **Social forestry activities:** such as the establishment of shelter belts to protect chars from storms and cyclones.
- **Land settlement and titling:** providing 20,000 households with a secure land title, investment in climate resilient agriculture and infrastructure is promoted.
- **Agricultural support:** ensuring climate resilient agriculture.
- **Livelihood support through NGOs:** awareness raising and piloting of disaster preparedness and climate change.
- **Formation of community based groups:** these are closely involved in planning and implementation of project interventions and in operation and maintenance after the project is completed, ensuring project sustainability.

Experience from CDSP I, II and III shows that thanks to the reduced vulnerability by the infrastructure provided, combined with the security of land tenure, higher incomes, and other socio-economic improvements, people have invested in better housing, more resilient agriculture and effective local institutions capable of dealing with changing conditions.

A unique approach

As it is impossible to anticipate exact future impacts of climate change, particularly at local scale, climate change adaptation should have an intermediate goal of empowering communities to adapt to the impacts in a broader development perspective.

By reducing the vulnerability and exposure to current climate conditions through engineering and community based interventions, CDSP IV is improving the population's capacity to cope with current climate conditions together with (socio-) economic development. This leads to increased capacity to adapt to longer term climate change impacts.



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Char Development and Settlement Project Phase IV

Social Forestry Program in Coastal Chars

The Social Forestry Program in CDSP IV

This program is part of the 'Protection from Climate Change' component in the CDSP IV project. Char lands are initially stabilized by the Forest Department by tree plantations, which facilitate sustainable agriculture in the long run. The coastal line is protected against natural calamities by establishing a green belt on char lands, shores and banks and by maintaining mangroves.

In line with the forest policy, community forestry is promoted by giving priority to poorer communities and poorer members of the community, in the allocation of contracts for tree plantation. Women and poor people who do not have a land based source of income are employed on a priority basis in nurseries, plantations, forest management, harvesting and industrial work.

All five of the CDSP IV selected chars, Noler Char, Char Nangulia, Caring Char, Char Ziauddin and Urir Char, fall under the social forestry program.

Objectives

- establishment of tree belts to protect chars from storms and cyclones;
- formation of Social Forestry Groups;
- benefit generation for members of the SFG's, both from employment by the Forest Department, as from a share in the income generation from selling of tree products; and
- the production of fuel wood to alleviate the severe fuel shortage that exists in the project areas.



Targets and status

The Forest Department carries the responsibility for all the plantation activities in the chars, except on homesteads. The support for homestead forestry and private tree nurseries is coordinated by the four project NGO's: Brac, Sagorika Samaj

Unnayan Sangstha (SSUS), Dwip Unnayan Songstha (DUS), and the Society for Development Initiatives (SDI).

In table 1 an overview is provided on the implementation status for the different type of plantations, dyke construction and household rehabilitation. Regarding household rehabilitation, in total 350 households will have to be rehabilitated in the areas where foreshore dyke plantations are planned. This is done in coordination with the land settlement program within CDSP IV.

Table 1. Implementation status Social Forestry Program

Activities	Unit	Target	Status (12/2014)
Block plantation	ha	140	35
Canal side plantation	km	205	30
Embankment plantation	km	41	21
Foreshore dyke plantation	ha	250	0
Institutions plantation	no.	95	71
Killa plantation	no.	16	6
Mangrove plantation	ha	7400	4000
Roadside plantation	km	300	148
Dyke construction	ha	250	0
Household rehabilitation	no.	350	0

Workshops and trainings are organized by the Social Forestry Program for staff of the Forest Department, NGO's, SFG's, Water Management Groups (WGM's), Local Government Institutions and the public. Additionally the program organizes periodically information and awareness campaigns on a variety of topics. Table 2 provides an overview on the number of workshops and trainings that the project has facilitated thus far.

Table 2. Facilitation status workshops and trainings

Activities	Unit	Target	Status (12/2014)
One day staff workshop	batch	6	6
Two day staff training	batch	12	8
Initial SFG training	batch	630	274
Follow-up SFG training	batch	630	71
SFG benefit agreement workshop	batch	630	274
Plantation watcher training	batch	20	0
Workshops with the public, LGI's and NGO's	batch	110	53



Char Development and Settlement Project Phase IV

Social Forestry Program in Coastal Chars

Social Forestry Groups (SFG)

To implement the social forestry activities, first of all the beneficiaries are selected and they form a Social Forestry Group themselves. Generally the beneficiaries are selected from the local people living within one km periphery of the social forestry area; the following people get priority in the beneficiaries' selection process:

- the landless;
- land owners with less than 50 decimal land (1 decimal is 1/100th acre);
- widowed, separated or destitute women;
- families affected by the Social Forestry Program; and
- disadvantaged people, freedom fighters or their children.

Once a Social Forestry Group is formed there are certain duties and responsibilities the participants are expected to take on. These include:

- participate in the planning process of social forestry management;
- forestry planning preparation and implementation in collaboration with the Forest Department;
- perform duties on the tree plantations;
- perform pruning and training activities as per the FD approved planning; and
- attend social forestry meetings.

