

Findings Report: Assessment and Mapping Workshop in Five Districts

**CAPACITY BUILDING AND PROMOTING WOMEN-LED DISASTER RISK MANAGEMENT AND CLIMATE CHANGE
ACTIONS**

**AID PARTNER - UN WOMEN
IMPLEMENTING BY - CHRISTIAN AID**



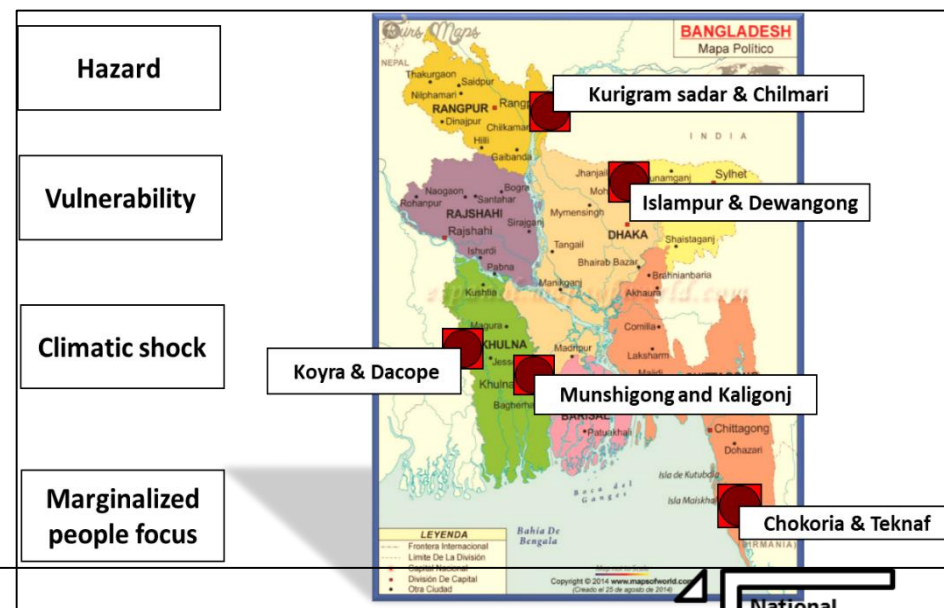
Introduction

Background:

Bangladesh is regularly exposed to diverse natural hazards including cyclone, flood, draught and earthquake. In Bangladesh, women and men do not face the challenges and vulnerabilities in the face of natural and human made disasters and climate change, therefore, their needs are different as well. Moreover, minority groups with multiple intersectional identities face discrimination and marginalization and their vulnerabilities are even greater. The differences affect their coping strategies, participation in prevention, relief, recovery and reconstruction processes. Men usually take the role of protectors and take greatest responsibilities before, during and after disaster due to the deeply rooted patriarchal structure and social norms in Bangladesh. Women affected by disasters and effects of climate change are typically at greater risk than men due to gender inequalities in access to and control over resources, income generation, social rights and opportunities to participate in decision-making in both rural and urban contexts. The situation is even brutal for minority women and girls. Evidence and experience suggest that women play a key role in risk reduction activities within their families such as gathering supplies and food and becoming primary caregivers of the elderly, children, injured and disabled. However, their participation is very low at social and intuitional level

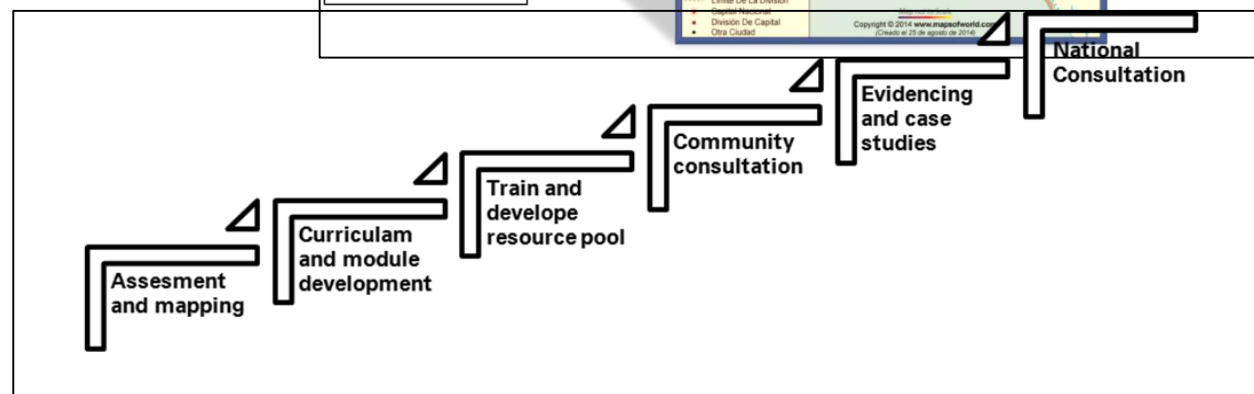
Increasing disaster threats in northwest not only reflect on the start of events such as cyclone; river erosion; flood; draught; earthquake; lightening but also depends on the demographic and socioeconomic characteristics of the population's movement. We often experience that resources are investing for preparedness usually considered the intensity of disaster, but it is equally important to consider presence of a population whose demographic or socioeconomic characteristics may place its people at greater risk of harm before, during, and after a disaster.

The partnership with UN WOMEN will focus on disaster risk reduction for climatic adaptation and resilience building through building the capacity of civil society organizations (CSO) that are women-led and managed. In this context Christian Aid with Aid partner UN WOMEN implementing a project to enhance the capacities of 100 individuals from 50 women-led and managed local CSOs in Koyra and Dacope of Khulna district, Munshiganj and Kaliganj of Satkhira district, Chokoria and Teknaf of Cox's Bazar district, and Kurigram Sadar and Chilmari of Kurigram and Islampur and Dewangonj of Jamalpur District.



Work Process:

Christian Aid is leading overall project management and engaging its geographical base strategic partners and network organizations for relevant strategic supports. The following diagram shows the phases of implementation.



Action Phase 1: Capacity assessment

- Desk review and mapping exercise to identify 50 women-led and managed CSOs
- Assessment of organizations' capacity on DRR, preparedness, inclusive disaster response management, CCA and leadership



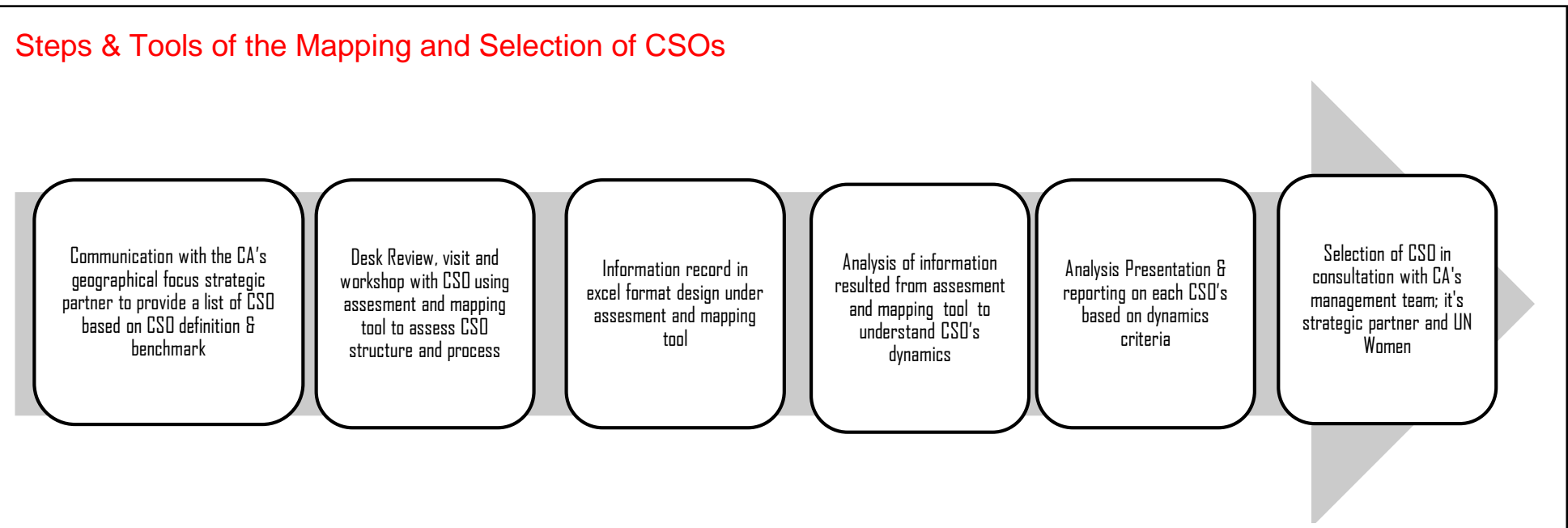
- Selection & partnership agreement

Action Phase 2: Capacity development and national consultation

- Development of training modules & methodology on inclusive DRM, leadership, CCA and leadership
- Deliver training to 100 staff from 50 CSOs
- Community consultation and sharing training learning
- Case studies on evidencing local experiences and outcome of project interventions
- National level seminar

Assessment and Mapping Process

Christian Aid with the support of geographical specific local strategic partners and network partners carried out 2 days' mapping & assessment workshop in ten upzilas under five districts.



Based on criteria of CBOs developed by Christian Aid, the partner agencies sent the list of randomly selected CBOs for the mapping and assessment phase. After screening the list, relevant organizations were invited to attend assessment and mapping workshop.

The two days' workshop (Annex-1) was started with an understanding what is CSO and what is the governance structure of women headed CSOs have. It was found that women headed CSO's are divided basically into three categories includes - CBOs, Federation under umbrella organization and NGOs. All three types of CSO mentioned above are either registered with Women and Children Affairs Ministry and/or Social Welfare Act and/or Cooperative Act and/or NGOAB.

Christian Aid modified its global tool called 'Partner Organizational Capacity Risk Assessment (POCRA)' and developed 'Assessment and mapping tool' contextualizing for this project to assess organization's

due diligence and programmatic capacity under thematic indicators – Governance, Financial Capacity, Internal control, Human resource, Strategy and Impact, and DRR, CCA and Leadership. The assessment criteria indicate analysing risk under given thematic indicators and scored as Minimal (0) Low (1) Medium (2) High (3) for outcome calculation.

Criteria of Civil Society Organization:

- CSOs as an actor - with a legitimate status and accountable to their communities
- CSOs are diverse for nature and functions and play different roles.
- CSOs as an informal group engage in identifying and solving locally emerging issues
- CSOs open to review its roles, functions and structures based on context.
- CSOs supportive to institutional capacity building and organizations' development; considering the differences among organizations at the different levels
- CSOs emphasize on collaboration with government authorities and other stakeholders at local & national level.

