Training Module on Resilient Livelihood for Urban Ultra Poor Community

Islamic Relief Bangladesh

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PREFACE

Bangladesh has put an effort to adapt and strengthen her resilience to natural-calamites and human induced disasters both in rural and urban areas. Bangladesh has experienced rapid urbanization with the influx of migrants who have relocated to the urban areas in search of employment opportunities. Limited space for living and inadequate source of income makes these migrant people's lives vulnerable to disaster. The people in the urban slums mostly live in a very unhealthy environment without proper shelter, access to safe water, Sanitation and Hygiene (WASH) facilities. These people live in a miserable economic condition due to insufficient sources of livelihoods.

The natural disasters like heavy rainfall, earthquakes, cyclone, thunder storms etc. and human-induced disasters like fire, water-logging, outbreak of various diseases (Dengue, Malaria) etc. pose great risk for urban dwellers, especially people living in slums. Their livelihoods as well as health get severely impacted. Natural and human-induced disasters severely cause damage to property and loss of human lives. COVID-19 has further negatively impacted on the livelihoods of the marginal population. Many people working in the informal sector have lost their jobs and income due to the ongoing COVID-19 pandemic. Unemployment and poverty among the people in urban and rural areas throughout the country have significantly increased.

Bangladesh has been trying to reduce its disaster vulnerability as well as the impact of natural and human-induced disasters on lives and livelihoods of the urban population. Over the years Bangladesh has developed effective mechanisms, aiming at reducing vulnerability of the poor to natural and human-induced disaster to a manageable and acceptable level.

Islamic Relief Bangladesh is working in building resilience of the urban ultra-poor communities with multiple long-term interventions to improve their lives and livelihoods. Islamic Relief Bangladesh have adopted approaches to support national resilience building efforts through a well-organized instruction manual- "Training Module on Resilient Livelihood in Urban Slum". This training module will provide guidance to all the relevant stakeholders including the Government, INGO-NGOs and Community people to develop and plan resilient livelihood activities for the urban poor community. The techniques and specific guidelines in this document will help the users to ensure sustainability of their livelihoods as well as their development initiatives.

The methods used in this module will also help to address the associated risks and their remedies. This module is expected to guide future climate, environment and human-induced disasters risk reduction initiatives towards building resilient livelihoods of the urban communities in Bangladesh.

Md. Akmal Shareef
Country Director
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BACKGROUND

Urban poverty in fact emerges as a complex phenomenon than rural poverty, with aspects of environmental degradation, inadequate planning and management of urban resources, unemployment, mismanaged investments in technology as well as insufficient mobilization of communities. The significance of urban development concerns of worldwide recognition and acceptance, especially in the context of the developing world.

Bangladesh is one of the most populated countries of the world. By the year 2025, 50 per cent of the populations of Bangladesh are expected to be living in urban areas. This influx of people in urban areas has forced many low-income groups to live in slums. Many people of these urban areas are in search of livelihood and continue to live in a very unhealthy environment without proper shelter, drinking water and sewerage facilities. The poor economic condition is also due to the unavailability of livelihood activities in the urban areas.

Bangladesh, being one of the most climate disaster affected countries, creating new climate migrants to urban areas every year. Due to limited living spaces and livelihood activities, these people are being forced to live in slums and have less earning source. Also people living in the urban slums faces disasters like earthquakes, fire incidents, water logging, floods, windstorms and so many natural and man-made disasters with devastating impact on their shelter and livelihood. In recent days, COVID-19 pandemic also impacted the livelihood activities of urban people especially those living in the slums. Thus, the low income people and people living in urban slums have lost their jobs, shutdown their businesses and became vulnerable.

All the disasters cause substantial losses not only in lives but also in livelihoods especially to the people living in urban slums. Chronic disasters cause the adverse impacts of these losses to accumulate by not allowing affected households to rebuild their livelihoods and recover. The accumulated negative impacts of recurring disasters on household livelihoods in these urban slums have long-term effects, reinforcing intergenerational transmission of poverty and pushing poor households further into greater vulnerability.

In order to break the cycle of recurrent disasters in urban slums, households and communities need to protect their livelihoods from future losses by building resilience. With households adopting resilient livelihood strategies, losses will be reduced or avoided, and there will be less of a need to resort to negative coping strategies. Thus, urban slum households will become less vulnerable to the impacts of climate change and recurring natural hazards.

Training Module on Resilent Livelihood in Urban Slum is a guideline prepared by experts from several developmental organization with the support and supervision of Islamic Relief Bangladesh to equip people with resilient livelihood activities and plan resilient livelihood for the urban poor community. This is a unique guideline developed to support different level of stakeholders related to urban slums and working on building resilience of urban slums through resilient livelihood activities of urban slum-dwellers.

This training module will provide a guidance to all relevant stakeholders including Government, INGO-NGOs and Community people. The direct beneficiary will be the affected community (urban poor community) and indirectly other relevant development organization also be benefitted from this module. The techniques and specific guideline will help both parties to ensure sustainability of their livelihood as well as their development initiatives. The methods used in this module will also help to address the risk involves and their remedies.

This training module consists of multiple sessions for five days including subjects like risk of disasters and climate change in urban area in Bangladesh, resilient livelihood, risk analysis for developing resilient livelihood, feasibility test of resilient livelihood and selection of business/livelihood, planning for resilient livelihood, accounts management for resilient livelihood, leadership development and advocacy for resilient livelihood. The training must be conducted in a manner that encourages participation. However, most of the sessions will be conducted following a learn-from-experience model including Open discussion, Discussion in small teams, Brain storming, Individual tasks and Group tasks.

As there are no specific livelihood planning guideline for the urban community of Bangladesh, this module will assist people to find alternative livelihood activities to withstand any disaster and reduce their vulnerability.

Photo: Islamic Relief Bangladesh

Training Aid Usage Policy

1. Training Aid Usage Policy

Some rules and specifications need to be followed when using the training aid. This particular training aid is formulated to assist in the training course for Resilient Livelihood in Urban Slums. As such, the following are to be taken into account and followed while using the training aid:

• The training module is not to be considered as final. A trainer may modify the contents as per requirement in order to make the training regime more fruitful and effective. However, such additions or removals to and from the module must be consistent with the core objective of the training. In order to maintain the uniformity in the session, all steps must be properly and consistently followed.

• The core objectives of a particular session are outlined at its very beginning. As a trainer, you must conduct the session in a manner so that participation is maximized in order to fulfill the outlined goals.

• All the materials/aids required to conduct a session are mentioned. The trainer must collect the materials beforehand in order to avoid unexpected scenarios and ensure a smooth and uninterrupted environment.

• Before conducting a session, the trainer must create a PowerPoint presentation relaying the main points of the text aid. This will help to avoid unforeseen circumstances.

• If a trainer conducts a session by frequently consulting the session guidelines, the trainees may lose confidence in him/her. Moreover, it is possible that the session will lose its flow and elegance. The session guidelines mention the methodology, time, process and materials/aid in detail, which should be read and understood thoroughly before conducting the session.

• A trainer should ideally present examples and opinions on a certain topic of discussion to analyze it properly. This will also help in clearing any confusions regarding the topic. S/he can also take assistance from other reference materials besides the handout and relevant materials to take preparation.

• You need to establish a connection between every session so that they don't feel disconnected to the participants. A good way of doing this is to start with an introduction, mention how the session relates to the previous and upcoming ones and by evaluating whether the session goals have been met towards the end.

• At the end of a course, feedback from the participants should be obtained so that the future courses can be improved.

• The training environment should ideally be informal. This will help the participants in following the training process effectively.

• Small windows of games and entertainment can be provided to keep the participants vibrant and spontaneous. In such cases, the trainer is expected to take the first step.

• The materials to be distributed among the participants should be checked in quantity beforehand so that no issues arise during distribution.

2. Topics accommodated in the module

The topics accommodated in this training aid module are: general and specific goals of the course, curriculum outline, and training schedule, title of every session, guides/manuals, sample flip-chart, sample image, handout, session evaluation, daily evaluation and course evaluation tables.

Objective

This includes a short discussion on the change in the knowledge, skills and perspectives of a trainee at the end of a particular session and what they will learn. This is outlined specifically at the beginning, and will help the trainer in conducting the session efficiently.

Number of Session

Each session has been assigned a unique number identifier so that the trainer can identify the topics easily.

Time

Since each course has its own allocated time, the tentative total time required to complete a session has been mentioned. This will help to plan ahead.

Training materials/aid

Some materials and aids are required to conduct any session effectively. A list of such materials for a particular session is provided, which is to be taken into account while collecting, formulating or photocopying the materials beforehand.

3. Topics accommodated in the sessions

The list of topics accommodated in each session are as follows:

Guide/Manual

The activities of each session have been divided into a few steps. The trainer and the participants must follow through a sequence of activities in order to achieve the outlined goal of a session, which is described here. The manual has a 3-column table which describes the activities and the corresponding steps.

Method and Time

The first column has the name of the procedure and the time. This will help the trainer to evaluate the steps and time s/he should spend for each activity and conduct the session accurately and efficiently.

Process

The second column outlines the processes or activities. The chronology of activities has been described for both the trainer and the trainees, which will help the trainer as a road map for the session.

Materials/Aids

The third column describes the materials required, so that the trainer can collect and distribute them among the participants to ensure a fruitful and cohesive session.

Attachments
At the end of every session manual, some reference materials are attached. These include exercises for the participants, reference materials in the form of information for the trainer and necessary materials to be distributed among the participants such as format, rules of games, handouts, video, exercise sheets etc. Each attachment has been assigned a unique number identifier consistent with the session number so that they can be easily identified.

Session Evaluation Form
Almost every session is accompanied by an evaluation form. This form should be used by the trainer to identify whether the session was fruitful in helping the participants learn and effectiveness of the teaching methodology.

4. Flexibility of the training aid

Even though the training aid is to serve as a guideline while conducting the course, it is flexible in the following ways:

- The proposed activities, timeline, procedures and materials can be modified by evaluating the type, knowledge, skills and expectations of the participants. If necessary, new steps and topics can be added accordingly.
- The trainer can modify the mentioned methodology or conduct the session with a completely new one.
- The trainer can reallocate the time in each individual activity while maintaining the total time allotted as a constant. S/he can also reallocate the timing for multiple events ensuring cohesion.
- Keeping the demand into account, the trainer can extend, modify and update the handouts and other relevant materials to keep them up-to-date.
- In reality, the training aid is merely a reference and can be modified in every aspect. However, such modifications should be done only to ensure development and enrichment. They should not be done as a demonstration of authority or as namesake.

5. Training Methodology

The training must be conducted in a manner that encourages participation. However, most of the sessions will be conducted following a learn-from-experience model. The methodology includes:

- Open discussion
- Discussion in small teams
- Brain storming
- Individual and group tasks

Short description of the training methodologies

Open discussion
In this approach, the trainer will ask for opinions from the participants and discuss, maintaining complete respect towards the knowledge and experience they have. Occasionally, s/he will pose open questions and give the participants the scope for discussion. S/he must also provide opportunities to the participants to ask questions and provide answers to them.

Discussion in small teams

In this methodology, the participants are divided into small groups of 4-5 members. Each group is assigned a topic of discussion, relevant materials, location as well as an allotted time for discussion. The trainer must assist each of the groups. The members of each group should appoint a leader from among themselves. Under the leadership of the said person, each group will carry out discussion and record it in flip-sheets. After that, the results of the discussion will be presented to everyone and any queries should be answered. Individual tasks are a way for the trainer to gauge the depth of knowledge of an individual participant.

Brain storming

In this approach, each participant gets the scope for exercising their brains using their existing knowledge, intelligence and experience to think deeply about something and come up with their own ideas on a said topic. Since there is a floor to relay their thought processes to others, they become eager to participate. This methodology can play a crucial role in analyzing and finding solution to a problem. In the context of large teams, this means that the opinion of every person is recorded on a board, and then the team arrives to a resolution following a discussion.

Usage of slides/flip-sheets

Taking the circumstances and scope in consideration, it is recommended to use written slides and flip-sheets in sessions to ensure clear and concise knowledge on the topic of discussion. The trainer should use multimedia or overhead projectors to present the topic of discussion.

Training Session Review

Reviews are an important part of improving the quality of training. The trainer can gain key insights into the effectiveness of the training and how much the participants are being able to learn from the training using this review process. A meetingcan be reviewed based on question-answer sessions, open discussions and taking feedback. The review process should be ideally done immediately after the end of each session. During review, if there are any confusions or shortcomings, the trainer will explain them and revisit the concepts if necessary.

6. Usage of training materials

Various materials are used in order to increase the effectiveness and bring novelty in training. As such, it is necessary to formulate some rules on the usage of these materials. This will ensure proper usage of the training materials and establish their fruitfulness. The participants will also be able to relate to the materials being used in this way. Such a policy will differ based on material type. Material selection should therefore be done after considering the following aspects:

- Comprehensibility: The material must be selected so that it is comprehensible by everyone, taking the language, choice of words, shape, color etc. into account.
- Choice of location: The material should be placed in such a place so that it is readily visible and/or accessible by everyone. It should not be placed too far or too near.
- Preparation: Before using any material, it is necessary to take the required preparations on the trainer's part. The trainer must have clear understanding of when and how to use the material. Common sense is crucial for any task, and this is also true for material usage.