The new SFG will receive a percentage of the profit raised from the social forestry activities. The Forest Department has established a profit sharing mechanism that provides the members of the SFG with a share, dependant on the activity. Table 3 shows how, according to the Social Forestry Rule 2010, the benefits achieved from different social forestry activities should be shared among different stakeholders.

Table 3. Social forestry activity shares

Parties	Embankment and roadside plantation share	Foreshore and mangrove plantation share
Forest Department	10%	25%
Land owner	20%	20%
Beneficiaries (SFG's)	55%	45%
Union Parishad	5%	–
Planting Fund	10%	10%

In all cases of plantation, the length of the agreement is 10 years, which is renewable up to 30 years. A Divisional Forest Officer can renew the agreement by following the process of the Forest Department and taking consent of the parties under the agreement.

In conclusion

Given the importance of afforestation in the process of coping with the increasing consequences of climate change, it is essential that the knowledge and information this Social Forestry Program carries is widely distributed among the coastal population, the Forest Department and the involved NGOs. Large scale campaigns and training are applied to assist in achieving this goal.



The Social Forestry Groups play a crucial role in the efforts to reach and involve coastal communities. To ensure that the latest insights and newest technologies are applied, frequent refresher courses for all coastal Forest Department personnel are incorporated into the program.

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Char Development and Settlement Project Phase IV

Land Settlement on Coastal Chars

Settling on new land

On average 1.1 billion tons of sediment are carried down by the Ganges-Brahmaputra-Meghna river system, the largest sediment load in any river system in the world. Much of it forms the raw mass for new developing land in the coastal areas, the *chars*, as this land is called in Bangla.

The newly accreted land becomes property of the government (*khas* land) and is transferred to the Forest Department to plant trees that help stabilizing the land. After 20 years, the land is considered as fit for settlement. But while land is accreting, it is also eroding in other places. It is estimated, that each year 26,000 people lose their land through erosion. Without anywhere else to go, many of them try to rebuild their lives on the newly emerged chars, often before the 20 years have expired. They occupy the land illegally and in some cases have to buy it from local power brokers.

Land settlement under CDSP IV

The land settlement process under the Char Development and Settlement Project IV (CDSP IV) follows the provisions of agricultural khas land management and settlement policy, and can be divided into the following broad stages:

1. Settlement surveys

During a plot-to-plot-survey (PTPS), cartographers, measure each and every plot on the respective char, draw an exact map of the land based on cadastral surveys and note down the details on the inhabitants. The maps and the information about the families are then deposited and published in the Upazila (sub-district) Land Office. Complaints against the findings can be submitted within 30 days.



2. Kabuliat signing

While in standard land settlement processes the settlers are requested to travel to the Upazila Land Office to look into the files, CDSP IV organizes public hearings at the village level. During these hearings, each case is called out to confirm that the family and all listed members are living on the plot. Other participants can object, for example if they know that an applicant owns a plot of land somewhere else. Once the hearing is concluded, the list with the identified landless households is transferred to the Upazila Land Office which prepares the official resolution of the meeting as well as the settlement record for every family. After receiving approval from the district level, the kabuliat (deed of agreement) has to be signed by both the selected landless households and the

land authority. Under CDSP, the deed is registered at the village level due to a special arrangement (in other cases this is done at the Upazila Offices), which again saves the families time and costs for the often difficult travel to the Upazila Office.

3. Khatian distribution

Once registered, the details of the settlement cases are entered into the land database of CDSP IV. The project has developed a Land Records Management System (LRMS), which allows record keeping of every land attribution and helps to prevent double assignments. The LRMS produces computerized khatians (final records of right). As the last step in the process, this document is handed over to the beneficiary family, making them the owner of the respective plot on a permanent base. Khas land, once allocated, cannot be sold and only be transferred by heritage.

Process innovations

Under CDSP, a number of innovations, such as to the PTPS, information dissemination meetings, the public hearings, the kabuliat signing and registration of deeds on village basis, and the LRMS, have been introduced to the land settlement process. These elements are unique to land settlement under CDSP and strengthen the impact for rural women and men. Over the years of CDSP implementation the process has been streamlined from 26 official stages to 8, making it faster and more accessible for the char settlers.

Female empowerment

Another change that CDSP introduced to the process is improving the position of women regarding to land rights. The wife's name is now written first in the legal document. As a result she is legally entitled to 50 percent of the owned land. This strengthens her position in the family, provides her uninterrupted access to the land and a legal position in many decision making processes. For example if the family wants to use the land as a collateral for credit. Also, if the husband should abuse his wife or it is proven that he is involved in illegal activities, legal steps against him can now result in him losing his share of land.

Innovation scale-up

Under CDSP III an internalization process was started to encourage other institutions to utilize our learning's and innovative activities in land management systems. This transforms the titling of land into a more open, transparent and hassle free process. These activities, including the development of training manuals and organization of seminars, are continued under CDSP IV.