The Day One focused on organization's governance; financial management; internal control system and human resource management system. Christian Aid gathered information for each organization based on prescribe assessment tool. The day one provided orientation to data assessment tool, document review and group exercise.



Assessment and Mapping tool for CSOs (Translated into Bangla)

সংস্থার নাম									
তথ্য সংগ্রহকারীর নাম									
তথ্য সংগ্রহের তারিখ									
পর্যবেক্ষণের বিষয়সমূহ	যে সকল বিষয়ে পর্যবেক্ষণ করতে হবে	পদ্ধতি	উচ্চ ঝুঁকি (৩)	মধ্যম ঝুঁকি (২)	নিম্ন ঝুঁকি (১)	ঝুঁকি মুক্ত (০)	সর্বোচ্চ ঝুঁকিমুক্ত	মোট নম্বর	মন্তব্য/পর্যবেক্ষণ
পরিচালনা পদ্ধতি									
আর্থিক স্বচ্ছতা বিশ্লেষণ									
অভ্যন্তরীণ নিয়ন্ত্রণ									
মানব সম্পদ উন্নয়ন									
সংস্থার কার্যসমূহের স্থায়ীত্ব - কর্মশালা									
প্রকল্প ব্যবস্থাপনা চক্র									
সংস্থার স্থায়ীত্ব বিশ্লেষণ, প্রশাসনের জবাব দিহিতা এবং সুরক্ষা পলিসি									

The Day two methodology of workshop includes orientation on DRR, CCA and Women Led Disaster literacy, orientation on programmatic part of 'assessment and mapping tool', group exercise & presentation to understand organization's potential capacity to engage in gender inclusive disaster risk reduction, climate change and humanitarian actions, including advocacy and negotiations. Participant organizations have been divided into groups and each group carried out an exercise based on following:

দলীয় কাজ			
বিবরণ	ঘাটতি	সামর্থ্য উন্নয়নে প্রয়োজন	মন্তব্য
প্রাতিষ্ঠানিক সামর্থ্য			
সংস্থার ব্যবস্থাপনা কাঠামো ও জবাবদিহিতা			
আর্থিক সামর্থ্য			
কর্মসূচী			
দুর্যোগ মোকাবেলায় অভিজ্ঞতা			
জলবায়ু পরিবর্তন জনিত কাজ			
নারীর অংশগ্রহন			
প্রভাবক			
সমন্বয় ও যোগাযোগ			
এ্যাডভোকেসী			



Findings

The qualitative and quantitative findings are presented graphically to have more explicit understanding on the two days' workshop for assessment and mapping of CSOs. Under the themes - Governance & accountability, experience and women engagement in DRR, CCA and emergency response, CSOs existing experiences and required capacity has pointed out from group exercises at workshop. Quantitative findings are presented to validate the selection process of CSOs for capacity building phase. So, quantitative outcomes are drawn following six key thematic indicators – Governance, financial capacity, internal control, human resource, strategy and impact, DRR, CCA and leadership. The quantitative findings of each organization inserted into 'Kobo' tool for drawing assessment analysis of CSOs.

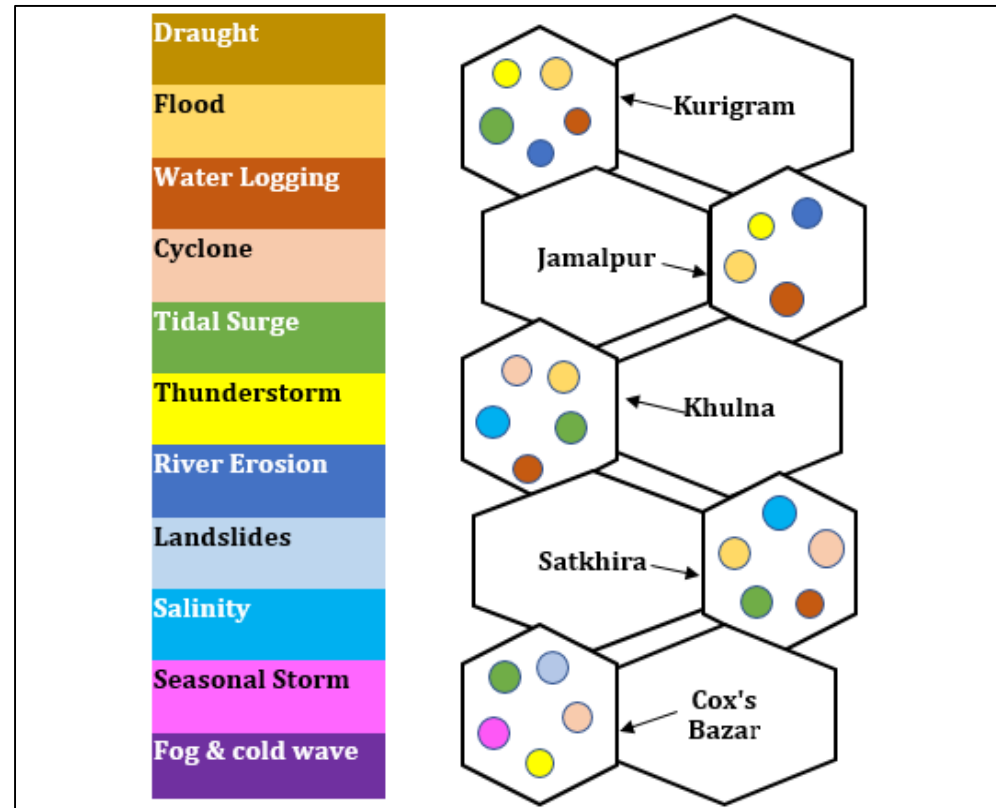


Qualitative findings:

The targeted locations have diversified climatic profile as well different types of natural disasters have had grave consequences in terms of livelihoods strategy, social security, health & protection and infrastructure, shared by workshop participants at five districts.

Land, poultry, crops, fishery, homestead and livestock are mainly affected in term of livelihood related vulnerability. Social security related vulnerabilities address cultural conflict, child labour, displacement, household income reduction, school dropout, GBV, child marriage. Health and protection related vulnerabilities include WASH, shelter and reproduction. During natural disaster, infrastructural set up disrupts due to communication breakage and failure of information system.

Nature of Disasters in Target Locations



Tables: Aggregated Findings from Groups exercises in Five Districts

Governance & Accountability	
Existing experiences and capacity	Existing gaps & Require capacity
<ul style="list-style-type: none"> • Women headed and led organizations. • Beneficiaries are women. • Office set up with legitimate registration • Constitution & active executive committee. • Financial management policy & system includes cash book, ledger book. • Organization's local volunteer mobilization capacity and volunteers are affiliated • Community acceptability • On good terms with government and non-government organizations. 	<ul style="list-style-type: none"> • Organizational leadership development of women led organization • Disaster-preparedness culture through community participation and empowerment with special emphasis on the protection of vulnerable groups • Use of information technology for rapid needs assessment and data presentation to raise alert, mobilize resources for the protection of women and children • Policy and practice at the HR structure e.g. protection & safeguarding policy • Accountability SOP at organization's level e.g. feedback process from bottom up for decision making • Volunteer management system for deployment for disaster emergency response • Information technology for effective data management and learning • Developing situational report to feed into proposal writing • Procurement; Storage & management system of emergency supply e.g. torch; Turpulin; life jacket; hand mike; medicine; saline, water purification tablet • Volunteer management & deployment system for search & rescue. • Physical & psychological first aid training for volunteers and first responders for fast response to disaster emergency.

	<ul style="list-style-type: none"> • Effective working environment and office equipment • Operational budget allocation for DRR, CCA and emergency response. • Capacity building of local government organizations for emergency response materials (Flags, mega phone, first aid kit) • Capacity building of partner organizations to develop integrated disaster preparedness culture • Logistic supports for disaster preparedness and emergency response • Sustainable strategic plan development integrating DRM, CCA and emergency response • Literacy on governance and accountability • Effective advocacy system of organization
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Experience in DRR, CCA and Humanitarian Response	
Existing experiences and capacity	Existing gaps & Require capacity
<ul style="list-style-type: none"> • Volunteers group engaged in rescue and search. • Volunteer's group engaged in door to door visit to motivate affected population for safe places and assist with immediate lifesaving distribution. • Experiences of developing list of affected population by engaging with local government and door to door visit 	<ul style="list-style-type: none"> • Better understand and integrate concept of disaster; resilience, and climatic adaptation for disaster risk reduction & preparedness • Mapping tools for identify strategic institution for DRR and climate change adaptation for collaboration in which it works as well as at the national level • Better understanding about SOD and role of CSO • Community-based risk management trainings to identify and rank probable hazards in the area