7. Location of training/Environment of room

The location of the training must be in a tranquil environment. It should have sufficient accommodation for light and air, and the seating arrangement should be uniform and such that everyone can see everyone else. Therefore, it is crucial that the trainer gathers knowledge on the training location beforehand. An effective way of seating arrangement is to follow the shape of the English alphabet "U". This ensures that the trainer is aware of everyone's presence visually and can provide attention to all.

8. Trainer

Two full-time trainers will be required to conduct the five day training program. One will serve as the main trainer, while the other will be assistant trainer. Together, they will conduct the orientation. Those who have received training on disaster management will be able to work as trainer in this training.

9. Evaluation Criteria

The training will be evaluated in two ways:
a. Mood meter
b. Evaluation format
Mood meter: Mood meter will be used to gather daily feedback from the participants. (The text-aid for Session 1 contains a description on this).

Evaluation format: The evaluation format for the training course will be used to gather feedback from the participants, which will provide key insight into the strengths and weaknesses of the program. The evaluation format is attached at the end of the module.

10. Checklist for trainer

In order to carry out a training program successfully and effectively, much preparation is required. This preparation is not limited to material aspects, rather it is applicable to various aspects such as the knowledge and skill of the trainer as well as circumstances. Ensuring the ability to implement a certain topic after mastering it is part of the preparation as well. As such, a checklist is needed for the trainers to allow them to conduct a training session effectively. A sample checklist is attached below for the trainers, which can be extended if necessary:

- Maintaining schedule of training
    - Being attentive during training session
    - Actively participating in discussions
    - Asking relevant questions
    - Maintaining respectful attitude towards everyone
    - Respecting opinions of others
    - Providing opportunity to speak to others
    - Not talking simultaneously
    - Not personally attacking anyone
    - Keeping mobile phone switched off during a session
    - Asking permission from trainer by raising hand before speaking

Session Plan

Session	Topic	Methodology	Time
First day			
Session 1	• Inaugural Speech • Program introductory • Norm selection • Expectation assessment	Lecture, Participatory discussion, Individual participation	09.00-10.30
Session 2 Risk of disasters and climate change in urban area in Bangladesh	• Background of disasters in Bangladesh • Risk of disasters and climate change • Economic condition of urban slums inangladesh • Livelihoods in Dhaka and Sylhet	Lecture, Participatory discussion	11.00- 01
Session 3 Resilient Livelihood	• Clarification of resilient livelihood • Rational of resilient livelihood analysis • Pre-condition of resilient livelihood analysis • Steps of resilient livelihood development	Lecture, Large group discussion, group discussion, and plenary	02.00- 04.30
Recapitulation of day's sessions		Large group discussion	04.30-5.00
Second day			
Recapitulation of previous day's sessions		Group work presentation in plenary	09.00-9.30
Session 4 Risk analysis for developing resilient livelihood	• Risk identification and analysis • Risk mitigation • Risk reducing work plan	Lecture, Large group discussion, group discussion, and plenary	09.30-01.00
Session 5 Feasibility test of resilient livelihood and selection of business/livelihood	• Market analysis • Technological analysis • Economic analysis • Financial analysis • Demand assessment • Impact analysis of disas ters and climate change	Lecture, Large group discussion, group discussion, and plenary	02.00- 04.30
Recapitulation of day's sessions		Large group discussion	04.30-5.00

Session	Topic	Methodology	Time
Third day			
Recapitulation of previ-ous day's sessions		Group work presentation in plenary	09.00-9.30
Session 6 Planning for resilient livelihood	• Importance of resilient livelihood in future • Basic components for developing resilient livelihood • Develop action plan of resilient livelihood	Lecture, Large group discussion, group discussion, and plenary	09.30-01.00
Session 7 Accounts management for resilient livelihood	• Clarification on accounts management • Necessity of accounts management • Techniques of accounts management	Lecture, Large group discussion, group discussion, and plenary	02.00- 04.30
Recapitulation of day's sessions		Large group discussion	04.30-5.00
Forth day			
Recapitulation of previ-ous day's sessions		Group work presentation in plenary	09.00-9.30
Session 8 Leadership development	• Leadership, Types of leadership • New concept of leadership: Paradigm shift • Servant leadership • Characteristics of servant leadership • Ethics and leadership	Lecture, Large group discussion, group discussion, and plenary	09.30-12.00
Session 9 Observe the Livelihood in urban slums and Feedback	• Preparation of field visit • Discuss the objectives • Techniques • Review the checklist for 3 groups i.e. Household sur-vey, Informant Interview & Overall observation	Lecture, Large group discussion, group discussion, and plenary	12.00-01.00
		Field visit, report preparation and report presentation	02.00-05.00

Session	Topic	Methodology	Time
Recapitulation of previous day's sessions		Group work presentation in plenary	09.00-9.30
Session 10 Advocacy for resilient livelihood	• Clarification on Advocacy • Types of advocacy • Advocacy planning cycle • Advocacy on disaster risk reduction • Identification allies and formation of allies	Lecture, Large group discussion, group discussion, and plenary	09.-01.00
Advocacy for resilient livelihood	• Development of Action plan on an advocacy	Lecture, Large group discussion, group discussion, and plenary	02.00-03.00
Training evaluation		Evaluation at individual level using checklist	03.00-03.30
Closing Session			

Photo: Islamic Relief Bangladesh

SESSION 01

Inauguration and Introduction to the programs

Topic of Discussion

1.1 Explaining the objectives of the training
1.2 Introduction of the participants and evaluating expectations
1.3 Introduction to the training module

Objective

At the end of this session, the participants will be able to know each other and explain the objectives, expectations and the training module.

Methodology

Lecture, Discussion, PowerPoint/written poster presentation, stimulus games.

Materials

Multimedia, written poster paper, poster paper, flipchart, marker, Masking tape/dock clip, card.

Time: 30 minutes

Process of conducting the session:

1.1. Inauguration and introduction to the program (5 minutes)

- Cordially welcome the participants and start the session.
- Inform the audience about the objectives of the training. Make use of Auxiliary Information 1.1 to do so.

1.2. Getting rid of inertia (15 minutes)

- Use creative stimulus games to relieve psychological inertia of the participants.
- Ask the audience about their expectations and what they wish to learn from this training module.

1.3. Discussion about the training (10 minutes)

- Discuss the training session in brief with the participants according to the session plan.
- Evaluate the learning outcome by asking questions and conclude the session afterwards thanking everyone.

SESSION

02 Climate change and disaster risk in the cities of Bangladesh

Objective
At the end of the session, the participants will know and be able to explain:
2.1 Geological and climatic risks faced by large cities in Bangladesh
2.2 Urban poverty

Methodology
Speech, Open Thinking, Discussion

Materials
Multimedia, Poster paper, Flipchart, Marker, Masking tape/dock clip

Time: 2 hours

Process of conduction the session:

Topic of Discussion	Process of conduction the session	Time
7.1	• Start the session by welcoming all the participants. • In order to create an environment of discussion, start by asking the participants to discuss briefly on the topic "Geological and climatic risks faced by large cities in Bangladesh". Note down all the primary points on board. • Discuss on the said topic by means of PowerPoint presentation (according to Auxiliary Information 1.1). Display videos and im-ages on urban risks. • Listen to the feedback from the audience and answer any questions.	60 minutes
7.2	• Start by asking the participants to discuss the topic "Urban poverty", with special focus on slum-centric poverty. Note down the main points on board. • Discuss on the said topic by means of PowerPoint presentation (according to Auxiliary Information 1.1). Display videos and im-ages on urban risks. • Display the research outcomes and graphs of "Disaster Resilient Livelihood in Slums of Dhaka and Sylhet" using PowerPoint presentation. • Ask if the audience has any questions and answer if so. • Ask questions from the topic of discussion to evaluate the learn-ing outcome from the session. End the session by thanking the participants.	60 minutes

Text Aid Geological and climatic risks faced by large cities in Bangladesh

The rate of urbanization in Bangladesh is one of the highest in the world and this trend will continue in the future. Various studies show that by 2030, about 40% of Bangladesh's population will live in urban areas. Due to natural calamities, unemployment, low income and poverty, the migration of rural people to the country's cities is increasing rapidly and steadily. The high rate of migration is also responsible for the 40% increase in urban population and in Dhaka and other big cities. Dhaka and Chittagong are among the rapidly growing cities in Bangladesh in the recent decades, with a staggering urbanization rate of 2.5%. However, urbanization of the country is mainly concentrated in six major cities and more than 60% of the urban population lives in these cities.

The capital Dhaka is the center of administrative, political, economic, industrial, cultural and educational and research activities in the country. Khulna, Rajshahi, Chittagong and Sylhet, including this megacity, are considered endangered by the effects of climate change. Most of the big cities in Bangladesh are 2-3 meters to 6-7 meters above sea level. The city of Dhaka is bounded by several interconnected rivers and canals, while the city of Sylhet is also influenced by rivers, hills and springs. Uncontrolled and unplanned rapid urbanization is responsible for increasing the environmental degradation and disaster risk of cities.

The average elevation of coastal lands in Bangladesh is less than 1.5 metres above mean sea level (MSL). According to the UNFCC (2007), if the sea level (SLR) rises by 1 meter, about 15 million people of Bangladesh or 11% of the total coastal population and 17,000 kilometres or 17% of the cultivable land will be permanently submerged in sea water. About 60% of the total population involved in this catastrophe will be affected by the floods. In addition, due to a 1-meter increase in sea level (SLR), 8,000 kilometers long roads and two large cities can be severely damaged (Islam, 2001). Most of the people in these regions will have no other option but to migrate to other parts of the country after losing their land and homes. These regions are at massive health risks due to shortage of clean drinking water and supply of contaminated water to the primary establishments.
Islam, N. (2001). *Urbanization, Migration and Development in Bangladesh: Recent Trends*

Dhaka is facing both man-made and natural disasters which are increasing at an alarming rate. Floods, waterlogging, earthquakes and hurricanes are also common climatic and geological natural disasters in the capital city. On the other hand, Sylhet city is also at risk of earthquakes, droughts, storms and tornadoes.

In Dhaka, the intensity of flood kept increasing in tandem with the excess flow of flood water and the accumulation of rain water. There were at least ten major floods between 1954 and 2007, and the floods of 1988, 1998, 2004 and 2007 were catastrophic. The entire city and especially the slum areas were affected by the floods. In recent years, during monsoon (May - October), Dhaka has been experiencing severe waterlogging. The main reasons for the floods are the declining water holding capacity of the rivers bordering the city and the lack of integrated management of internal drainage systems and flow-control structures in addition to increasing river water. Rapid and unplanned urbanization and the rise of uncontrolled real estate in the city have severely damaged the natural water drainage and conservation areas, disrupting the natural flow of water. This has contributed to the increasing levels of waterlogging almost every year in the past decade.

High population growth rates, unplanned settlements and unplanned use of land in ways that go against natural drainage systems have greatly increased the disaster risks in Bangladesh. People have migrated to other regions due to the heavy rain that caused change in flow of water due to climate changes. Rivers ended up changing their course, which made the densely populated areas even more populated. Bangladesh is bordered by Myanmar in southeast, India in west, north and east and Bay of Bengal in the south. The country is located at a unique confluence of the Ganges, which is the second largest river in the world, and the Brahmaputra and the Meghna. 80% of the total area of the country consists of rivers. Rain and ice water flow through about 17.5 lac sq. km worth of land in India, Nepal, Bhutan, China and Bangladesh, ending up in the Bay of Bengal in the process. The two largest rivers in the world along with one of the widest rivers in addition to numerous branches of rivers all meet in the Bay of Bengal flowing over this land. The rivers of the region store almost 17 crore tons of sediment in this land or in the Bay of Bengal every year.

Image: https://saylordotorg.github.io

Most of the 1,43,993 sq. km area of Bangladesh has been formed through flood and river sediment accumulation and this process is still going on. All the major and medium rivers of the country are changing their course rapidly. (Md. Rezaul Karim, The Course of Disasters in Bangladesh, 2017, Dhaka)

Magnitude, Type and Frequency of Disasters

Climate change will bring about drastic changes in the amount and type of rainfall, which will adversely affect our agriculture, disaster management and livelihoods. The Intergovernmental Panel on Climate Change (IPCC) report cites heavy and excess rainfall in Bangladesh in a short period of time due to climate change. Annual rainfall in Chittagong is 2,794 mm, while in July it is 737 mm. In 2007, over a duration of 30 hours (June 10, 12 AM to June 11, 6 AM) the city of Chittagong received 50 mm of rainfall. However, in the next 6 hours, 315 mm rainfall was recorded. At least 127 people were killed in a landslide in Chittagong due to incessant heavy rains. Many people were crushed and went missing when mud and soil came crashing down on the structurally weak houses at the base of the hills. Prolonged rainfall is the main reason for this phenomenon. A total of 127 people were killed in Lebubagan, Boubazar and Kusumbag in the city. Among them 117 people died in Kusumbag alone. In the history of Bangladesh, the earthquake in 2007 is considered to be a devastating and deadly one.

The number of floods in the country has increased. In the previous 14 years of the last century (1987, 1988 and 1998) there were three major floods, the last two of which were of the greatest intensity in the century. There were 5 floods in 2002, 2003, 2004, 2007 (twice in 2007, July-August and September), which is a recurrence compared to the previous record. The number of flash floods is increasing in hilly areas. The most visible change is the increase in the number of cyclones. 'Sidr' in 2007 'Nargis' (May 2) and 'Reshmi' (October 27) in 2008, 'Aila' in 2009, 'Mahasen' in 2012. All of these 5 cyclones hit Bangladesh and the adjoining areas over a span of just six years, which is unprecedented in history.