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Char Development and Settlement Project Phase IV

Agriculture Development Program

The DAE program in CDSP IV

In the context of productive cooperation, CDSP works together with the Department of Agriculture Extension (DAE) on the Agriculture Development Program. DAE provides technical and financial assistance on a needs basis.

The program runs the full length of CDSP IV and aims to increase agricultural production through improved cropping practices in the project area. This in turn strengthens the economic situation of beneficiaries in the five project chars.

Agriculture challenges

The land in newly formed and unprotected chars is only marginally productive for agriculture. The soils are generally very infertile by high soil salinity levels due to regular flooding by sea water during the monsoon season. This prevents intensive agriculture for year round crop growth. A significant portion of the coastal char land can only be used to support the transplanted aman (t. aman) rice crop in the monsoon season, when salinity levels are lower through dilution by rainwater, with risk of damage through flooding and drainage congestion. During the following dry rabi season most of the land is too saline for agriculture.

Objectives

The Agriculture Development Program has the following objectives to achieve during its implementation period:

- to increase crop production through HYV cultivation and to improve cropping practices in the char areas;
- to improve cropping patterns and increase cropping intensity with diversification of crops in the char areas;
- to select appropriate technologies for coastal chars through adaptive trials;
- to improve livelihood conditions by economic development through improved agricultural activities for the char inhabitants, with special reference to the poorest segment of the population.



These objectives contribute significantly to CDSP IV's overall goal: 'Reduced poverty and hunger for poor people living on newly accreted coastal chars'.

Targets

The Agriculture Development Program consists out of several sub-components:

- strengthening of agricultural extension services;
- support for homestead agriculture and agro forestry by contracted NGOs;
- surveys and monitoring.

The main activities and targets of the program are focused on trainings/demonstrations and adaptive research. The DAE staff provides training (e.g. on different crop production technologies), field crop demonstrations, arrange field days and motivational tours with farmers to the potential areas, and undertake adaptive trials along with some field test activities on the coastal chars. The accompanying targets and progress are shown in table 1.

Table 1. DAE activity targets and status

Activities	Unit	Target	Status (12/2014)
DAE staff training and workshops			
Orientation of staff	no.	1	1
Training of Trainers (ToT) and technical update	no.	9	9
Farmers training			
1. Orientation meetings (Farmers Forum)	no.	90	90
2. 1 day technical training	batch	1100	819
3. 4 day technical training	batch	72	55
4. Motivational tours	batch	72	51
5. Field days	no.	72	64
Field crop demonstrations			
1. High value crop	no.	360	290
2. Low value crop	no.	720	560
Adaptive research			
Participatory research	no.	6	8
Survey and monitoring	no.	6	7
Seasonal reports	no.	72	19
Seasonal workshops	no.	18	6

So far the progress of the Agriculture Development Program of CDSP IV has been high, considering the project implementation is just over halfway. The DAE staff training and workshops are complete. The farmers training has passed the 75% completion rate, with most work to be done on the motivational tours and 1 day technical trainings. Field crop completion rate lies on almost 80%, for both crop types. Adaptive research is highly season dependent, and thus will be completed as the years pass.



Char Development and Settlement Project Phase IV

Agriculture Development Program

Strengthening of agricultural extension services

In line with the New Agricultural Extension Policy of 1996, the formation of 'Farmers Forums' (FF) is a core group approach in extension services. With an average number of 60 members per group, and 90 FF's that have been formed, 5400 farmers are reached with 42% female representatives from 28,000 households. The remaining households will be reached and motivated through other activities such as demonstration plots and field days.

Productivity zoning

At the start of the project a survey was conducted to classify land topography into four classes for performance suitability, also known as crop 'Productivity Zones' (PDZ), which relates to salinity and depth of flooding. Each PDZ is not necessarily a homogeneous block. Crop performance in each PDZ is monitored seasonally and the concept provides useful information of the type and extent of cropping possible during the early stage of reclamation.

Adaptive research

Due to the anticipated effects of climate change in the coastal chars, it is a priority to undertake adaptive research aimed at testing a range of field and home garden crop varieties for salinity tolerance. A number of experimental trials are conducted at farmer plots and home gardens, to explore potential new technologies.

Hybrid variety cucumber introduction

United Leasing Company has distributed Tk 15-18 million to support the farmers of the chars with agriculture loans for the cultivation of cucumbers. The 'Periodic Agriculture Survey 2014' (PAS) shows that cucumbers are now intensively produced in Nangulia and Noler Char (over 1000 ha). The average cucumber price was found to be between 15-20 Tk/kg, and they are marketed to Comilla, Dhaka and Chittagong.

Salinity in project chars

The unprotected coastal chars are vulnerable to regular flooding and have thus highly saline soils. As stated earlier, only one rice crop is possible in the monsoon season, the transplanted aman (t. aman).

