



CREL Knowledge and Impact Series – Report 6

Climate Change Capacity of Selected Institutions



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Cover photo: Climate Vulnerability Assessment by CMC members at Himchari, Cox'sBazar (Picture: CREL-Cox's Bazar regional team)

Inner photo: Climate Vulnerability Assessment by CMC members at Khadimnagar, Sylhet (Picture: CREL- Khadimnagar site team team)

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TABLE OF CONTENTS

TABLE OF CONTENTS	ii
ACKNOWLEDGEMENTS	iv
ABBREVIATIONS	v
EXECUTIVE SUMMARY	vi
CHAPTER 1 INTRODUCTION	1
1.1 Background	1
1.2 Objectives	2
1.3 Framework of the study	2
1.4 Methods and Tools	3
CHAPTER 2 KEY FINDINGS AND DISCUSSIONS	5
2.1 Types of organizations	5
2.2 Year of Establishment	5
2.3 Having Legal Status	5
2.4 Key objectives of the organizations	6
2.5 Main functions of the organizations	6
2.6 Knowledge about organizational rules/strategy/constitution	6
2.7 Formulation of Annual Development Plan (ADP)	7
2.8 Activities in ADP	7
2.9 Capacity building and training	7
2.10 Knowledge about Climate Hazards	8
2.11 Knowledge about Climate Change funds	8
2.12 Climate Change issues in ADP	8
2.13 Experience of climate change related project implementation	8
CHAPTER 3 INSTITUTIONAL CAPACITY CHANGES	9
3.1 Level of Awareness	9
3.2 Understanding about climate change impact	9
3.3 Use of climate change information	10
3.4 Level of internalization	10
3.5 Project implementation	10
3.6 Level of coordination	11
3.7 Institutional Linkage	11
CHAPTER 4 CONCLUSIONS	13
REFERENCES	14
ANNEX : SURVEY QUESTIONNAIRE	

Figure 1: Conceptual Framework of Institutional capacity in relation to addressing Climate Change ..	3
Figure 2: Level of CC awareness.....	9
Figure 3: Level of CC Impact	9
Figure 4: Level of CC information use	10
Figure 5: Level of CC internalization in institutional activities.....	10
Figure 6: Project implementation.....	11
Figure 7: Level of Coordination.....	11
Figure 8: Institutional capacity improvement	12

Table 1: Organizations surveyed.....	5
Table 2: Year of Establishment of the Organizations	5
Table 3: Legal status of Institutions.....	5
Table 4: Knowledge about organizational rules/strategy/constitution in baseline survey	6
Table 5: Institutions having an ADP or management plan at the time of the baseline survey.....	7
Table 6: Number of institutions assessed as having knowledge about climate hazards at the time of the baseline survey	8
Table 7: Number of organizations with knowledge about climate change funds at the time of the baseline survey.....	8
Table 8: Number of institutions implementing climate change responses at the time of the baseline survey.....	8
Table 9: Level of awareness about climate change and its impacts (mean scores	9
Table 10: Understanding about climate change impact (mean scores).....	9
Table 11: Level of CC information use in development plans (mean scores)	10
Table 12: Level of internalization of CC (mean scores).....	10
Table 13: Project implementation (mean score)	10
Table 14: Level of Coordination (mean score)	11
Table 15: Average score (out of 30) in institutional capacity assessments.....	11

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Institutional Capacity Assessment of 80 institutions in the Protected Areas in Bangladesh has been an important activity of CREL. The capacity was assessed through institutional survey. The assessment survey was conducted with the key field based persons of the government agencies (Divisional Forest Officer, Forest Department; Upazila Fisheries Officer, Department of Fisheries; and Department of Environment), Co-Management Committees, Resource Management Organizations, Village Conservation Groups and Union Parishads. This report has been prepared based on the findings of the survey. Bangladesh Centre for Advanced Studies is thankful to Mr. Shams Uddin, Manager, Landscape Planning, Ecosystems and Biodiversity, Regional Coordinators, Site Officers and staff of the partner organizations for their methodological guidance and analytical input to the study. Md. Fakhru Islam, Database Manager provided valuable database management support. All the efforts are thankfully acknowledged.

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ABBREVIATIONS

BCAS	Bangladesh Centre for Advanced Studies
CMC	Co-Management Committee
CMO	Co-Management Organizations
CODEC	Community Development Centre
CNRS	Center for Natural Resource Studies
CREL	Climate Resilient Ecosystems and Livelihoods
DoE	Department of Environment
DoF	Department of Fisheries
DRR	Disaster Risk Reduction
ECA	Ecologically Critical Area
FD	Forest Department
FGD	Focus Group Discussion
MoEF	Ministry of Environment and Forests
MoFL	Ministry of Fisheries and Livestock
MoL	Ministry of Land
NACOM	Nature Conservation Management
NRM	Natural Resource Management\
NGO	Non-Government Organization
PA	Protected Area
PCVA	Participatory Climate Vulnerability Assessment
PF	Peoples Forum
UP	Union Parishad
USAID	United States Agency for International Development
VCF	Village Conservation Forum
VCG	

EXECUTIVE SUMMARY

Bangladesh is one of the worst affected countries in the world by climate change. Ecosystems, biodiversity, human beings, wildlife and natural resources are threatened day-by-day due to climate change impacts, as well as human activities. Resilience building among local communities and natural resource bases is the key thrust of the Climate Resilient Ecosystems and Livelihoods (CREL) Project. Institutional capacity building has been a major component of resilience building by CREL. Local institutions such as Union Parishads (UPs) and co-management organizations (CMOs - including community-government bodies and community organizations) work closely with the vulnerable communities. This study aimed to assess changes in institutional capacity to address climate change at local and ecosystem levels. A total of 80 institutions were assessed against a set of self-assessment indicators related to climate change understanding and initiatives in baseline (outset of CREL in 2012) and impact conditions (after about 3 years of CREL support) in 2015.

Just over half of the organizations lacked understanding of climate related hazards, and 40% had no idea about climate change at the time of 2012 (when the baseline was conducted) and very few of the organizations addressed climate related issues in their annual development plans, and few (especially of the UPs) had received any relevant training. Institutional capacity was assessed in six key areas: a) level of awareness about climate change, b) understanding about impact of climate change, c) use of climate change information in development plans, d) internalization of climate change in institutional strategy and plans, e) climate change project implementation, and f) coordination with other institutions. The assessment findings suggest that institutional capacity was low before the CREL project especially in terms of awareness, and use of climate information in planning and decision making. There were substantial improvements in the six key areas of institutional capacity but this varied across the organizations. Understanding about climate change impact, Disaster Risk Reduction, climate change project formulation and implementation, internalization of climate change issues into organizational framework were all reported to be higher among UPs, Upazila Ecologically Critical Area Committees, and government institutions.

Among the six categories of institutions assessed, the field level offices of government agencies (Forest Department, Department of Environment, Department of Fisheries) averaged higher scores for almost all the indicators both before CREL and in the repeat assessment, probably as a result of past training and some level of mainstreaming of climate issues within those organizations. Other institutions have also made commendable progress in increasing their institutional capacity, and catching up. CREL activities including participatory climate vulnerability assessments, training, linking UPs with CMOs, livelihood development and grant support are factors that may explain why CMOs improved their understanding, networking, coordination and implementation of projects relating to climate change issues. However, the surveyed institutions still average moderate scores for most indicators, with considerable room to improve further. So the findings suggest that more efforts need to be undertaken, particularly for community based organizations (Resource Management Organizations and Village Conservation Groups) which appear to have been relatively neglected or for whom capacity building missed their level or needs. The assessment found that inter-organization institutional linkages are in place among multiple levels and types of institutions, but these could be improved by focusing more on links with district administrations, parliamentarians, and other bodies that can offer access to funds and influential support. Linkages of the CMOs should also be improved with NGOs and women led voluntary organizations for future capacity building and collective work in climate change adaptation, disaster risk reduction, conservation of natural resources and enhancing the resilience of the livelihoods of the poor.

CHAPTER 1 INTRODUCTION

1.1 Background

Bangladesh is one of the worst affected countries in the world by climate change. Ecosystems, biodiversity, human beings, wildlife and natural resources are threatened day-by-day due to climate change impacts, as well as human activities. Resilience building among local communities and natural resource bases is the key thrust of the Climate Resilient Ecosystems and Livelihoods (CREL) Project. Local institutions can play a crucial role in awareness raising, planning and implementation of climate change adaptation, disaster risk reduction and mitigation of climate change. CREL aimed to scale up and adapt successful co-management models to conserve bio-diverse ecosystems (wetlands and forest protected areas), improve governance of natural resources and biodiversity management, and increase resilience to climate change impacts. CREL also aimed to increase the capacity of a range of actors and bodies (here termed institutions) engaged in co-management- co-management committees and bodies, government sectoral agencies, local government (Union Parishads - UP) and community based organizations. CREL worked with communities and actors to enhance:

- ecosystem resilience (through strengthening co-management, local planning and climate resilient natural resource management (NRM))
- social resilience (institutional capacity to adapt to climate change, governance and building social capital) and
- economic resilience with diversified and climate resilient livelihoods.