Extreme climate events, including flash floods and cyclones, have increased the rate and amount of adaptive migration over the past two decades. Cyclone Aila in May 2009 saw the largest number of people migrating from villages to urban areas. The cyclone forced nearly half a million people to flee their homes, left more than 200,000 stranded, more than 300 dead and 1,120 missing (Land, 2010). These people faced numerous challenges including medical treatment after reaching their destination. Immigrant communities faced natural problems and hazards at their place of origin, but upon reaching urban destinations, these climate-displaced migrants experience multiple facets of deprivation, which limits their efforts to achieve a better standard of living. For example, more than 65% of slum dwellers in Khulna and Dhaka have no sanitation facilities, 35% have no place to dump their waste, and 45% have no access to waste management (CES, 2006). This growing influx of migrants driven by extreme climate events has created new challenges for the existing urban system.

In the list published by the World Bank, Bangladesh is in the first position among the 12 countries at risk for floods. Due to the geographical location of Bangladesh, rain water from upstream Nepal and India, including the glacial water of the Himalayas, is flowing into the sea through the major rivers of Bangladesh. On an average, about 1,094 billion cubic meters of water flows through Bangladesh annually and about 1.5 million hectares of arable land is affected by floods and waterlogging every year. Meanwhile, it has been predicted that the average annual rainfall in Bangladesh alone will increase by 10%-15% by 2030 and by about 27 per cent by 2075. This excess water will cause severe flooding as it passes through Bangladesh to the sea. Moreover, even though 2010 saw the least amount of rainfall in the past 15 years, Sylhet and Rajshahi in the north received more rainfall than in the last two years, leaving huge low-lying areas in the northeast, including Hakaluki Haor inundated for about six months. Different sources provide different data on how many people will be affected by such catastrophic floods. According to some, about 70 million people will be displaced by the floods by 2050 due to climate change. Worryingly, according to a study by the Bangladesh Institute of Water Modeling, the number of flood-prone areas in the country has increased by 18% since the 1998 floods, and 34 cities in the north, northeast and central regions are at imminent risk.
Source: Corresponding Reporter (November 18, 2009). "New information published in research results: Coastal infrastructures hardly sufficient in combating climate change", The Daily Prothom Alo, Dhaka.

Poverty in Bangladesh

Bangladesh is one of the most densely populated countries in the world. According to the World Bank, Bangladesh's extreme poverty rate fell to 12.9% in 2016. The poverty rate has come down from 44.2% in 1991 to 18.5% in 2010. Bangladesh is making unprecedented progress in reducing its poverty rate, and according to the World Bank, Bangladesh has great potential to alleviate extreme poverty by 2030.

(Bangladesh's extreme poverty rate drops to 12.9 percent, says World Bank, ***https://bdnews24.com/economy/2016/10/03/bangladesh-s-extreme-poverty-rate-drops-to-12.9-percent-says-world-bank)***

Social safety net in poverty alleviation

The Government of Bangladesh provides financial and other benefits to the extremely poor and disadvantaged under the 'Social Safety Net' program. It is currently conducting 21 activities under this program. Among them are Vulnerable Group Development (VGD), Vulnerable Group Feeding (VGF), Freedom Fighter Allowance, Widow Allowance, Disability Allowance and Old Age Allowance. However, no benefits have been introduced for the urban poor under the 'Social Safety Net' program.

Urban poverty

The rapid urbanization of Bangladesh began in the 1960s, a process initially driven by rural poverty and hardship that outweighed the benefits of the industrial labor market. Urban population growth has been steadily increasing compared to the national population growth rate, which increased by 6% annually in the mid-1960s to the mid-1990s. It has grown steadily at a rate of 3.5% per year (Islam and Al 1997, CUS AT 2006). By 2004, the level of urbanization in Bangladesh had reached 25%. It is expected that this high growth rate will make the whole country an urbanized country in terms of population density in three to four decades (Islam 2006). The capital city of Dhaka has seen the lion's share of growth and development, and by 2001 it was ranked among the top 10 megacities in the world (Lewis 2011). According to the recent population growth rate, it is expected to grow to a megacity with a population of approximately 20 million (UN-Habitat, 2007) by 2020, along with the social and economic problems caused by unplanned growth.

The Bangladesh Bureau of Statistics (BBS) has compiled statistics of poor and extremely poor people in Bangladesh based on the results of the 2016 Household Expenditure and Income Survey. According to the World Bank, if the daily income is below $1.90, then that person is considered poor. Analysis of government data shows that in 2010, the number of extremely poor people in the country was 25.8 million. At the end of June 2019, the number of extremely poor or extremely poor people has decreased to a little more than 16 million. The country's poverty rate has come down to 20.5%. At the end of June 2017, this rate was 21.6 percent. At the end of last June, the extreme poverty rate had come down to 10 percent.

(Source: The rate of poverty has decreased to 20%, https://www.prothomalo.com/business/18,December.2019)

Most of the slums in the country are small, the number of slums is less in big cities but the number of immigrants is much higher. According to the Bangladesh Bureau of Statistics (BBS) survey, Dhaka division has the highest number of 10,62,284 people living in slums. Chittagong is in the second position with 6,35,916 slum dwellers. Besides, 1,72,219 people live in slums in Khulna, 1,20,036 people in Rajshahi, 1,18,628 people in Rangpur, 91,630 people in Sylhet division and 49,401 people in Barisal division.

(Source: 3394 slums in the capital is home to 6.5 lac people, https://bangla.bdnews24.com/bangladesh/article1633714.bdnews)

Climate Migration

As saltwater slowly consumes the southern part of Bangladesh, people there are losing their jobs and becoming refugees. They are also at serious health risk, with women especially being at the most risk. According to the Internal Displacement Monitoring Center, 5.7 million people in Bangladesh have been displaced in the last six years due to climate change and natural disasters. According to the International Organization for Migration (IOM), about 70 percent of the people living in the slums of Dhaka have been displaced due to environmental disasters. In the south, about 200,000 women and adolescents in the coastal areas adjacent to the Sundarbans, including Koira, Dakop and Paikgachha in Khulna, Mongla and Sharankhola in Bagerhat, Assashuni and Shyamnagar upazila in Satkhira, are at risk of reproductive health. According to the Internal Displacement Monitoring Center, 5.7 million people in Bangladesh have been displaced in the last six years due to climate change and natural disasters.
(Source: Climate Refugees in Bangladesh, https://www.dw.com/bn)

Results of migration

According to the International Organization for Migration (IOM), about 70 percent of the people living in the slums of Dhaka have been displaced due to environmental disasters. Refugees are those who are forced to leave their homes. This refugee situation is not something that will happen only when you leave the country and go to another country. Someone is a refugee even though s/he has moved from one region to another within the country. Climate refugees are increasing in Bangladesh.

- Climate refugees in Bangladesh are migrating not only from one district to another within the country, but also abroad. For those looking for work abroad, their first des-tination is the Middle East. Many also return from there after being deceived and tortured.
- A large number of poor people live in urban slums. They make a living by selling la-bor in various temporary activities. Their living conditions are very deplorable. Their food, shelter, health, water, electricity facilities are absolutely inadequate. Climate change has become a serious threat to this population.
- Migrant people due to climate change are taking shelter in slums of big cities includ-ing Dhaka. As a result, the slum population is increasing. Climate refugees arriving in slums are not aware of urban disasters. As a result, it is impossible for them to adapt to and deal with urban disasters. Urban disasters are a major cause of their unem-ployment, poverty and ill health.

Urban disasters in Bangladesh

Excess Rainfall

The Intergovernmental Panel on Climate Change (IPCC) report cites heavy and excess rainfall in Bangladesh in a short period of time due to climate change. Annual rainfall in Chittagong is 2,794 mm, while in July it is 737 mm. In 2007, over a duration of 30 hours (June 10, 12 AM to June 11, 6 AM) the city of Chittagong received 50 mm of rainfall. However, in the next 6 hours, 315 mm rainfall was recorded. At least 127 people were killed in a landslide in Chittagong due to incessant heavy rains. Many people were crushed and went missing when mud and soil came crashing down on the structurally weak houses at the base of the hills. Prolonged rainfall is the main reason for this phenomenon. A total of 127 people were killed in Lebubagan, Boubazar and Kusumbag in the city. Among them 117 people died in Kusumbag alone.

Fire accidents

Not very long ago, fire accidents would happen primarily in rural households, rarely in urban buildings. They were also rare in marketplaces. The major culprits of such fires used to applying kerosene lamps, burning leaves to leverage heat during winter or for cleaning households. Information about the loss of life and property due to recent fires in industries, especially garment factories, is spreading beyond the family, society and the state to the international arena. In 2012, 116 workers died in a fire at Tazreen Garment near Dhaka. Every year, impeccable amounts of damage is done to life and property due to fire. The worst fires in Bangladesh are in the industrial sector, especially in the garment industry. An analysis of the Tazreen tragedy reveals that the factory violated the law by locating a garment warehouse at the entrance to the ground floor. At the early stages of the fire, the officials told the workers to continue their work without paying heed to the gravity of the situation. Emergency exits were also non-functional. This was a disaster primarily caused by human negligence.

Building Collapse

Incidents of building collapses in Bangladesh has increased at a significant rate, becoming the subject of much discussion and criticism within the country and abroad. The damage caused by the building collapse is at the same level as that of a disaster. The main reasons for the recent collapse are the construction of multi-storied buildings by filling up the floodplain or wetland, defective design, expansion of non-design buildings and construction of buildings using substandard construction materials. In big cities like Dhaka and Chittagong, many skyscrapers are being constructed without following the 'Building Construction Rules' and 'Building Codes'. Additionally, buildings are being constructed which contain more floors than the permitted number. Dhaka city has been expanded without considering the natural and geographical context, with residential areas and industrial areas being developed by filling up the wetlands without following engineering rules. Studies have shown that low-flood plain lands and flood plains are not suitable for multistorey buildings. This trend continues due to scarcity of land and high prices, so it cannot be said that man-made disasters like landslides will not happen again.

On June 1, 2010, a five-storey building under construction at the edge of the lake in central Begunbari, Dhaka, collapsed and fell on four adjacent tin-shed houses, killing 25 people living in them. On April 24, 2013, 1,135 people were killed and more than 2,500 were injured. Of these, 2,438 were rescued dead and injured**.

(Source: Daniel M. S. and Afsana T. (2013)

* Annual Disaster Report, 1997, Disaster Forum

** Disaster Report, 2013, Department of Disaster Management

Waterlogging

Extremely dense population in small areas has caused various misfortunes for the residents of big cities like Dhaka, Chittagong, Sylhet and Khulna. Waterlogging is one of them in the rainy season. Currently, long-term waterlogging is occurring in urban and coastal areas and its level is so high that it is considered a disaster. In the cities of Dhaka, Chittagong and Sylhet, waterlogging during monsoons has become an annual occurrence since the 80's. The main reason for the city's waterlogging is the lack of engineering systems to drain excess water during the monsoon season. Houses and shops have been built by filling the big canals of the city. There are still narrow canals, but under the umbrella of the influential people, slums or shops have been built there, which are in turn rented or sold to poor people for conducting their businesses. In this way, Dolai canal, one of the natural drainage systems of Dhaka city ceased to exist. Another reason for waterlogging in the city is inadequate drainage system. Although the city authorities have been blamed for the waterlogging, the city's residents cannot avoid the blame. Residents throw household waste, construction waste, market and shop waste into the sewers freely. As a result, the drainage system becomes clogged, making it incapable of draining rainwater during the monsoon season, resulting in waterlogging.

Earthquake

Bangladesh is surrounded by high seismic regions, including the Himalayan Mountains to the north, the Shillong Plateau to the northeast, the Burmese Mountains to the southeast, and the Arakan Yoma Anticlinorium (arched terrain). In the northeast, Naga-Disang-Jaflong is marked as a strong earthquake-prone area. This is known as the 'Daoki Fault', which is connected by numerous subtropical active deviations and flexible areas, known as the 'Treaty Area'. The tectonic map of Bangladesh shows that the location of the substations is associated with the Dauki Fault. Seven catastrophic earthquakes have hit Bangladesh in the last 200 years. However, the epicenter of two of the above seven earthquakes (1885, 1918) was within the country. The geographical location of Bangladesh is in the north-eastern corner of the Indian Plate, which is the junction of the Indian Plate, the Eurasian Plate and the Burmese Sub-Plate. The catastrophic earthquake originated from the plate boundary. So the geological and tectonic position of Bangladesh is complex, which is why the risks of earthquakes in Bangladesh are much higher.

The epicenter of the 1897 earthquake was the Shillong Plateau in India. The quake caused a large-scale disaster. The other two earthquakes that caused severe damage in the vicinity of the epicenter were the 'Bengal Earthquake' of 1885 and the other 'Srimangal Earthquake' of 1918. 'Madhupur Fault' is located at the western end of Madhupur Garh. 150 km to the northwest. This fault is highly active. Vibrations of more than 7 magnitude can originate from both faults. This fault could be the biggest earthquake risk for the capital Dhaka.