Monitoring of soil salinity is conducted monthly. The salinity gradually declines over the years as the area's protection through new infrastructure is improved. The results of the salinity surveys during the rabi season, as shown in table 2, underline this as the chars show a relatively steep decline in soil salinity levels in the last 3 years. In combination with the introduction of high yielding crop varieties as an important element of CDSP IV's extension development strategy, the tons per hectare yield for the five chars is steadily increasing towards the national averages.

Table 2. Top soil salinity monitoring test results (ECe, ds/m)

Char	April 2012	April 2013	April 2014
Nangulia	25.3	16.1	7.2
Noler	28.0	13.0	9.8
Caring	32.2	15.1	11.0
Ziauddin	14.2	3.1	2.8
Urir	16.1	11.1	10.3
Average	23.2	11.7	8.2

ECe, ds/m: Electrical conductivity at 10 cm soil depth

Increased agricultural production

The agriculture benchmark surveys conducted by CDSP IV in 2012, revealed that the overall cropping intensity in the project area was 127%, which is very low compared to the national average of 191%. Crop yield also started relatively low at 1.5-2.0 tons per hectare.



The PAS 2014 showed that the cropping intensity increased from 127% to 162%, that during kharif-I the HYV crop replaced 20% of the local varieties, average yield of 3.5 tons/hectare, and during kharif-II the HYV crop replaced 29%, with an average yield of 4.2 tons/hectare. Amongst rabi crops some HYV and hybrid varieties of cucumber, tomato, bitter gourd, bottle gourd and sweet potato were introduced and adapted in the project area.

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Char Development and Settlement Project Phase IV

Social and Livelihood Development on Coastal Chars

Social & Livelihood Support

The focus of the CDSP IV Social and Livelihoods Support (SLS) component lies on the social and economic development of the households situated in the five chars, with a special emphasis on women and children. Approximately 28,000 households were thought to inhabit the five chars, so far 27,654 have been identified.

The support program consists of 6 sub-components: 1. Group formation, Micro-finance and Capacity Building, 2. Health and Family Planning, 3. Water and Sanitation, 4. Legal and Human Rights, 5. Disaster Management and Climate Change, and 6. Homestead Agriculture and Value Chain Development. Late 2014 two new sub-components were added: Poultry & Livestock, and Fisheries.

These sub-components are implemented at field level by four partner NGO's (PNGO's). Brac (Char Nangulia, Noler Char, Caring Char, Char Ziauddin), Sagarika Samaj Unnayan Sangstha or SSUS (Char Nangulia, Noler Char, Caring Char), Dwip Unnayan Songstha (Char Nangulia, Noler Char), and the Society for Development Initiatives or DSI (Char Nangulia, Urir Char). Each PNGO works in all the program's sub-components.

Sub-components

1. Group formation, Micro-finance and Capacity Building

Micro-credits are expected to make a big impact on the livelihoods front. The four selected PNGOs have vast experience with implementing microfinance programs. All households are brought under the program. Participants are investing in livestock, poultry, petty trade, shops and crops. The sub component is covering 25,915 (94%) households from all chars, in 976 groups. Almost Tk 60,31 million savings have been collected and almost 37,000 loans were disbursed for a total of nearly Tk 503 million. The total member coverage by loans is 78%. Nearly 17,500 beneficiaries that are involved with income generating activities received training on their trade from the NGO's.



2. Health and Family Planning program

As health services were very poor in the project areas, the project team adopted the National Health Strategy to implement this sub-component. In total 195 Traditional Birth Attendants (TBA's) were trained for Mother and Child Health care and they get refresher training monthly. 2,600 Local elites receive orientation on health care, 130 Village doctors are trained and provided with one day orientation. During the

project period 37,440 health forums will be conducted. ORS, de-worming tablets, contraceptives and micronutrients are distributed on a large scale. 13 Static and mobile clinics are functioning for daily practice, one in each PNGO branch.

3. Water and Sanitation

Access to safe water and sanitation are critical factors for good quality of life. Since the start of the project, access to safe drinking water has improved significantly in the project areas. So far 1030 Deep Tube Wells (DTW's) have been installed with 1154 Tube well User Groups (TUG's) established. Two care taker families have been trained for each DTW and have been supplied with a DTW repairing kit. 100% Of the char inhabitants now have access to safe drinking water. Additionally 9,700 single pit latrines have been distributed to the beneficiary families to improve the sanitation situation on the chars.

4. Legal and Human Rights

The main objective of this program component is to provide group members access to information on 7 basic laws, disseminating the laws through legal literacy classes, raising awareness about legal rights, and empowering the poor, especially women, both legally and socially by encouraging them to take legal action. So far 2300 meetings were held that touched on these essential social subjects.

5. Disaster Management and Climate Change

To raise mass awareness on disaster management and climate change in the project area, selected group members are trained on disaster mitigation and preparedness. The trained members disseminate the issues to the other people in the community. So far 2000 beneficiaries were trained on the subject. Other activities under this component are house strengthening, plinth raising and trainings on improved cooking systems and on bio-digester.