One key objective of CREL was to increase responsiveness of all actors and stakeholders to address climate change. Responsiveness means the capacity of the actors, institutions and stakeholders at all levels to understand climate change impacts and vulnerability as well as to take appropriate adaptation and mitigation actions to address climate change. CREL set two performance indicators for this: the level of use of climate change information in decision making, and institutional capacity to address climate change at local and ecosystem levels.

This assessment covers the second of these indicators - changes in the capacity of local institutions in terms of their ability to govern, coordinate, analyze, advise, make technical decisions or provide inputs to decision-making related to climate resilience, adaptation and mitigation (USAID and WI, 2014). The assessments focused on capacity that could result in policies, plans, budgets and investments reflecting local realities so that local communities benefit from climate change investments in adaptation and mitigation. Relevant institutions could include public sector entities (ministries, departments, local government, working groups, etc.), private sector entities, community groups (women's groups, farmers' or fishing groups), and civil society organizations (NGOs and community based organizations) and co-management bodies (which combine government and civil society members). The ways to enhance capacity could include participating in vulnerability assessment, or adaptation planning exercises, receiving relevant training, or gaining new equipment or inputs necessary for planning, assessment and management. Increased institutional capacity should be understood in terms of their engagement with climate change adaptation, mitigation such as afforestation or measures to reduce emissions, and sustainable landscape and climate resilient NRM (USAID, 2015).

CREL targeted multiple actors and stakeholders to enhance capacity (including Forest Department, Department of Fisheries, Department of Environment, Co-Management Committees (CMCs), Resource Management Organizations (RMOs), Village Conservation groups (VCGs) and UPs) to increase their capacity and responsiveness to address climate change and build greater resilience in ecosystems, human and social systems. Institutional capacity assessment process has been completed based on participatory and recall method.

1.2 Objectives

- To prepare an inventory of the relevant institutions and assess the baseline situation of who is doing what in relation to NRM, climate change adaptation and mitigation (CCA/M), clean energy, and climate resilient livelihoods;
- To assess institutional capacity and understand the strengths and weakness of the selected local organizations in relation to addressing climate change; and
- To assess the capacity needs of the institutions for enhancing institutional responsiveness to climate change.

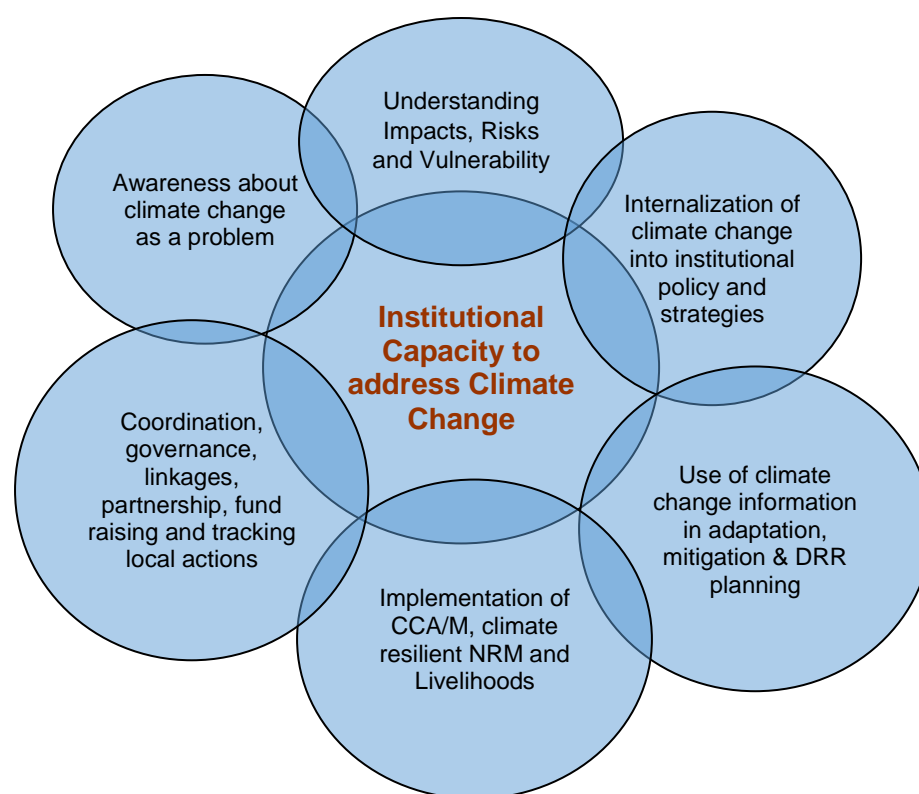
1.3 Framework of the study

There are three types of local institutions: public, private and civil society (including NGOs and CBOs) that could be engaged in or can facilitate climate change adaptation, mitigation, disaster risk reduction (DRR) and resilient livelihoods at regional and ecosystem levels. The local government institutions - Union Parishads – and also co-management organizations (CMOs meaning CMCs, RMOs and VCGs) are responsible for local planning as well as community and ecosystem level development intervention and conservation of ecosystems. They know who are the most affected by climate change and other shocks and who need support most for adaptation, DRR and social protection. The UPs and CMOs are the main service providers and very often facilitate adaptation, DRR, resource management, and transfer of resources and knowledge in the rural context. They also facilitate the interface between individuals, groups and external agencies. They connect households to local resources and collective actions; determine flows of external supports to different social groups and link the local people to regional and national development interventions (Agrawal et al, 2008; Dixit, 2012). Institutional capacity assessment should focus on the capacity of the institutions to engage with climate change adaptation, mitigation, clean energy and sustainable NRM at landscape level (USAID, 2015). This may also include: capacity to generate and use data relating to climate change trends and projections; vulnerability assessment to inform decision and actions; developing systems to store climate and relevant data, having access to equipment or necessary inputs for planning climate change adaptation, assessment of impacts and management of climate change; building in-house capacity, or hiring technical staff for assessment and planning of climate change adaptation and mitigation; engaging local stakeholders to ensure that policies, plans, budgets and investments address on the ground needs related to climate; developing plans of action to respond to and build resilience to climate change impacts; building networks with others to address climate change; and increase institutional funding for addressing climate change (USAID, 2015).

Further, institutional capacity is understood in terms of awareness about the problem- how this problem affects their institutional activities and what are the impacts, risks and assessment of vulnerability in the local contexts? How are the institutions internalizing climate change issues in their institutional policy, strategies and programs? Do they implement adaptation, mitigation and DRR linking those with resilient livelihoods and NRM?

The linkage of the local organizations with other actors and stakeholders for collective efforts to address climate and internal governance for planning and implementation of local action etc., are important components of capacity and responsiveness to climate change. The key elements and inter-linkages of institutional capacity are shown in Figure 1. Awareness about climate change trends and impacts may lead to use of climate information in decision making as well as internalization of climate change issues in institutional policy, strategies and action plans. Implementation of adaptation, mitigation, and clean energy in partnership with communities and actors may ultimately reduce risk and vulnerability and thus help build resilience in ecosystems and social systems. The study focused on six key areas of institutional capacity to assess the capacity of the selected institutions.

Fig. 1 Conceptual Framework of Institutional capacity in relation to addressing Climate Change



1.4 Methods and Tools

The study followed a participatory, interactive and qualitative method, but it has used quantitative, primary and secondary information where necessary. A total of 80 organizations of six categories were included in study. The organizations were CMOs (CMCs, RMOs, VCGs, Upazila ECA Committees), UPs, and relevant government departments (Forest Department, Department of Fisheries and Department of Environment). The organizations were selected considering their involvement in forest PA and wetland management supported by CREL, conservation of natural resources, and climate change adaptation and mitigation. Organizations who took part in the capacity building initiatives of CREL were included in the mid-term assessment. Changes that might be attributed to or impacted by project intervention were measured in an impact survey compared with the baseline situation in the selected areas of institutional capacity. The baseline survey took place in 2013 using recall to document the baseline situation in the year 2012, the impact survey took place in July 2015 after CREL had undertaken to formal and informal capacity building and training. Hence the changes reported are for a period of about two and a half years of capacity development. The questionnaire used (in Bangla) is reproduced in Annex 1. A five point scoring system (self-assessment) was used to measure the baseline and impact conditions (see Chapter 3 first paragraph).

Capacity assessment captured the nature and types of activities of the local institution and organizations, particularly answering the questions:

- Who is doing what in climate change adaptation, mitigation and DRR?
- How effectively do the selected organizations use climate information in planning and implementation of projects?

