

FINAL REPORT

For

ADD International Capacity Building Learning Review Bangladesh March 2016

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List of abbreviations

ADD	Action on Disability and Development
DPO	Disabled Peoples Organisation
PWD	People With Disability
SHG	Self Help Group
CB	Capacity Building
NGDO	National Grassroots Disability Organisation
NCDW	National Council for Disabled Women
APDPO	Alor Prondip Disabled Peoples Organisation
NGO	Non-Government Organisation
INGO	International Non-Government Organisation
TOR	Terms of Reference
FCC	Five Core Capabilities
MJF	Manusher Jonno Foundation
OD	Organisational Development
CD	Country Director

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1. Executive Summary

ADD in Bangladesh has a strong reputation for providing excellent capacity building support to DPOs, non- ADD staff interviewed commented that ADD supported DPOs were the strongest in Bangladesh. They all functioned on a rights based approach and had very strong links with local government administrations. ADD added value in Bangladesh is based on its long term commitment and strong rights based approach that is not as well established in other capacity building support organisations.

The capacity building model they use has been very successful at developing DPOs that represent people with disability. Meeting with staff highlighted how loyal they are to ADD some staff remaining with the organisation for 17 years. The capacity building support at all levels is based on a core understanding of what is a good DPO and strengthened by a needs based approach to individual organisations. Other International and National NGOs are replicating the ADD CB model which is a testament to the ADD Brand in Bangladesh. ADD also has very strong relationships with both National and Local Government administration which has contributed to a successful CB process.

The FCC model has been used but is not embedded into the organisation however the concept of the five different capacities included in the model are imprinted into the DNA of the staff and the DPOs as seen in the 2 tables of what constitutes a strong DPO and the CB support provided in section 6 of this report. The model/tool needs adapting and made more user friendly for the Bangladesh staff.

There are many stories of change at individual, organisational and movement level over the years that all feed into the change process described in ADD Global ToC. This momentum has slowed down over the past two years because of the current political climate and the reduction in financial support.

Finally the change from a long term rights based capacity building approach to a results based programmatic approach perceived by the staff is something they will need to work through. The foundation of a good capacity building model just needs adapting to the changing external influences on the Bangladesh CB programme.

2. Introduction

The Capacity Building Process was introduced to Bangladesh in 1995 after the Country Director visited India and brought back the concept of developing Self Help Groups. Through this concept ADD Bangladesh has developed a model of providing Capacity building (CB) support to three levels of intervention, the first is Self Help Groups (SHGs), the second Disabled Peoples Organisations (DPOs) and the third is Network/Federation level, (District and National). The Current Country Director described the process as “Do and Learn for staff development that is not documented as a formal process. The staff with more experience (longest serving 17yrs) trains the new staff on how to provide Capacity Building Support to SHGs, DPOs and Federations we also place new staff with a DPO for seven days to learn how DPOs function”. Over the past 21 years they have provided CB support in 27 Districts to more than 140 DPOs at Union Level, 10 federations of DPOs at District level covering 22,402 people with Disabilities.

The Capacity Building process described by ADD staff in Bangladesh is in the form of community participation and advocacy that will lead to supporting and enabling potential members to express their views and concerns on accessing information and services, to also defend and promote their rights and responsibilities.

Capacity Building (CB) with Disabled Peoples Organisations (DPOs) and with the disability movement is at the heart of ADD’s approach. This learning review for Bangladesh explores the belief that ADD’s approach to CB is distinctive because of the long term engagement and the strategic decisions taken when selecting and developing partners. The question explored has been: does the ADD distinctive approach to capacity building in five key areas: namely identifying CB needs, providing CB support, facilitating strategic inputs, accompaniment and brokering links resonate with the CB support provided in Bangladesh?

3. History of ADD in Bangladesh

ADD International has been in Bangladesh since 1995, their aim was to grow a movement from the grassroots up through what was described as the Indian Model (see section 7 for a full description of the process). In 1996 the first group of 73 people with disability were mobilised to form SHGs in six villages of Baruipara Union in Kushti district. As the grassroots movement grew through the DPOs ADD formed ten district level federations of DPOs and two national level networks, National Grassroots Disability Organisation (NGDO) and National Council for Disabled Women (NCDW).

Over the past 21 years ADD emphasis on organising and supporting People With Disability to come together as DPOs to provide services has shifted to developing the capacity of DPOs and their networks to become advocates for their rights and campaigners for change, the staff commented that it is now changing again to DPOs becoming service providers. ADD has developed a strong disability movement that is recognised by peer INGOs one quote from an international NGO member “ADD DPOs are better than other DPOs in Bangladesh”

“The 2015 -2020 strategy has seen a shift from working directly with Persons with disabilities to working with Disabled Peoples Organisations and their networks”. This thrust focuses on

capacity building of DPOs to promote disability rights issues at local, district and National levels.

ADD in Bangladesh and its DPO partners have established strong working relationships with both National and Local Government departments and ministries. They are well respected and recognised as a key contributor to the disability movement; their campaigns are well recognised for raising issues of disability rights and inclusion. Their contribution to the Disability Rights and Protection Act 2013, and the National Women's Development Policy was mentioned several times during this visit.

4. Learning Review Methodology

The learning review began with a review of the documentation provided by both ADD UK and ADD Bangladesh. The Consultant visited Bangladesh for seven days (Itinerary attached at Annex 1) of which 6 were collecting data and one analysing the findings and drafting a report. Two workshops were facilitated to explore the CB process in Bangladesh, fourteen staff attended the first and representatives from twenty one DPOs attended the second. Key Informant Interviews were held with Senior Staff of ADD, Sight Savers, Handicap International, Julian Francis (Development, Disability & Management Consultant) and Manusher Jonno Foundation (Donor supporting ADD). The Consultant met with a group from the National Grassroots Disability Organisation (NGDO) and the National Council of Disabled Women (NCDW). The Consultant also visited two District Federations one Rural DPO and one rural SHG. A very short validation workshop was held on the 4th day with staff as the ADD office was closed on the final three days of the visit.

5. Understanding Capacity Building

One of the six strategic choices stated in the Country strategy 2015 – 2020 is “partnership development” see Annex 2. There is also a reference within the document to “ADD will emphasize capacity building as one of its core functions. Through continuous monitoring, documenting and sharing of best practices, we will put a high level of strategic importance of learning and adding value to our programmes”. What is not so clearly stated is how ADD Bangladesh defines Capacity building.

During the staff workshop of 14 participants See Annex 3 it was highlighted how experienced they are in working with SHGs, DPOs, District and National Federations, the current staff have worked with ADD ranging from 17 years to 3 months. There was a clear understanding of what a strong DPO looks like including words such as: democratic, participatory, access to services, confidence raising and claiming their rights. They all work to a model they call the Indian Model developed by the original Country Director (described in section 7). What was less clear on discussion but emerged through working in small groups describing what they did was what they understood as capacity building. The following comprehensive list of activities was what they described as the capacity building support they provide:

Capacity building support provided to DPOs

CB support provided	How we deliver	ADD Added value (the Magic)
<ol style="list-style-type: none"> 1. Institutionalising DPOs, District and National Federations 2. Increase Knowledge of DPO and PWDs 3. Skill development of DPO and PWDs, communication skills, 4. Facilitate Attitude change, awareness raising 5. Encourage Change agents 6. Bring new information 7. Provide Decision making power 8. Develop practice 9. Identify existing resources, strengthening linkages 10. Exposure visits 11. Creating an enabling environment 12. Help DPO leaders complete training needs analysis 13. Mobilise women groups to fight against violence 	<ol style="list-style-type: none"> 1. Group formation 2. Introduce democratic practices 3. Share information at different levels 4. Dissemination of lessons learned 5. Leadership development 6. Provide training courses*. 7. Facilitate group meetings with agendas, schools, courtyards 8. Counselling 9. Facilitate linkages and networking 10. Increase participation and involvement 11. Representation 12. Exposure 13. Cultural Activities 14. Folk Media 15. Home visits 16. Project meetings 17. Reflection meetings 18. Customise C.B. and Training Needs Analysis according to participants disability type 19. Importance of co-facilitation 20. Reasonable accommodation (ensure) 21. Prioritise working with women in disability 22. Grass roots based training 23. Support the registration processes of general and executive bodies 24. Information dissemination 	<ol style="list-style-type: none"> 1. A Rights Based Approach (the only organisation working with people with disability doing this in Bangladesh) 2. ADD focus their work (the model) 3. Long Term consistent engagement 4. ADD works dedicatedly with People with Disability (PWDs) 5. People with Disability involved in the movement 6. Concentrate on only disability work 7. Good relationships at all levels 8. ADD work with Self Help Groups and DPOs 9. ADD realise and represent Disability Rights from Local to National levels 10. ADD Develop close relationship with DPOs 11. ADD Creates Ownership amongst DPO members 12. ADD helps People with Disability realise the discrimination they face 13. Close and friendly relationship with Self Help Groups 14. ADD Realises and “OWN” s this type of work 15. ADD provides intensive support 16. ADD involves the leaders in implementation processes 17. ADD has a clear understanding about needs/requirements 18. ADD matches demand with supply 19. ADD assist harmony of disabled people 20. ADD approach helps develop grassroots voice 21. Gradual engagement and a systematic approach

*The training courses mentioned included: Knowledge based Training (gender, Law, RTI, HR, DA, SA), Skill development (LD, Entrepreneurship, orientation on registration), Voting education, Election observation, Gender policy, Setting organisational values, Organisational Development and Management skills.

The list above clearly includes a considerable amount of capacity building support at SHG, DPO and Federation levels of organisational development. The current Country Director and many of the other people interviewed highlighted the need for capacity building that is 'organic' that grows with the organisations need.

6. Good Capacity: DPO Views

In a one day workshop with 23 participants from 21 different DPOs list attached at Annex 4. Were asked to describe what does good capacity look like? These when placed under the Five Core Capabilities showing a clear understanding of the five capabilities at all three levels, the Learning, Evaluation and Monitoring Manager helped place the responses into the 5 capabilities. During later meetings in the week the same questions were asked and responses were added to the table.

Strong Organisations of People with Disabilities

Capacity Area	Self Help Groups	DPO	District /National Federations
To Be	<ul style="list-style-type: none"> A note book to record meetings A place to meet All members should be people with a disability Strong leadership Agreed rules Clear structure with roles Transparency Regular meetings Recognised identity in the community Mixed disability membership 	<ul style="list-style-type: none"> Government registration and an office A constitution with rules, regulations, coordination, policies and election systems Accountability – to members, elected general body, elected governing body (approved by Government at District level) an advisory committee including community people Practice democracy – elected leaders Developed policies on human resources, child protection and gender. DPO staff capacity should be good Transparency 	<ul style="list-style-type: none"> National Government registration and an office A constitution with rules, regulations, coordination, policies and election systems Accountability – to members, elected general body, elected governing body (approved by Government at National level) an advisory committee including community people Practice democracy – elected leaders Developed policies on human resources, child protection and gender.

		Mixed disability membership	Mixed disability membership
To Do	<p>Activities level documentation maintained</p> <p>Regular meetings discuss issues related to the members</p> <p>Annual planning of activities</p> <p>bank account</p> <p>Maintain a gender balance</p> <p>Advocate against violence to women</p>	<p>Activities level documentation maintained</p> <p>Annual planning of activities</p> <p>Activities should be aligned with clear goals and objectives of the DPO</p> <p>Financial policy and guidelines – transparency – bank account</p> <p>Maintain a gender balance</p> <p>Advocate against violence to women</p>	<p>Annual planning of activities</p> <p>Activities should be aligned with clear goals and objectives of the</p> <p>Financial policy and guidelines – transparency – bank account</p> <p>Maintain a gender balance</p> <p>Advocate against violence to women</p> <p>Lead on National Campaigns</p>
To Manage	<p>Courage, be representative</p> <p>Able to raise issues for people with disabilities</p>	<p>A strong organisation</p> <p>Strong leadership – courage, be representative, be rights based.</p> <p>Campaigning skills, able to raise issues for people with disabilities, able to use external relationship learning experiences</p> <p>Ensure participation of all members in social awareness</p> <p>leadership should be able to arrange for necessary training needs (ADD and others)</p> <p>Regular auditing processes</p> <p>Capability of the leader should be strong both male and female</p> <p>Capability for local resource mobilisation</p>	<p>Strong leadership – courage, be representative, be rights based.</p> <p>Campaigning skills, able to raise issues for people with disabilities, able to use external relationship learning experiences</p> <p>Ensure participation of all members in social awareness</p> <p>leadership should be able to arrange for necessary training needs (ADD and others)</p> <p>Regular auditing processes</p> <p>Capability of the leader should be strong both male and female</p> <p>Capability for National resource mobilisation</p>

<p>To Consider</p>	<p>Able to monitor projects i.e. sanitation project</p> <p>Able to share concerns with DPO</p>	<p>Facilitate CB and awareness training for members and leaders</p> <p>Ability to assess the environment – “what is available for people with disability in their working area to make sure they do not miss out or receive miss-information”</p> <p>Innovation based on need – able to move forward – building on the needs of an organisation</p> <p>Monitoring capabilities from SHG leaders for the services they provide (i.e. community feedback on a sanitation project)</p>	<p>Facilitate CB and awareness training for members and leaders</p> <p>Ability to assess the environment – “what is available for people with disability in their working area to make sure they do not miss out or receive miss-information”</p> <p>Innovation based on need – able to move forward – building on the needs of an organisation</p>
<p>To Relate</p>	<p>Good communication skills</p> <p>Maintain good relationships between SHG & DPO</p>	<p>Maintained linkages and share information with Government, NGOs,</p> <p>Share information keeping up to date on disability matters</p> <p>Access to Government and non-government activities</p> <p>Contact with donor agencies (Handicap International, MJF, A finish Foundation)</p> <p>Maintain good relationships between DPO & SHG</p>	<p>Engage with Government committees</p> <p>Contact with donor agencies (Handicap International, MJF, A finish Foundation)</p>

7. The Capacity Building Process in Bangladesh

ADD has contributed considerably to the capacity of DPOs throughout Bangladesh. Handicap International, Sight Savers, a disability Consultant and Manusher Jonno Foundation were positive about the quality of the DPOs that have received CB support from ADD. A few Quotes that show the strength of ADD CB process:

“ADD DPOs are better than other DPOs in Bangladesh they have stronger voices and are aware of their Rights; they also have stronger links with Government than other DPOs”

“ADD is an excellent Brand in Bangladesh we at Sight savers follow their model of CB to DPOs”

“ADD are the only organisation providing organisational CB support to DPOs and their programme is very good”

“The relationships between ADD organisations at Union level, District level and National level was instrumental in bringing about the disability law – they do a lot of campaigning for implementation of that law”

“DFID Deputy Head visited ADD Bogra last month and was impressed with the ability of ADD DPOs to negotiate use of Government Offices to meet other DPOs are not able to do this”

“ADD DPOs have a lot of good will with Local Government”

There is no formal documentation describing the process of forming DPOs in Bangladesh the Learning, Evaluation and Monitoring Manager has provided a written process for the purpose of this short paper and is attached at Annex 5. The process does however match up with ADD International approach to CB outlined in the ToR.

7.1 Other factors contributed to the capacity building process

It was difficult to assess what other factors had contributed to the DPOs capacity building as all those interviewed saw themselves as products of ADD. It was also clear from external commentators how ADD is seen as a leader in DPO capacity building and other INGOs follow their model. There were however points raised related to strengthened relationships with Local Government that had assisted the process and how some individual leaders within DPOs had brought their unique stamp with them. The change in community's perceptions of people with disability had also contributed to DPOs ability to lobby for further change. The respondents also talked about donors that funded their work and made it possible for them to change the lives of PWD.