6. Homestead Agriculture and Value Chain Development

This sub-component is implemented to reduce malnutrition and to increase the income of households by agricultural production of beneficiaries through technology transfer, using demonstration plots. So far over 6,200 individuals received training on fruits and vegetables, and 3,000 people on high value crops. Additionally 21,000 fruit saplings were distributed among the farmers. CDSP IV also implements a value chain development program to increase the income of farmers through agricultural production and linkage with wholesale markets.

Latest information and contact details

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Char Development and Settlement Project Phase IV

People's Participation in Institutional Development

Peoples participation

Six implementing agencies and four PNGOs, with support from the Technical Assistance team, are working on the formation, strengthening and capacity building of field level institutions (FLIs), for the promotion of an institutional environment that sustains CDSP IV type of interventions. For this purpose the project activities are specifically geared towards:

- institutional development;
- studies, knowledge management and dissemination;
- concrete interventions at field level.

Field Level Institutions (FLI)

To ensure peoples participation in all stages of the project cycle, various Field Level Institutions have been created under CDSP IV. These are community based organizations, consisting of representatives of the settlers in the chars. The FLIs make it possible for community members to participate in the planning, implementation, monitoring, evaluation and sustainability of the project activities through Operation & Maintenance (O&M).

The FLI's ensure that the local needs and interests in planning, execution and maintenance are addressed, which stimulates the sense of ownership of the project. The main FLIs created under the CDSP IV project are: Water Management Organizations (WMO), Farmer Forums (FF), Social Forestry Groups (SFG), Tube well User Groups (TUG), Labour Contracting Societies (LCS) and Micro Credit & Saving Groups (MCSG). In the formation of FLI's, it is tried to attain a FLI specific gender balance. For WMG's this is 50%, for SFG's 37%, for FF's 42%; LCS's either are solely men or women, or mixed, and NGO groups and TUG's consist of women only.



While establishing the different FLI's, several policies and guidelines are taken into consideration: The National Water Policy (NWP, 1999); the Guidelines for Participatory Water Management (GPWM, 2001), the Social Forestry Rules (SFR, 2004), the National Agricultural Extension Policy (NAEP,

1996), and the Participatory Water Management Rules (PWMR, 2014).

Water Management Organizations (WMO)

Participatory water management is of utmost importance for Bangladesh; to ensure this is realised in CDSP IV, Water Management Organizations (WMO's) have been established. The types of WMO's are: Water Management Groups (WMG), Water Management Associations (WMA) and Water Management Federations (WMF), each representing a different level of organisation.

The formation process of WMG's in line with the GPWM basically consists of the following 8 steps: 1. Information campaign, 2. workshops with key persons on demarcation of area, 3. plan for WMG formation, 4. mass meetings (men and women separately), 5-6. induction orientation/session on tasks and responsibilities of WMG with election of 12 member management committee and regular meetings, 7. preparation of bylaws, and 8. training and registration. In table 1 an overview is provided on the WMO's, consisting of WMG's, WMA's and WMF's, formed under all four phases of CDSP.

WMG's are involved in planning, implementation, operation & maintenance, liaising with LGI's, Government of Bangladesh (GoB) agencies and in mobilising local funds.

Table 1. Overview formed WMO's during CDSP phases

Project Phase	Area (ha)	No. WMG	No. WMA	No. WMF	Remarks
CDSP IV	13,000	19	1	-	Reg. in progress
CDSP III	6,600	10	1	-	Reg. 10
CDSP II	25,375	36	6	2	Reg. 11
CDSP I	9,925	7	1	-	Reg. 5
Total	54,900	72	9	2	Reg. 26

Local Area Development Committees (LADC)

LADC's are established in unprotected areas where no embankments are built and only (natural) drainage infrastructure is in place. An LADC is formed with around 15-25 members in a similar fashion as WMGs, but in this case there is a closer link with the Union Parishad (UP), as the chairman of the UP may be the ex-officio president of the LADC. Apart from the president, a vice president and a secretary are also selected. Similar to the WMG, the LADC is involved in the planning of activities in the area, and like the WMG they have a savings account, although they are not registered. Mission Report No 5 recommended reconstituting LADC to make it sustainable as a WMO in the future.



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People's Participation in Institutional Development

When in the future an embankment is made (i.e. the unprotected lands become protected), LADCs may be converted into WMGs. At present 6 LADCs are functioning in CDSP IV (in Caring and Urir Char).

Farmer Forums (FF)

Following DAE's New Agriculture Extension Policy (NAEP), the group approach has been adopted in all agriculture extension activities under CDSP. For this purpose CDSP IV has established 90 Farmer Forums in the five chars, counting over 5400 members of which 42% are women. The size of FF's are on average 60 members, that have farming as their main occupation and are interested to participate in crop production. Some of the FF's have opened bank accounts and started saving. The money is intended to buy agricultural equipment in the future.