Photo: Islamic Relief Bangladesh

SESSION

03 Resilient Livelihood

Objective

At the end of the session, the participants will know and be able to explain:

3.1 Resilient livelihood, its significance and importance

3.2 Steps involved in Resilient Livelihood Analysis

Methodology

Speech, Open Thinking, Discussion

Materials

Multimedia, Poster paper, Flipchart, Marker, Masking tape/dock clip

Time: 90 minutes

Process of conduction the session:

Topic of Discussion	Process of conduction the session	Time
3.1	• Start the session by welcoming the audience. • Using PowerPoint presentation (according to Auxiliary Information 2.1), describe what is Resilient Livelihood and its significance. • Ask about the opinion of the audience on this topic and record them if necessary.	60 minutes
3.2	• Using PowerPoint presentation (according to Auxiliary Information 2.2), describe the steps involved in Resilient Livelihood Analysis	60 minutes
3.3	• Explain the prerequisite steps, taking help from Auxiliary Information 3.3 if necessary.	5 minutes
3.4	• Summarize the topics of discussion. • Ask questions from the topic of discussion to evaluate the learning outcome from the ses-sion. End the session by thanking the partici-pants.	6 minutes

Text Aid Resilience

An Introduction: Resilience means the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of the hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions (UNISDR, 2009).

Due to various disasters and climate change, people's livelihood and livelihood activities are directly and indirectly affected. Disasters and climate change also affect seasonal occupations. For this reason, before choosing a method of disaster resilient livelihood, currently occurring or probable disasters and their various levels need to be identified. It is important to choose existing practices and potential future resilient livelihoods / occupations considering the probable risks and dangers. As such, it can be said that resilient livelihoods are only due to disasters and climate change.

Is Resilient Livelihood sustainable?
The answer to the question of whether resilient livelihoods are sustainable lies in the concept of resilience. Basically, resilient livelihoods include sustainability. Analyzing the concept of sustainability, it is seen that 'sustainability' is a development process that ensures the growth of individuals and communities in a way that is conducive to the environment and the ecosystem. So resilient livelihoods are sustainable at the same time.

Resilient Livelihood involves the ways of earning money where disasters have minimal impact.

The characteristics of Resilient Livelihood are:

1. Taking the local trend of disasters into account while selecting the way of livelihood

One of the characteristics of resilient livelihoods is that the means of livelihood or occupation will be taken into consideration in the context of local disasters. In other words, the profession should be chosen in such a way that it is not frequently affected by local disasters, even if it is affected, it must have the knowledge, skills and materials to deal with it. For example, no production center should be set up at a very low location in an 'urban poor settlement' area, which could easily be severely damaged by urban floods or waterlogging.

2. There is scope, knowledge and capacity for recovering even if afflicted by disaster

Any means of livelihood can be affected by a sudden disaster. As a result, the livelihood approach or occupation may be affected in small or medium scale. Resilient livelihoods have the knowledge, skills, and equipment needed by its proprietors to cope with the traumatic damage caused by the disaster. He must also have the financial means to recover from the traumatic damage caused by the disaster. He will also have to meet his household expenses at the time he needs to recover from the traumatic damage caused by the disaster, so he needs financial support. So, in order to make a decent living:

• Risks pertaining to livelihoods must be reduced. They can be natural disasters, social disturbances, or financial losses caused by business capital, production, or marketing.

• Disaster preparedness measures need to be taken to deal with hazards. Outbreaks such as dengue fever, COVID-19, and swine flu will reduce sales. The producer him-self may be affected by these diseases. Therefore, emergency plans have to be pre-pared to deal with disasters like natural floods, waterlogging, heavy rains and epi-demics.

• One must have knowledge, skills and materials to deal with a situation where his/her means of earning livelihood is afflicted by disasters. Fire in Dhaka slums is a regular occurrence. Fire destroys livelihoods and even homes, however, if it is extinguished within the first 2 minutes of the onset, then it loses the capability to deal severe damage. So even if there is no fire extinguisher, sand and water can be kept in buck-ets in every block in the slum and in the production center. The 'Disaster Manage-ment Volunteers' team should be prepared with the young children in the slums. In addition, every household needs to have some savings, even if it is a small amount.

3. Environment friendly livelihood

Almost every way or means of livelihood is related to the environment. At the time of traveling vegetable sellers, fruit sellers, poultry sellers usually throw their business leftovers or garbage in the city's sewer drain, reducing its sewerage capacities. As a result, waterlogging is caused by a little rainfall. Due to this, the city dwellers are suffering. On the other hand, in slums, the residents throw food leftovers or garbage in sewerage drains adjacent to the slums, which make the slum dwellers the first victims of waterlogging. Waterlogging is a major obstacle to the livelihood of poor people. Therefore, activities that causes it should be avoided. Arrangements have to be made to select a particular place to dispose of household and livelihood waste in a proper manner. Then, teams in the slums can take the initiative to dispose of the wastes properly in the designated areas provided by City Corporation/Municipality.

4. Gender neutral livelihood

The dignified participation of women in resilient livelihoods must be ensured. Women will not only work as workers in the production system in livelihood. She must be given the dignity of her work, adequate protection and fair wages. In a home-based production system, it is important to ensure that the females share the profits and enjoy the freedom to spend money on their own.

5. Inclusion

In general, in any developmental activity, we understand as "Inclusion" the participation of all sections of the society in equal number by sharing opinions, analysis of advantages and disadvantages, review and formulation of action plan. Any kind of developmental activity affects every level or class of people in that society. Disaster and climate change adaptation and disaster risk reduction alone will not be sufficient for the participation of working men, unless there is participation of women, children, the elderly, the disabled and marginalized minorities. This is because women, children, the disabled and the elderly are the most affected by any natural disaster. Minority marginalized communities, on the other hand, do not have the opportunity to participate directly in any joint venture activities, leaving them neglected in times of disaster or emergency. Therefore, the participation of women, children, the elderly, the disabled and the marginalized people in the livelihood of the slum dwellers should be conducive to their physical and mental benefits.

At various stages of this guide, the choice of a career using multifaceted disasters, perils and seasonal livelihoods has been mentioned. In order to lead a prosperous life, it is necessary to determine the current livelihood practices, the obstacles associated with them and the resilient livelihoods / occupations as well as the livelihood sectors; Which will enrich the Resilient Livelihoods action plan formulated as part of the process of ensuring sustainable livelihoods at the community level.

Why Resilient Livelihood

In addition to loss of life and property due to adverse effects of disasters and climate, the affected population, especially the poorest marginalized families, become completely or partially unemployed. Studies have shown that people living in slums who work as garment or shop workers, or even as housemaids, have relatively secure incomes. But those who depend on other occupations, such as rickshaw pullers, sidewalk hawkers, ferry vendors or productive livelihoods, lose their income drastically. With disaster-prone areas, the country's overall output declines, economic activity stagnates, and poverty increases.

The government has taken a number of steps to reduce the risk of climate change and disasters. However, most of the plans for livelihood security were adopted at the national level which were later implemented at the local level. Because local problems and solutions vary from place to place, national plans often do not deliver the desired results at the local level. It is important to plan at the local level by analyzing disaster and climate tolerant livelihoods. Local planning can be implemented in collaboration with the local office of various service providers or extension activities of the government. Therefore, it is necessary to identify the risky slums at the local level, analyze resilient livelihoods and make a plan. It will be much more effective if the plan is coordinated at the city corporation level and implemented by consensus through the city corporations, ward councils, UNICEF, NGOs and other departments by incorporating them into the national plan if necessary. If that is possible, then with the resilient livelihood of the slum dwellers, the uncertainty of the livelihood of the poor at the national level will be greatly reduced.

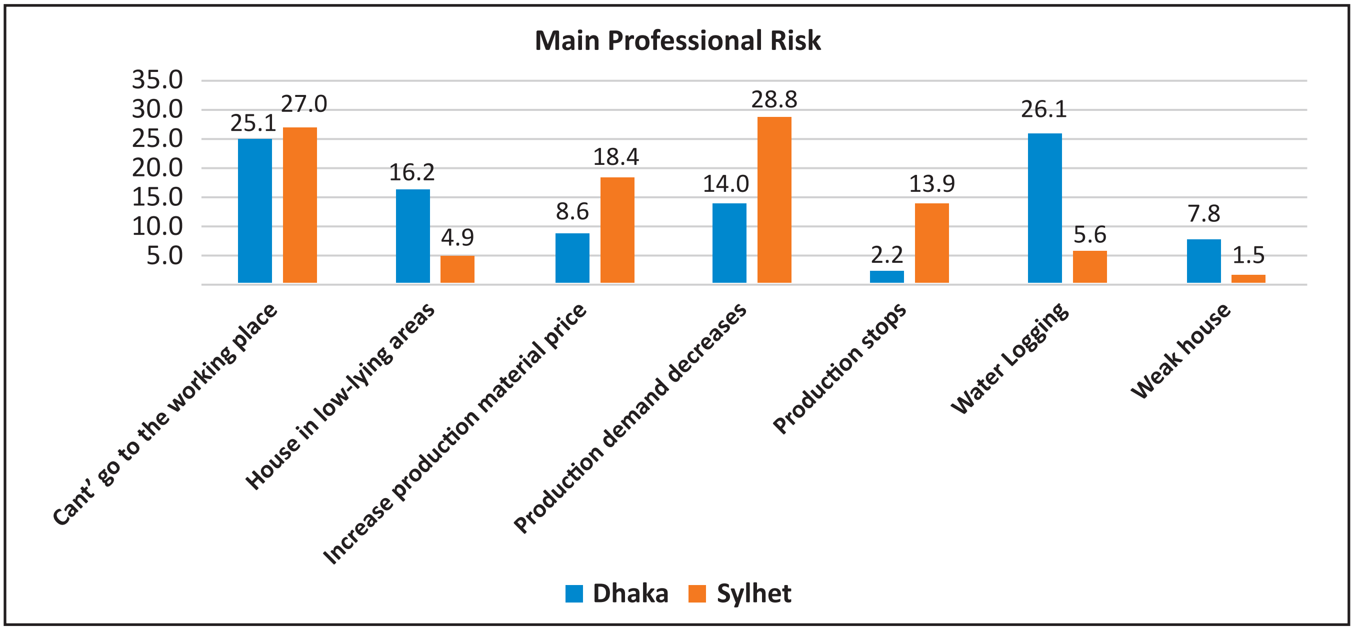
Disasters affect the livelihoods of slum dwellers in both Dhaka and Sylhet. A survey found that among the small entrepreneurs, 50.6% of Dhaka and 30.2% of Sylhet (Figure 1) stopped selling to small traders due to various disasters. Livelihoods are affected mainly due to increase in prices of production materials, decrease in demand for manufactured goods, movement problems, low production due to low area and water logging (Figure 2). The slum dwellers of both the cities are fully aware of the risks to their livelihood (according to the survey report, 100% in Sylhet and 95% in Dhaka), while they are unaware of the alternatives themselves. The slum dwellers of both the cities also think that it is possible to reduce their livelihood risk and build a resilient livelihood system. According to the survey report, the occupations of the slum dwellers of Dhaka and Sylhet which are considered as resilient livelihood system are as follows:

Resilient Livelihood	Dhaka (%)	Sylhet (%)
Cultivating vegetables by elevating land adjacent to house	23.9	23.8
Food hotels in slums	20.9	19
Food processing	16.5	6.9
Mobile phone maintenance centers	10	11.6
Money recharge in mobile phones	9.1	10.6
Sanitary maintenance	2.6	9
Electrical maintenance	8.3	6.3
Handicraft and cottage industries	0	7.9
Parlour worker	0.9	2.1
Small businesses in footpaths	6.5	1.6

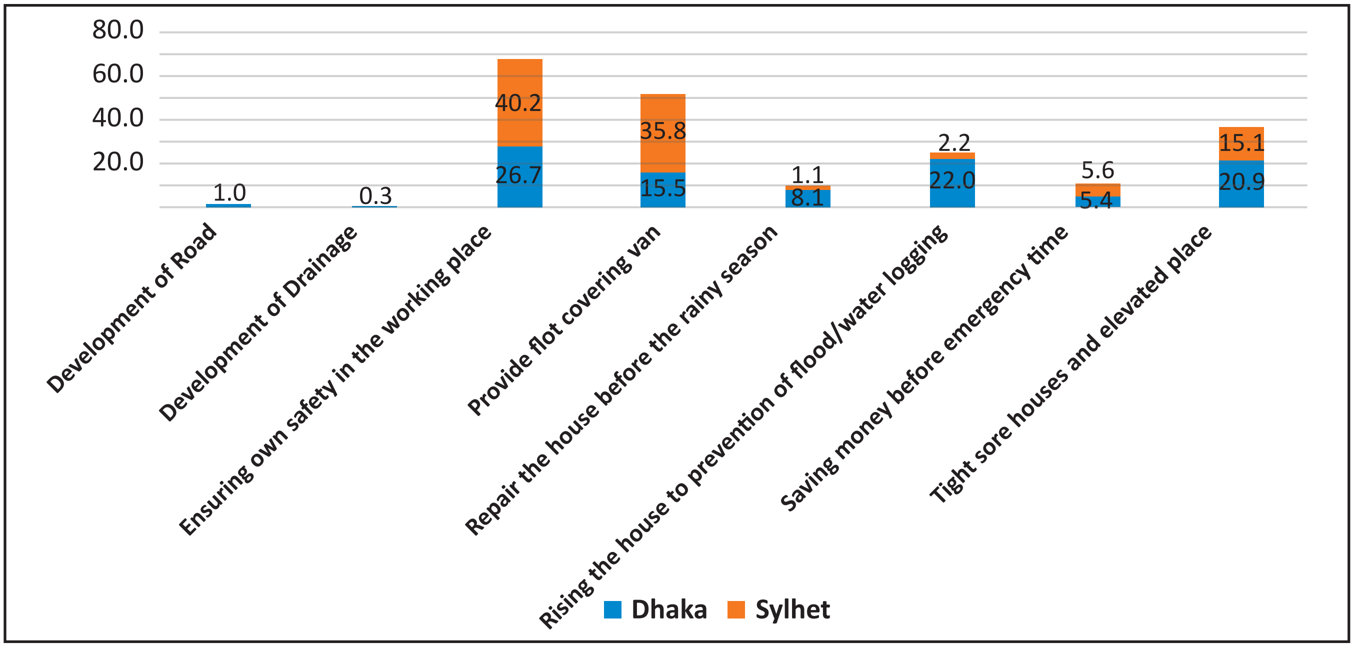
In order to achieve resilient livelihood, the opinions of the Dhaka and Sylhet residents are:

Low Risk Livelihood	Dhaka (%)	Sylhet (%)
Providing capital	60	33.3
Occupation based training	50	12
Accounts maintenance	13.5	6.8
Making the production centers free from risks	1.4	3.4
Collecting production raw materials at lower price	25.7	19.2
Personal equipment to combat disasters	8.1	18.4

Photo: Islamic Relief Bangladesh



Reasons for loss of livelihood in Dhaka and Sylhet according to the survey



Ways to lessen the risks to livelihood in Dhaka and Sylhet according to the survey

What to do in order to achieve Resilient Livelihood

1. Selecting a region prone to disasters and climate risks

Slums prone to disasters and climate changes need to be identified. In order to do this, Urban Risk Assessment (URA) needs to be carried out in the urban slums with the help of City Corporation. They must then be categorized into the following groups:

A - Most prone to risks
B - Moderately prone to risks
C - Low risk

2. Forming groups based on livelihoods at risk

In slums and different parts of the same slum, teams should be formed considering the type of livelihood and the level of danger in the selected area. The maximum number of team members can be twenty, while small groups can be formed with up to five people. Such groups can pertain to production (food processing, food preparation) and non-production (small business, footpath based hawkers, peddlers, rickshaw pullers). If necessary, there may be a mixed group, but there can be some problems in solving the problems of the members in the mixed team since the type and requirements of the members will vary.

3. Training the groups on Resilient Livelihood Analysis

Training on 'Resilient Livelihoods / Career Development' needs to be organised for specific professional groups. Here are some things to consider when training slum dwellers:

- Training must be organised in their own areas.
- The training time should be fixed according to the convenience of the trainees.
- Daily training time should not exceed 3 hours.
- Training should be based on practical sessions.
- Picture, video based and hands-on training will be effective instead of lecture meth-ods.
- Linguistic comprehension must be considered.

4. Identifying the risks based on occupation, their reasons and ways of mitigation

After training, the training officer will brief the trained members on the analysis of resilient livelihoods, especially on the problems caused by climate change and disasters and what needs to be done. In order to ensure that the livelihoods are not affected or less affected by the effects of climate change and disasters, they will formulate the plan through group discussions as per the schedule. The role of a facilitator in group discussions will be written on a poster / large piece of paper. The City Corporation's 'Slum Development Officer' will have to inform other NGOs working in the slums in writing about occupational risks, risk causes and plans for remediation. Entrepreneurial NGOs need to formulate long-term advocacy plans in this regard for inclusion in the City Corporation's Annual Development Plan for professional risks, their causes and remedies.

5. Providing advocacy to poor people living in urban slums on the legal infrastructure for resilient livelihood

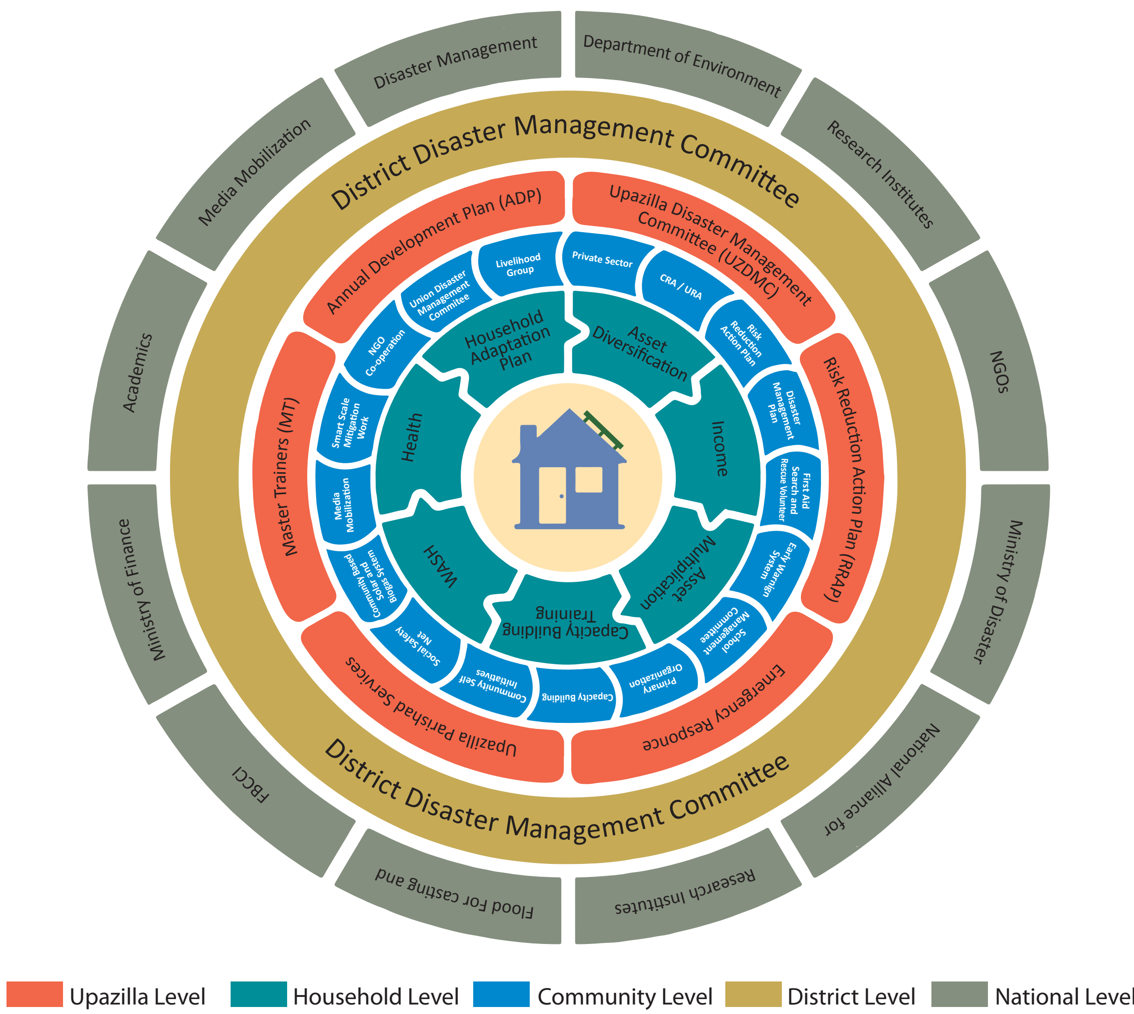
Advocacy is a process of change that reforms relevant policies to protect the rights of marginalised and disadvantaged people or paves the way for its implementation. This process of change requires the involvement of marginalised and disenfranchised people who pave the way for their empowerment, teaching them to think that they are the catalysts of the change process and that they too can make a positive contribution to advocacy.

The Advocacy Planning Cycle is one of the guidelines for the advocacy management team through which they can find a complete step-by-step road map of advocacy activities. The advocacy planning cycle can be broadly divided into three parts: Pre-preparation, preparation and implementation of activities.

Advocacy on the legal framework is required for the purpose of resilient livelihood of poor people in urban slums. Since slum dwellers are unorganized and have no organization, private voluntary development organizations (NGOs) can advocate on various issues with the concerned ministries and departments. The two possible ministries could be the Ministry of Local Government and Rural Development and the Ministry of Social Services. In this case, you need to plan for specific advocacy. For this, issue selection, issue analysis, determination of objectives, determination of target audience or target authority, creation of advocacy message, assessment and mobilisation of resources, determination of advocacy campaign strategy and formation of alliances are required.

Islamic Relief Bangladesh Resilience Framework

Islamic Relief Bangladesh is working to systematically enhance the resilience of the most climate vulnerable (households and communities in Bangladesh through strengthening their adaptive capacity and reducing their risk exposure by supporting households, communities, local government and national institutions to anticipate, plan for and adapt to and recover from climate variability and shocks. We work to support the strengthening, linking and integration of local to national sub-systems through bottom up planning designed to inform national level development planning and climate finance decisions in favor of the most climate vulnerable communities and persons in Bangladesh.



SESSION

04 Risks to Livelihood

Objective

At the end of the session, the participants will know and be able to explain:

3.1 Identification and evaluation of risks

3.2 Risk mitigation

3.3 Risk combat strategy

Methodology

Speech, Open Thinking, Discussion

Materials

Multimedia, Poster paper, Flipchart, Marker, Masking tape/dock clip

Time: 1 hour 10 minutes

Process of conduction the session:

Topic of Discussion	Process of conduction the session	Time
3.1	• Start the session by welcoming all the participants. • Ask the participants the type of risks they face while con-ducting their businesses on a day-to-day basis. Write down their mentioned points on board. After that, the trainer will display the multimedia on "Risks in business" pre-pared beforehand and discuss it. S/he will talk about the various types of risks to the participants and arrange them into categories based on discussion with the participants. • After that, the trainer will tell the participants on how to evaluate the risks to business with the help of notes.	45 minutes
3.2	• The trainer will ask the participants how they usually plan for mitigating risks to business. After that, s/he will demonstrate the concepts on risk mitigation planning.	60 minutes
3.3	• Discuss risk mitigation activity plan with the help of Pow-erPoint presentation (according to Auxiliary Information 3.3). Participate in a question-answer session with the au-dience. Divide the participants into 3-4 groups and ask them to formulate a risk mitigation plan (Time: 45 minutes). Ask the participants to present their plan in a large group (Time: 45 minutes). Assist them with the presentation. • Summarize the session before concluding it.	5 minutes

Introduction
Risks need to be measured in all businesses, as they play an important role in management decisions. Risks include strategic failure, management failure, economic failure, marketing disruption, natural disasters and control problems. Since it is impossible to free an organisation from all kinds of risks, it is important to ensure that the organisation understands its risk issues properly and is ready to take proper management of those risks in the light of the overall strategy of the organisation.

Risk management and disaster management are not the same thing. Risk management issues are much pre-determined. It is an ongoing process: each enterprise must constantly analyze and observe their potential risks and adopt appropriate strategies to address them. Risk management is a social responsibility. Ensuring the safety of workers through protective measures and being aware of the environmental responsibility of the business makes it possible to deal with unforeseen accidents or problems in future.

Risk Identification
The first step in successfully analyzing a risk is to identify what kind of risk your organization is at. First, we will focus on the risks that can turn into losses. Risks can be inside and/or outside the organization. We will distinguish external risks from internal risks below:

Internal Risks: The financial consistency of the organization, the availability of the necessary equipment and the resources required to complete the project are related to the internal risk. Lack of enough money to buy the necessary raw materials, your manager resigning or lack enough money to buy materials and equipment all fall under this category.

External Risks: Risks that are beyond the control of the organization are external risks. These risks are extremely difficult to predict and manage compared to internal risks. For example, consumer preferences may have changed, or sales may have declined due to political unrest, or the government may have imposed legal restrictions on certain products (some chemicals in food).

Categorization of risks
Risks are generally classified based on different aspects of the organization and its various activities. The risk can be internal, but also external. The table below shows the relationship between internal and external risks.

Internal Risks

- Lamination of knowledge in conducting business
- Limitation in skills
- Internal conflict
- Lack of skills in conducting activity
- Lack of capital
- Lack of skill in accounts management

External Risks

- Political
- Economic
- Social
- Technological
- Legal
- Disaster

Risk Mitigation

The risks that business ventures face cannot be tackled together. Therefore, in adopting risk management strategies, priority should be given to the risks that have the most negative impact and the probability of occurrence. For this reason, the risks identified in Step 1 will be assessed in Step 2.

Image: https://cms-static.wehaacdn.com

Answer the following questions using a table like the one shown below:

- How big can the potential negative impact be?
- What are the chances of this risk?

Risk Reduction Management

Risk reduction management is not like dealing with a crisis. The issues of its management are much pre-determined in nature, and it is an ongoing process. Each enterprise must constantly analyze and observe their potential risks, and adopt appropriate strategies to address them. Risk reduction management is a social responsibility. The use of protective equipment makes it possible to deal with future unforeseen accidents or problems by being aware of the safety of workers and the environmental responsibility of the business.

By identifying potential risks and considering their significance, you need to determine strategies so that you can prepare the right way to deal with the risks. Risk mitigation is a strategic approach that helps enterprises avoid risks as much as possible.