ADD has very good relationships with the current Government which is disability friendly and is always invited to join committees on disability however due to the political situation the lobbying power of ADD has been reduced. However some DPO leaders in Natal District continue to work closely with the Minister a relationship built up by ADD previously. The movement remains strong at local level but less so at National level.

What was easier to assess and was shared continually was the problems they have all been facing because of both the difficult political situation and the reducing resource base. Bangladesh has been in a grip of political paralysis since the election in early 2014 and before, the opposition party has been staging a nationwide blockade of roads, railways and waterways. Over the past two years International NGOs have found it difficult to move outside Dhaka, this has had a major impact on how ADD staff based in Dhaka travel out to

train DPOs. This climate of repression since 2012 has also prevented the growth of the disability movement, very few meetings are held in Dhaka City and all INGOs find it difficult to work at a national level. The reduction in resources at both International and National level has also had a negative impact on the capacity building process.

7.2 The Process

ADD has carried out feasibility studies in Kushtia, Natore, Sirajgonj and Bogra Districts. These studies assess the political and cultural situation and identify the prevalence of people with disability. The main purpose reported by the staff is to select the Union Parishads (councils) that ADD will begin forming self-help groups and later DPOs. ADD does not work in all Union Parishads but carefully select Unions that are strategically placed to have links with other Unions. It is hoped the SHGs and DPOs will be able to form other groups in other Unions once they are well established themselves. An important note made by the Manager (Learning Evaluation & Monitoring) is that ADD always selects the Union not the Donor.

Once the Union has been selected the initial contact ADD makes with a local community is a visit to the Union level Council, this is the smallest rural administrative and local government units in Bangladesh, where they share the vision and mission of ADD and ask for help in identifying people with disability. The Union Council then call a group of identified people to meet with ADD staff who introduce the work they do and the current situation of people with disability in Bangladesh. They also describe how they form and help develop self-help groups (SHGs) throughout Bangladesh. It usually takes 3-4 meetings to develop a SHG, during this period the staff visit the homes of potential members to encourage them to join the group including parents of children with disability. During this period there are many obstacles to overcome the most common is the fear that ADD are outsiders who want to steal their kidneys and sell them. The SHG visited by the consultant *Surjoday* SHG claimed it took them seven months for the group to get over this fear.

CB process: *A mapping of the area gathering information on people with disability and trust building between ADD and potential members.*

Once the team have 12-15 people agreeing to form a group (this could be up to 25) they convene a second or third meeting to develop the capacity of the group to begin a formal process of establishing a SHG. *Surjoday* members described the process of this taking a month to help open their eyes to an understanding of how they could change the situation of people with disability. Once they had agreed to form a group the ADD staff member called weekly meetings and continued visiting them in their homes. During the next few meetings they elected a committee of three people, a President, a Secretary and a cashier. After two months of weekly meetings they developed regulations agreed where they would meet and purchased a book to write down any decisions they took. ADD also began sharing information on three areas: (1) ensuring participation, (2) understanding rights and (3) the value of dignity

CB process: *Accompaniment, sharing information through meetings and continue with building trust.*

After six to twelve months ADD staff - begin to reduce their visits leaving the responsibility of managing the group meetings to the three person committee. The *Surjoday* group described the first issue they dealt with was to organise a community meeting where they discussed the importance of their dignity, they asked community members to use their names and not address them by their disability, things did improve somewhat after this meeting. Once the group is established ADD began to provide short training courses on different issues

including, how to run a meeting, how to raise issues. Once the group is established they receive a series of 2 day training workshops on:

1. Disability awareness
2. Social awareness
3. Leadership training
4. Understanding basic law
5. Right to information act workshop
6. Gender awareness training

CB Process: *Training, accompaniment, sharing responsibility, strengthening relationships.*

The key role of the SHGs is to create a sense of belonging for the members and to develop a collective power of dealing with either group or individual issues. The leaders begin to assume a sense of responsibility and visit local government, businesses and NGOs to discuss issues and lobby on behalf of their members. Examples of this process can range from issues related to people with disability not receiving their stipend from the Government to people with disability having stones thrown at them. During this process ADD staff continue to work closely with the SHG leadership group to establish community meetings, call meetings in schools these meetings are aimed at publically discussing disability issues. A key element of this work is helping the SHGs understand the need to ask for support from community leaders such as headmasters before calling meetings. This process continues for one year at community level.

CB Process: *accompaniment, developing a co-learning relationship that can respond to and manage issues faced, including Coaching and mentoring skills by the ADD staff.*

During the process of strengthening the SHG the same process is being replicated with other groups across the Union Council. In one Union there will be at least 6 SHGs formed over a period of 6-12 months. Once the group is established they begin building relationships with other Self Help Groups *Surjoday* are meeting with eight other SHGs where they discuss their issues and share plans.

CB Process: *Initial development of the movement, developing a sense of belonging and an understanding of how an increased number of members have a stronger ability to influence change.*

The ADD programme team assess when sufficient SHGs are ready to work together and begin the process of Developing a Disabled Peoples Organisation (DPO.). Three leaders from each of the invited SHGs are invited by ADD to meet on a monthly basis where they share information and begin the process of developing a coordination plan beginning with solving member's problems. The DPO membership size depends on the number of SHGs who have agreed to send their three member committee. *Surjoday* belong to a DPO called Alor Prodip (APDPO) and there are 27 members three from each of nine SHGs.

CB Process: *Accompaniment, coaching and mentoring aimed at developing organisational building skills.*

APDPO was established in 2007 from nine SHGs representing 219 members in 2015 the group included people with mental health disabilities representing 85 members, they now represent 304 members. In 2006 ADD assisted the group to develop a caretaker committee who would take the responsibility to manage the election of the executive committee, this process took a year. The 3 leaders from each SHG sat together to hold an open selection of

seven members to form the caretaker committee. The leader from another DPO came to their meeting place and talked to them how they had selected their caretaker committee. He also described the process his DPO followed to organise the election of their executive committee. Initially all 27 leaders from the SHGs put themselves forward for the caretaker committee.

CB Process: Exchange visits with other DPOs, ADD organised initial meetings with SHG Leaders, providing mentoring and coaching throughout the process.

The initial seven person committee of APDPO was quickly abolished once the selected people realised they were not eligible for election if they were on the election committee. The group agreed on a three member election committee pretty much self-selected, because they were not interested in being elected as a permanent official. The election commission was appointed from other DPOs to ensure neutrality. The Election policy states the election will be finalised within 45 days of selecting an election committee.

The role of the caretaker is to collect all the names of SHG members and develop a voting list, the criteria to being a member is that a person must have attended eight meetings not necessarily consecutive. The final list is handed to the election commission who develops a schedule and informs the SHGs. The Candidates complete an application form which is presented to the Election Commission, who verify the candidates and provide a symbol for each candidate. Candidates have seven days to campaign for themselves. Every member has one vote and after three years the executive is dissolved and an election commission is re-selected.

ADD advise the committee members to advertise the election using microphones to show that the leaders have been elected democratically. They help them to organise an event in front of Government departments where the elected leaders are sworn in and a press release is provided. The initial elected executive committee consisted of six men and one woman. ADD suggested that in the future APDPO may want a more balanced gender group.

CB Process: During the whole election process ADD accompany the members throughout working closely with the committees and commissions assisting with any anomalies and ensuring the process is led in a democratic fashion. They provide an orientation programme on how to develop an election policy and process, during these workshops ADD raises the issue of neutrality. ADD also trained the DPO members in a closed ballot process providing a 2 hour training programme followed by regular follow up.

Once the executive committee are established they set about developing an action plan.

- An important role of the executive committee is to visit all the SHGs and offer support if they are facing any problems.
- They lobby Local Government Officials to include people with disability in their services
- They contact the social services department of the Union Council to ask for a budget to be prepared to provide disabled stipend as agreed by National Government
- Contact Local Government departments to provide ramps to Government Buildings

- Assist the Government with any issues relating to people with disability for example checking the Governments voter list of people with disability, verifying it and adding any missing persons.