<ul style="list-style-type: none"> • Communication with communities for communicating early warning through raising flags or miking • Indigenous knowledge on DRR, CCA and emergency response • Knowledge on code language and use of logistics for emergency response • Community mapping experience based on vulnerability and frequency of disasters 	<ul style="list-style-type: none"> • Entrepreneur module to help people to identify women friendly climate adaptation livelihood considering medium- and long-term preparedness plans for each union/upzilla in which it works. • Technology based training on multi hazard early warning and risk information system for effective preparedness & protection • Physical & psychological first aid training for volunteers and community first responders for fast response to emergency • Volunteer management & deployment system for search & rescue. • Storage & management system of emergency supply e.g. torch; Turpulin; life jacket; hand mike; medicine; saline, water purification tablet • Disaster resilient shelters; sanitation and Water storage technology • Developing situational report to feed into proposal writing • Skills on developing case studies on how disaster risk connect with child marriage and sexual harassment • Research institution at the local level to explore and train on climatic resilient livelihood includes health; employment, education; water management; social afforestation; increase of organic fertilization; multi cropping and environment. Livestock management; plan urbanization • Climate smart water and farming technology • Effective policy on Segregated waste management and brick field to protect agriculture field • Innovative solar technology • Infrastructural development for preparedness and resilience e.g. building cyclone center, emergency communication system.
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	<ul style="list-style-type: none"> Resilient WASH management system
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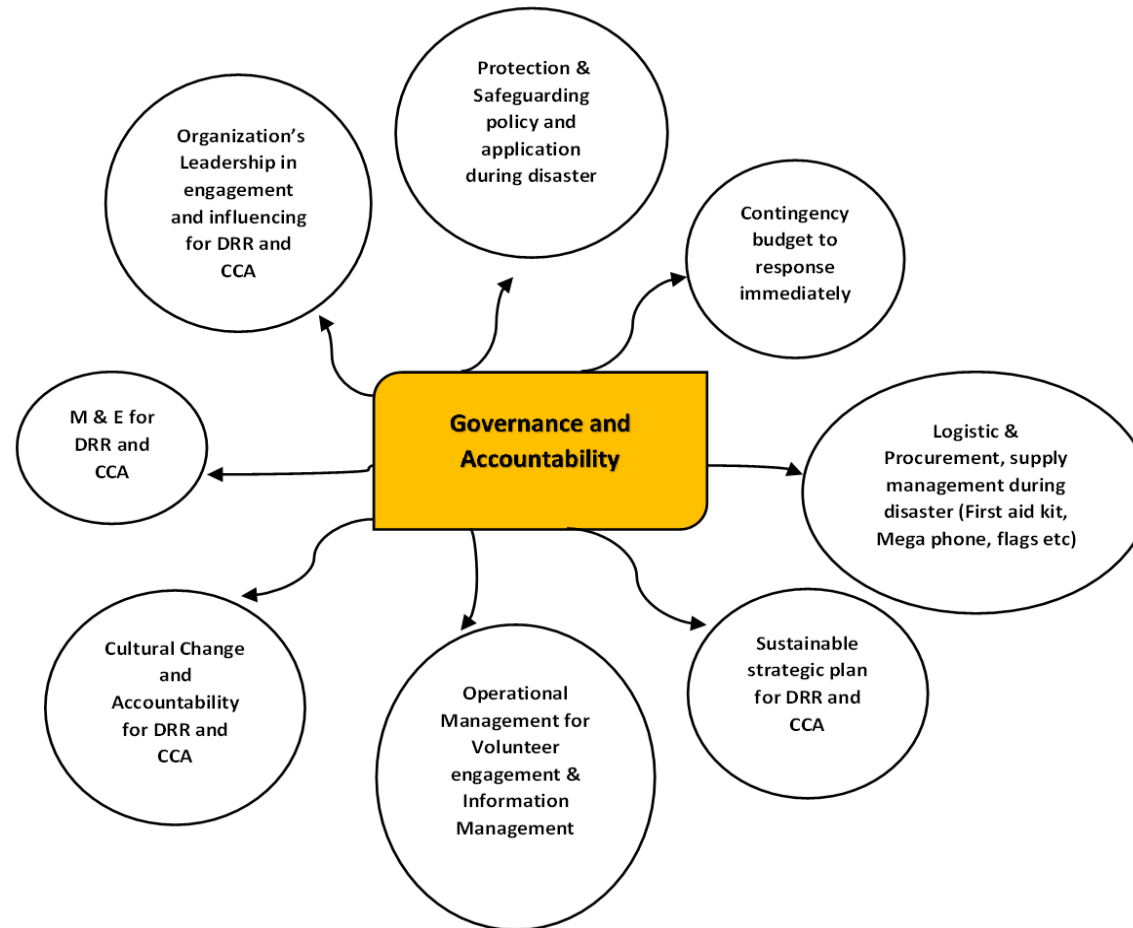
Women engagement in DRR, CCA and Humanitarian response

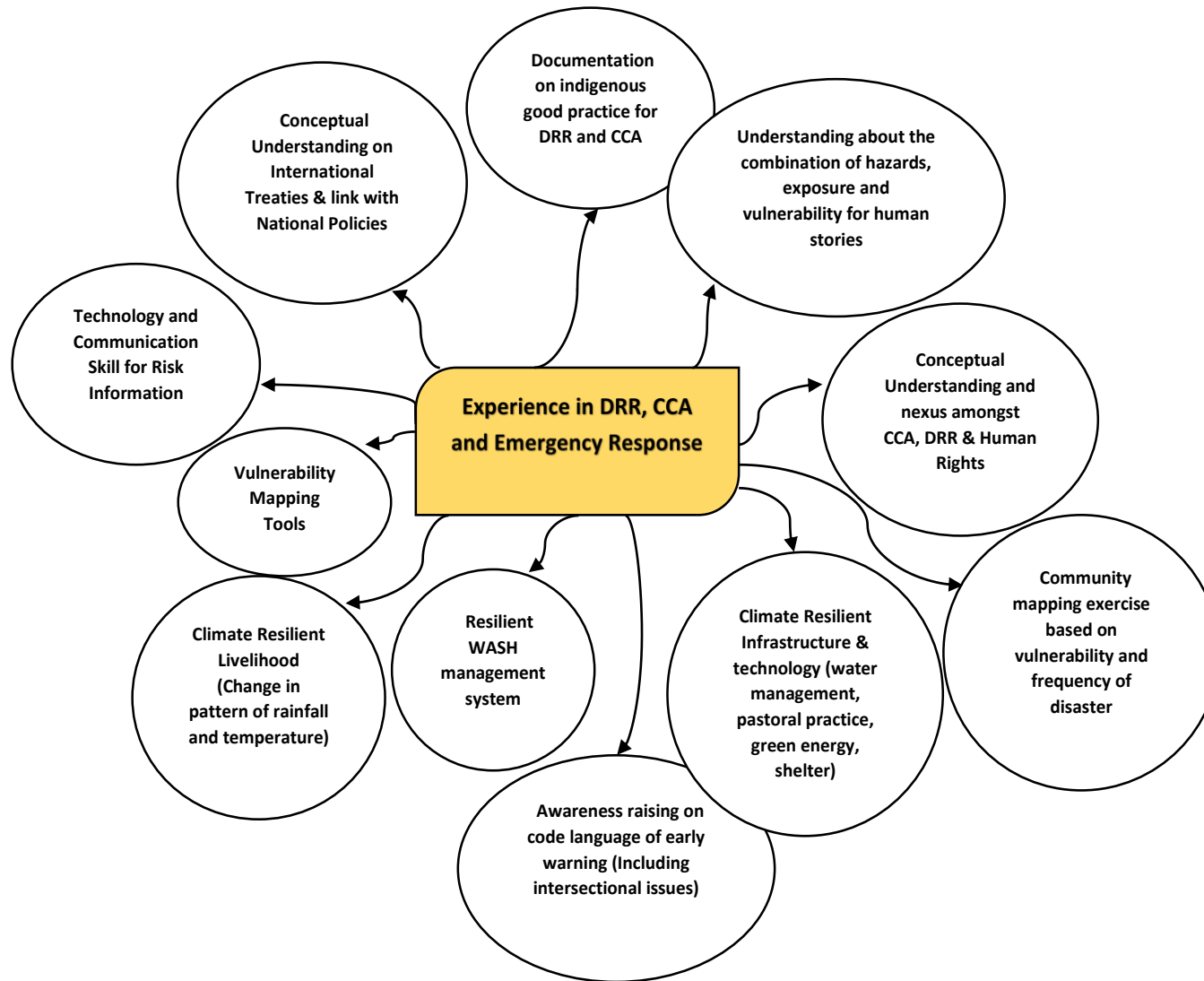
Existing experiences and capacity	Existing gaps & Require capacity
<ul style="list-style-type: none"> Women led, and women focus organizations. Acceptability from the community. Registration under relevant government department 	<ul style="list-style-type: none"> Skills for analysis and documentation on how men and women experienced the relief and reconstruction phases of the disaster. In disaster more, women died than men or women are neglected in relief and reconstruction; less materials to cope with cold wave as women are taking care of children and elderly but receive only one piece of blanket; In most cases, the relief grants that were paid to all households were given to the husband, (unless a woman headed HH) and Women had less decision making in using relief grants therefore require skills to develop gender-specific, quantitative data to inform policy; Gender & inclusion mainstreaming guideline to address the needs of vulnerable groups specifically in preparedness and relief operation and resilience building. Improve gender focus disaster preparedness & management system in schools; hospitals and in other community structure to protect vulnerable group particularly women, children and people with disability Making disaster management committee more functional and engagement of women in key decision-making process Gender training for community for cultural change to prevent sexual harassment during disaster Law and policy to acknowledge economic value of women's household work Clear understanding on women's property rights Networking with legal aid organizations Safeguarding and protection strategy & practices for women & children at pre, during and after disaster

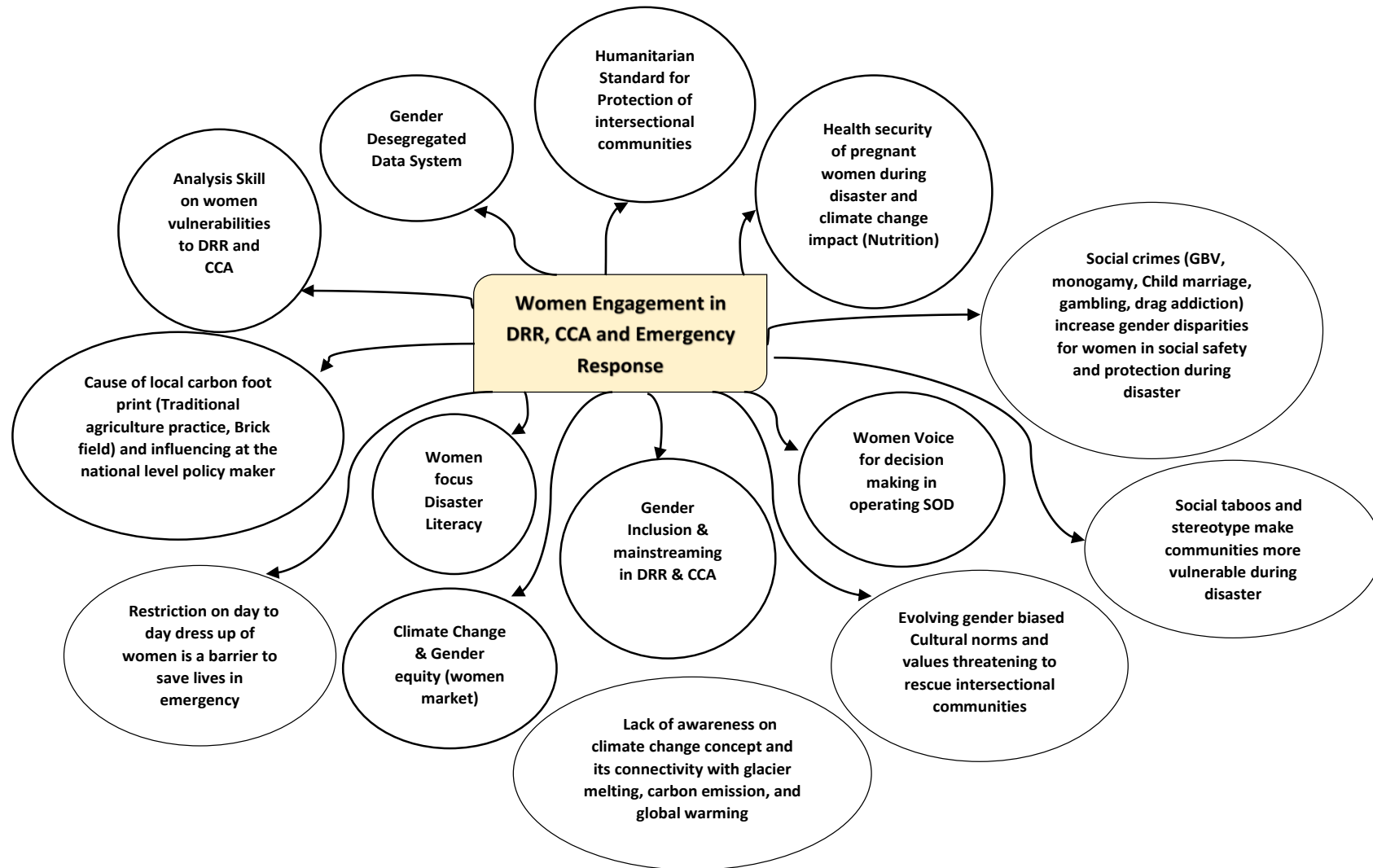
	<ul style="list-style-type: none"> • Volunteer data management system • Mobilizing strategy to increase female volunteer's number • Training on safe delivery as it is a vital challenge face by pregnant women • Nutrition training to protect women and children from malnutrition during disaster • Disaster campaign and policy message development focus on women health and women focus livelihood for disaster preparedness • Awareness raising on different type of disaster and its impact on women • Humanitarian standard in cyclone Centre to protect vulnerable population • Skills and knowledge on international humanitarian standard e.g. sphere standard for protection • Raising Awareness for developing gender neutral resilient culture. • Training for preparedness, adaptation and resilience building e.g. safe reproductive system, knowledge on food and nutrition, first aid training, life skills for safety, networking skill • Vulnerability focused awareness and resilient livelihood building • Climate change resilience and women focus livelihood • Women friendly WASH management system. • Advocacy on women's vulnerability, existing capacity and activities to increase women engagement. • Little gender-specific, qualitative data to inform policy; for example: <ul style="list-style-type: none"> ✓ Existing cultural and religious norms at the locality leads women to live under veil, hence most of the women are restricted to break the boundary as well convinced to not go out of home during disaster ✓ More women died and becoming more vulnerable because they are solely assigned to take care of household, resources, children and elderly during disaster
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	<ul style="list-style-type: none">• Social crimes and incidents e.g. GBV, child marriage, monogamy, gambling, drug addiction lead to gender disparities in a long run that eventually make women marginal in social safety and protection aspect.
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Infographics: Qualitative Findings