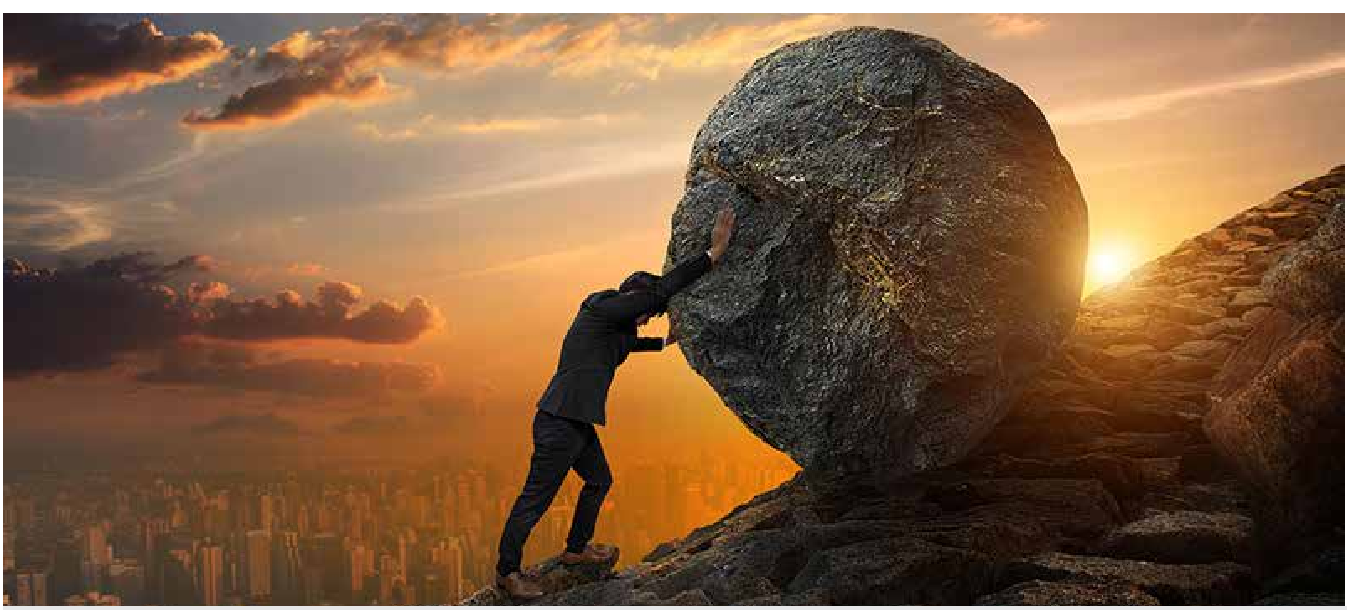


Image: https://tradestops.com/wp-content/uploads/2018/07/obstacles.jpg

Three most used concepts in risk management

- **Risk Reduction**: Reducing risk means reducing the likelihood of risk occurring. If it is not possible to prevent it, it's magnitude can often be mitigated. In general, the de-fense system is the most effective form of risk management. For example, the risk of fire in the workplace can be prevented by banning smoking and reducing the level by installing fire extinguishers.

- **Preparation**: Preparation means identifying existing risks and preparing an emer-gency plan for them. Emergency planning should include preparatory activities, such as keeping resources readily available in times of need.

- **Prevention**: Prevention means removing the mediums through which risks can manifest. This can be done by avoiding high-risk activities or minimizing the areas of their creation, which is achieved by formulating a detailed plan or by ensuring the use of more time and resources in specific activities. For example, if an enterprise is dependent on on-ly one source for its raw materials or production, it is necessary to consider adding another source. If production depends on a small trained workforce, the need to train more workers needs to be considered. If there are regular power outages at certain times of the day, the action plan needs to be rearranged accordingly. While the risk cannot be eliminated, it can often be transferred to other areas.

Risk Combat Strategy
The following table can be considered when planning out risk combat strategies

Risk	Type of Risk	Form of combat	How	Who and When
Risk of fires in workplace	Management Related	Reduction	• Prohibition of smoking • Establishing fire extin-guishers	Through manager, within next week
Production is dependent on a small team of trained employees	Knowledge	Reduction	• Training more employees	Through owner, within next month

SESSION

05 Feasibility Study and Business Selection

Objective

At the end of the session, the participants will know and be able to explain:

5.1 Small business/enterprises
5.2 Feasibility study and business selection
5.3 Business selection strategy and checklist

Methodology

Speech, Open Thinking, Discussion

Materials

Multimedia, Poster paper, Flipchart, Marker, Masking tape/dock clip

Time: 2 hours

Process of conduction the session:

Topic of Discussion	Process of conduction the session	Time
5.1	• Start the session by welcoming all the participants. Ask the partic-ipants to discuss briefly on small business/enterprises. • Using PowerPoint presentation (according to Auxiliary Infor-mation 4.1), discuss small business/enterprises. • Ask if the participants have any questions/feedback and address them accordingly.	20 minutes
5.2	• Ask the participants about feasibility study and business selection in regards to slum life. Note down their mentioned points on the board. • Using PowerPoint presentation (according to Auxiliary Infor-mation 4.2), discuss feasibility study and business selection in re-gards to slum life. • Ask if the participants have any questions/feedback and address them accordingly.	50 minutes
5.3	• Start discussion on business selection strategy and checklist. Dis-cuss according to Auxiliary Information 4.2. • Ask if the participants have any questions/feedback and address them accordingly..	50 minutes

Text Aid Feasibility Study and Business Selection

Small enterprise or business refers to a small scale business with limited capital. Examples: grocery stores, mobile phone repair shops, salons, food shops, food processing (fuchka, chatpati, breakfast food), making candles, handicrafts. In essence, these are all locally made.

Characteristics of small Enterprises

- Amount of investment: BDT. 5,000 to BDT. 50,000.
- Number of employees: 2 to 5 people.
- Production method: Mainly dependent on local technology and local resources.
- Marketing: The main target is the local and regional market.
- Accounting method: General accounting method, which is basically written in note-books.

Entrepreneur

An entrepreneur is a person who takes responsibility for a business or business risk and who is aware of the significance, responsibility, associated risks and consequences of taking this initiative. An entrepreneur is an aspiring leader who combines real estate, labor, and capital to produce or market goods and services on a regular basis.

4.2 Feasibility Study and Business Selection

Before starting any business, its feasibility needs to be verified. Feasibility study is an important task before starting a business to run a profitable business. The outcome of the study generally implies whether the business can be run successfully and with profit. It is possible furthermore to know about the probability of loss, the ideal marketing method of the product, the demand of the product, the probability of the business being damaged due to the disaster etc. Here are some things to look for when selecting a business:

a. Market analysis
b. Technological analysis
c. Financial analysis
d. Demand estimation
e. Estimating the effects of disasters and climate change

a. Market analysis: Market analysis requires answers to the following questions:

Indicator	Yes/ No
Is the necessary skilled manpower needed for production available?	
Are there limitations in productions?	
Is the supply system smooth?	
Is the demand for the product stable?	
Does the customer base prefer the product over alternatives?	
Marketing policies, administrative, technological and legal barriers	

b. Technological analysis: Technological analysis raises the following questions:

Indicator	Yes/ No
Has the primary technological capabilities been analyzed?	
Are the raw materials, electricity, water and other supplies easily available?	
Has the maximum production capabilities been identified?	
Is the production mechanism appropriate and up-to-date?	
Have the equipment been correctly selected?	
Are the production site and equipment appropriate?	

c. Financial analysis: Whether or not the business will be profitable is to be identified through financial analysis, which asks the following questions:

Indicator	Yes/ No
How much investment is required?	
What is the probable source of the capital? (Personal funds/Loans/both)	
What will be the probable weekly/monthly profit?	
Is there any requirement for loans?	
If a loan is needed, what amount will be spent in the monthly/weekly installments?	
After returning loan money with profits, will enough funds remain to manage family related expenditures?	

d. Demand estimation: Demand estimation is an important regulatory requirement in determining the viability of any business. An entrepreneur is an important regulator in choosing a business in which s/he feels comfortable in a business or he has skills in a business, but demand analysis of the product is also very important. Because, the entrepreneur needs to keep in mind in any business that if the demand for the product is not enough in the market, there is no possibility of success in the business. The following factors need to be considered in order to determine the demand for the product / service produced in the feasibility study:

Indicator	Yes/ No
Is the demand for the product constant?	
• Who are the consumers? • Based on financial solvency: lower class/middle class/upper class • Based on gender: Male/Female • Based on age: all ages/young people/children	

Which location has the highest probability of boosting the sales of the product? (Shops/footpaths)	
Does the sale of the product change based on season? (e.g. more sales in winter or constant all the time)	
Which season/occasion sees a boost in the sales of the product?	
Does the sale of the product vary throughout the day? E.g. more during the day than night and vice versa	
What steps can be adopted to increase the demand of the product?	

e. Estimating the effects of disasters and climate change

Indicator	Yes/ No
Which disaster affects livelihood the most?	
How is the livelihood being lost due to climate change?	
Which profession sees what amount of loss? (use the chart below)	
Which profession is less risky?	
How to mitigate the effects of disaster and climate changes resulting in a sustainable business venture?	

Which businesses see what type of losses due to disasters	Profession	Monthly income during normal times	Monthly income during disasters
		1. < BDT. 2000	
		2. BDT. 2000 - 4000	
		3. BDT. 4000 - 6000	
		4. BDT. 6000 - 8000	
		5. BDT. 8000+	

4.3 Business Selection Strategy

Do you really want to conduct a business?

You are risking a portion of your property (hopefully not the whole). As a result, you may experience unusual consequences. It indicates a life that is beyond your control, where long working hours will take away your family life or enjoyable activities and there will be experiences of enduring extra stress that you have never felt before as an employee.

Which business and where?

When you gain the confidence that you have the qualities to be a successful entrepreneur and you really want to do business, you have to decide which business is right for you and which area is best for you. The next step of this session will be to discuss the determination strategy.

Full time or Part Time?

There are advantages and disadvantages to running a part-time business (this type of business can be started in retirement or part-time).

Business selection checklist

- Wait patiently to choose the right business for you without rushing. You won't be re-quired to pay a fine if you let go of a particular opportunity. Extensive planning is re-quired for the selection process. In this case, your experience and overall knowledge is important.
- Don't get involved with any business that is overly challenging. Instead of trying to cope with the big challenges, choose the ones that work best for you.
- Identify businesses that have long-term financial potential.
- Time is of the essence. This means that at the moment there is probably a big possi-bility in front of you, which you may not have seen.
- Find a business that has a current and future market.
- In order to survive, the price of your product must be competitive in the market.
- Whether you want to bet on a business that you know about or for a business you have very little knowledge of is a choice you need to make rationally.
- If you want to produce a product and buy the equipment from someone else, consid-er all the pros and cons of contracting with the lowest bidder / supplier. In other words, keep the subcontractor in check.

Scorecard technique in business selection

In this way, first an entrepreneur will select some potential business. He will then be able to make a comparative assessment of the selected businesses through the checklist below by assigning numbers between 1-10. Such an analysis will help him to make a neutral decision in choosing a business.

For example, let's assume Mr. Rahman gave three business ideas: fast food shops, jewelry and small garments. But he can't decide which one to start. He uses the scorecard method to overcome this hesitation and select a specific business. The method used is as follows:

Business Selection Scorecard

Objective	Home based food preparation	Mobile phone maintenance shop	Itinerant business
1. Do I know how to work in this?	08	05	07
2. Does it have demand in the market?	10	07	09
3. Do I have enough capital for investment?	08	07	05
4. Is it profitable?	08	08	10
5. Do I have enough time?	10	10	10
Total	44	37	41

Business Selection Scorecard

From the above sample chart, we see that the Home based food preparation scheme received the highest scores. In this way, such analysis can assist us in choosing the best business rationally.

Photo: Islamic Relief Bangladesh

SESSION

06 Resilient Business Planning

Objective

At the end of the session, the participants will know and be able to explain:

- What is Resilient Business Planning and how to prepare it
- Importance of Resilient Business Planning
- How to formulate a Resilient Business Plan in cooperation with others

Methodology

Speech, Open Thinking, Discussion

Materials

Multimedia, Poster paper, Flipchart, Marker, Masking tape/dock clip

Time: 3 hours

Process of conduction the session:

Topic of Discussion	Process of conduction the session	Time
6.1	• Start the session by welcoming all the participants. • Start the discussion on resilient business planning, what it is and how to prepare it. Use PowerPoint presentations to discuss in de-tail. Ask the participants if they have any questions and answer them accordingly.	30 minutes
6.2	• The trainer will start the discussion on the importance of resilient business planning. Note down the feedback from the audience. After that, use PowerPoint presentation to explain the importance of resilient business planning (according to Auxiliary Information 5.2)	30 minutes
6.3	Use the table below to start the process of creating a resilient business plan. Participation from the audience is absolutely necessary in this portion of the session. Introduce business planning to the audience and discuss the various strategies involved in it (Text Aid 5.3). Explain that these forms have been created to facilitate development in their currently running businesses and/or improvement in their concepts regarding businesses. Divide the audience in three groups and ask them to fill up the form specified in Text Aid 5.3. The participants will fill up the forms by means of discussion among themselves and each team will individually present their business strategy. The trainer should maintain the appropriate environment for participation and also identify the pros and cons of the approaches formulated by the teams. Finally, conclude the session by thanking everyone.	2 hours

Text Aid Resilient Business Planning

Resilient business planning is a complete picture of the current state and future prospects of profitable businesses free from the effects of disasters and climate change. An entrepreneur is less likely to lose his way if he keeps his business plan in mind, as it will act as a guide and road-map to him. The business plan clearly outlines the purpose of the business, the current situation, the outline of future prospects, i.e. the complete picture of the business. In addition, business planning serves as a good reference document for production planning, legal approval, raising capital, marketing, business location, and staffing.