The study considered the legal status of the organization; length of establishment; nature of activities; training of core staff/members; formulation of annual development plan (ADP); use of climate information in planning as the key areas of institutional capacity. The baseline survey assessed the

need for capacity building in relation to greater responsiveness to addressing climate change at local level. Organizational capacity was assessed in relation to:

- Level of awareness and understanding about climate change trends in the locality that affect the activities of the organizations.
- Understanding of climate change impacts and capacity to internalize climate change into institutional policy, strategies and program.
- Use of climate information in planning and implementation of CCA/M and conservation of forests and fisheries.
- Coordination, governance, and linkages for fund raising with other agencies (such as government departments, NGOs, and donors) for implementation of CCA/M and DRR projects; and
- Tracking local actions towards climate risk reduction and building resilience.

Three main tools for field data collection have been used:

- a) Review of documents and institutional profile.
- b) Interview with head of the organization using recall method to capture the baseline and impact situation.
- c) Institutional Linkages Analysis.

The guideline and checklists for interview at three levels were developed by CREL experts and tested with the support of partners. Interviews have been carried out by the project staff (Governance and M&E officers) in four regions. A total of 80 organizations were included in the survey. The survey covered two periods- baseline and midterm (=impact) of the project, but effectively in consecutive years. The findings are presented here in tables and graphs analyzing organizational profiles, key areas of activities, gaps in knowledge and capacity in relation to awareness about climate trends and impacts, planning and implementation of climate change projects, and changes in self-reported capacity. Suggestions are made on how the local institutions can reduce gaps in policy and strategies, and response strategies for capacity building of Forest Department, Department of Fisheries, Department of Environment (DoE) at district and Upazila levels, Union Parishad, and CMOs.

CHAPTER 2 KEY FINDINGS AND DISCUSSIONS

2.1 Types of organizations

The study assessed the institutional capacity of six categories of organizations that were targeted by CREL. These categories are: CMC (forest PAs), RMO (wetland CBOs), VCG (ECA CBO), ECA committees (co-management bodies in ECAs), Union Parishad (local elected government), and government institutions (Govt. Inst.) (field offices of relevant departments). The CMOs engaged in NRM and CCA/M. The relevant government institutions at the district and regional levels who are involved in forest, wetland and ECA management and planning were included. Capacity of local government institutions (LGIs meaning UPs) was assessed. CMCs and UPs were the main bodies assessed, see Table 1 for breakdown). The 80 organizations surveyed were those targeted by CREL.

Table 1: Organizations surveyed

Type of organization	Total	Frequency
CMC	24	30.00%
Govt. Inst	10	12.50%
RMO	4	5.00%
UP	30	37.50%
Upazila ECA Committee	3	3.75%
VCG	9	11.25%
Grand Total	80	100.00%

2.2 Year of Establishment

Of the surveyed bodies, only seven government institutions and two UPs were established during 1870-1894 (Table 2). After 1920, 24 UPs were established. All CMOs that knew their founding date were formed from 1995 onwards, and 49% of all surveyed organizations were formed since 1995.

Table 2: Year of Establishment of the Organizations

Year of Establishment	Govt. Inst.	UP	CMC	UZECAC	VCG	RMO	Total	% of Total
1870-1894	7	2					9	11.25
1895-1919							0	0.00
1920-1944		1					1	1.25
1945-1969		8					8	10.00
1970-1994	3	12					15	18.75
1995 or later		3	22	2	8	4	39	48.75
No Answer		4	2	1	1		8	10.00
Grand Total	10	30	24	3	9	4	80	100.00

2.3 Having Legal Status

All the surveyed organizations have legal basis. The CMCs are accredited under the PA rules. The VCGs and RMOs are registered either with Department of Cooperatives or Department of Social Welfare, ECA committee have legal status with ECA rules; Union Parishads are formal local government entities, and the departments are of course part of the government as shown in Table 3.

Table 3: Legal status of Institutions

Legal Status	Category							% of institutions having legal basis
	CMC	Govt. Inst.	RMO	UP	UZECAC	VCG	Total	
Registered with Dept. of Cooperatives or Social Welfare			4			9	13	16.3%
LGI				30			30	37.5%
PA rules	24						24	30.0%
Govt. Office		10					10	12.5%
ECA rules					3		3	3.8%
Total	24	10	4	30	3	9	80	100.0%

2.4 Key objectives of the organizations

The study assessed the objectives of the organizations through questionnaire survey and document review. The common objectives of the organizations included: social development, conservation, environmental protection, poverty alleviation and disaster risk reduction (DRR).

Some of the Union Parishads surveyed were unclear as to what their objectives were, but the main objectives they reported were social welfare (46.7%), and development works (26.7%). UPs also give minimal informal “judicial” support to the local communities through traditional village courts to ensure social justice and good governance and mobilize government services for community development. The government institutions surveyed aim to: conserve environment biodiversity (50%), manage natural resources (40%), implement laws and rules (30%), promote carbon sequestration and carbon trading (20%), promote eco-tourism (20%), and increase tree planting (20%).

CMC’s main objective is to conserve environment and biodiversity (70.8%), but sustainable livelihoods for forest dependent communities also was a common objective (41.67%). All VCGs reported their main objective is to conserve environment and biodiversity (100%), and 33% aim for sustainable livelihoods for natural resource dependent communities. The other objectives are DRR (11%) and increasing fish production (11%). All three Upazila ECA Committees aim for NRM, conserving environment and biodiversity is the objective of two, and sustainable livelihoods for natural resource dependent community is the aim of one. All four RMOs aim for NRM, and conservation of environment and biodiversity is the objective of one.

2.5 Main functions of the organizations

The government departments are engaged in planning and in implementation of projects in NRM, conservation and adaptation and mitigation to climate change. CMOs (CMCs, RMOs, ECA committees and VCGs) are engaged in capacity building, awareness raising and implementation of projects. When the organizations prioritized their activities, 50% of them aligned their main activities with NRM. Union Parishads (UP) reported that they are further engaged in maintaining law and order and conflict resolution at local level. UPs are also engaged in early warning, rescue and rehabilitation after a natural disaster. They also distribute food to the poor as part of Government safety net programs.

2.6 Knowledge about organizational rules/strategy/constitution

About 72% of surveyed organizations have good knowledge of their organizational rules, management strategy and constitutions (Table 4). But the awareness level about the rules, manual and strategies varies across the organizations. For example, 90% of the respondents of all CMOs know about the operational manual and strategy of their organizations, but government officers preferred not to answer the question as they felt that their knowledge of relevant policies or of the national constitution was incomplete and that this knowledge was a matter for their superiors who give them instructions.

Table 4: Knowledge about organizational rules/strategy/constitution in baseline survey

Types of Response	CMC	Govt. Inst	RMO	UP	UZECAC	VCG	Total
Good Knowledge	23		3	22	3	7	58 (72.50%)
Moderate				6			6 (7.50%)
No Knowledge		4	1			2	7 (8.75%)
No Response	1	6		2			9 (11.25%)
Total	24	10	4	30	3	9	80 (100%)

2.7 Formulation of Annual Development Plan (ADP)

The existence of a current ADP or management plan of each organization was assessed in the baseline survey (Table 5). Very few VCGs had any current plan, while only about 60-66% of Upazila ECA Committees and government bodies had annual development plans or management plans. Moreover several government officials were new to their postings and were unaware about ADPs and/or plans relevant to their work. It is, therefore, necessary to enhance the capacity of these institutions for preparation and implementation of ADP/Management plan.

Table 5: Institutions having an ADP or management plan at the time of the baseline survey

Category of Respondent	Response		% yes	Total
	Yes	No		
CMC	20	4	83.3	24
Govt. Inst	6	4	60.0	10
RMO	4	0	100.0	4
UP	29	1	96.7	30
UZECAC	2	1	66.7	3
VCG	2	7	22.2	9
Total	63	17	78.8	80

2.8 Activities in ADP

The study assessed the activities in the baseline ADP or management plan of the different institutions (reported in section 2.7). Among 29 UPs with ADPs: 73% include education development, 53% include safety net program, 50% include water, health and sanitation, 33% include agriculture development, 27% include tree planting, only 17% included DRR, and only 13% were implementing development projects. Single UPs included in their ADPs: cyclone shelter construction, eco-tourism development, climate change projects and activities, market development, biodiversity conservation, family planning, and women empowerment.

All CMCs included in their ADPs tree planting, livelihood development, awareness building and community services. In addition 42% of CMCs had activities in eco-tourism development and a few had activities in water, health and sanitation, DRR, adaptation, and biodiversity conservation.

The government institutions targeted were mainly active in biodiversity conservation (40%) and 30% reported they have activities in each of livelihood development, environmental development and PA management. In addition 20% of them have activities in capacity development and implementation of departmental activities. Only one of these agencies reported activities for eco-tourism development and tree planting.