Prioritized Thematic Areas for Developing Training Module:

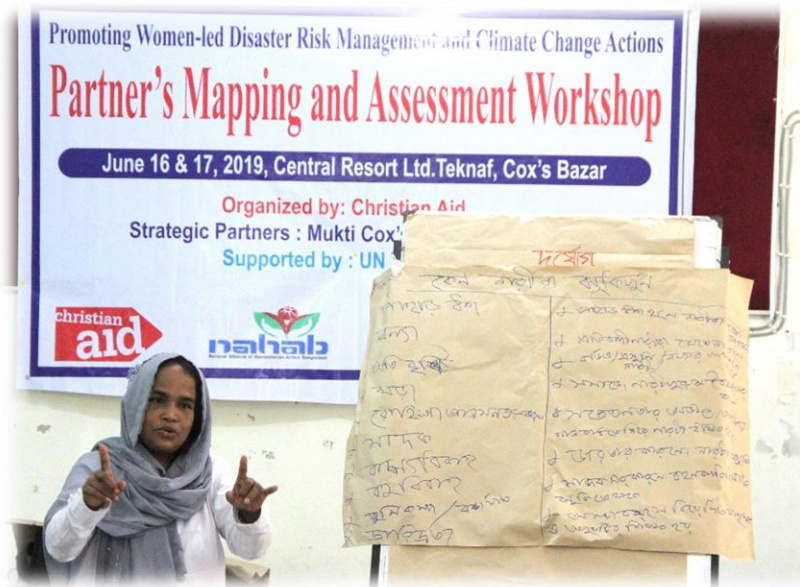
To objective of the training to generate understanding of the institutional demand for shifting from response- oriented disaster risk reduction (DRR) to pro-active DRR & CCA to create nexus across DRR, CCA and Humanitarian Standard. Based on the findings from assessment workshop and follow up discussion with UN Women and BCAS; we are recommending following clubbing/cluster for training to 50 + CSO.

Cluster	Issues will be covered	Methodology
<i>Basic Concepts & Frameworks in DRR</i>	<ul style="list-style-type: none"> • Understanding about the hazard; exposure and vulnerability and early warning system • Understanding about the assessment of the risk and vulnerability context of the respective district/sub district • Understanding about the analysis and synthesis of collected information 	<ul style="list-style-type: none"> • Exercise • Practical case study • Vulnerability mapping tools • Introduction to digital technology
<i>Basic concept on livelihood adaptation to climate vulnerability</i>	<ul style="list-style-type: none"> • Understanding about relationship of cause of climate change e.g. global warming; carbon foot print; carbon emission • Adopting contextual physical adaptive measure e.g. water management; resilience shelter; afforestation • Adopting agriculture practice; coping patterns; selection of crops; better storage; pastoral practice networking with government & private sector • Adopting health practice; nutrition; reproductive health • Resilience Infrastructure includes solar cooking; resilient shelter 	<ul style="list-style-type: none"> • Good practice documentary • Group exercise • Case studies • Exchange visit

<p><i>Basic understanding on role of institution and national & international treaties and policy</i></p>	<ul style="list-style-type: none"> • Understanding about the Importance of conducting institutional mapping at national, intermediate, community level • Learning about qualitative assessment of institutional functioning of current DRM system • Understanding about the Sendai Framework, Grand Bargain, C4C, SDG, Urban Resilience & Urban Agenda; UNISDR Strategic Framework; Global compact and Bangladesh National Policy on Disaster Risk Management include SOD 	<ul style="list-style-type: none"> • Presentation • Venn diagram
<p><i>Safeguarding and Protection in disaster response & recovery</i></p>	<ul style="list-style-type: none"> • Good practice as well as obstacles and challenges face in gender • Gender mainstreaming policies in DRR and CCA • Understanding about the protection & safeguarding policy linking with intersectional identity • Understanding about the application method in designing interventions in DRR and CCA 	<ul style="list-style-type: none"> • Venn diagram for power mapping • Tools to integrate gender & Good practice

Case Study:

Change of Mindset Necessary for Women's Disaster Preparedness: Story by Kulsuma



Kulsuma recalls the day when Cyclone Mora made a downfall in Teknaf in 2018. She was heading a community voluntary group then. In the registered list of pregnant women, Kulsuma found Nurjahan's name who was in her advance stage of pregnancy and not taken to cyclone shelter. Nurjahan's home was located uphill. With a cyclone hitting the shore, it was extremely challenging for Kulsuma to reach Nurjahan's home. Donning her volunteer jacket and gumboot, Kulsuma hiked uphill and found Nurjahan in a pathetic state. She was laid in a dark, soggy and filthy room surrounded by some women from the neighbourhood and a midwife. She was frequently fainting from labor pain and high blood pressure. Kulsuma immediately informed her family about possible risks of excessive loss of blood, oxygen deficiency which could result in the death of an infant, mother or both. She suggested them to shift her to the hospital immediately, but Nurjahan's family was not easy to convince. Kulsuma did not step back and succeeded to convince Nurjahan's in-laws to shift her to the hospital. Doctors

in the hospital said another 30-minute delay could have killed both the mother and the child. Nurjahan delivered a boy and her family was grateful to have Kulsuma at the right moment.

Teknaf, the southern-most district of Bangladesh has a unique climatic profile and is visited by landslides, excessive rainfall, flood, seasonal storm, cyclone, and tidal surges regularly. With gender-biased cultural practices, beliefs, and norms, women here are the most vulnerable groups during any natural disaster. Women's mobility is restricted here, even during the disaster to leave home and take shelter, women must defy norms and cultural practices. Hence in this disaster-prone community, women are the ones who fall easy prey to disasters.

Kulsuma Begum is one of those change-makers who are working to bring positive changes in the lives of women in the face of disasters and climate change in her community. Married at 14, Kulsuma endured domestic violence as part and parcel of her married life. It was her husband's second marriage that forced her to leave her marriage and search for her own identity.

Her journey towards empowering women started with receiving training from local forums, organizations and community networks. Her networking skills helped her spread knowledge and awareness in the community particularly on health care, women empowerment, gender equity, child marriage, life skills, and disaster risk reduction (DRR). Renowned as a Master Trainer, she initiated forming many women's groups within the community for women's well-being and economic empowerment. Her vision to bring positive changes in the lives of women in her community started taking shape.