A resilient business plan is to look forward to a profitable, disaster-free, climate change-oriented approach, to work towards a goal, and to take steps to reach that goal by planning and researching before starting a small business or an income generating project. There are a number of things to consider when planning a business, which are as follows:

a. Learn, Understand and Plan: The wise thing to do is to do some research before you turn a business idea into a real business. Check if the product or service you are thinking of selling has a real market. Then create a business plan in as much detail as possible.

b. Seek help: If you have no previous business experience, you should seek the advice of someone who is reliable and trustworthy. You should seek to consult any successful entrepreneur or business support organizations who are not your competitors in order to learn the path to success.

c. Select a suitable location: The next big question is where to set up shop. Whether you are a hawker on the sidewalk or a productive business, choosing the right place is crucial. Make sure to choose a location where your customers will gather in maximum numbers. Keep in mind that sidewalk-based businesses can be evicted at any time. Any business inside the slums, such as making wooden furniture, mobile repair shops - all these cases require electricity. It can be illegal inside slums.

d. Accumulate capital: It is crucial to accumulate the required amount of capital before starting any business. If the capital cannot be provided as per the plan, it can be borrowed from relatives and friends. Small business support loans can be taken from banks. It is also ideal to check the possibility of getting help from various associations or NGOs in this regard.

e. Determine the legal framework: Businesses can have different legal structures. Each structure has its own advantages-disadvantages, complexities, etc. Determine the legal framework of the business by knowing the details in this regard. The legal framework of a business can be an ownership, partnership, nonprofit, or association. If necessary, business licenses should be obtained, ideally before the start of the business so that the legal validity of your business activities is ensured from the very first day. Additionally, a trade license is essential for any shop.

f. Employ people: If you need an employee to run your business, consider the relevant laws. In some businesses it may be mandatory for employees to have certain benefits, such as: minimum wage / salary, security system etc.

g. Select a profitable business free from the effects of climate change and disasters
When planning a business, you need to consider whether the business is immune to the effects of disasters and climate change. Various factors need to be considered, such as: Does local disasters make it difficult / impossible to procure business raw materials? Does the price of business raw materials / materials increase? Does it become difficult / impossible to transport the product? Does the sales of manufactured products decrease? Considering these issues, you have to decide whether the business is resilient or not.

5.2 Importance of Resilient Business Planning

Resilient Business Plan is the future outline of a profitable business free from the effects of disasters and climate change, with which the entrepreneur moves all his activities towards achieving business goals. Therefore, the more realistic the plan, the easier it is to achieve institutional goals. In a word, business planning serves as a guide to business success. The importance of business planning is discussed below:

a. Outline of business: Resilient business planning is the overall outline of the business. In formulating a business plan, an entrepreneur attaches great importance to the business objectives, nature, scope, competitors, etc., so that a resilient business plan includes all the business issues and outlines future actions. The business plan is therefore considered a resilient business outline.

b. Medium of control: Resilient business planning is considered as a tool to control all the activities of the business. Control in this context means observing and evaluating if the functions are being performed according to the predetermined standards and to take measures to correct the deviations. Since the business plan includes the values of all the functions, the business functions can be easily controlled by comparing the current functions with such standards. As such in the modern world business planning is considered as a tool of control.

c. Assistance in providing directions: Resilient business planning helps greatly in providing guidance. It includes details on what to do, when to do it, how to do it, whom to look for assistance from, how long to do it, and more. Entrepreneurial confidence is enhanced when such a plan reflects the growing success of the business and focuses on expanding the business in the future.

d. Accumulation of capital: Capital is the lifeblood of any business. The initial capital of a small business is usually provided by the entrepreneur himself. However, if more capital is required, it is not possible for the entrepreneur to provide it alone. In this case you have to take a loan from a bank or investing institution. If this is the scenario, before the lender institution grants the loan, the present condition and future prospects of the borrower's business are analysed, where the business plan acts as a repository to the lender.

e. Proper usage of assets: The proper use of resources depends on proper and precise planning. The business plan provides specific instructions on when, how and to what extent the resources will be used, thus reducing waste of resources and ensuring optimal use.

f. Assistance in making the right decisions: The importance of business planning in making the right decisions is immense. Any decision is made to achieve a specific purpose. The business plan clearly mentions the purpose or goal of the business so that the right decision can be made to achieve it through the business plan. Moreover, adequate information is also required for making the right decision which can be gathered from the business plan.
g. Proper coordination: One of the prerequisites for achieving business objectives is smooth coordination between different functions. Business planning also plays an important role in such coordination by providing specific instructions on when, how and by whom to perform a task, which facilitates further coordination.

h. Reducing expenditure and waste: The key to achieving organizational goals is to reduce costs and wastage, which can be achieved by the use of resources and time according to precise and prior planning. A business plan provides a preconceived notion of the use of all types of assets engaged in the business, resulting in a reduction in unwanted expenses in the organization and consequently a reduction in waste.

In the light of the above discussion, it can be concluded that resilient business planning serves as a guideline in any business.

5.3 Preparing a Business Work Plan

Business Work Plan

Name:	**Date:**
Introduction	
My proposed business is: --- --- ---	
Location of business:	
The skills I have: ● ●	The skills I need to master: ● ●
The assets I have: ● ●	The assets I require: ● ●

Marketing	
Potential customers: • • •	Ways of marketing my product: • • •

Competitors

Who	Where	Why

Business Management	
Production Plan for 1 year (schedule and amount) • 1 week • 1 month • 1 year	Total amount to produce in 1 year, keeping the seasonal ups and downs in demand in consideration ------------------------------------ ------------------------------------ ------------------------------------ ------------------------------------
------------------------------------ ------------------------------------ ------------------------------------ ------------------------------------ ------------------------------------ ------------------------------------ ------------------------------------ ------------------------------------ ------------------------------------ ------------------------------------ ------------------------------------	

Employees (who and how many)			
Business Expense			
Expense in starting the business ● ● Total	Expense in business management (for 1 year) ● ●		
Earnings from Sales			
Value of product/service: ………		Amount of sales	
	Daily		
	Weekly		
	Monthly		
	Annually		

Opportunities and Challenges in business	
Opportunities: ● ● ●	Challenges: ● ● ●

Photo: Islamic Relief Bangladesh

SESSION

07 Maintaining Accounts in Conducting Resilient Business

Objective

At the end of the session, the participants will know and be able to explain:

- What is an account? What is the importance of maintaining accounts?
- Techniques to maintaining accounts
    - Maintaining an expense book
    - Preserving a record of receipts
    - Maintaining a dues book
    - Preparing an income statement

Methodology

Speech, Open Thinking, Discussion

Materials

Multimedia, Poster paper, Flipchart, Marker, Masking tape/dock clip

Time: 90 minutes

Process of conduction the session:

Topic of Discussion	Process of conduction the session	Time
7.1	• Start the session by welcoming all the participants. • The trainer will discuss all aspects of business accounting and its importance with the participants in this session. Ask participants about what they understand by accounting. Listen to their opin-ions and gauge their expectations from the session. Tell the par-ticipants that the topic of discussion is the need for accounting. Further ask them, if there is a need for accounting in business? Listen to their opinions and write them on the board / poster pa-per. Make the discussion more enjoyable by asking questions as needed. Now combine their opinions and your ideas and discuss the idea of accounting needs in a multimedia / flip chart paper.	30 minutes
7.2	• Show participants a general ledger and ask if they also use such ledgers in their business. Maybe some people can say 'yes' and some people can say 'no'. Now, address those who have said 'yes' and ask them how they keep accounts. Next, address those who said 'no' and ask about their approach of maintaining accounts. Next, demonstrate a well-organized sample ledger containing a list of assets from any business and discuss on it.	60 minutes

Topic of Discussion	Process of conduction the session	Time
	After this, the trainer will discuss the following concepts one by one: • Maintaining an expense book • Preserving a record of receipts • Maintaining a dues book • Preparing an income statement In addition, the trainer can also discuss the important paperwork required in maintaining accounts for various industrial initiatives taken by people among the participants.	

Photo: Islamic Relief Bangladesh

Text Aid Understanding on Accounts Maintenance

In any business, some form of transaction is carried out at a regular basis. However, all these transactions are financially measurable. Accounting is the process of keeping track of business transactions in a neat and orderly manner.

Importance of maintaining accounts

The necessity of accounting is a key part of the business. The success of the business depends heavily on proper accounting. Often, the next steps in the business are taken depending on the financial condition of the business. Accurate accounting is the only way to determine the financial condition of a business. The following is a list of our most popular financial statements:

- Where does the money for business come from?
- Where money is being spent and how (e.g. in which sector) it is being spent?
- How much money can be obtained from whom?
- Who will get how much money in the business?
- How much profit or loss has been made in the business?
- What is the current capital of the business? Where is this money coming from and how?

Knowing the above points makes it possible for an entrepreneur to maintain control over the financial transactions of the business. Neat accounting helps an entrepreneur in the following areas:

- Updating the information regarding the amount of money accumulated
- Keeping track of the money expended
- Quantifying profit / loss
- Knowing cash flow for at least the next six months
- Knowing the bank balance which can be examined in the books of accounts every month
- Knowing the development of the business
- Lastly, bill making, receipts and vouchers provide full details and these serve as an important document of the organization.

6.2 Maintaining accounts in business:

It is necessary to maintain accounting records for any business right from its inception.

Daily Expense Record

Business money should be kept separate. It is not right to mix the money of the business with the money one's own expenses. Therefore, a day-to-day record should be maintained, which removes the possibility of forgetting an important transaction and also prevents money allotted for one sector from going into another sector. Even in the case of a mix-up, records can help in finding it. We can keep records according to the following table:

Date: January 1st, 2014	Balance		150.00
	Cash sales		500.00
	Payable sales		450.00
	Total		1,100.00
	Excluding costs		
	Purchase of raw materials	500.00	
	Paying employees	100.00	
	Miscellaneous	50.00	
	Total		650.00
	Balance		450.00

Records on raw materials

Each raw material should be accounted for separately so that the amount of raw material being spent for the production as well as the production cost of the product can be found out. This will enable the trader to accurately determine the selling price of his product.

Purchasing raw materials

Name of raw material: Lentil

Date	Amount	Unit Price	Total Price	Total

Selling raw materials

Both cash and due transactions should be recorded. In this way, the total amount of sales can be easily quantified.

Date	Name of product	Amount	Unit Price	Total Price	Total

Keeping track of dues

In this case, the name of the buyer/organization should be recorded on a day-to-day basis.

Payable sales					Collection		
Date	Name of Product	Quantity	Subtotal	Total	Date	Amount	Total

Retail cost records

Records of the retail costs should be recorded according to the sector. This can later be evaluated, possibly on a weekly/monthly basis, so that costs can be cut down if necessary.

Date	Commute	Refreshment	Wage	Stationary	Total

Photo: Islamic Relief Bangladesh

6.3 Different techniques of maintaining accounts and sample copies of forms

Cash books

Page no..Location..District.....................................

Group/Entrepreneur ....

Credit						Debit					
Date	Page No.	Name of Account	Description	Receipt No.	Amount (BDT)	Date	Page No.	Name of Account	Description	Receipt No.	Amount (BDT)

Stock Register

Group/Entrepreneur...Location.......................................District...

SL No.	Date	Type of Product	Entry Volume	Deposit Balance	Exit Volume	Receiver	Purpose	Balance	Issuer signature	Receiver signature

Voucher

Voucher no...

Group/Entrepreneur......................................Name...Village..

District..Date...

Name..Address...

Description	Amount (BDT)
	I certify that I have accepted the amount of money mentioned in this voucher. Receiver signature... Issuer signature...

SESSION

08 Developing Leadership for Resilient Livelihood

Objective

At the end of the session, the participants will know and be able to explain:

8.1. Leadership and types of leadership.

8.2 New Leadership Ideas: Paradigm shift

8.3 Characteristics of servant leadership.

8.4 The leadership development process

8.5 Conflict management and techniques of solving conflicts

8.6 Analyze power structures and master government service delivery strategies.

Methodology

Speech, Open Thinking, Discussion

Materials

Multimedia, Poster paper, Flipchart, Marker, Masking tape/dock clip

Time: 90 minutes

Process of conduction the session:

Topic of Discussion	Process of conduction the session	Time
8.1	• Start the session by welcoming all the participants. • Using PowerPoint presentation (according to Auxiliary Information 7.1) explain the concept of leadership and its types • Ask if the participants have any queries and answer them accordingly.	20 minutes
8.2	• Ask the participants about the types of leadership and listen to their opinions. Use PowerPoint presentation (according to Auxiliary In-formation 7.2) to discuss the types of leadership.	60 minutes
8.3	• Use PowerPoint presentation to discuss "New concept of leader-ship: Paradigm Shift". Ask if the participants have any queries and answer them accordingly.	5 minutes
8.4	• Use PowerPoint presentation to relate the concept of paradigm shift with Servant Leadership and discuss briefly. • Ask questions to evaluate the learning outcome, and conclude the session thanking everyone.	5 minutes
8.5	Discuss about the development process of leadership using PowerPoint presentation (according to Auxiliary Information 7.5). Divide the participants into 3-4 groups and ask them to explain the steps involved in developing leadership (Time: 15 minutes). Ask the participants to present it in large groups. Assist them in presentation. • Summarize the session briefly.	