All VCGs included tree planting, livelihood development and awareness building in their activities. The Upazila ECA committees were found to have formulated ADP activities with plantation, livelihoods and awareness building activities.

The RMOs all had included in their ADPs activities for awareness raising of wetland and fishery conservation, and/or included activities to manage wetland sanctuary and wetland management.

2.9 Capacity building and training

The study assessed the types of training received by different institutions on NRM, DRR and livelihoods at an early (baseline) stage in CREL. Out of 24 CMCs, all these CMCs replied that they received training, three out of four RMOs and all three Upazila ECA Committees responded that they had been trained, as had all nine VCGs. Only one out of 30 UPs reported receiving training.

2.10 Knowledge about Climate Hazards

Out of 80 institutions 46% were found to have knowledge about climate hazards at the time of the 2012 survey (Table 6). Among the organizations Union Parishads appeared to have better knowledge than other organizations, this may be because they work with multiple stakeholders including NGOs and government departments. The existing knowledge situation of other government institutions, Upazila ECA Committees and VCGs was also good. Among all the respondents 45% identified natural forest destruction as the main cause behind climate change.

Table 6: Number of institutions assessed as having knowledge about climate hazards at the time of the baseline survey

Response	CMC	Govt. Inst	RMO	UP	UZECAC	VCG	Total
Have more knowledge	1	5	0	24	2	5	37(46%)
Have less knowledge	23	5	4	6	1	4	43(54%)
Total	24	10	4	30	3	9	80 (100%)

2.11 Knowledge about Climate Change funds

Overall 60% of the organizations had some knowledge about climate change funds at the time of the baseline survey (Table 7). Among the organizations CMCs, government institutions and Upazila ECA committees have good knowledge about climate change funds. While fewer UPs and VCGs had heard about these funds, and none of the RMOs had knowledge on climate change funds.

Table 7: Number of organizations with knowledge about climate change funds at the time of the baseline survey

Response	CMC	Govt. Inst	RMO	UP	UZECAC	VCG	Total
Have idea	17	8	0	17	3	3	48(60%)
Have no idea	7	2	4	13		6	32(40%)
Total	24	10	4	30	3	9	80(100%)

2.12 Climate Change issues in ADP

Despite their reported knowledge on climate change issues and even of climate change funding opportunities, and support from CREL, at the time of the impact survey in 2015, only one out of 40 CMOs surveyed and 28 with an ADP (an Upazila ECA committee) reported including climate change issues in its ADP; while none of the ten government institutions reported including climate change responses or issues in its local ADP. By comparison 12 out of 30 UPs (29 with an ADP) (40%) were addressing climate change in their ADP.

2.13 Experience of climate change related project implementation

Although few institutions had included CCA/M in their ADP, a majority (78%) had experience implementing climate change related activities, including all of the CMCs and a majority of UPs, VCGs and government institutions (Table 8). This was because for example CMCs received grants from CREL for such activities, and participatory climate vulnerability assessments had been conducted with local stakeholders contributing to climate change knowledge and actions.

Table 8 Number of institutions implementing climate change responses at the time of the baseline survey

Institution	No	Yes	% Yes
CMC	0	24	100.0
Govt. Inst	2	8	80.0
RMO	3	1	25.0
UP	10	20	66.7
UZECAC	2	1	33.3
VCG	1	8	88.9
Total	18	62	77.5

CHAPTER 3 INSTITUTIONAL CAPACITY CHANGES

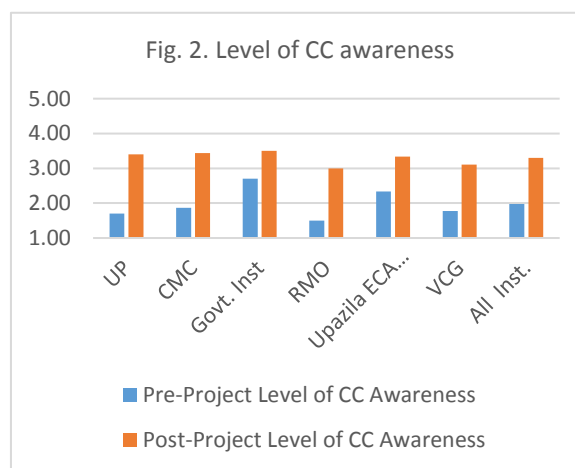
Institutional capacity was assessed in six key areas: a) level of awareness about climate change, b) understanding about the impacts of climate change, c) use of climate change information in development plans, d) internalization of climate change in institutional strategy and plans, e) climate change project implementation, and f) coordination with other institutions. This was based on a self-assessment by the respondents from the institution using a five point scale: 1 = very poor or no (e.g. knowledge), 2 = little (e.g. knowledge), 3=moderate (e.g. knowledge), 4=high (e.g. knowledge), and 5=very high (e.g. knowledge). The survey was conducted twice for each institution, covering a baseline condition in approximately 2012, and an “impact” situation in July 2015 (covering the previous 12 months or after about two and a half years of CREL support and activities. For simplicity the baseline is referred to “pre” (pre-CREL) and the impact survey is referred to as “post” in the following tables and figures (“post-CREL” but actually a mid-term assessment conducted after about two and a half years of the six-year CREL project).

3.1 Level of Awareness

It was found that awareness about climate change was low overall for the 80 organizations before the project (average score just below 2 or little knowledge, Table 9, Fig. 2). Awareness was better among the government departments and ECA committees. The overall awareness level increased to 3.30 (moderate knowledge) during the mid-term assessment due to various project interventions and awareness campaigns. Awareness level was higher (among the government departments (FD, DoF and DoE) at the district and divisional levels, who scored 3.50 out of 5. The CMCs, ECA Committees and UPs also registered good progress in relation to greater awareness about climate change and its impacts in the locality and on their sectoral activities. The two categories of CBO averaged lower awareness suggesting that more or more appropriate training and support activities were needed.

Table 9: Level of awareness about climate change and its impacts (mean scores)

Institution	Pre	Post
UP	1.70	3.40
CMC	1.87	3.43
Govt. Inst	2.70	3.50
RMO	1.50	3.00
UZECAC	2.33	3.33
VCG	1.78	3.11
All	1.98	3.30

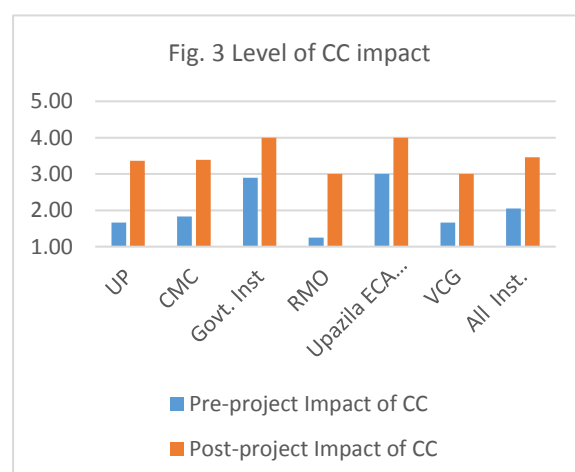


3.2 Understanding about climate change impact

Understanding of climate change impacts improved between the two surveys on average from 2.05 to 3.46 on the 5-point scale (Table 10, Fig. 3) due to knowledge generation through training, participatory vulnerability assessments and various project interventions. CMCs, Govt. Institutions and Upazila ECA committee have scored highest, but RMOs showed the greatest change in scores (having had almost no idea about this issue before CREL).

Table 10: Understanding about climate change impact (mean scores)

Institution	Pre	Post
UP	1.67	3.37
CMC	1.83	3.39
Govt. Inst	2.90	4.00
RMO	1.25	3.00
UZECAC	3.00	4.00
VCG	1.67	3.00
All	2.05	3.46



Differences in understanding about CC impacts may reflect the education level of respondents as well as the extent of participation in project activities, seminars, etc. Greater emphasis and involvement of UP, RMO, and VCG would have been appropriate.

3.3 Use of climate change information

All the institutions made reasonable progress in use of climate change information for their decision making and development planning of their respective institutions (Table 11, Fig. 4).

Use of CC information in decision making and development plans remained higher for government institutions, but increased substantially for example for CMCs and UPs due to capacity building for development plan and project formulation and experience in project implementation. Upazila ECA committees performed quite well pre project and continued to the mid-term situation. The CBOs (RMO and VCG) had comparatively low scores due to less involvement in project formulation and implementation processes, although the greatest improvement was for RMOs. There was greater scope to support CBOs in wetland and ECAs in adaptation activities.