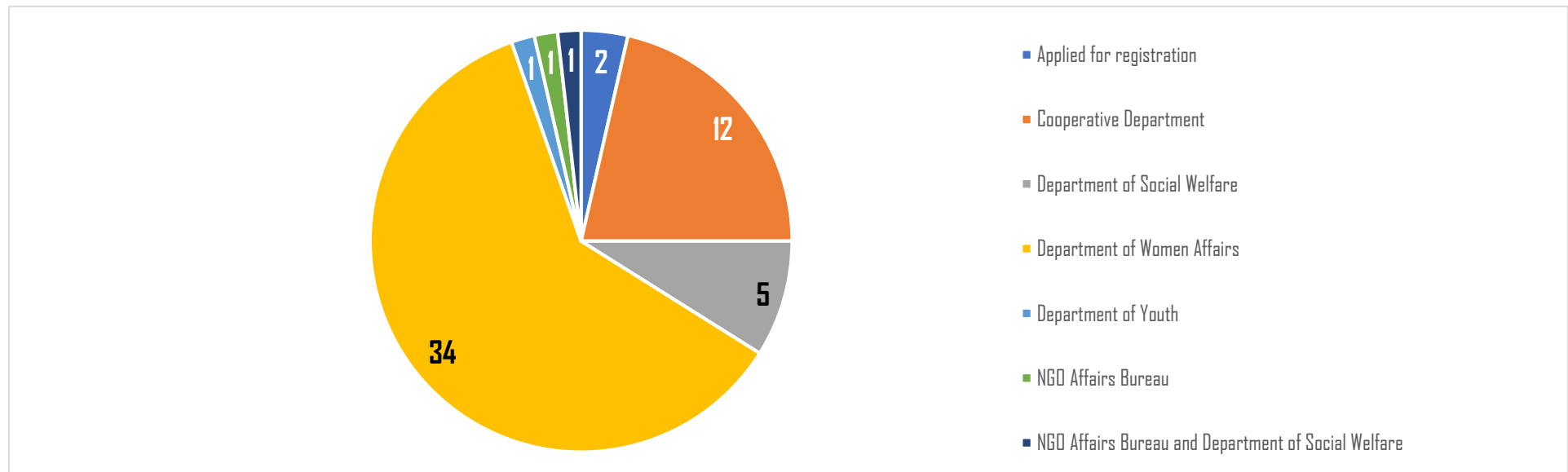
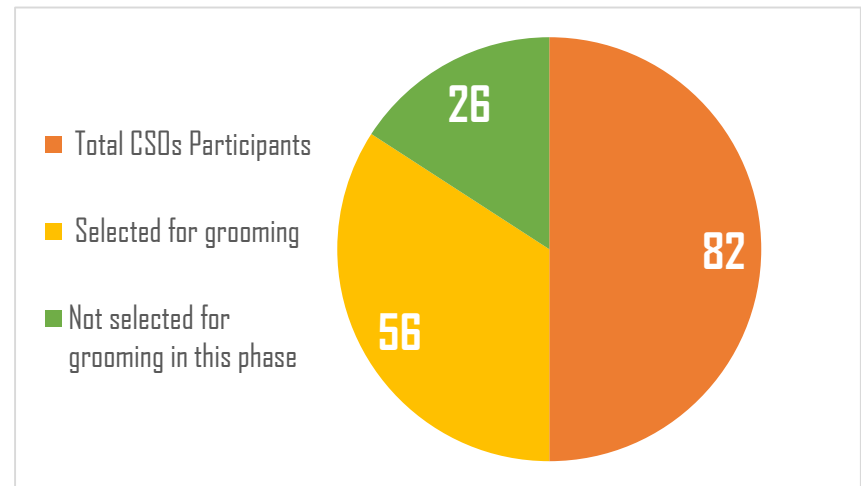
Bringing change in the community has been a challenging and daunting task. In Kulsuma's words, **“Women don't want to come out of home and the society decides it for them. They think, even if I die, I will prefer to die at my place, instead of going out. Because I'm a woman, I can't let an outsider see me at any cost, it's disgraceful”**. Lives of women are more jeopardized as they are solely responsible for the household. Gender-based violence, child marriage, drug addiction, polygamy among male members in the community hinder their social safety and protection. A higher rate of illiteracy among women is another reason for their tolerance and acceptance towards violence and lack of preparedness for disaster.

Kulsuma's contribution to society has made her an inspiration for many. For saving Nurjahan's life, Kulsuma was awarded 'Joyita' Award and received one lakh taka from the Government. Moreover, the Upzilla Officer of Teknaf rewarded her with the 'Joyita Begum Rokeya Award' in a category of the contributor for social development.

Quantitative findings

Total 82 CSOs are assessed based on six key indicators- Governance, financial capacity, internal control, human resource, strategy and impact, DRR, CCA and leadership. Based on the assessment scores under given criteria 56 CSOs are selected for capacity building training on DRM and CCA. 26 CSOs are not selected for training in this phase.

Registration Status:



Governance:

To assess governance of participant CBOs, the average risk score Minimal (0) Low (1) Medium (2) High (3) is given based on following indicators - registration with authorities, compliance with local and national legislation and independent functioning board, details are given in the table 1.1

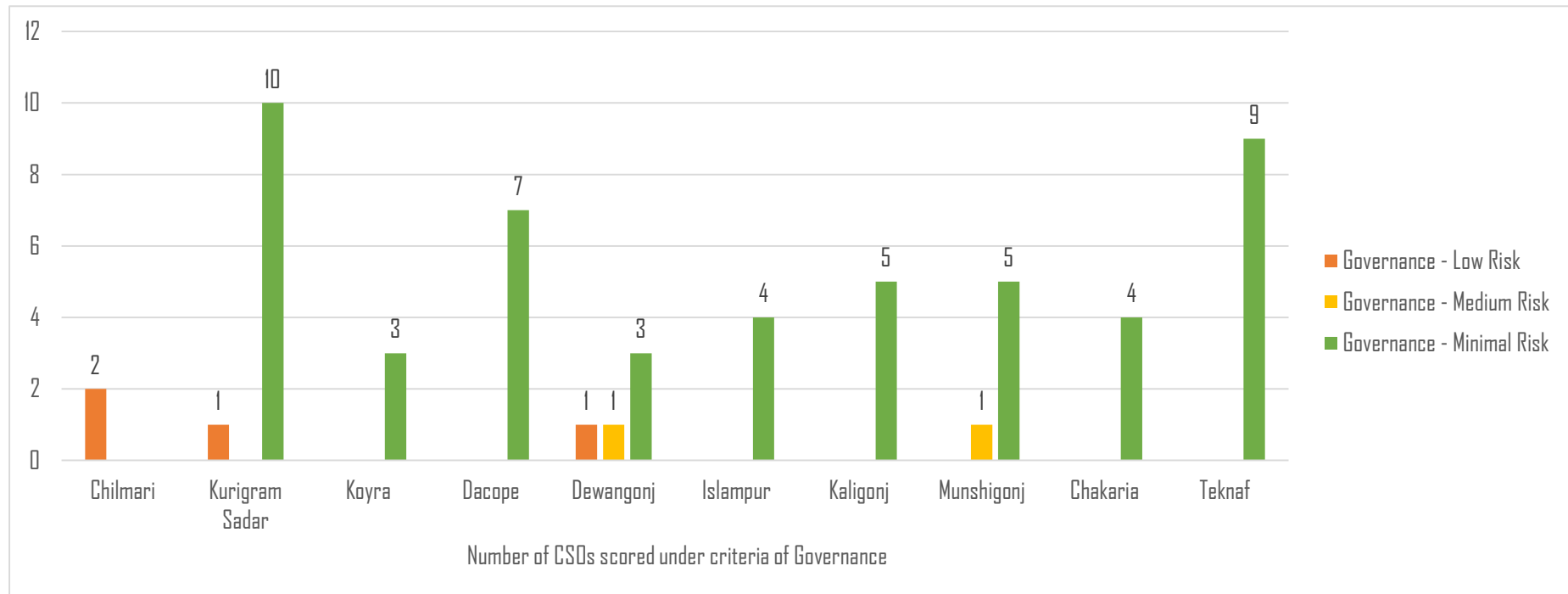
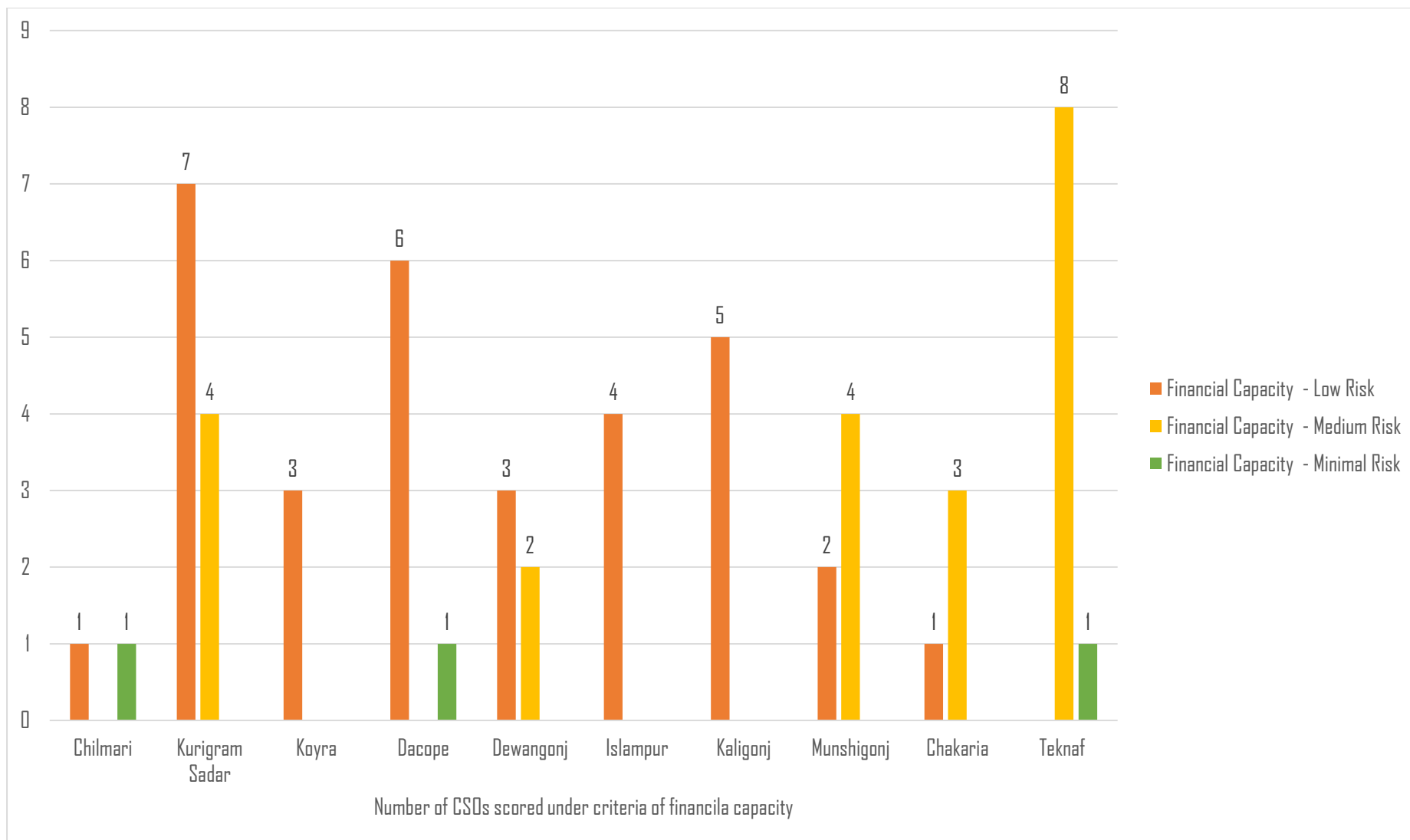


Table 1.1			
High (3) risk Criteria	Medium (2) Risk Criteria	Low (1) Risk Criteria	Minimal (0) Risk Criteria
<ul style="list-style-type: none"> • No registration or registration in progress • Organization unaware of requirements and no practice • No Board or no independent board members (e.g. family members of director), no board member has financial knowledge, meetings/decisions are not recorded. 	<ul style="list-style-type: none"> • Registration but not up-to - date • No policy but vat & tax is in practice • Independent board 	<ul style="list-style-type: none"> • Registered but copy not immediately available suggesting file copy not held by organization. • Organization pay vat and tax as per the policy but maintain no records • There is an independent board not functional (no regular election, no regular meeting) 	<ul style="list-style-type: none"> • Registered and copy immediately available. • Organization meeting all requirements. • Majority board members are independent, meetings are minutes.