Labour Contracting Societies (LCS)

It is mentioned in the guidelines (GPWM) and in the policy (NWP) that 25% of the earthwork of any public water project will be implemented by LCS. The NWP also stipulates that all opportunities must be explored and efforts undertaken to ensure that the landless and other disadvantaged groups are directly involved in participatory water management of local water resources.

The purpose of the LCS program is to create opportunities for employment and income generation for the poorest project beneficiaries, both males and females. This to ensure a fair wage to the labourers and to implement the works in a timely manner and with high quality. In CDSP the LCS are involved in earthworks as repair of embankments, re-excavation of khals and ponds, and construction of earthen roads. And also in construction of single pit latrines and market development. Up till now 42 (male-24, female-7, mixed-11) LCS have been formed with affiliation of WMG's, another 15 are in process of formation.

Social Forestry Groups (SFG)

To ensure peoples participation in forestation activities, a social forestry approach has been applied through which settlers are involved in planning, implementation, monitoring, maintenance and management of the plantations. For this purpose, the Forest Department (FD) with the assistance of the TA staff is working on setting up Social Forestry Groups for road side-, embankment-, foreshore-, killa-, institutions- and mangrove plantations. In CDSP IV 274 SFGs have been formed out of the project target of 630. Women participation in SFG's is currently about 37%.

Tube well User Groups (TUG)

Safe drinking water is a basic need for the people in the CDSP IV project areas. The establishment of deep hand tube wells provides this safe drinking water, and reduces the collection time as it is usually placed in close proximity to the users.

Before a new drilling location for a tube well is selected, the NGO's seek to form a tube well user group, consisting solely of women. The members receive general training on water, sanitation and health (WASH). Additionally two caretakers per TUG receive special training on operation and maintenance of the tube well and get a toolkit for this purpose. The TUG's are responsible for collecting contribution money from the participating families. So far 1154 TUGs have been formed out of the project target of 1479.



Micro Credit and Savings Groups (MCSG)

In CDSP IV, four partner NGOs (BRAC, SSUS, DUS & SDI) are working to implement six sub-components through establishing micro credit and savings groups (MCSG). 976 Microcredit groups have already been formed out of the project target of 1120 for 2800 households. One female member per household is part of an MCSG. They are saving on average Tk 20 per week and regularly attend the weekly MCSG meeting. A significant part of the members have taken loans or intend to take loans for income generating activities.

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Char Development and Settlement Project Phase IV

Gender Development in CDSP IV

Gender Development

The overall goal of the Gender action plan in CDSP IV is to make stakeholders in the project more gender sensitive and to ensure sufficient women participation in the field level institutions established by the project. Ultimately the gender action plan aims to reach a gender balance in the distribution of the project benefits, and improve the socio-economic position and status of women in the chars.

Gender policies

In 2006 the Bangladesh Water Development Board (BWDB) finalized its Gender Equity Strategy and related action plan for 2006-2011. These aimed at increasing gender equality in the water sector in Bangladesh and underlined the importance of topics such as: Equal participation of women in all stages of water management, gender equality in the work place, support facilities for female staff, integration of gender issues into training programs, gender sensitive communication and sex-disaggregated data collection and M&E.



The Local Government Engineering Department (LGED) also developed a Gender Equity Strategy and Action Plan for the period 2002-2007, which provided guidelines to address gender equity issues within the organization as well as in their projects and programs.

The Department of Public Health Engineering (DPHE) has not yet produced gender specific policy documents. However in the 'National Drinking Water and Sanitation Policy' of 1998, DPHE identified women as important stake holders at user level of water, sanitation development and management. Women are increasingly organized in Tube-well User Groups (TUG's) and are made responsible for the operation and maintenance of these wells.

The Ministry of Land (MoL) has recognized women's land rights in its 'Agricultural Khas Land Management and

Settlement Policy' of 1997, by providing the official land title in the name of both husband and wife.

The Forest Department (FD) in its social forestry rules of 2004 mentioned that at least 30% of the Social Forestry Group members have to be female and that women have the right to half the benefits of their husbands if they are members of SFG. Furthermore, destitute women are to be treated as a priority category in social forestry.

In the 'New Agricultural Extension Policy' (NAEP) of 1996 from the DAE, the Ministry of Agriculture acknowledges women's role in agriculture and the need to provide extension services to female farmers. In its 'Agricultural Extension Manual' of 1999, it is mentioned that DAE will start to consider gender as part of its extension approach.

Although most government agencies have formulated promising gender equity strategies and action plans, and others have incorporated gender into their existing policies, there is generally a significant gap between policy and practice. The implementation of plans and policies at the local level is usually poor, which can primarily be explained by an overall lack in commitment and monitoring of gender issues.

To bridge this gap it has been crucial for CDSP IV to strictly monitor and evaluate the implementation of plans and activities that are gender related. This contributes to the achievement of higher levels of gender equality and hence make gender mainstreaming more successful.

To ensure women participation in the project, CSP IV has set targets for participation with each of the different Field Level Institutions (FLI's). Table 1 provides an overview of these targets and their status.