3.4 Level of internalization

Government institutions and Upazila ECA committees already internalized climate change issues in their organizational framework before CREL to a moderate extent, and made little change in this (Table 12, Fig. 5). UPs and other CMOs largely caught up, resulting in a mid-term mean score of 3.26. Thus the CMCs, UPs, RMOs and VCGs all made commendable progress in internalization of climate change issues in their organizational planning and operating frameworks. This may partly be due to grant support, involvement with CREL activities, and representation in local and national events on climate change.

Table 12: Level of internalization of CC (mean scores)

Institution	Pre	Post
UP	1.53	3.07
CMC	1.74	3.35
Govt. Inst	3.00	3.50
RMO	1.25	3.00
UZECAC	3.33	3.67
VCG	1.67	3.00
All	2.09	3.26

Table 11: Level of CC information use in development plans (mean scores)

Institution	Pre	Post
UP	1.57	3.37
CMC	1.61	3.39
Govt. Inst	2.80	3.60
RMO	1.25	3.25
UZECAC	2.67	3.33
VCG	1.89	3.33
All	1.96	3.38

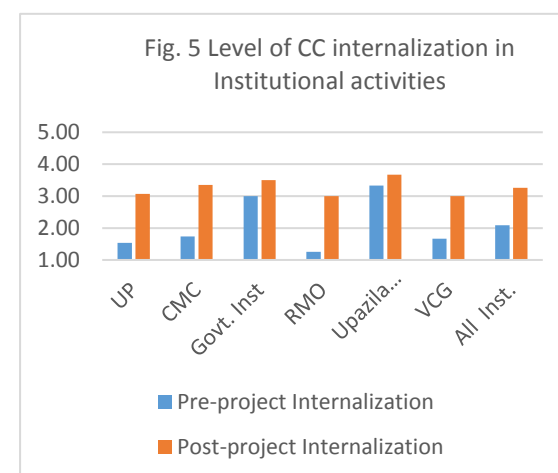
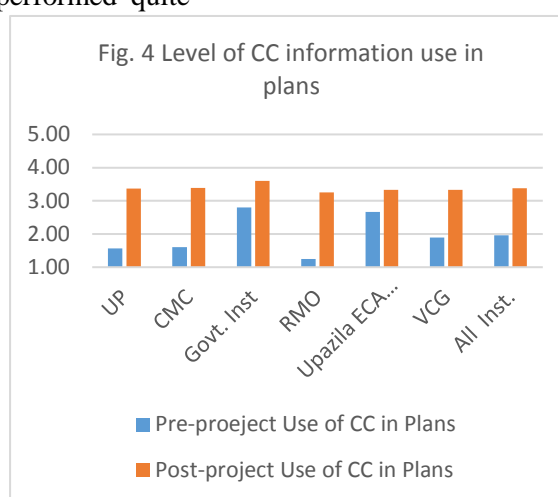


Table 13: Project implementation (mean score)

Institution	Pre-	Post-
UP	1.67	3.30
CMC	1.43	3.04
Govt. Inst	2.70	3.40
RMO	1.00	3.00
UZECAC	2.33	3.00
VCG	1.78	3.33
All	1.82	3.18

3.5 Project implementation

The level of climate change related project implementation has also increased in all institutions but remains relatively low increasing from a mean score of 1.88 to 3.18 (Table 13, Fig. 6) due to various interventions and local project implementation supported by

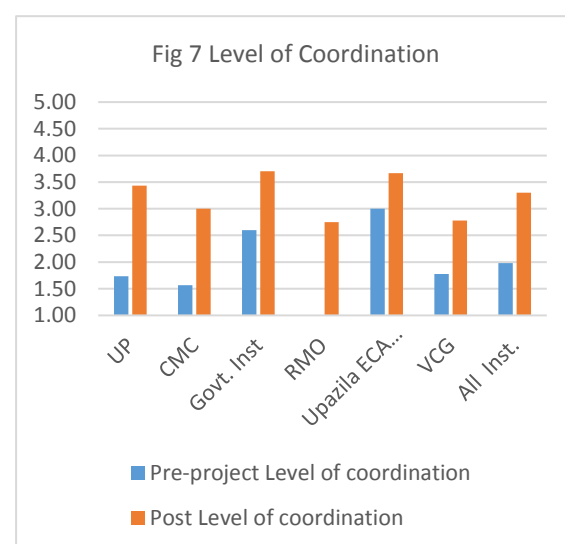
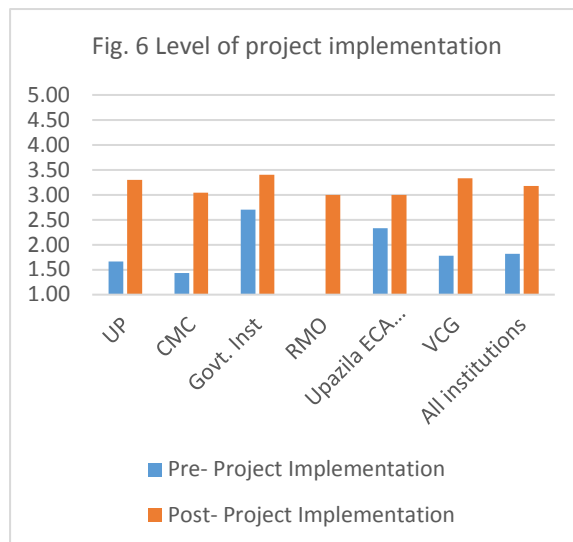
government and development projects (including CREL). The level of CC related project implementation remained higher in government institutions and caught up for UPs and also VCGs, while RMOs showed the greatest change (having had no such involvement before CREL) and Upazila ECA Committees showed least change. A number of CC activities under grant support from CREL project have been implemented by CMCs and some VCGs. However, changes in RMOs and VCGs are probably less related to grants (since most grants went to CMCs) and presumably reflect their own initiatives after receiving orientation.

3.6 Level of coordination

The reported level of inter-organization coordination for addressing climate change was quite low but rose from a mean score of 1.98 to 3.30 in the mid-term period (Table 14, Fig. 7). Coordination was reported to be better by government institutions and Upazila ECA committees, while UPs largely caught them up. CMCs, RMOs and VCGs made good progress in improving their coordination. However, greater efforts were needed to improve the situation.

Table 14: Level of Coordination (mean score)

Institution	Pre-	Post
UP	1.73	3.43
CMC	1.57	3.00
Govt. Inst	2.60	3.70
RMO	1.00	2.75
UZECAC	3.00	3.67
VCG	1.78	2.78
All	1.98	3.30



3.7 Institutional Linkage

In addition to the six indicators detailed above, the institutional assessment process explored the linkages among the six types of organizations and beyond them. Each type of institution has linkages with multiple institutions at different levels. They have both good and poor relations at horizontal and vertical levels. The study explored how authority, resources and cooperation determine the relationship. It was found that the relation of CMCs is good with FD, Nishorgo Sahayak (NS) and VCFs. However, relations are not equal, the Forest Department was perceived to have the authority to control CMC activities but also to share resources with CMCs for conservation and livelihood development of the natural resource dependent communities. The FD with CMCs maintain relations with communities and tries to stop logging, poaching and illegal activities within the forest Protected Areas (PA). CMCs have multiple relations with VCFs, local communities, UPs, FD and other government institutions. The relation of CMCs with VCFs and local actors are based on mutual cooperation for conservation, protection and development work in and around the PA. However they need to improve their relations with Forest Department and the local administration for effective NRM and conservation.

The ECA designation is expected to enable cooperation between stakeholders and since the Upazila ECA committee is chaired by the Upazila Nirbahi Officer it automatically has a good relation with the Upazila administration, most ECAs are wetlands, for example Hakaluki Haor ECA comprises

freshwater wetlands of most importance as capture fisheries, so there DoF and fisher communities have an important role in support of fisheries and wetland conservation.

