

ORGANIZATIONAL TRANSFORMATION AT THE CENTRE FOR DISABILITY IN DEVELOPMENT

CASE STUDY



Strategic planning review workshop

Centre for Disability in Development (CDD), Bangladesh

The Centre for Disability in Development (CDD) is a non-profit organization that has been active in Bangladesh since 1996, working to include people with disabilities in development. CDD strengthens the rights of persons with disabilities and aims for a more dignified life for them. Since the 1998 flood in Bangladesh, CDD has provided relief and rehabilitation support to affected communities, including individuals with disabilities. The organization was also present and active during major disasters like SIDR, Aila, Rana Plaza, and the ongoing Rohingya influx. CDD collaborates closely with the Bangladesh government, including the Ministry of Disaster Management and Relief, making policies, guidelines, and programmes more disability-inclusive.



While CDD possesses substantial expertise in disability-inclusive humanitarian action, there have been challenges in meeting international standards concerning policy, guidelines, strategy, and direct access to humanitarian funds from donors.

To address these challenges and enhance the capacities of local actors in their humanitarian response, preparedness, coordination, and advocacy, CDD has become a Local Humanitarian Partner (LHP) of the “Towards Greater Effectiveness and Timeliness in Humanitarian Emergency Response” (ToGETHER) programme. By joining, CDD has had the opportunity to improve its institutional and operational capabilities. A capacity assessment workshop, for example, helped to identify areas that needed strengthening or improvement, enabling CDD to formulate a comprehensive plan for developing additional capacities

Several notable benefits and achievements have emerged from CDD’s involvement in the ToGETHER programme:

1. Increased awareness of localization:

CDD gained insights into the significance of localization and developed a profound understanding of the issue. This led to the redesign of the projects and programmes, allowing CDD to

reassess its values, skills, and resources as a local actor and identify areas for improvement.

2. Enhanced policy and guidelines:

The ToGETHER programme broadened CDD's understanding of its limitations and helped the organization to gain fresh perspectives, leading to better support for affected communities. For instance, it highlighted the necessity for contingency plans, which CDD lacked previously. The programme's capacity assessment workshop contributed to the development of these contingency plans.

With ToGETHER, CDD thoroughly examined and improved its policies, procedures, and guidelines relevant to humanitarian actions. Consequently, CDD's capabilities have improved, and the organization has successfully addressed loopholes that were impeding its adherence to humanitarian standards. Such loopholes included inefficiencies in response time for example, lack of clarity in roles and responsibilities during emergencies, inadequate protocols for rapid recruitment of personnel during crises, insufficient monitoring and evaluation mechanisms, unclear guidelines for inventory management, or inadequate financial procedures for emergency procurement.

Several crucial documents were reviewed and developed as part of the project, including the strategic plan, organizational structure with a focus on humanitarian functions, clearly defined roles, and the establishment of a separate Emergency Response Unit. Additionally, CDD reviewed its partnership policy and assessment tools, created guidelines for physical inventory, and revised the Finance and Accounts manual to include emergency procurement thresholds.

Furthermore, CDD prioritised emergency preparedness by providing training to its staff on various humanitarian standards, including CHS, SPHERE, and localization. Through these efforts, CDD has significantly strengthened its capacity to handle humanitarian challenges and ensure its actions align with established standards.

3. People First Impact Method (P-FIM):

CDD embraced the P-FIM, a key approach to listening to the community's voice in order to gain insights, for example through interviews or community gatherings. Collecting and analysing both qualitative and quantitative data such as feedback or opinions from communities, helped CDD to identify trends, patterns, and areas for improvement.

CDD then utilized the collected data to assess the impact of the projects on communities, effectively linking outcomes to their initiatives to discern effective strategies and areas needing refinement.

Training in P-FIM also enabled CDD to establish a pool of skilled trainers, who know how to apply the method in communities, maximising results for the projects and for development.



Orientation on Core Humanitarian Standards

Before participating in ToGETHER, CDD might have faced delays in responding to humanitarian crises due to bureaucratic hurdles in its recruitment processes, for example, hampering the swift deployment of personnel to affected areas. With the support of the programme, CDD was able to incorporate rapid recruitment procedures into its HR manual, streamlining the process and enabling quicker deployment of staff.



Community consultation

4. Inclusive Feedback Response Mechanism (IFRM):

The project also strengthened CDD’s capacity to actively implement the IFRM, increasing and ensuring accountability to the affected people. Participants from various CDD projects were given the opportunity to provide valuable feedback on the quality and effectiveness of the projects they were part of.

Overall, CDD has strengthened its ability to provide effective, prompt, and well-coordinated humanitarian aid to the most at risk communities, including persons with disabilities. The organization reformed and advances all of its policies and aligned its guidelines and strategies to comply with humanitarian standards. This transformation has significantly increased the organization’s ability to professionally comply with donor demands, resulting in an improved access to direct funding, for example the BRAC pool fund for capacity enhancement, meeting the necessary criteria. The

support and collaboration that the ToGETHER programme provided throughout, have resulted in notable advancements in CDD’s capabilities to address humanitarian crises more effectively while upholding international standards. CDD is now also much more proactive in trying to access funds, demonstrating its dedication to meeting compliance standards and leveraging opportunities for further support.



Understanding disability inclusion for LHPs