Financial Capacity:

To assess financial capacity of participant CBOs, the average risk score Minimal (0) Low (1) Medium (2) High (3) is given based on following indicators - Annual Budget/Plan for the organisation, Accounting system, Financial policies and procedures, details are given in the table 1.2



High (3) risk Criteria	Medium (2) Risk Criteria	Low (1) Risk Criteria	Minimal (0) Risk Criteria
<ul style="list-style-type: none"> • No annual budget/plan in existence; • No functional/standard accounting system. For example; the director pays for expenses out of their own pocket and accounts/reconciles later • No financial policies and procedures documents in place. 	<ul style="list-style-type: none"> • Annual budget/plan in place and senior staff are not aware of. • Organization have no finance staff members and not maintained accounts on regular basis. • Financial standard and forms are inconsistent with the needs of the organization 	<ul style="list-style-type: none"> • Registered but copy not immediately available suggesting file copy not held by organization. • Organization pay vat and tax as per the policy but maintain no records • There is an independent board not functional (no regular election, no regular meeting) 	<ul style="list-style-type: none"> • Registered and copy immediately available. • Organization meeting all requirements. • Majority board members are independent, meetings are minutes.

Internal Controls:

To assess internal control of participant CBOs, the average risk score Minimal (0) Low (1) Medium (2) High (3) is given based on following indicators - Banking and cash, Audit, Asset management, Payroll and Procurement, details are given in the table 1.3

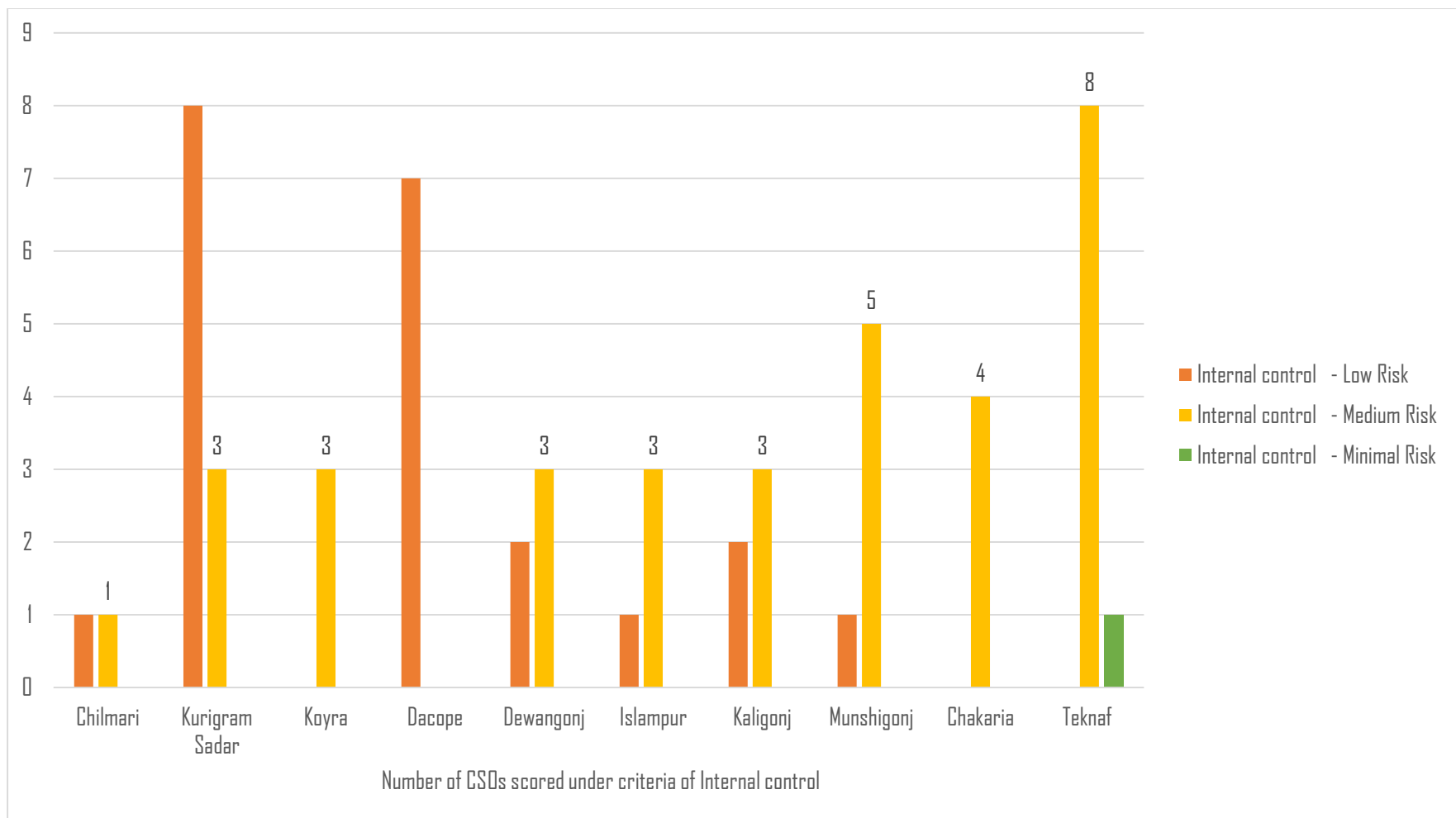


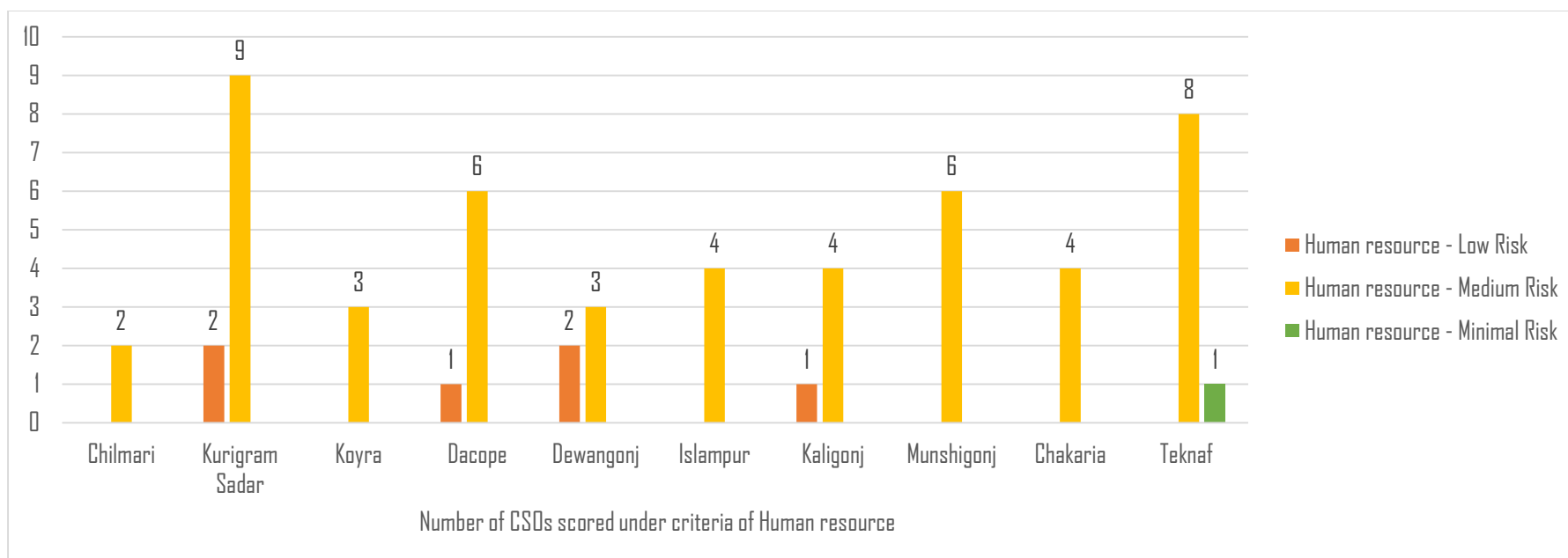
Table 1.3

High (3) risk Criteria	Medium (2) Risk Criteria	Low (1) Risk Criteria	Minimal (0) Risk Criteria
<ul style="list-style-type: none"> • No bank and cash reconciliations; no clear policy; and Management does not appear to attach much importance to the practice. • No organizational or project audits done in the past two years. • No clear response and course of action for major issues raised in the audit. • Organizational or project audit is qualified in opinion and/or are late. • Project audits done after the donor stipulated duration had expired. • Management responses to auditor’s queries very delayed." • No assets management policy in place. • No assets register for tracking assets." • Payroll is not reconciled, potentially leading to misuse • No procurement policy and procedures in place. • Purchase of goods and services disregards best practices. • No tender/purchasing committee in place. • Poor contract and records management. 	<ul style="list-style-type: none"> • Bank account is there but bank & cash reconciliations are not done on regular basis. Reconciliation documents are not properly filed. • Organizational and project audits are unqualified. • Organizational and projects audits are done within the meaningful time. • Some issues raised but the partner has provided responses and course of action. • An outdated assets management policy in place. • Assets register not consistently updated. • Asset register not reviewed and approved. • Many core assets are not registered. • payroll is reconciled but not compliant with government policy e.g. revenue stamp • Procurement policy and procedures are in place but has not been reviewed for long time. 	<ul style="list-style-type: none"> • Reconciliations done but not rectified in a timely manner. • Organizational and project audit conducted by registered accounting firm. • Audits conducted in a timely manner to make sense of the reports. • Audits are unqualified with minor concerns to attend and management has demonstrated its commitment through a plan of action. • Assets management policy. • Asset register is regularly updated. • Pay slips not sent to staff after payment. 	<ul style="list-style-type: none"> • Reconciliations done and rectified in a timely manner. • Organizational or project audits conducted within reasonable period after closure of financial year • Audits are unqualified in opinion, with findings that would not lead to significant losses to the partner. • Partner has responded to audit queries and a clear course of action taken." • Assets management policy is in place and asset is recorded immediately. • Payroll reconcile, pay slips are sent to staff after payment of staff and revenue stamp used

<ul style="list-style-type: none"> • Inadequate supporting documents for procurements. 		<ul style="list-style-type: none"> • Updated procurement policy and procedures. But not followed for all procurement. 	<ul style="list-style-type: none"> • Regularly updated procurement policy and procedures in place and policy followed for purchase.
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Human Resource

To assess human resource of participant CBOs, the average risk score Minimal (0) Low (1) Medium (2) High (3) is given based on recruitment and HR policies, details are given in the table 1.4



High (3) risk Criteria	Medium (2) Risk Criteria	Low (1) Risk Criteria	Minimal (0) Risk Criteria
<ul style="list-style-type: none"> No recruitment policy and procedures in place. 	<ul style="list-style-type: none"> Recruitment policy and procedures in place but not updated 	<ul style="list-style-type: none"> Recruitment/HR policy document in place but not always followed 	<ul style="list-style-type: none"> Recruitment and HR policy documents are in place which covers partly by constitution Orientation is done for all new staff and staff personnel files are updated with all necessary documents.