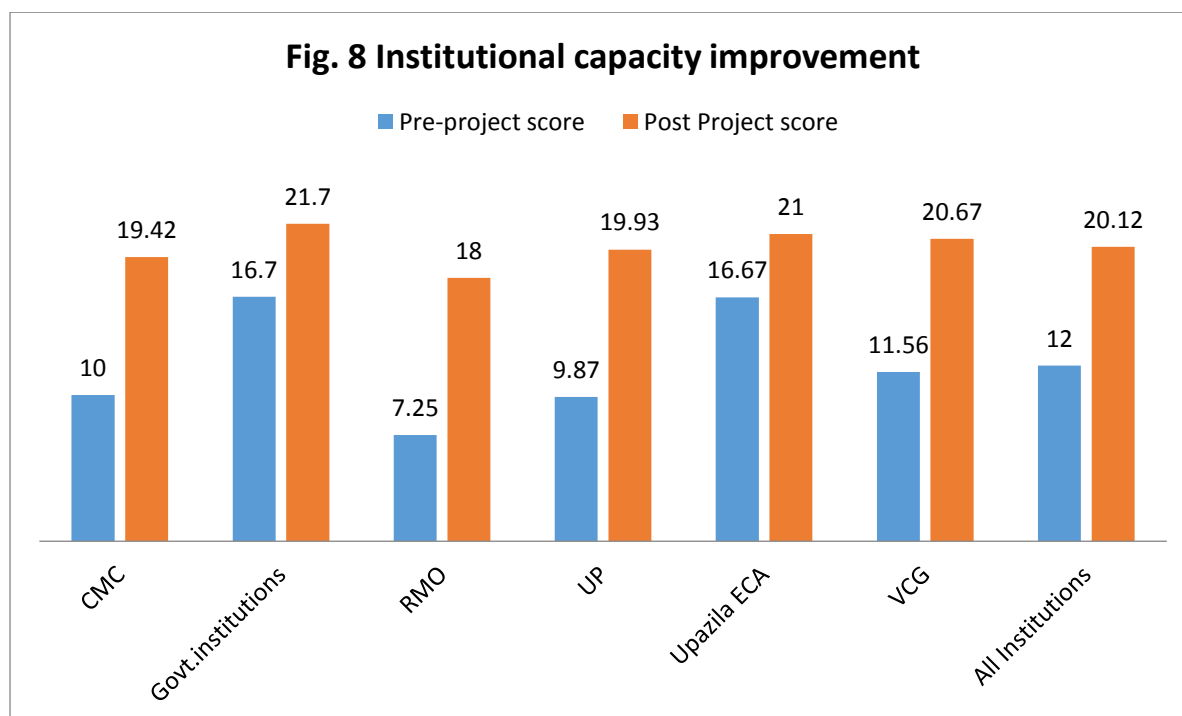
The CMCs and UPs have good relations with line agencies and community organizations like VCFs and youths clubs. Among the regional level government bodies FD and DoF have good relations with community organizations such as CMCs, RMOs and VCFs. The institutions have underscored the necessity to improvement relations with some key institutions which include the upazila administration; women led organizations, and district administrations.

3.8 Overview of changes in institutional capacity

The study has found that all the institutions have made good progress in the mid-term (post-) assessment compared with the baseline (pre-) situation. All the institutions have made good progress in awareness about climate change and its impacts, adaptation planning and linkages. An average baseline and mid-term/post score was calculated for each of the 80 institutions, based on a simple summation of the six separate indicator scores discussed above, giving a score out of 30. As shown in Table 15 overall the average score out of 30 for 80 institutions increased from 12 points to 20 points in the mid-term. Among six categories of institutions, government institutions had the highest baseline score, but all other types of institution caught up or almost caught up with government institutions by the mid-term assessment. CMCs, RMOs and UPs made the greatest progress (Fig. 8).

Table 15: Average score (out of 30) in institutional capacity assessments

Institution	Pre-	Post-
CMC	10.00	19.42
Govt. Inst.	16.70	21.70
RMO	7.25	18.00
UP	9.87	19.93
Upazila ECA	16.67	21.00
VCG	11.56	20.67
All	12.00	20.12



CHAPTER 4 CONCLUSIONS

This report has presented the findings of baseline and impact (mid-term) assessments of institutional capacity, and thus the extent of capacity enhancement relate to climate change understanding and actions of the institutions. The government institutions assessed – both line agencies (FD, DoE, DoF) and local government (UPs) have shown good progress particularly in awareness building, use of climate information and implementation of relevant projects. On average greater improvements but coming from low baseline levels were achieved by the CMOs (CMCs RMOs, ECA committees and VCGs), particularly in use of information, networking and project implementation. However, all of the institutions scored more than moderate levels in the mid-term assessment. Overall 70% out of 80 institutions assessed were considered to have improved their capacity. The other 30% would need further training, capacity building resources and linkages to improve their performance in terms of awareness of and use of climate change information and in implementing adaptation and risk reducing actions.

The CMOs would need further capacity for internalization of Climate Change Adaptation/Mitigation and Disaster Risk Reduction issues into their long-term plans and annual development plans. The local institutions, particularly the CMOs and UPs would need specific skills and capacity for project planning and implementation. They would also need to improve their linkages with government departments and Upazila administration, political leaders and NGOs, and this will depend substantially on the willingness of those bodies to recognize and give space to CMOs. The main reason for doing this is that the Members of the Parliament and government departments may allocate resources to the CMOs for NRM and livelihoods.

Capacity building from CREL including awareness events, training, workshops, seminars, and livelihoods programs have helped the institutions to increase their understanding and practical experiences regarding climate change issues. In addition the participatory climate vulnerability assessments supported by CREL with selected villages and then consolidated at beat (PAs) and union (ECAs and wetland) levels have also made CMOs of all types familiar with scientific knowledge and comparing this with their experiential knowledge regarding climate change, and have initiated improved bottom-up planning for resilience.

The institutions also underscored the need to improve their relations with multiple institutions both horizontally and vertically level. Greater facilitation, as well as willingness, is needed to strengthen linkages, particularly between CMOs and line agencies and other influential actors. This may strengthen planning, but is more important for lesson learning and for effective implementation of climate change projects to improve livelihood resilience and resilience of biodiversity and natural resources in the face of rapid climate change.

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Annex: Survey Questionnaire

সহ-ব্যবস্থাপনাসংগঠন ও সমাজভিত্তিকসংগঠনেরসক্ষমতানিরূপণেরপ্রশ্নমালা বিষয়: জলবায়ুপরিবর্তন মোকাবেলায়প্রতিষ্ঠানসমূহেরসক্ষমতাসমীক্ষা ক্রেল, গুলশান, ঢাকা

প্রাতিষ্ঠানিকসক্ষমতাহলো- জলবায়ুপরিবর্তনে ক্ষতিকরপ্রভাবচিহ্নিতকরণ, জলবায়ুপরিবর্তনসংক্রান্ত তথ্য, উপাত্তপ্রাতিষ্ঠানিকনীতি কৌশল ও পরিকল্পনায়অন্তর্ভুক্তকরণ এবংঅভিযোজন ও দুর্যোগঝুঁকিনিরসনপ্রকল্পবাস্তবায়ন। এই প্রশ্নমালাটিরচারটি সেকশন/অধ্যায় রয়েছে- ক) প্রতিষ্ঠানের মৌলিক তথ্য, খ) সচেতনতারমাত্রাএবংপরিকল্পনা ও তারবাস্তবায়নেজলবায়ু তথ্যেও ব্যবহার, গ) প্রতিষ্ঠানেরসামর্থ্য, দুর্বলতাওসক্ষমতারচাহিদাবিষয়েআত্ম-মূল্যায়ন, ঘ)অন্যান্যপ্রতিষ্ঠানসমূহের সঙ্গে সম্পর্ক বিশ্লেষণ। এই সমীক্ষাপ্রক্রিয়াসংশ্লিষ্ট ব্যক্তিবর্গের সাথে সাক্ষাৎকারগ্রহণেরমাধ্যমে সম্পাদিতহবে। সমীক্ষাপ্রক্রিয়ায়সংগঠনেরসভাপতি/সম্পাদক ও সংশ্লিষ্ট ব্যক্তিবর্গেরঅংশগ্রহণকরবেন।

অধ্যায় -ক) সংগঠনের মৌলিকতথ্য

- সংগঠনেরনাম.....সংগঠনেরধরণ : সহ-ব্যবস্থাপনাসংগঠন/ CMC সম্পদ ব্যবস্থাপনাসংগঠন/RMO প্রতিবেশগতসংকটাপন্থএলাকা / ECA গ্রাম সংরক্ষণ দল/VCG অন্যান্য সংগঠনপ্রতিষ্ঠারসময়/বছর----- তারিখ-----
- সাক্ষাৎকারদাতারনাম ও পদবী:
বয়স: শিক্ষা: কখন থেকে সংগঠনের সঙ্গে সম্পৃক্ত:
- সংগঠনেরকার্যালয় (অফিস)প্রতিষ্ঠারসময়/বছর:
- সংগঠনেরআইনগতভিত্তি:
ক) এনজিওবিষয়ক ব্যুরো/সমাজ সেবাঅধিদপ্তরঅথবাঅন্য কোথাওনিবন্ধনকৃত কিনা? হ্যাঁ না
খ) উক্তহ্যাঁহলেনিবন্ধনেরসাল.....কোনপ্রতিষ্ঠানের সঙ্গে নিবন্ধিত?.....
- সংগঠনেরলক্ষ্য ও উদ্দেশ্য:.....
- গুরুত্বপূর্ণ উন্নয়নকার্যসমূহ
 প্রাকৃতিকসম্পদ সংরক্ষণ
 সচেতনতাবৃদ্ধি
 আয়র্জনমূলককাজ
- আপনারপ্রতিষ্ঠানেরকিখিতসংবিধান/ নীতিমালা/ প্রাতিষ্ঠানিকনীতি/ কৌশলআছে?: হ্যাঁ না
- আপনারপ্রতিষ্ঠানকিবার্ষিক/ পঞ্চবার্ষিকীউন্নয়নপরিকল্পনাপ্রণয়নকরে? হ্যাঁ না.
- বার্ষিকপরিকল্পনারপ্রধানপ্রধানকর্মসূচীকি?