CB Process: *providing advice and mentoring support and accompanying the process. They also provide facilitated meetings/workshops where they help the DPO to develop a vision, mission and values and begin developing policies.*

This capacity building process of each DPO stops after five years but ADD continues support to District and National Federations. In 2015 ADD was supporting 140 SHGs and 10 district federations, over the years ADD has provided capacity building support to 27 Districts throughout Bangladesh.

Currently due to financial limitations ADD is providing CB support to 2 District Federations Sirajgang with 14 DPOs and Rangpur with 12 DPOs this will be discussed in different sections of this report.

8. Measuring the Capacity Building Process

The Five Core Capabilities tool is being used sporadically in Bangladesh two years ago all the District Federations completed the FCC as a self-assessment tool, and the Learning, Evaluation and Monitoring Manager is planning to repeat them in 2016. The recording of the scores are stored in Bangla and not seen by the consultant. The LEM Manager reported the scoring as “fluctuated” and sometimes they scored themselves as 5 which will need exploring further. The LEM Manger reported the trees have helped with the understanding process however the District Federations are struggling with To Consider and To Manage, much better at understanding To be, To do and To relate.

Ten DPOs have completed the FCC, two who received CAFOD funding (they no longer are receiving funding) and Eight for MJF funding, The process was led by the LEM Manager and the field team, The Manager facilitated all the District Federations FCC’s , after receiving one to one support on using the tool from John Rowley. The others were completed by the field staff. The following table highlights some of the discussions the Field staff had with the LEM Manager after using the tool.

Capability	DPOs’ Ability to use the FCC tool
To Be	No problem DPOs ‘ understood this concept fully
To Do	Difficult concept to understand at DPO level
To Manage	Very poor understanding of this concept at DPO level
To Consider	Difficult for ADD staff to explain the concept to DPOs
To Relate	Easy concept to understand particularly at Government level

The change in funding priorities has affected the tool being used as a monitoring tool that measures CB outcomes, there has been no second measurement taken to highlight any improvement. In 2015 only five DPOs have completed the process; these are new DPOs receiving new funding from CAFOD for a wash project. The next planned FCC assessments are

for 24 new DPOs in six districts funded by BMZ (Germany) for a Mental Health project. The tool has when completed been used by the Field staff to help the DPOs develop action plans to improve their organisational capabilities, Taranga Protibondhi Songstha, Magura report is attached at annex 8

There are obvious issues related to the FCC tool these include:

- Difficulty in relating to the topics on page two
- No repeated FCC's to highlight any change
- The tool needs adapting to Bangladesh DPO and Federation organisations
- There are no indicators to help define the five areas.

For the purpose of making the tool more user friendly in Bangladesh the 5 core capability framework needs to be adapted; good capacity in each area needs to be agreed in a participatory way with a core group of very experienced and capably DPO leaders. They need to use the right terminology that speaks to other DPOs and develop a set of indicators against each capability that will be understood by other DPOs. If ADD International needs to aggregate the five capabilities across many countries they need to collect only the aggregated capability scores at capability level higher than DPO indicator level which should be developed by each DPO.

9. ADD CB Contribution to Capacity Change

A rights based approach to disability has been fundamental to the ADD CB approach in Bangladesh, feedback during the visit continually reflected on how ADD had helped DPOs advocate for PWD rights. ADD was instrumental in gaining special seats on buses for PWDs, special queues in hospitals and free rail tickets were just some of the changes mentioned. It was clear when meeting SHG, DPO and Federation members that they all understand disability from a rights perspective, and are very proud of what they have achieved so far. There were numerous stories of change shared during the DPO workshop and during the field visit, these included individual stories of change, change in the community and change with power holders and decision makers. The following stories highlight some of those changes:

9.1 Stories of Change

The impact grid methodology was used to gather stories of change however there were no real negative stories and all stories provided were highly influenced by ADD support. The main reason for this was the participants were all people with disability who had been marginalised in society pre working with ADD and therefore any successes they claimed either because of their own hard work or with ADD support all were attributed to ADD support.

1st story of change at movement level

Positive change because of ADD support

In 2001 five ADD DPO members from one district marched from KUSHTIA to Dhaka to raise awareness of the need for a change in the law. They marched 350 kilometres organised 100 community meetings aimed at mobilising communities to recognise their demands. A signature campaign was also initiated at this time and they held street meetings. The whole exercise was supported by common minded people including food and accommodation costs for seven days. The march ended with submitting a memorandum to the Government the British Embassy and a press release. The story teller believes the march influenced the passing of the 'Disability Welfare Act' later in 2001. On further questioning the group believed other influences were also

instrumental in the passing of the act however they all believed the march had a significant impact. The workshop believed the support of the five people raised awareness of the people and the law was changed because of a grassroots uprising.

ADD – motivates DPOs to advocate for change in laws that discriminate against people with disability- they also helped draft the memorandum and helped with some logistical and financial support.

2nd story of change at an individual level

Positive change because of ADD support

Before ADD came to work with us and we developed our SHGs people called us by our disability not our name – Since the DPO awareness raising activities people now use our names not our disability.

3rd Story of Change at DPO level

Positive change because of ADD support

Due to campaigning by DPOs and federations to increase access to schools for children with disability there was a need to change the way school text books depict children with Disabilities. School text books previously depicted children activities with disability in a negative light; however two years ago new text books were introduced. These new books include children with disability in a positive light. The workshop believes the many different activities at both DPO and Federation level has brought about this change.

4th Story of change DPO level

A negative story caused by a DPO success with ADD support

This DPO is an urban DPO and the federation includes Rural DPOs that ask the Urban DPO to lobby Local Government officials on their behalf. The local Urban people and some local Government staff began to see the urban DPO as a leader in raising negative issues, which made them begin to mistrust and stand against them. This was a negative outcome that they needed to address by rebuilding their relationship with local government officials.

5th Story of change community level

A positive story of change brought about by a DPO

During an ADD training course the members of one DPO and their self-help groups came to realise the importance of educating children with disability. They were not able to get the children included into mainstream schools so decided to provide a school that would include CWD. The DPO prepared their plans and approached ADD for seed funds which were provided. They also began collecting funds from the local community who provided land and materials to build the school. Once the school was established the Government began showing an interest and allowed them to register the school. The school currently has 141 children 43 of which are CWD. This has already been written up as an ADD case study in Bangladesh

6th Story of change

A positive story of resource mobilisation by a DPO

In 2013 ADD phased out some of its funding to DPOs and provided training on resource mobilisation. The members of this DPO discussed the issue and prepared a plan for raising income. They approached the local Government administration who provided them with five

sewing machines and 20,000 Taka, they raised a further 100,000 Taka from their members. They began preparing cotton shopping bags for local shops to sell their produce in. Currently 104 shops use their bags for selling produce they employ 20 people sewing the bags and are making 1 taka profit per bag after paying the DPO expenses and the salaries of the machinists.

10. Concerns related to Capacity Building in Bangladesh

Staff challenges

During the staff workshop a long list of challenges they face in capacity building (attached at Annex 7) was produced interestingly enough most of their concerns were related to the local context within which they work. Their next group of concerns related to their own limitations as the DPOs become stronger, their lack of understanding of OD processes and a need for further guidance on how to implement their strategy. Finally a key challenge they are facing that was raised throughout the entire week was the reduction in core funding and how that affected the way they were able to provide Capacity Building support.

Rights based approach vs Project based approach

The reputation and credibility of ADD in Bangladesh has been its ability to bring about change in Bangladesh for People with Disability; through creating a movement of individuals, and organisations of people with disability who have a clear understanding of how to fight for their rights. The previous funding mechanism (providing core funds for CB) facilitated this process very successfully. The change in funding towards project based approaches has created some concern to both staff and their key allies. During external KIIs it was commented the intensive CB support provided till 2012 has made ADD DPOs very reliant on ADD finances and support “Most DPOs in Bangladesh are project based ADD DPOs do not have the infrastructure once the project funds stop”

As the funding is now being managed by the fund managers (currently DPOs) and is being used to serve the CB needs of the project purposes, the rights based advocacy CB support has diminished somewhat. “When DPOs are involved in projects they lose their links with the governance structure and become service providers” Their capacity building needs change too from helping them become advocates to helping them to provide results. Most of the success stories of the movement appear to be from pre 2012 when the funding was Core funding rather than project funding. It is difficult to tell if this issue raised is about the change in the quality of CB support (rights based to project based) or about the change process and its effect on staff at ADD.