Strategy and Impact

To assess organizational strategy and impact of participant CBOs, the average risk score Minimal (0) Low (1) Medium (2) High (3) is given based on organizational strategy and sustainable impact, details are given in the table 1.5

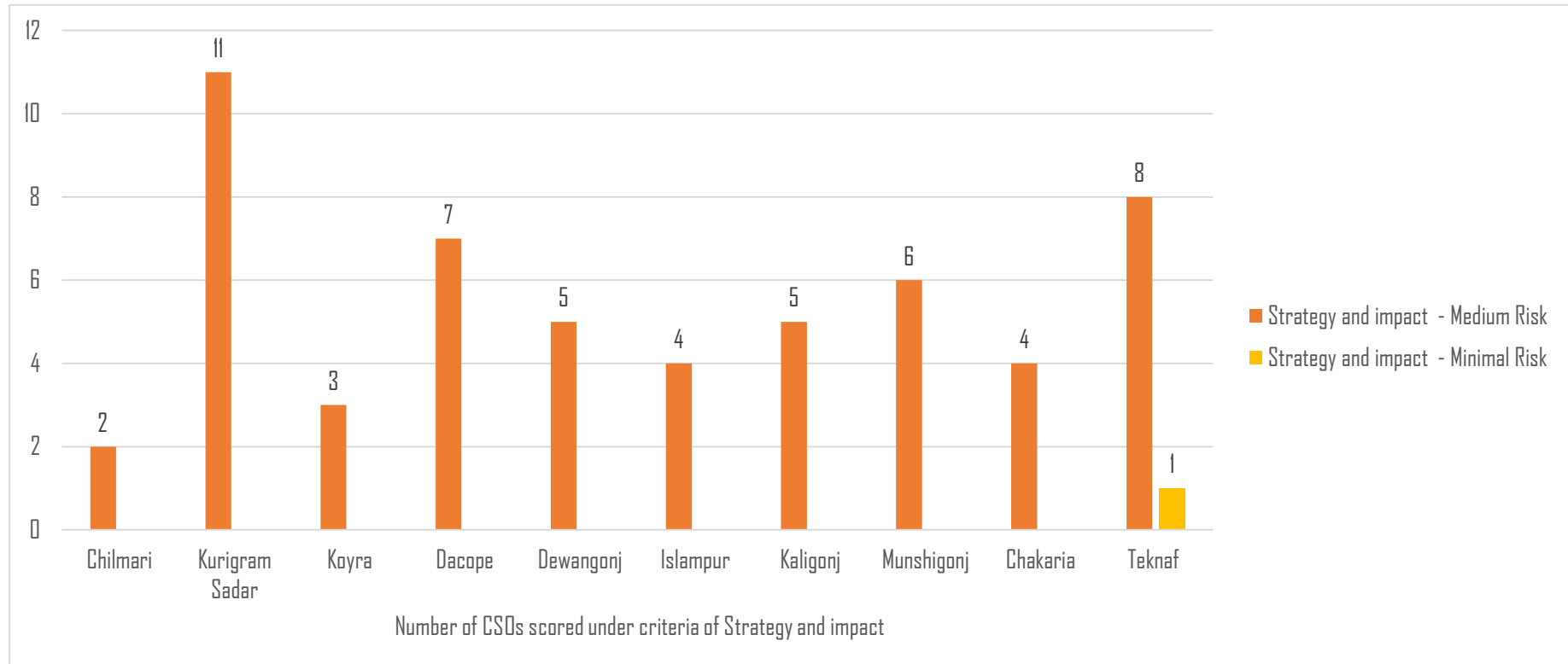


Table 1.5			
High (3) risk Criteria	Medium (2) Risk Criteria	Low (1) Risk Criteria	Minimal (0) Risk Criteria
<ul style="list-style-type: none"> • There is no organisational strategy and/or the strategy • Organisation lacks conceptual clarity on sustainability issues. Focus is on sustainability of the organisation through implementing projects. 	<ul style="list-style-type: none"> • There is no organisational strategy and/or the strategy but all staff are not aware • Organisation understands and believes in sustainability of community actions but does not systematically incorporate this into planning. 	<ul style="list-style-type: none"> • The organisational strategy owns by staff • Organisation understands and believes in sustainability of community actions with a wide range of capacity development intervention being undertaken. There is less focus on networking and collaboration. 	<ul style="list-style-type: none"> • The organisational strategy is articulated with local needs and staff own the strategy • The organisational strategy is fully aligned with government & donor plans and/or sectoral developments. • It is well known and understood and directs all programmatic work.

DRR, CCA, & Leadership

To assess DRR, CCA and leadership of participant CBOs, the average risk score Minimal (0) Low (1) Medium (2) High (3) is given based on Sectoral expertise for Humanitarian programming, Accountability to programme participants, Protection/ do no harm, Gender, power, inclusion and leadership, this exercise was based on group exercise using prescribed format. Before group exercise participants has been oriented on risk criteria details are given in the table 1.6.

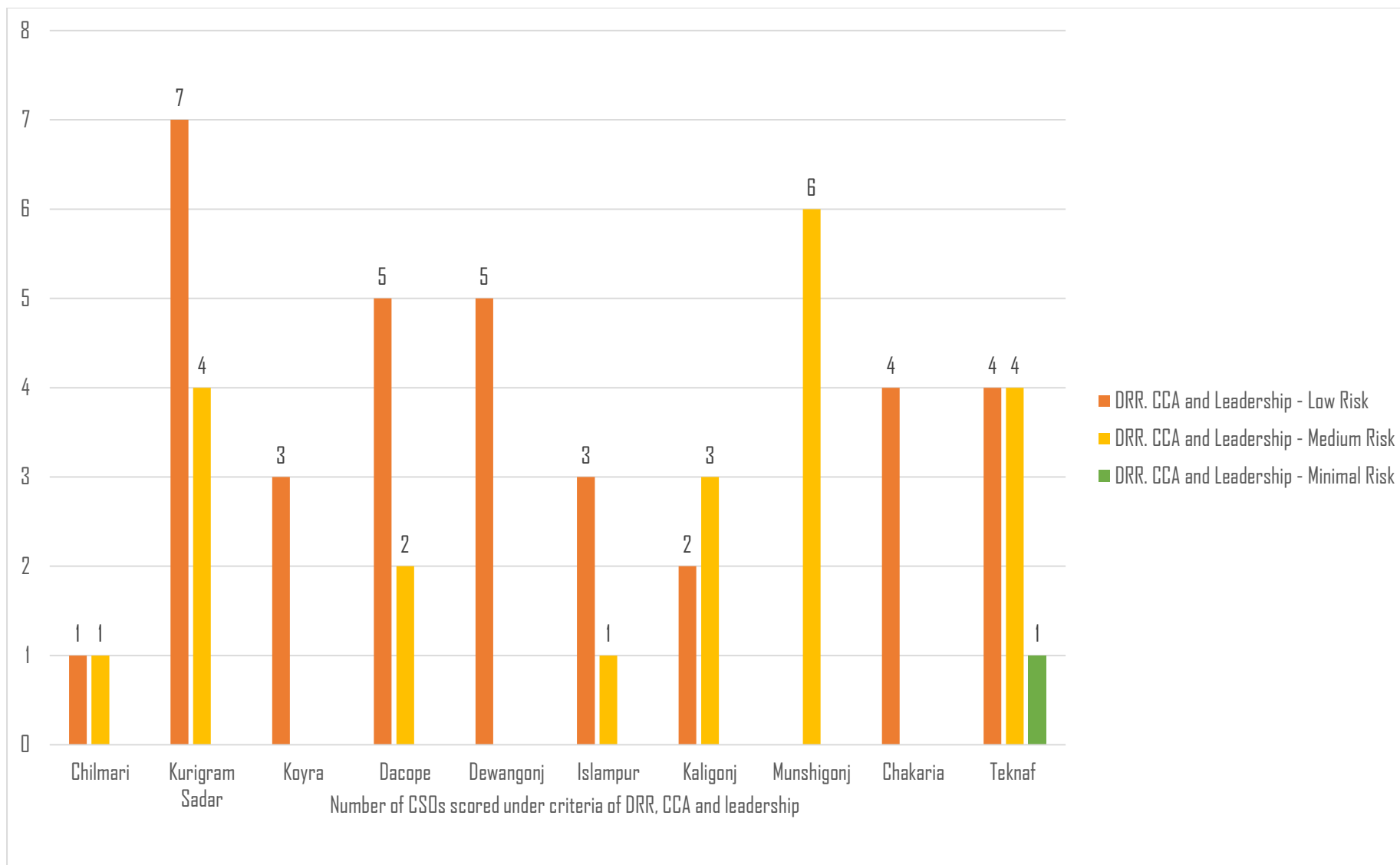


Table 1.6

High (3) risk Criteria	Medium (2) Risk Criteria	Low (1) Risk Criteria	Minimal (0) Risk Criteria
<ul style="list-style-type: none"> • Organisation does not have a track record of working in this sector and/or: Feedback on the quality of work is not very strong • No systems to actively engage communities during design, implementation, and review of programmes. • Target communities do not participate in programme decision-making. • Target communities don't give consent to the programme/activities of the organisation and don't have mechanisms to complain " • No processes and procedures in place to assess (un)intended negative effects on target communities' safety and of sexual exploitation and abuse. 	<ul style="list-style-type: none"> • Organisation has a reasonable track record in this sector And/or: Feedback on the quality of work is generally ok. • Participation of the community is limited to answering questionnaire/survey regarding their situation. Target communities give their consent to programmes but do not feel well-informed before giving consent. There might be complaint handling mechanisms but communities don't generally know about them. • Processes and procedures to assess (un)intended negative effects on target communities' safety and of 	<ul style="list-style-type: none"> • Organisation has a good track record in this sector. And/or: Feedback on the quality of work is good. • Processes are in place to engage with communities during all stages of the project cycle but doesn't consistently adhere to them. Target communities feel ownership but don't always feel they can influence programming. Complaint mechanisms are in place and used but complaints are not always followed up on. • Processes and procedures to assess (un)intended negative effects on target communities' safety and of sexual exploitation and abuse are in place, staff are aware of these or their implications but don't systematically apply them. • Organisation has inclusion and/or gender policy but these might not be fully implemented. Inclusion and power & gender 	<ul style="list-style-type: none"> • Organisation has an extensive track record in this sector and is widely recognised as an expert in its field. And/or: Feedback on the quality of work is very good. • Community members (and particularly the most vulnerable) have easy access to project information. They are actively involved in all stages of the project cycle and feel ownership of the project. They have channels to feed back to the partner, are encouraged to do so and complaints are dealt with appropriately and promptly. • Processes and procedures to assess (un)intended negative effects on target communities' safety and of sexual exploitation and abuse are in place and staff are aware of these or their implications. They systematically apply them and reported cases are adequately dealt with. • Policies in place and implemented which is reflected in staffing structure. Good inclusion and power & gender analysis is undertaken to develop equality in programmes and