Table 1. Women participation in FLI's

Field Level Institution (FLI)	Target	Status
Water Management Group (WMG)	50%	46%
Water Management Association (WMA)	33%	33%
Farmers Forum (FF)	33%	42%
Social Forestry Group (SFG)	30%	37%
NGO Group	100%	100%
Labour Contracting Society (LCS)	30%	26%
Tube-well Users Group (TUG)	100%	100%



Char Development and Settlement Project Phase IV

Gender Development in CDSP IV

Responsibility for this successful achievement success lies with all involved, the Implementing Agencies, the Technical Assistance Team and the involved NGO's.

Gender focus

Gender issues are an integral part of all policies and guidance of CDSP IV. Gender specific questions and considerations have been systematically integrated into the programme planning, implementation, monitoring and evaluation.

Gender inequality poses a major impediment to achieving sustainable development. Hence in CDSP IV the gender related goals are:

- provision of awareness creation on gender issues at all levels of all sectors, agencies and NGOs;
- appointment of sufficient female staff, especially at the field level to promote better communication with women;
- pursuing sufficiently representable percentage of women in all level groups and committees, and their opinions and views have to be taken into consideration;
- women are provided with equal chances and their access to knowledge and opportunities are similar to men;
- incorporation of gender training and gender sensitization programmes at all projects levels on a regular basis.

The concept of 'gender mainstreaming' in the project has been ensured through active participation of men and women in all project activities during planning, implementation and for operation and maintenance.

Major areas of action

As there are many aspects to gender development in CDSP IV, there are several major areas of action in the struggle for gender equality:

- initiatives continue to increase awareness of gender issues among all sectorial staff;
- creating a favourable atmosphere for inter-agency interaction on gender;
- practicing gender balance recruitment and zero tolerance for gender discrimination within the project;
- organising gender campaigns and exposure visits to utilize different media and messages on gender equality;
- provision of training and periodical orientation to both male and female staff on gender, of all CDSP IV involved agencies and NGO's;
- dialogue is open with the involved agencies and NGO's for continued assessment and improvements of a women friendly working environment in the field;

- pressing past the gender targets for group composition of the established Water Management Groups, Water Management Associations, Farmer Forums, Social Forestry Groups, Tube-well User Groups, Labour Contracting Societies, and Micro Credit and Savings Groups;
- provision of gender awareness training for the communities, field level institutions, implementing agencies and NGO staff;
- including gender appraisal into participatory approaches, monitoring and evaluation;
- organising cross and exchange visits for female members from different relevant groups;
- organising experience sharing workshops and consultations for female community leaders;
- CDSP coordinates with other organizations on gender issues. One of these is the Gender & Water Alliance of Bangladesh (GWAPB) project. The GWAPB offers different types of trainings to CDSP IV staff.



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Char Development and Settlement Project Phase IV

Monitoring & Evaluation and Knowledge Management

Monitoring and Evaluation

A comprehensive Monitoring and Evaluation (M&E) system has been developed for CDSP IV. This helps the program to:

- generate information for impact monitoring at the project objective and goal level, and to measure the impact of the project against the log-frame objectives.
- generate information on project activities and outputs for project planning and management.
- contains IFAD Results and Impact Management System (RIMS) indicators that are required for all projects to include with reporting to IFAD.

CDSP IV has an M&E unit within the TA team headed by a Monitoring & Evaluation and Knowledge Management Specialist and a MIS & Computer Specialist. Two monitoring and evaluation officers are also employed by the TA team for specific M&E data collection.

The M&E system consists of four different monitoring elements:



1. Impact monitoring

Gathers information on IFAD's RIMS indicators. These are household assets, food security status and malnutrition indicators (anthropometric data) among children less than five years old. The first survey or RIMS baseline survey has been conducted in 2009. Two more RIMS surveys are planned, 1 for the mid-term in 2014 and one post project survey in the last year of CDSP IV implementation.

2. Outcome monitoring

This monitoring gathers information on purpose and goal level log-frame indicators that are not covered sufficiently by the RIMS survey. In particular for this project the outcome monitoring is aimed at the collection of evidence for a 'results chain' that shows changes in the physical environment (e.g. reduction in flooding reduces soil salinity, and increases soil suitability for agriculture), and improved technology (e.g. new crops and cropping patterns result in increased yields, that lead to increased sales, improved food security and finally to a reduction in poverty). For this purpose detailed baseline surveys are annually conducted.

3. Process monitoring

A system of Participatory Monitoring and Evaluation (PME) was developed to generate feedback from project participants on a range of topics. Not only does this provide the project management with valuable feedback on the implementation of activities and delivery of outputs, but also on the initial outcome and impact of these outputs in terms of steps taken by households to improve their livelihoods. This process monitoring includes assessment of the effectiveness of training via KAP (Knowledge, Attitude and Practice) surveys, ad hoc surveys and case studies.