Case study

Manusher Jonno Foundation one of the current Donors who are funding the third phase of a Livelihoods project is very satisfied with ADD CB processes (ADD is the only international NGO they support because they work at grassroots level). The funding is for a livelihoods project and they have control over who manages the funds, in the first phase the funding was provided to two District Federations however MJF were not satisfied with the management of the funds and in 2013 moved the fund management to DPO level. The DPO now decides what CB support ADD provides which is mainly how to manage and monitor the fund, through training, mentoring and counselling; they also use the funds for exchange visits and attending district level events. Much less CB support is being provided related to strengthening the movement and building on PWD rights. However as the PDOs are more established maybe their need for rights based CB support is much less.

All staff interviewed believes the DPO organisational plan should remain focused on the disability movement and strengthening the DPOS for that purpose. Any involvement in projects should also contribute to the movement and not detract from it. “ADD is a rights based approach organisation, however currently in order to cover the cost of the work we are working to a project need based approach”.

The CD eloquently described these concerns “where do the current DPOs move towards what next for them, what is the next stage in the movement – we are at a junction on a landing in the stairs – how do we go up the next level?”

ADD role in the disability movement

From 2014 – 2016 ADD’s role in the disability movement has been affected by a series of external factors that the staff of ADD has not had any influence over. The political situation being the foremost in Bangladesh over the past 2-3 years the environment has not been conducive for INGOs the ability to move outside Dhaka has been difficult which has affected the capacity building processes. No large meetings in Dhaka City have been possible and the loss of the First Country Director has affected staff morale. The other factor raised has been the issue of the new leader and current staff spending considerable amounts of time writing project proposals to raise funds and having less time to work on capacity building at all three levels. A key concern was how the staff develops their skills to provide the adaptive CB support needed at all three levels. The CD asked “how do we cultivate the additional skills needed to guide the DPOs?”

Measuring organisational capacities

During the meetings and interviews the FCC tool was often mentioned as being too static and needs to be adapted for each DPO and their needs. During the DPO workshop one participant stated “the FCC does not speak to the participants or ADD staff – it needs adapting to the Bangladesh situation”. The Learning, Evaluation and Monitoring Manager has observed a shift from qualitative measurement to a results based environment which he believes has negatively influenced the capacity building process focusing on project outcomes. He has noticed the priorities for M&E for projects is very different to that of M&E when providing capacity building support for organisational development.

11. Recommendations

These recommendations come from both the consultant and the participants who contributed to this learning review:

- ADD Bangladesh should concentrate on the DPOs; the Federations at both district and particularly National level are becoming too removed from the grass roots as they receive funding from Donors they are less accountable to the movement. The National Federations are working more and more with NGOs, Government and Donors which changes the way they think and prioritise. “becoming the elite”
- The FCC tool should be adapted and better explained to make it more user friendly in Bangladesh.
- The CB skills of staff need to be strengthened to address the changing capacity building needs of the DPOs. During the DPO workshops quite a few DPOs talked about how they were supporting each other some had even begun developing new self-help groups. This has been done with support from ADD but needs to be explored more fully in order to develop a strategy that formally includes mature DPOs in the capacity building process of new DPOs.
- The change in approach taken on by ADD towards a more project based approach requires the staff to change the CB support they are providing to a more organisational development approach. These need to be defined and a clear strategy for how staff will be supported through that change needs to be developed.
- More and More organisations are now working on a disability and rights approach in Bangladesh and developing DPOs. ADD need to define its unique selling point what CB support it can provide so they can compete in this growing market.
- ADD Bangladesh should do an FCC on itself to assess their own capacity needs and better understand what they add to CB support
- ADD is a rights based organisation but is currently working to a projects needs based approach, they need to have a better understanding of these approaches in order that their CB skills can be strengthened.
- ADD should provide CB support to other INGOs on how to provide CB support to DPOs – for example ADD have signed an MOU with Sight Savers to work together on providing CB support to DPOs, develop joint projects and advocate together from 2016 and beyond.
- How to provide CB support on rights based approaches is a niche area for ADD, they should use that to sell support to local NGOs and even INGOs.