<ul style="list-style-type: none"> • Organisation lacks inclusion and power & gender perspective. Knowledge to undertake inclusion and power & gender analysis and address inequality and power imbalances in programmes is very limited. 	<p>sexual exploitation and abuse in place but staff are not fully aware of these or their implications</p> <ul style="list-style-type: none"> • Organisation might have inclusion and/or gender policies but lacks understanding and skills to undertake analysis and address power & gender imbalances and inequality in programmes. Disaggregated data might be collected for disadvantaged groups but is not or poorly analysed to inform future programming. 	<p>analysis is undertaken to develop equality in programmes and strategies. Inclusion issues addressed both at family/community level.</p>	<p>strategies. Active participation of excluded groups in all stages of programming.</p>
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Visualization of the Assessment and Mapping Workshop

Day One

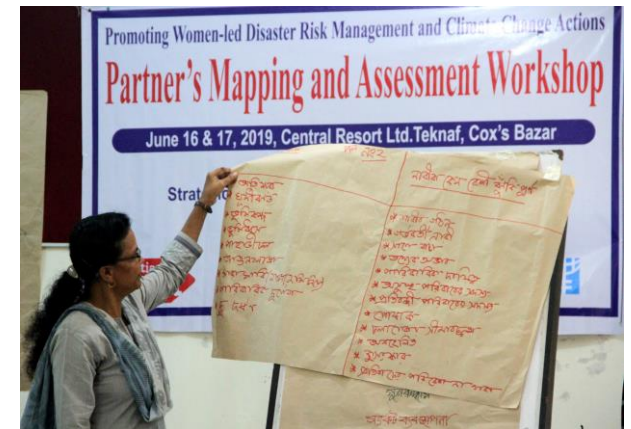
Welcome & Introduction



Briefing on capacity building and promoting women-led disaster risk management & climate change actions project



Introduction to Disaster Risk Management and Climate Change Actions



Orientation on Assessment and mapping tool



Orientation to assessment tools on Disaster Risk Management and Climate Change Adaptation and Humanitarian Actions



Group work on partners' assessment and mapping tools



Day Two

Group Exercise on strength, weakness and opportunities on Disaster Risk Management and Climate Change Adaptation and women leadership for Humanitarian Actions



Representative from UN Women overserved the Mapping & Assessment workshop and finally shared reflection with participants in Teknaf



Comments from Participants

- 'This is the first time any project exclusively focusses on women headed organizations (not women focus) for capacity strengthening on DRR, CCA and Resilience.'
- 'I wish, you people (addressing the project) would come here ten years ago, we need your help to be capable, empowered and independent. Women have the right to survive as a human being, but not to die as a woman.'

The Christian Aid's due diligence and capacity assessment tool to assess the different type of organization includes federation, NGOs, CBO was unique to understand strength and weakness for strengthening. Participants also appreciated different methodology for the application of tools includes orientation, document review and group exercise.

Annex

List of Selected CBOs with Contact:

No.	Name of CBOs	Contact	Date of Assessment	District	Upazila
1.	Chilmari Union Somaj Kallyan Songtha	01710998892	2019-04-15	Kurigram	Chilmari
2.	Thanahat Nari Unnayan Samity Ltd.	01942162907	2019-04-15	Kurigram	Chilmari
3.	Association for Alternative Development (AFAD)	01719691409	2019-04-15	Kurigram	Kurigram Sadar
4.	Association for Integrated Development (Aid Comilla)	01713018973	2019-04-15	Kurigram	Kurigram Sadar
5.	Holokhana Union Samaj Kallyan Sangstha	01710998892	2019-04-15	Kurigram	Kurigram Sadar
6.	Krishnapur Mohila Unnayan Samity	01717144063	2019-04-15	Kurigram	Kurigram Sadar
7.	Kuthirgram Dustho Mohila Unnyan Samity	01728423358	2019-04-15	Kurigram	Kurigram Sadar
8.	Nari Association for Revival and Initiative - NARI	01731213678	2019-04-15	Kurigram	Kurigram Sadar
9.	Pachgari Dharla Sangstha	01705977525	2019-04-15	Kurigram	Kurigram Sadar
10.	Ramna Nari Unnayan Samabaya Samity Ltd.	01773374086	2019-04-15	Kurigram	Kurigram Sadar

11.	Ranigonj Dustho Mohila Unnayan Sangstha	01728423358	2019-04-15	Kurigram	Kurigram Sadar
12.	Trinamul Nari Foundation	01302116547	2019-04-15	Kurigram	Kurigram Sadar
13.	Jogdaho Somaj Kollayn Sangstha	01748659250	2019-04-15	Kurigram	Kurigram Sadar
14.	Gono Chetona	01718-781270	2019-05-15	Jamalpur	Dewangonj
15.	Jamtoli Mohila Unnayan Samity	01786-122947	2019-05-15	Jamalpur	Dewangonj
16.	Laila Mohila Kallyan Samity	01743-211688	2019-05-15	Jamalpur	Dewangonj
17.	Mitali Lok Kendra	01983-315520	2019-05-15	Jamalpur	Dewangonj
18.	Sonirvor Nari Kallyan Sangstha (SNKS)	01718-894382	2019-05-15	Jamalpur	Dewangonj
19.	Agrogami Dushtha Mohila Snagstha	01911-330257	2019-05-15	Jamalpur	Islampur
20.	Bonoful Mohila Unnayan Samity	01721-496923	2019-05-15	Jamalpur	Islampur
21.	Dibaloy Mohilab Samity	01743-419260	2019-05-15	Jamalpur	Islampur
22.	Tarango Mohila Kallyan Songtha, Jamalpur	01758-208210	2019-05-15	Jamalpur	Islampur
23.	Association for Social Development & Distressed Welfare	01727-012836	2019-04-25	Khulna	Dacope
24.	Banishanta Nari Bikash Kendra	01756893550	2019-04-25	Khulna	Dacope
25.	Bazua Nari Bikash Kendra	01922305517	2019-04-25	Khulna	Dacope
26.	Chalna Mohila Samity	01985320983	2019-04-25	Khulna	Dacope
27.	Kamarkhola Sutarkhali Daridra Unnayan Sangathon, Dacope	01983392114	2019-04-25	Khulna	Dacope

28.	Varasa Bohumukhi Samabaya Samity Ltd.	01931634860	2019-04-25	Khulna	Dacope
29.	Prochesta Mohila Unnayan Songothon (Applied for renew reg. no document received)	01926472531	2019-04-25	Khulna	Dacope
30.	Dishari Mohila Sangstha, Koyra	01923316958	2019-04-25	Khulna	Koyra
31.	Kazal Rekha Akota Mohila Samity, Koyra	01940529468	2019-04-25	Khulna	Koyra
32.	Mohila O Shishu Unnyan Sangothon, Koyra	01781157093	2019-04-25	Khulna	Koyra
33.	Amar Kuthir Mohila Unnayan Sangstha, Kaligonj	01720-505781	2019-04-27	Satkhira	Kaligonj
34.	Bindu Nari Sangathon, Kaligonj	01921-719161	2019-04-27	Satkhira	Kaligonj
35.	Durjoy Nari Unnayan Samity, Kaligonj	01940-522470	2019-04-27	Satkhira	Kaligonj
36.	Mission Mohila Unnayan Sangstha	01715-508650	2019-04-27	Satkhira	Kaligonj
37.	Prerona Nari Unnayan Sangothon	01720-360767	2019-04-27	Satkhira	Kaligonj
38.	Datiakhali Bonojibi Nari Unnayan Sangothon, Munshigonj	01995-143279	2019-04-27	Satkhira	Munshigonj
39.	Autolia Swapno Nir Samabaya Samity Ltd. (Applied for renew reg. document not received)	01992-327595	2019-04-27	Satkhira	Munshigonj
40.	Hatchala Akota Jubo Sangha, Syamnagar	01764-251751	2019-04-27	Satkhira	Munshigonj
41.	Joyakhali Mohila Samabaya Samity Ltd.	01980-125885	2019-04-27	Satkhira	Munshigonj
42.	Morume Mohila Unnayan Sangothon	01935-657103	2019-04-27	Satkhira	Munshigonj
43.	Shankar Kathi Mohila Unnayan Club, Shyamnagar	01728-389778	2019-04-27	Satkhira	Munshigonj

44.	Bazarpara Aponaloy Mohila Samabaya Samiti Ltd.	01812877244	2019-06-13	Cox's Bazar	Chakaria
45.	Karmaneer Samajik Mohila Unnyan Sangstha	01831528646	2019-06-13	Cox's Bazar	Chakaria
46.	Paddhiful Chakaria Nari Unnayan Samiti	01838975058	2019-06-13	Cox's Bazar	Chakaria
47.	Upzila Nari Unnyan Forum	01762216602	2019-06-13	Cox's Bazar	Chakaria
48.	Dakhin Murapara Mohila Bittohin Samabaya Samity Ltd.	01881315211	2019-06-17	Cox's Bazar	Teknaf
49.	Poschim Munder Dayle Mohiula Bittohin Samabaya Samity Ltd.	01819721158	2019-06-17	Cox's Bazar	Teknaf
50.	Pahartoli Pollyanpara Mohila Bittohin Samabaya Samity Ltd.	01838144361	2019-06-17	Cox's Bazar	Teknaf
51.	Nila Mosonepara Mohila Bittohin Samabaya Samity Ltd.	01838143326	2019-06-17	Cox's Bazar	Teknaf
52.	Purba Moheshkhaliya para mohila bittohin somobay samity Ltd.	01875809071	2019-06-17	Cox's Bazar	Teknaf
53.	Dokkin Pahartoli mohila bittohin somobay samity Ltd.	01836632641	2019-06-17	Cox's Bazar	Teknaf
54.	Dokkhin Moheshkhaliya para mohila bittohin somobay samity	01860617627	2019-06-17	Cox's Bazar	Teknaf
55.	Poschim dhum para mohila bittohin somobay samity Ltd.	01836633839	2019-06-17	Cox's Bazar	Teknaf
56.	N Z Ekata Mohila Samiti	01553749969	2019-06-17	Cox's Bazar	Teknaf

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¹ Special thanks to GUK; DSK; Shushilon; DAM; Ypsa and Mukto Cox's for giving all the support for mapping & assessment workshop