4. Activity monitoring

Project implementing agencies are generating monthly reports on activities and outputs. These are collated by the TA team and a consolidated report is prepared for the Project Management Committee (PMC) along with a half yearly progress report. Reporting shows progress relative to annual and project targets. Where appropriate (such as for training courses) data is disaggregated by gender.

Input information is monitored and assessed continuously for timely identification of problems, to allow sufficient time to search for solutions and guard against project implementation delays. Information on project activities is recorded on a regular basis in a comprehensive computerized Management Information System (MIS).

The surveys conducted plus their frequencies are provided in table 1 below.

Table 1. Survey frequencies and status

Activities	Plan	Status (12/2014)
RIMS survey	Twice (2014 and 2017)	IFAD completed baseline in 2009, mid-term completed in 2014
Outcome survey	Annually	Baseline 2011, then 2012, 2013 and 2014
KAP survey	Biannually	4 th cycle completed
PME	Quarterly	5 th cycle completed

Project Reporting

Progress reports

Each half year a progress report is written for CDSP IV. These reports provide information on the physical and financial progress of project activities against annual and project targets. Furthermore they contain a regular assessment of the project impacts, including summaries of the results of KAP, PME and annual outcome surveys.

Mid-term review

IFAD and the Dutch Embassy (EKN), in cooperation with the PMC, will undertake a mid-term review in in the 4th project year. To review: 1. the project's achievements and constraints; and 2. the conclusions of the various impact assessments of project impact and performance. Based on



Char Development and Settlement Project Phase IV

Monitoring & Evaluation and Knowledge Management

the findings of the mid-term review, a mutually acceptable action plan for the remainder of the project will be prepared.

Project Completion Review

IFAD requires that a project completion review (PCR) is carried out following the completion of each project it is funding. This involves two stages: Preparation of a PCR by the project, followed by the IFAD PCR mission.

RIMS reporting

As part of IFAD's Results and Management Information System (RIMS) the M&E unit prepares and submits RIMS Level 1 reports regularly to IFAD. Level 1 results show progress of project activities and outputs in the terms of IFAD standard indicators. Level 2 results will be reported annually after mid-term of the project (2014), these are a subjective rating of the effectiveness and sustainability of each output, supported by evidence from project monitoring.

Knowledge Management

The CDSP IV inception report states Knowledge Management (KM) and lessons for ICZM as one of the five project outputs, which will be measured and evaluated at the end of the project implementation.

The CDSP team has gathered a large amount of knowledge and experience on developing new land and utilizing innovative approaches. Documented case studies and lessons learned from this work are highly relevant for the government organizations as well as for the development community. Underneath the current KM tools available:

1. Documentation

Reports: The project prepares regular reports, such as progress reports, mission reports, technical reports, surveys, and studies conducted on specific issues.

Training Materials: A number of training manuals and other materials developed by implementing agencies (DAE, FD) and partner NGOs for the staff and beneficiaries are available.

Monitoring & Evaluation: The M&E systems as described in this brochure.

Geographic Information System: Used for the preparation of detailed maps, monitoring the project area and present social and livelihood related information.

Good practice: The TA team fills out a special template for good practice, to aggregate useful knowledge and ensure no knowledge is lost throughout project implementation.

Photography: Project staff document their work through photographs and keep a photo archive with the M&E unit.

2. Sharing mechanisms

Reports distribution: Reports are being circulated among all involved agencies and TA team members and are submitted to the donors.

(Online)Library: The TA team is maintaining a library in the Noakhali office that holds all physical copies of published reports and other documents. Also in 2014 an Online Library was established for the digital document versions.

Meetings: Inter-ministerial meetings with the Planning Ministry and the other five Ministries (MoL, MoWR, MoA, MoFE, MoLGRD); Project Management Committee (PMC) meetings

with the Project Directors of all implementing agencies and the senior TA team members; NGO Coordination meetings, bringing together all four partner NGOs as well as representatives from the TA team and IA's; and TA meetings with all levels of the TA staff.

Workshops: Internal workshops are organized for the TA team members and representatives from implementing agencies to improve knowledge on a specific subject, or discuss findings and recommendations of missions or studies.

Coordination with other development projects: CDSP IV has established partnerships with other development projects in the region and elsewhere. Examples are the IFAD funded SARCCAB, the Danida funded RFLDC project, and the EKN funded Blue Gold project.



3. Outreach

Website: The CDSP IV website (www.cdsp.org.bd) is currently the main tool to keep external audience informed on project activities. It was fully redesigned in 2014.

Brochures: This brochure is one of a series of brochures that cover all aspects of the project in detailed two-pagers. They are all available for download on the website.

IFADAsia: CDSP IV has a project page on the IFADAsia website.

Observation of international days: Jointly with the partner NGOs the project organizes events during several different international days.

External events: Upon invitation, project staff participates in workshops/seminars and conferences organized by other institutions, to increase CDSP IV's external visibility.

Social media: A CDSP IV Facebook and Twitter account has been created to effectively communicate project news.

Newsletter: From 2015 onward, the TA will bring out a quarterly newsletter on the newest development of the project.

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