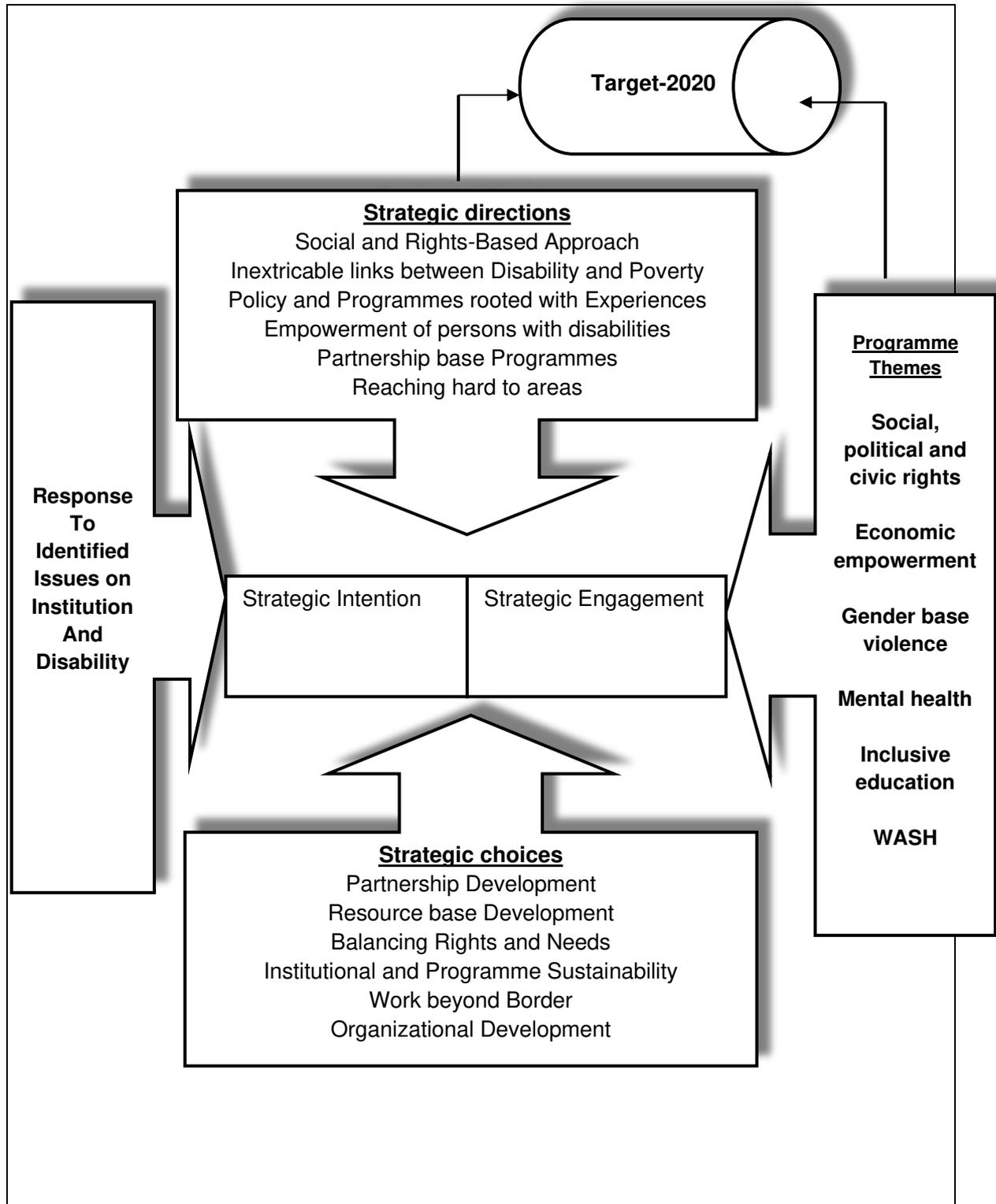
Annex One – Itinerary

**ADD International Bangladesh
Itinerary for CB Learning Review
15th February to 21st February 2016**

Date	Day	Time	Activity	Comment
15 th Feb	Monday	8am (Bangladesh time)	Arrival	Hotel Vehicle receive from Dhaka Airport and drop in hotel
		12.30-1.30pm	Launch	At Hotel
		1.30-2.00	ADD Office and meet with Country Director	AT ADD Office
		2.00-5.00 pm	Workshop with staff member	At Office - all program staff of Banani Office along with Shilpi,Arefa,Marufa, Mustaque,Zia and Jasim
16 th Feb	Tuesday	10am -5.00pm	Full day DPO workshop at Dhaka	22 DPO, District Federation and Women council representatives take part.
17 th Feb	Wednesd ay	10.00am- 5.00pm	Interview of HoP/MMEL/CD	At ADD Office
18 th Feb	Thursday	9.30am – 10.30pm	Meeting with MJF	At office of Manusher Jonno Foundation-donor
		11.00-1.00	Meeting with NGDO + NCDW	At ADD Office
		1-1.30pm	Lunch	At ADD Office
		1.15-3.00pm	Meeting with Handicap International	HI Office

		3.00-4.30	Meeting with Sightsavers	Sightsaver office
		4.45-5.30pm	Debriefing with ADD Staff	At ADD Office
19 th Feb	Friday	6.30 am- 11.30 am	Travel to Bogra and fresh at Hotel	Road transport (ADD staff will go)
		11.30-12.30pm	Interview of Union leaders	5 leaders present (DPO Office)
		1.00-3.00 pm	Rest, Lunch at hotel	Naz Garden
		3.00-5.00	interview of District Federation leaders	5 leaders present
			Stay night at Bogra Hotel	Diner at Hotel
20 th Feb	Saturday	8.00am-9.30 am	Travel to Sirajgonj	Before start, Breakfast at Bogra hotel
		9.30-10.30am	interview of SHG leaders	10 members, at village level
		10.30am-12.00pm	interview of DPO leaders	5 leaders, DPO Office at Union Council
			Lunch	
		12.00pm-2.00pm	interview of Federation leaders + women council	6 leaders, Federation leaders
		2.00-3.00	Lunch	Suitable hotel
		3.00pm	Back to Dhaka	
21 st Feb	Sunday		Stay at Hotel and report writing	
		6.00 pm	Leave Hotel for Airport	Hotel Vehicle support to drop airport

Annex Two Bangladesh Country Strategy



Annex Three – Staff workshop participants and KI Interviews

STAFF workshop Participants

15/2/2016

Name	Position/organisation	Experience with ADD
1. Md. Shafiqul Islam	Country Director	2 Years
2. Md. Abdus Salam Miah	Head of Programmes	14 Months
3. Aziz Ahmed	M&E	15 years
4. Eshita Tamafden	Mental Health	3 Months
5. Mohammad Kamerul Hasan Bhuijam	HFO	15 Months
6. Pranals K. Paul	Monitoring	15 Years
7. Tamjida Jannati	Monitoring	17 Years
8. Asrefa Parvin	Mainstreaming	13 Years
9. Nur-A-Mahajabin Khan	Monitoring and Documentation Officer	3 Months
10. Isreat Laila	Mainstreaming	8 Years
11. Nazmun Nahar	PM-MH	3 months
12. Mostaa Ahmed	P.O	12 years
13. Jashim Udd'V	PA	15 Years
14. Marbuta Begum	DC	10 Years

Key Informant Interviews

15. Bashir Al Hossain	NGDO
16. Md Abdul Hie Mondal	NGDO (President)
17. Abdul Halim Sardar (Hasan)	NGDO (General Secretary)
18. Most. Nasima Akhter	NCDW (President)
19. Rabaka Akhter Rita	NCDW
20. Sajeda Akhter	NCDW (General Secretary)
21. Md. Rakibul Islam	Handicap International
22. Md. Mostak Ahmed	Handicap International
23. Md. Golam Mostofa	Handicap International
24. Md. Jainal Abedin	Handicap International
25. Khondoker Arifal Islam	Sight Savers (Country Director)
26. Nazrana Yeasmin Hira	Manusher Jonno Foundation
27. Julian Francis	Consultant
28. Shafiqul Islam	ADD Country Director
29. Md. Abdus Salam Miah	ADD Head of Programmes
30. Subodh K Das	ADD Programme Development Manager
31. Aziz Ahmed	ADD LE&M Manger
32. Md. Allama Iqbal	ADD PO Tangail

Annex Four – DPO Workshop Participants

ADD International Bangladesh
DPO Workshop on Capacity Building
Camp, 5/14 Humayun Road, Mohammadpur, Dhaka
16 February 2016

List of DPO Participants

Sl no	Name	DPO name	District	Year of working
1	Md Abdul Halim	Saber Sathe Bolbo	Kushtia	15 years
2	Md Abdul Gaffar	Chandrasena	Kushtia	17 Years
3	Md Rupchand Ali	Saber Sathe Jibon Gorbo	Kushtua	17 years
4	Ms Nurat Akter Mini	Astha Protibondhi Nari Porishod	Faridpur	13 years
5	Ms Nargis Islam	Bauniabadh Protibondhi Unnayan Sangstha	Dhaka	17 Years
6	Ms Suraiya Khatun	Bauniabadh Protibondhi Unnayan Sangstha	Dhaka	10 years
7	Mr Krishnapada Choroborty	Samonecholo Protibondhi Sangstha	Bagerhat	6 years
8	Md Nazmul Hossain	Howly Protibondhi Sangstha	Chuadanga	11 years
9	Md Rannu Sheikh	Tarango Protibondhi Unnayan Sangstha	Magura	16 years
10	Md Fazal Fakir	Nobodip Protibondhi Unnayan Sangstha	Faridpur	11 years
11	Md Abdul Kuddus Molla	Surjodoy Protibondhi Sangstha	Faridpur	11 years
12	Md Suman Hosen	Protiddoni Protibondhi Unnayan Sangstha	Dhaka	13 years
13	Ms Monira Begum	Sankalpo Protibondhi Nari & Shisu Unnayan Sangstha	Magura	16 years
14	Ms Salina Khatun	Suborna Protibondhi Kallayan Songstha	Magura	15 years
15	Md Nazim Uddin Molla	Jaggoran Protibondhi Sangstha	Natore	18 years
16	Ms Iva Khatun	Mongal Protibondhi Sangstha	Bagerhat	7 years
17	Ms Farida Yeamin	Mongal Protibondhi Sangstha	Bagerhat	7 years
18	Ms Samira Khatun	Joyerpothe Protibondhi Nari Porishod	Rajshahi	12 years
19	Ms Rehana Khatun	Shatgombuj Protibondhi Unnayan Sangstha	Bagerhat	4 years
20	Ms Unmme Kulsum Ranjona	Alorsandhan Protibondhi Unnayan Sangstha	Jessore	16 years

21	Md Mahbub Alam	PASS	Rajshahi	12 years
22	Ms Yesmin Ara (Juthe)	Bandhon Protibondhi Sangstha	Khulna	7 years
23	Ms Zaheda Akter	Agrodrut Protibondhi Sangstha	Faridpur	10 years
24	Ms Amena Khanom Sriti	(Assistant of Nurat Akter Mini)	Faridpur	

Annex Five – ADD Working Process of Forming and CB of DPO/Federation

#Stage-1: Initial work in new district:

District identification is ensured during five year plan

1. Approval of project from NGO Affair Bureau
2. Selection of Union Porisad
3. transfer existing staff (at first, a team of staff is formed in Kushtia district and later on this staff starts work in different districts) to new area for starting the work
4. Meet with Deputy Commissioner (DC), Sub-district Officer to introduce ADD and submit approval paper of NGO Affair Bureau
5. Introduce with Union Porisad Chairman and later on organized formal meeting with Union Porisad on disability and ADD's work
6. Introduce with district level govt. departments, NGOs, Journalists individually and share ADD's work and situation of disabled persons.
7. Community study covering socio-economic and cultural issue of village