পরিকল্পনারনাম	উল্লেখযোগ্য কার্যাবলী	পরিকল্পনারনাম	উল্লেখযোগ্য কার্যাবলী
বার্ষিক	<ul style="list-style-type: none"> • বনায়ন/বৃক্ষরোপণ • জীবিকায়ন • সচেতনতাবৃদ্ধি • প্রাকৃতিকসম্পদ রক্ষায়পাহারা/তৎপরতাবৃদ্ধি • অন্যান্য--- 	পঞ্চবার্ষিক	<ul style="list-style-type: none"> • বনায়ন/বৃক্ষরোপণ • জীবিকায়ন • সচেতনতাবৃদ্ধি • প্রাকৃতিকসম্পদ রক্ষায়পাহারা/তৎপরতাবৃদ্ধি • অন্যান্য---

- আপনারসংগঠনেরসদস্য ও কর্মকর্তারাকি দক্ষতাবৃদ্ধির কোনোপ্রশিক্ষণ পেয়েছেন? হ্যাঁ না
যদি পেয়ে থাকেন, তাহলে কত জনপ্রশিক্ষণ পেয়েছেন?----- কিকিবিষয়েপ্রশিক্ষণ পেয়েছেন-----

- আপনারসংগঠনকিসদস্যদেরজন্য দক্ষতাউন্নয়নবাপ্রশিক্ষণপরিকল্পনারয়েছে? হ্যাঁ না

অধ্যায় -খ) সচেতনতারমাত্রাএবংপরিকল্পনা ও তারবাস্তবায়নেজলবায়ু তথ্যেরব্যবহার

১২. জলবায়ুপরিবর্তনসম্পর্কে আপনার/আপনাদেরধারণা কি?.....

১৩. আপনারপ্রতিষ্ঠানেরকার্যকরীকমিটিরকতজনসদস্য জলবায়ুপরিবর্তন; অংশগ্রহণমূলকবিপন্নতানিরূপণ ও অভিযোজনপরিকল্পনাবিষয়েপ্রশিক্ষণ পেয়েছেন?.....কখন?কত দিনের?.....
কতজননারীসদস্য প্রশিক্ষণ পেয়েছেন?
কতজনসদস্য এই প্রশিক্ষণ পেতেআগ্রহী?.....

১৪. আপনারএলাকায়জলবায়ুপরিবর্তনের প্রভাবসম্পর্কে আপনারমতামত:-----

ক) জলবায়ুপরিবর্তনের কারণসমূহকি?:(অগ্রাধিকারভিত্তিতেউল্লেখকরণ)

খ) এই অঞ্চলে গুরুত্বপূর্ণ জলবায়ুআপদসমূহ/ দুর্যোগিকি??

গ) এই জলবায়ুআপদসমূহ/ দুর্যোগিকিভাবেআপনারপ্রতিষ্ঠানেরউন্নয়নকর্মকাঙ্কবোধগ্রহণ করছে?

ঘ) জলবায়ুপরিবর্তনের কারণেসমাজে কোন কোন শ্রেণী ও পেশারমানুষ বেশিক্ষতিগ্রস্ত?

কৃষক

দরিদ্র জনগোষ্ঠী

ঙ) জলবায়ুপরিবর্তনের কারণে কোন কোন আর্থ-সামাজিক ও উন্নয়নখাত বেশিক্ষতিগ্রস্ত ?

কৃষি

বন

১৫. আপনারসংগঠনের কৌশলগতপরিকল্পনাএবংবার্ষিকপরিকল্পনায়জলবায়ুপরিবর্তনের প্রভাবএবংতাসমাধানেরবিষয়টি (যেমনঅভিযোজন ও প্রশমন) তথানবায়নযোগ্য ও পরিবেশবান্ধবজ্বালানীরব্যবহার গুরুত্ব পায়?হ্যাঁনা

ক) আপনারপ্রতিষ্ঠানকিজলবায়ুপরিবর্তন ও পরিবেশবান্ধবজ্বালানীসংক্রান্ত তথ্য (যেমন, জলবায়ুপরিবর্তনের ধারা, বিপন্নখাতইত্যাদি) সংরক্ষণকরে? হ্যাঁনা

খ) আপনারসংগঠনকিবার্ষিকউন্নয়নকর্মসূচী ও দীর্ঘমেয়াদি পরিকল্পনায়জলবায়ুপরিবর্তনসম্পর্কিত তথ্য ব্যবহারকরে? হ্যাঁনা

গ) কোনধরনেরজলবায়ু তথ্যব্যবহারকরে থাকেন? (টিকচিহ্নদিন)

তাপমাত্রাবৃদ্ধি খরা ঘূর্ণিঝড়

ঘ) জলবায়ুপরিবর্তনসম্পর্কিত তথ্যেরউৎস/ কোথা থেকে এই তথ্য সংগ্রহকরেন?

সরকারী নথিপত্র এনজিও আবহাওয়া অধিদপ্তর আইপ্যাক নিসর্গ

ঙ) আপনার সংগঠনের কি দুর্যোগবুঁকিহাস অভিযোজন পরিকল্পনা বিষয়ে আরো তথ্য প্রয়োজন: হ্যাঁ না

চ) কোন ধরনের তথ্য প্রয়োজন?

১৬. আপনার সংগঠন সাম্প্রতিক সময়ে কি জলবায়ু পরিবর্তন, অভিযোজন/প্রশমন/ দুর্যোগবুঁকিহাস সংক্রান্ত কোন প্রকল্প ও কার্যক্রম বাস্তবায়ন করেছে? হ্যাঁ না

ক) উত্তর হ্যাঁ হলে প্রকল্প ও কার্যক্রমগুলোর নাম উল্লেখ করুন:

প্রকল্পের নাম	কার্যক্রম	মেয়াদ

খ) আপনার জানামতে জলবায়ু পরিবর্তন, অভিযোজন/ প্রশমন এবং দুর্যোগবুঁকিহাস নিয়ে অন্য কোন প্রতিষ্ঠান কি আপনার এলাকায় কাজ করেছে? হ্যাঁ না

গ) উত্তর হ্যাঁ হলে প্রতিষ্ঠানগুলোর নাম উল্লেখ করুন?

ঘ) আপনার কি স্থানীয় সরকার প্রতিষ্ঠান সমূহ/ এনজিও এবং অন্যান্য প্রতিষ্ঠান সমূহের সঙ্গে জলবায়ু পরিবর্তন সংক্রান্ত বিষয়/ কার্যাবলীতে (যেমন- সচেতনতা, পরিকল্পনা ও বাস্তবায়ন) সমন্বয় বা যোগাযোগ রক্ষা করেন? হ্যাঁ না

ঙ) জলবায়ু পরিবর্তন ও দুর্যোগবুঁকিহাস সংক্রান্ত কার্যাবলীতে প্রতিষ্ঠানের মোট বরাদ্দের/ বাজেটের কত শতাংশ..... (%)?

চ) দেশে বিদ্যমান জলবায়ু পরিবর্তন তহবিল সম্পর্কে আপনার ধারণা কি?

ছ) জলবায়ু পরিবর্তন অভিযোজন/ প্রশমন পরিকল্পনা ও তার বাস্তবায়নে আপনার প্রতিষ্ঠানের কি কোনো দক্ষতা ও সক্ষমতা বৃদ্ধি প্রয়োজন? হ্যাঁ না

জ) কোন ধরনের দক্ষতা বৃদ্ধি প্রয়োজন?

১৭) প্রাতিষ্ঠানিক নীতি, কৌশল এবং উন্নয়ন প্রকল্পে জলবায়ু পরিবর্তন বিষয় সমন্বয়/ অন্তর্ভুক্ত করার ক্ষেত্রে আপনার সংগঠনের সক্ষমতা ও দুর্বলতা উল্লেখ করুন?

- সক্ষমতা:
- দুর্বলতা:
- দুর্বলতা মোকাবেলায় কি করা উচিত?