Stage-2: Capacity building of persons with disabilities

1. Home visit
2. Informal group meeting to make them understand about their situation and need of forming group
3. Case study development of disabled persons to identify leadership strengthen, need, problems
4. Development of SGH instruments
5. Declaration of group
6. Provide training on disability awareness, social awareness, accounts keeping, human rights, gender and disseminate various info
7. Exchange visit among the groups
8. Participate in union and sub-district level events

Stage-3: The process of DPO formation

1. Start coordination meeting with representatives of SHGs and make plan based on problem of SHGs

2. Formation of convener committee
3. Introduce committee with GO-NGOs through regular visit/organized event under the banner of DPO at Union/sub-district level
4. Provide training on leadership, advocacy, orientation on disability related act, policy
5. Organize Annual general meeting to ensure accountability and transparency of DPO
6. Develop election policy
7. Facilitate election for making governing body

Stage-4: Strengthening DPO

1. Develop constitution of DPOs
2. Provide training on financial management, Group facilitation, plan-budget & reporting, resource mobilization
3. Organize monthly planning meeting and annual general meeting
4. Orientation on govt. registration process, disability movement, inclusion etc.
5. Facilitate to get registration and open bank account
6. Develop financial guideline and recruitment guideline
7. Coordination meeting with DPO representatives and planning
8. Form district convener committee
9. Organized different events under the banner of federation
10. Develop election policy, role and responsibility of federation, make constitution and develop system on how to run district federation committee
11. Facilitate election of district level federation

#Stage-5: phasing out of direct work at district level

Minimum five years are taken to phase out of ADD's direct work

1. Make ATS with federation and DPOs
2. Orientation on implementation guideline and reporting system
3. Regular monitoring and provide feedback accordingly.
4. Regular financial audit and provide feedback accordingly.
5. Provide direct support to fulfil gaps/problem of DPO/federation.
6. Link to donor/govt.

(Aziz Ahmed Learning, Monitoring and Evaluation Manager)

Annex Six – Changes Observed in Recipients of ADD Capacity Building Support by Staff

SELF HELP GROUPS:

1. Increased participation
2. Improved access to services
3. Confidence raised
4. Increased decision making in a participatory way
5. Increased participation
6. SHG's and DPOs involved in Local and National level elections
7. A better understanding of disability issues and the need to get organised.
8. Individuals with Disabilities are better able to communicate with their own community
9. SHG members know their rights and are claiming them.
10. Raised voice to claim their rights
11. Better organised
12. Increased capacity in decision making
13. Increased involvement – committees
14. Accepting accountability
15. Improved leadership
16. Better empowered.

DPOs

1. DPOs are better able to complete reporting and documentation requirements
2. DPOs jointly provide stronger voice
3. Group leaders communicate better with each other
4. Previously trained DPO Leaders are able to conduct training independently
5. DPO networking helps with finding legal support
6. DPOs get registration with Government
7. DPOs are getting involved in several engagements including committees at local level
8. DPOs previously involved are working more independently
9. Increased understanding of rights issues, organisational capabilities,
10. Better able to take on campaign group
11. DPO better able to assist with developing policy
12. Getting involved in Income generating activities

Networks/Federations District and National Level

1. Accountability and transparency ensured in Federation Members
2. District Federations can plan and contribute to policy development
3. Better able to produce advocacy campaigns
4. Better able to fund raise from Donors
5. Alliance building has led to better able to contribute to advocacy as well as grow the movement,
6. Federations are able to influence top level decision makers.
7. District federations have got registration from the Department of social welfare

8. Increase income of PWDS
9. Empowerment starting with PWDS→SHGs DPOs→ District Federations→ National Federations
10. Increased income of Person With Disabilities

MULTIPLE LEVELS

1. Confidence levels raised at all levels
2. All levels are more willing to take responsibility
3. Increased linkages with local administration at all levels and with each other
4. Increased voting rights at all levels

ANNEX 7 – Challenges Faced by Staff to Providing Capacity Building Support:

1. A need to move from a charity based approach to a rights based approach
2. Local superstition / stigma
3. Low education levels
4. Lack of confidence of people and families affected by disability
5. Families hide family members who are disabled
6. People do not believe ADD staff or partners that people with disability can do anything
7. When confidence levels of DPOs are raised – ADD faces our own limitations
8. Policy makers and legal systems are not sensitive to disability and the needs of the people
9. Disability data confusion – statistics are conflicting from different sources
10. All infrastructure including transport is not sensitive to disability, schools are not inclusive
11. Poverty is a great challenge
12. Gender based violence is worse for women with disability
13. Women with disability are less likely to participate in decision making processes at all levels
14. Lack of general information about people with disability
15. Lack of institutional learning at ADD- lessons learned not documented well
16. Lack of awareness in the corporate sector
17. Building trust in villages is a challenge
18. Villages believe ADD collect money from donors for their salaries
19. People with disability are less confident
20. ADD Bangladesh need clearer guidance of the implementation of the strategy they find this a challenge
21. Reduction in core funding is a challenge
22. Lack of understanding of OD processes within ADD
23. ADD is currently very project focused

Annex 8 – Capability Assessment Report Taranga Protibondhi Songstha, Magura 20th March 2014

In order to measure the capacity of Taranga DPO, a meeting was held on 20th March'14 at their Office premise with the members of Taranga Executive Committee. Taranga is district level DPO comprising 5 Union level DPOs operating their action since July 2003. This committee has 2 years tenure. Facilitator conducts the meeting following a checklist/questionnaire. 4 members including secretary and 3 staff are present during the discussion. Following question and output are mention bellow.

Equipment: white Board, Marker, tree image, checklist

Process: All sit together and create a friendly environment so that participants take part in discussion with attention. Facilitator shares objectives and five core components to assess their organization. Then make them understand the score level and tree image so that participants can put marking level of analysing their capacity. Facilitator writes question in white board of respective sub-component on board and orally mention and then ask participants which level (1-5) they are at present. Facilitator sometimes asks question to track them in discussion or participate others. Mark put in respective sub-component if participants are all agreed.

1. To Be: (Capability to balance, diversity and coherence) average score 4.25 (baseline score 3.5)

Mission and Vision:

4.5 out of 5 scale

Taranga first developed their constitution draft in 2004 where goal and objectives are mentioned clearly. They got registration in 2007. Last election was held in 13 April 2013 where constitution is discussed and find some inconsistent. Handicap International (HI) is provided fund to Taranga in last November'13. HI pressure create to develop some polices and for that reason staff and committee members go through their constitution in details and prepare financial and human resource policy in January 2014. They believe that constitution is the main document to lead the organization. They follow the constitution when take vital decision. They have planned to review the constitution and submit to registration authority for amendment by September'14. EC members are responsible for this.

Values:

4 out of 5 scale

They work jointly with ADD and therefore they believe ADD's values and follow accordingly.

Registration:

4 out of 5 scale

They know that registration is the identity of an organization and without govt. registration an organization cannot do social work. Taranga got registration from Social Welfare Department on December 2007. They are capable to get registration form govt. department but they do not want any registration at this moment because registration authority want yearly audit report and forcibly pressure create to participate in their events along with many disabled persons that sometimes create problems for them. In future, they will get registration from NGO Affair Bureau and Youth Development Department.