অধ্যায়-গ) প্রতিষ্ঠানের সামর্থ্য, দুর্বলতা ও চাহিদা বিষয়ে আত্ম-মূল্যায়ন (বর্তমান অবস্থা)

ক) জলবায়ু পরিবর্তন সম্পর্কে সংশ্লিষ্ট ব্যক্তিবর্গের সচেতনতার মাত্রা:

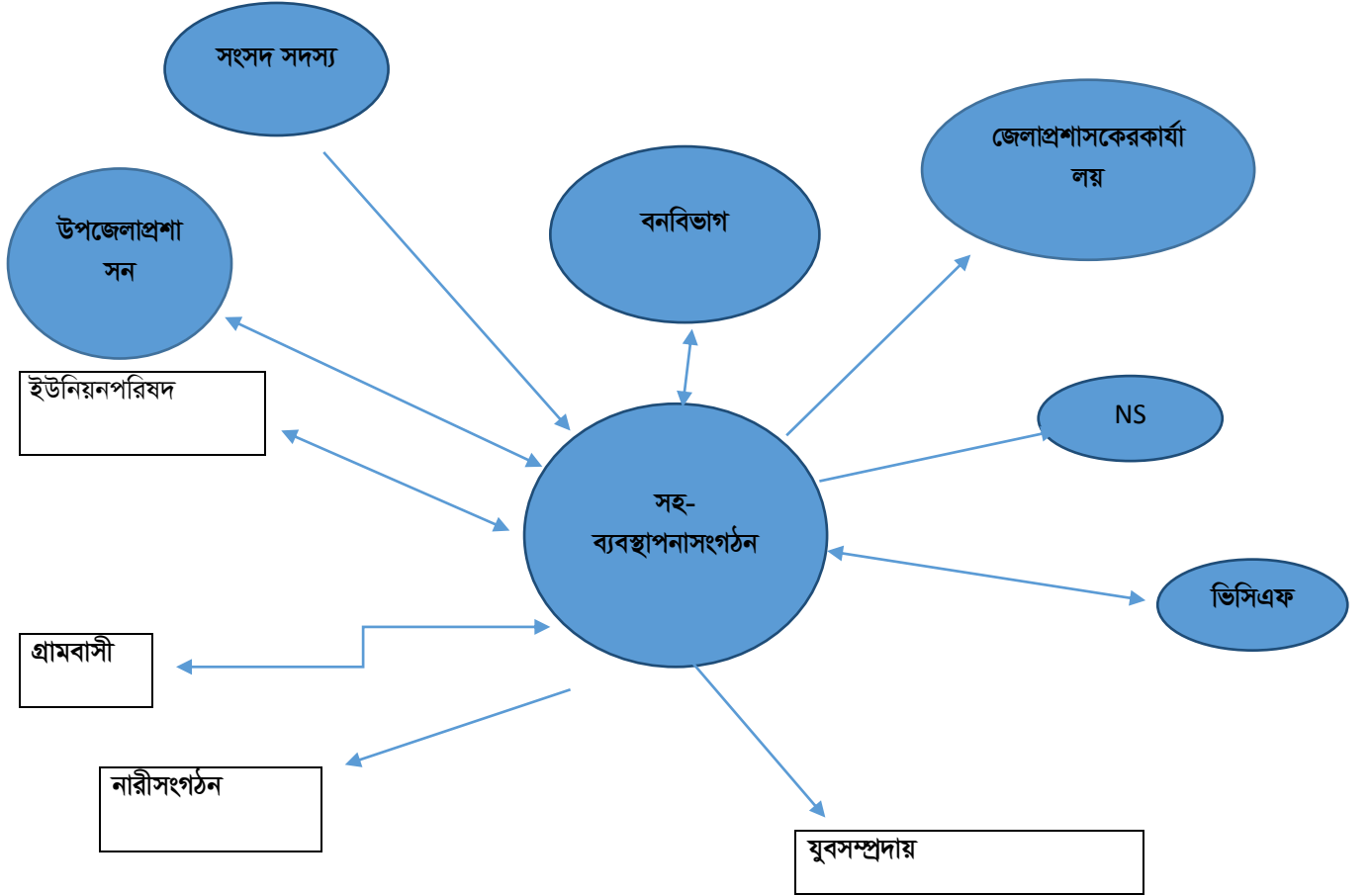
কোনো সচেতনতা নেই সামান্য মোটামুটি উচ্চ অতি উচ্চ

- খ) প্রতিষ্ঠানের কর্মকর্তাদের জলবায়ু পরিবর্তনের প্রভাব সম্পর্কে ধারণা
 অতিসামান্য সামান্য মোটামুটি উচ্চ অতি উচ্চ
- গ) পরিকল্পনা এবং সিদ্ধান্ত গ্রহণে জলবায়ু তথ্য ব্যবহারের মাত্রা
 অতিসামান্য সামান্য মোটামুটি তাৎপর্যপূর্ণভাবে ব্যবহৃত হয়েছে কার্যকরভাবে ব্যবহৃত হয়েছে
- ঘ) আপনার প্রতিষ্ঠানের নীতি এবং কৌশলে জলবায়ু পরিবর্তন বিষয়বলী আত্মীকরণের মাত্রা
 অতিসামান্য সামান্য মোটামুটি উচ্চ অতি উচ্চ
- ঙ) জলবায়ু পরিবর্তন, অভিযোজন এবং দুর্ভোগ ঝুঁকি হ্রাস প্রকল্প সমূহ বাস্তবায়নের মাত্রা
 অতিসামান্য সামান্য মোটামুটি উচ্চ অতি উচ্চ
- চ) জলবায়ু পরিবর্তন, অভিযোজন/ প্রশমন ও দুর্ভোগ ঝুঁকি হ্রাস বিষয়ে সমন্বয় ও অংশীদারিত্বের মাত্রা
 অতিসামান্য সামান্য মোটামুটি উচ্চ অতি উচ্চ

প্রকল্পপূর্ববর্তী অবস্থা (২০১২ সালের প্রেক্ষিতে-- Recall পদ্ধতি অবলম্বন করুন)

- ক) জলবায়ু পরিবর্তন সম্পর্কে সংশ্লিষ্ট ব্যক্তিদের সচেতনতার মাত্রা:
 কোনো সচেতনতা নেই সামান্য মোটামুটি উচ্চ অতি উচ্চ
- খ) প্রতিষ্ঠানের কর্মকর্তাদের জলবায়ু পরিবর্তনের প্রভাব সম্পর্কে ধারণা
 অতিসামান্য সামান্য মোটামুটি উচ্চ অতি উচ্চ
- গ) পরিকল্পনা এবং সিদ্ধান্ত গ্রহণে জলবায়ু তথ্য ব্যবহারের মাত্রা
 অতিসামান্য সামান্য মোটামুটি তাৎপর্যপূর্ণভাবে ব্যবহৃত হয়েছে কার্যকরভাবে ব্যবহৃত হয়েছে
- ঘ) আপনার প্রতিষ্ঠানের নীতি এবং কৌশলে জলবায়ু পরিবর্তন বিষয়বলী আত্মীকরণের মাত্রা
 অতিসামান্য সামান্য মোটামুটি উচ্চ অতি উচ্চ
- ঙ) জলবায়ু পরিবর্তন, অভিযোজন এবং দুর্ভোগ ঝুঁকি হ্রাস প্রকল্প সমূহ বাস্তবায়নের মাত্রা
 অতিসামান্য সামান্য মোটামুটি উচ্চ অতি উচ্চ
- চ) জলবায়ু পরিবর্তন, অভিযোজন/ প্রশমন ও দুর্ভোগ ঝুঁকি হ্রাস বিষয়ে সমন্বয় ও অংশীদারিত্বের মাত্রা
 অতিসামান্য সামান্য মোটামুটি উচ্চ অতি উচ্চ

অধ্যায়-ঘ)প্রতিষ্ঠানসমূহের সঙ্গে সম্পর্ক বিশ্লেষণ: (ক্ষমতাকাঠামোওসম্পর্ক, কর্তৃত্ব, সম্পদ এবংসহযোগিতারভিত্তিতে)



- ক) উপরেরচিত্রে যেসবপ্রতিষ্ঠানের সঙ্গে শক্তিশালী সম্পর্ক রয়েছে সেটিউল্লেখকরুন
- খ) উপরেরচিত্রে যেসবপ্রতিষ্ঠানের সঙ্গে দুর্বলসম্পর্ক রয়েছে সেটিউল্লেখকরুন
- গ) জলবায়ুপরিবর্তন, অভিযোজন/ প্রশমনএবং দুর্যোগঝুঁকিহ্রাসবিষয়েসমন্বয় ও সহযোগিতারজন্য যে সব প্রতিষ্ঠানের সঙ্গে সম্পর্ক উন্নয়নকরতেহবেতাউল্লেখকরুন।

সাক্ষাৎকারগ্রহণকারীরনাম:

সাক্ষাৎকারগ্রহণেরতারিখ ও সময়:

স্থান:

বি.দ্রঃঅধ্যায়-ঘ-এরআলোচনারসারসংক্ষেপআলাদাসংযোজনীতেলিপিবদ্ধ করুন