Motivation and Commitment:

4.5 out of 5 scale

3. To Do(Capability to generate development result) average score 4.5 (baseline score 4)

Service:

4.5 out of 5 scale

They took decision on EC meeting to arrange meeting with school headmaster to be aware them about student stipend and give attention to admit in school. They organized two workshops with 200 primary school headmasters at Sador sub-district and Mohammadpur Sub-district in this regards. They notice that other members are interested to get loan from Taranga after providing loan to 15 members. But they have not enough money to give them loan. They decided in a planning meeting of EC to arrange an advocacy event with youth Development department and Bank so that they fulfil demand of leaders. they identify Youth Development Department because they provide training to youth along with loan and Bank provide to loan. During cold wave, poor disabled members are passing hardship and therefore EC committee called a meeting on how to solve this problem. After meeting, they contact with Deputy Commissioner (DC), Executive Officer of Sador Sub-district and Red Crescent Society for blanket of their members. They also contact with local govt. for safety net program of their members. Taranga conducted a campaign for allocation budget for disabled people in National Budget after making decision in their planning meeting. They organized a meeting on budget allocation for disabled people in national budget where DC, ADC, representatives of NGOs and disabled people were present. They are given memorandum to DC, Superintend of Police (SP), Executive Officer of Sub-districts and Deputy Director of Social Welfare Department.

Taranga provides IGA support to 15 members in February 2013, influence to local govt. to provide 300 VGF cards (10 kg rice) , 6 white cane form Govt. and businessman, 80 pieces of blanket. They provide legal aid support to 1 victim of disabled persons.

Plan: EC and staff members jointly works at district level and following target are achieved to reach scale 4 by December'14

- Conduct campaign for allocation budget in Union Porisad (UP)
- Provide training to 40 on cow rearing
- Provide aids and appliance to 70 members
- Provide disability allowance to 40 members
- Provide student stipend to 60 CWDs

Gender& Equity:

4.5 out of 5 scale

They believe gender equity and practice accordingly. While taking decision in EC committee, they make plan to provide Income generating support (IGA) support to 8 women in 2013. When submit list of members for blankets, they also consider women and include them in the list. They also consider. After review the gender policy there was no female staff in Taranga but when recruiting staff in september'13 Taranga was given priority for women staff. Among the four, there is one female staff at present. Present committee covers 3 women members in 7 executive committee members though only one reserve post for woman is mentioned in election policy. They had women policy but in January 2014 they review and amendment.

Advocacy& Influencing:

4.5 out of 5 scale

They took decision on EC meeting to arrange meeting with school headmaster to be aware them about student stipend and give attention to admit in school. In their project areas, CWDs face

some problems in admission in school and getting stipend. They organized two workshops with 200 primary school headmasters at Sador sub-district and Mohammadpur Sub-district in this regards. Now CWDs get admission in school and teachers keep attention to them in the project areas. In before, most of teachers do not know clear idea about disabled student stipend but after meeting all are aware about it and school authority work in favour of CWDs to get student stipend.

They notice that members are interested to get loan from Taranga after providing loan to 15 members. But they have not enough money to give them loan. They frequently contact with Youth Development Department (YDD) and request to YDD to give loan and training to disabled members. In response, YDD gave training to 40 members of Taranga in January 2014. But YDD did not provide financial support- only gave training. As result, members did not use their skills gained from training. EC members meet together and decide to arrange meeting with YDD and Bank in order to fulfil the need of financial support for members. They identify YDD and Bank because they provide loan. After meeting, both are given assurance to provide loan.

Taranga conducted a campaign for allocation budget for disabled people in National Budget after making decision in their planning meeting. They organized a meeting on budget allocation for disabled people in national budget where DC, ADC, representatives of NGOs and disabled people were present. They are given memorandum to DC, Superintendent of Police (SP), Executive Officer of Sub-districts and Deputy Director of Social Welfare Department in this regards. In addition, they arrange 4 disabilities and women day observations, conduct 7 school meetings. They have good relation with district administration. DC provides 25,500 BDT to arrange the event of White Cane Safety Day 2013.

Plan:

- EC along with staff members make advocacy policy by December 2104

Participation:

4.5 out of 5 scale

Presence of women and men members in an event or meeting are present almost equal. They do not consider types of disabled people. Present executive committee has no hearing and intellectual disabled persons. 10 leaders are involved in different development committees such as loan and allowance selection committee of Social Welfare Department; crime protection, school committee. 2 new members are included in social welfare committee in 2013.

4. To Mange (Capability to act and survive) average score 4.25 (baseline score 4)

Fund Raising:

3.5 out of 5 scale

Handicap International makes agreement for 10 months at the end of 2013. They submitted concept note to DRF in May'13. After review the concept note, DRF offers full proposal but finally not accepted by DFR. ADD supported them to develop full proposal. They have planned to submit again proposal to DRF in 2014.

Financial Management:

4.5 out of 5 scale

They review financial policy in January 2014. There are 3 skill leaders in EC committee to operate financial related works of Taranga. 2 skill staff of Taranga looks after project's finance of ADD and HI. Most of leaders are capable to maintain accounts and develop report.

Plan: To reach scale of 4, they will achieve following target

- Internal audit team active again to support Executive Committee

Leadership & Decision-Making:

4.5 out of 5 scale

Taranga EC committee meet four times from April'13 to March 2014. They discuss different issues of internal and external and take decision to solve that. Their decision making skills increase more after the meetings. They run a case of violence in Magura district court for long time but did not get any result. Finally they decided to hand over the case in divisional court of Khulna in the middle of 2013. After sending the case, victim got verdict within 4 months in December 2013. They have capacity to manage project and donor. They are running a project of HI. They can lead a campaign involving Union DPOs -Budget campaign 2013-14 is the instance.

People management:

4.5 out of 5 scale

Govt. departments those are related to their work are attached with them to get benefit such as Social Welfare Depart look after the disability issues; Youth Development Department provide vocational training to youth and provide some loan; Women Affair Department provide training to women. Taranga builds and continues relation with rights base organizations such as BLAST. Lawyers has important role to facilitate justice. Journalists are mirror of society to publish cases of discrimination, violation etc. Taranga forms a committee with lawyers and journalists to fulfil these issues. Taranga also forms a committee with teachers and elite persons of society to work for employment of disabled people. It has found that some small NGOs are not invited by govt. in national event but govt. must invite to Taranga if they arrange event. Taranga regularly contact with govt., NGOs, union DPOs over phone and sometime visit physically. Others also invite to Taranga in their event and Taranga respond accordingly. Rova foundation invites Taranga to participate in their event. Govt. invites to participate in different day observation. They have less relation with businessmen.

5. To Relate (Capability to relate)

average score 4.25 (baseline score 3)

Partners and Peer Organizations:

4.5 out of 5 scale

One of peer organizations is Songkolpo Disabled Women Council. They have a good relation with them. They help each other to take decision or organize event. Taranga assist Songkolpo to organize women day observation 2014. Taranga also give some money to meet Executive Committee (EC) of Songkolpo.

Donors:

3.5 out of 5 scale

They have only one donor, Handicap International. They can share their problems with donor. they are happy with support of ADD and HI.

Plan: they have following plan to reach scale 3.5

- Contact with Govt. for fund

Local Govt.:

4.5 out of 5 scale

Taranga has good relation with Deputy Commissioner (DC), Social Welfare Department, Information and Service Centre, Youth Development Department and Women Affairs Department. Mohammadpur Sub-district Women Affair Department provides training to women members 4 and gives loan to 2 women members. They have easy access and ability to share to these focal points of govt. departments. At this moment, they have no relation with Chairman of

Magura Municipality who newly elected in February. During election, present chairman invites to Taranga to work in favour of him but Taranga does not follow his direction and therefore, he is annoyed with Taranga. Deputy Commissioner (DC) provides 25,500 BDT to Taranga to arrange the event of White Cane Safety Day 2013. They need to improve relation with District Porisad. Youth Development Department gave training to 40 members of Taranga in 2014. 6 white cane safety day are provided by Information and Service Centre and given assurance to provide more later.

Members and non-members

4.5 out of 5 scale

Taranga has full control over DPOs and SHG. President and secretary are respectable persons among the members. When they request to DPO leaders and members, all cordially respond and take part in different events. Govt. department Officers also behave well to Taranga leaders and respond when ask for something. They have scope to share problems with govt. officials. Leaders of Taranga have capacity to share problems with donor and get result also. As they are a strong organization, leader of political party come to close and pursue to work of them.

Tools use to collect information