Text Aid Leadership

Leadership is a process that helps a society or organization reach its desired goals. That is to say, the leader is the person who has the ability to turn potential into reality, and the work he does in his quest to do so is leadership. He captures, influences and manages the thoughts and feelings of the local society or organization. The leader can be called the representative and spokesperson of the local society or organization etc. The key to leadership is to achieve a specific goal through proper management and team activation. This means that the followers will be influenced and inspired by the leader and will work towards achieving the goal. Speaking about leadership, John Gardner said, *"A leader nurtures and expresses his goals in such a way that the people come out of their small and narrow preconceptions and unite to work hard to achieve that goal".*

Forms of Leadership

Sociologists have identified six types of leadership according to the different leaders providing leadership in human society.

a. Religious leader: There is a main leader of almost all religions prevalent in human society. For example, Hazrat Muhammad (PBUH) of the Muslims, Jesus Christ of the Christians, Buddha of the Buddhists. Even after them, there are religious leaders in different countries and eras.

b. Leader by lineage: Kings and emperors are such leaders. Their descendants were the next kings or emperors. This practice still exists in many countries of the world.

c. Social leader: There are some people in the society who work for the welfare of the individual and the society on their own initiative and without any remuneration. These people are known as social leaders. Some of them also set up social welfare organizations to carry out their work in a more organised way.

d. Professional leader: Leaders of different professions can be seen in almost all the countries of the world. Such as - Leader of Shop Owners Association, Leader of Hawker Association etc.

e. Political leader: Each political party has a number of leaders. Depending on the size of the party, there can be a shortage or surplus of leaders. They are elected by the people and also serve as MPs, ministers, prime ministers and presidents. Even if they lose in the elections, they maintain their existence as public leaders and political leaders.

f. Organizational leader: Organizational leaders are the leaders of social, cultural and developmental organizations existing in human society. Directors of NGOs, social service clubs, cultural organizations, organizations with disabilities, presidents and editors of parties organized by landless poor people are also such leaders.

7.2 Types of leadership

According to the democratic characteristics, leadership can be divided into three categories:

a. Democratic or participative leadership

Although the leader makes the final decision in this way, he also ensures the participation of all members in the decision-making process. This process of participation of officers or team members not only provides them with satisfaction, but also increases their motivation and interest in the work. Under such leadership, since the members of the organization consider themselves partners in the decision-making process, any effort to implement the goals and objectives of the organization motivates them. The participatory process requires a bit more time, but it is more effective in achieving positive results.

https://www.lh3.googleusercontent.com/

a. Democratic or participative leadership

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https://www.bamradionetwork.com/

b. Monolithic or authoritarian leadership

In a centralized or authoritarian leadership, the leader exercises great power over his followers or members. They do not have the opportunity to have opinions or recommendations, even if it is in the interest of the team or organization. All power is concentrated in the hands of the leader and the direction of the leader is considered as the last word. Most of the members are dissatisfied with such leadership and many of them leave the organization in search of new leadership. The organization loses its natural dynamism as there is no opportunity for creativity under centralized or autocratic leadership.

c. Bureaucratic leadership

Bureaucratic leadership is of the opinion that the policy of the organization is the superior guideline that must be implemented ignoring the public interest, personal interest or situation. This type of leadership or management approach is very effective when dealing with risky situations such as working with machinery, chemical hazards or machines and/or dealing with money. But in other cases, such controls can encourage people to take a stand against the organization and make the organization incapable of dealing with any changing situation created by the external environment.

d. Free leadership

A free leader does not lead, but lets the team run at its own pace. This kind of leadership gives maximum freed om to his subordinates. They get to decide the policies and strategies of the organization.

7.3 New concept in leadership: Paradigm shift in leadership

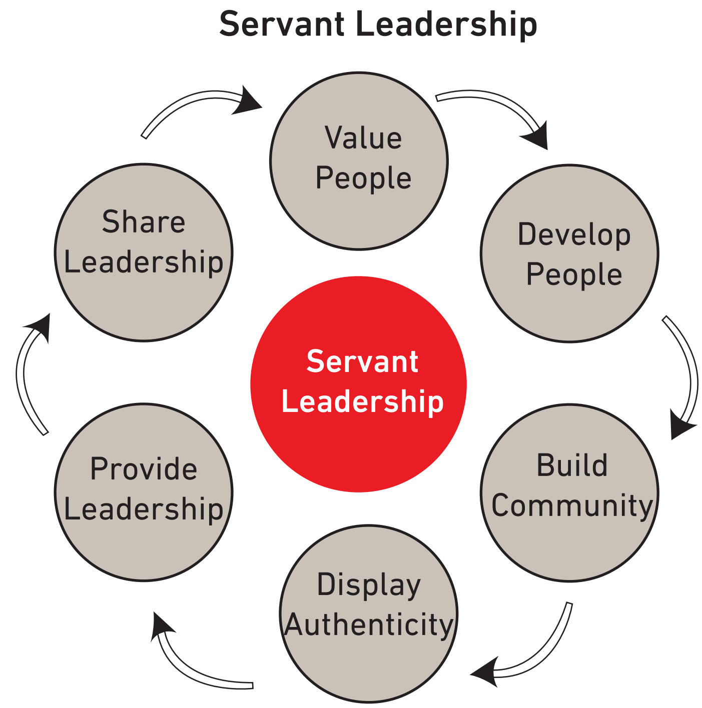
Servant leadership is a new concept when it comes to providing leadership. It is a management philosophy that emphasizes people's competence, work, and community motivation. In between there is an encouraging perception of identity, purpose, goal and environment. A servant leader is first and foremost a servant who has a responsibility in the world and contributes to the welfare of the people and the community. A servant leader pays attention to the needs of others and asks himself how he can solve their problems and bring about self-improvement as well. Its main strength is the people, because only organized and motivated people are able to meet their goals and meet expectations.

Greenleaf has said in his article "The Servant as Leader": "Servant leadership begins with a natural feeling when one wants to be a servant for the purpose of service. So the servant leader is an exception than other leaders. "

https://www.media.istockphoto.com/vectors/symbol-of-teamwork-cooperation-partnership-vector

7.4 Servant leadership as a type of leadership

The main distinction between the types of leadership are dictatorial and participatory. The dictatorial type of leadership refers to clearly directing action and observing results. Decision making is largely the responsibility of the executive. But in representative leadership, colleagues are involved in decision making. Bigger tasks tend to be much more representative. It also increases the influence and sense of responsibility of colleagues.



Development of the masses

Servant leaders work for the development and welfare of the people and provide leadership to solve the needs and problems of others by sacrificing their own interests. They always strive to gain the loyalty of the people with their efficiency, sincerity, goodwill, interest in the welfare of the people and service mentality. A servant leader believes that leadership is not possible without human loyalty.

Displaying trustworthiness

Servant leadership attaches more importance to gaining the trust of the people. Because the servant leader believes that leadership cannot be found without showing credibility.

Leading

It is possible to provide leadership on a servant leader's part only if he is able to gain the trust of the people. In that case, he makes an effort to take the people forward in achieving the goals and objectives by utilizing the trust and confidence of the people towards him.

Forming leadership

Servant leaders distribute leadership responsibilities among followers according to their qualifications and skills to perform quickly and effectively. As a result, the followers will have more confidence in their leadership and confidence in their responsibilities. This will develop the next and second tier leadership.

Evaluation by the public

The people themselves evaluate the leadership of the servant leader. So the servant leader always tries to follow and practice the characteristics of the servant leader.

Characteristics of servant leadership

Larry C. Spears is of the opinion that the following seven qualities are essential in developing servant leadership:

a. Willingness to listen

Traditionally, servant leaders have had to make a trade-off between communication skills and decision-making skills. He has to listen to his subordinates and help them make decisions and take very deep care so that there is no shortage of leadership.

b. Empathy

A servant leader must have the psychological ability to understand another and be sympathetic. He must show proper respect to his followers not just as workers but as fellow human beings.

c. Willingness to solve problems

One of the qualities of a servant leader is to solve his own and others' problems. He tries to solve the problems of others and turn the enemy into a friend, because he tries and encourages the goal of self-improvement of each person.

d. Awareness

A servant leader has to have general awareness, especially self-awareness. He has to have the ability to look at an event from a much broader and more integrated perspective, which allows him to understand much better about ethics and values.

e. Ability to provide stimulation

A servant leader does not try to take advantage of others by hindering their decision by his power or circumstances, but he tries to persuade everyone under him. This quality distinguishes servant leadership from other forms of leadership such as dictatorship.

f. Thoughtfulness

A servant leader thinks beyond the realities of everyday life, which means that

he has the ability to think outside the box about a certain system, in addition to being aware of the long-term consequences of that system.

g. Foresight

Foresight is the ability to anticipate the consequences of a situation. It refers to a servant leader's ability to learn from the past and have a good idea of the present reality as well as to be able to think about future outcomes.

7.5 Development process of leadership

One of the keys to organizational or team success is exceptional leadership. All of the top organizations try actively to improve leadership within them and have been successful in this regard. On the other hand, organizations that did not focus on leadership development have become insignificant and have lost the ability to compete and survive. Successful organizations not only develop the leadership of their leading individuals but also the leadership of leaders and employees at all levels. As a result, there are a number of outstanding leaders at different levels of organizations who are dedicated to developing the leadership of all employees in the organization or team.

Successful organizations always evaluate leadership accurately and build a culture within the organization and team where leadership creation and leadership development is an ongoing process. These organizations actively devote time to developing leadership and do not skimp on spending money and resources. Institutions that have reached the pinnacle of success have diverse cultures. An important element in that heterogeneous culture is that those who are at the leadership level not only do management work but are also accountable for their leadership at all levels.

If we look at history, it is understood that the significant difference between a general organization and a successful organization is the difference in leadership qualities at all levels which is a special part of the culture of the organization. Therefore, it is not enough to create some leaders for the success of the organization, but those leaders must be committed to the accountability of their leadership at all levels. And this is the most important step for the success of the team. In most cases, it is true that different organizations have some good managers or directors, but there is no good leader or that manager does not have the adequate/proper leadership qualities. However, organizations have recently learned to understand the difference between a manager and a leader. Simply put, a manager is a person who is engaged in the management of his project. And the leader is the one who is able to inspire and develop the trainer, mentor and his subordinates.

It is also seen that existing leaders are not obliged to be accountable to anyone even though this accountability helps to strengthen the qualities of the leader. There are no specific guidelines for leadership development. In their book "Result Based Leadership", Ulrich, Zenger and Smallwood have written about how a renowned organization has ensured development of leadership at all levels:

- Firstly, the leaders bore the mindset that they will ensure development of leadership within their teams.
- Secondly, they figured out ways in which this development could be done.
- Lastly, they formulated a standard for leadership using all the successful leaders in the world as references.

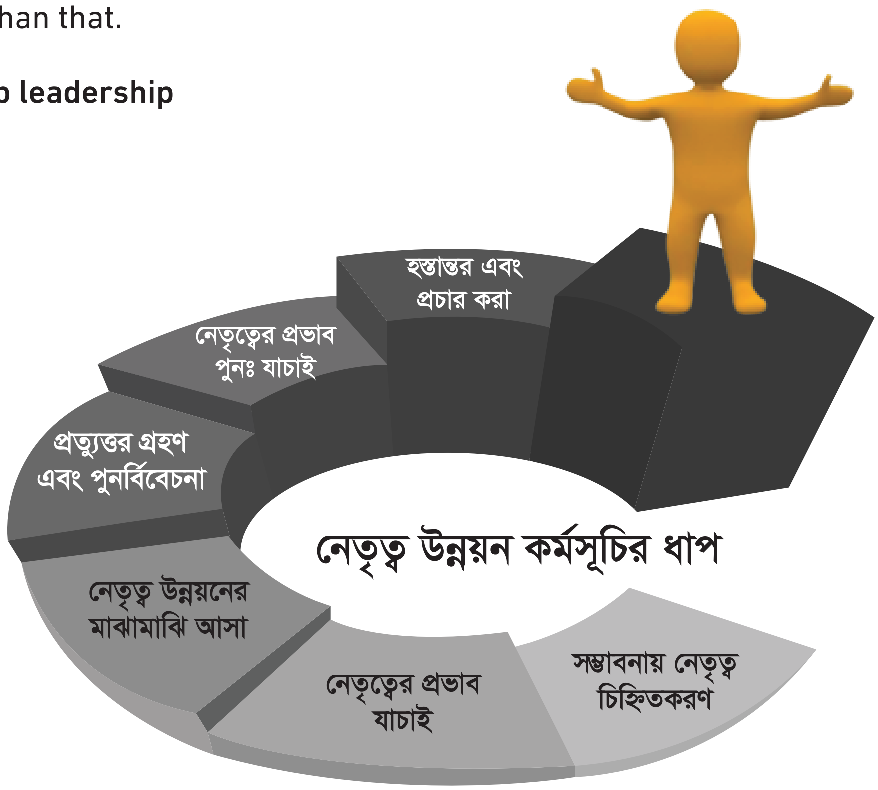
7.6 Techniques to develop leadership

Good leadership places more emphasis on human qualities than on the concept of authority. In the modern age, it refers to a force that works for the betterment of an individual or organization. As a result, a modern alliance is formed based on the needs of the people and the objectives of all these organizations. The traditional definition of leadership where it is given a higher level is very unacceptable to the definition of good leadership nowadays.

Effective leadership does not only mean skilled technical and intellectual abilities, but also helps in the task of good leadership. Good leadership in the modern age means the attitude and use of leadership that is compatible with humanity. Service delivery is a fundamental feature of leadership. Where good leadership serves all the individuals and organizations under it, dysfunctional leadership generally ignores the provision of these services and they believe in the principle that the people will serve the leadership. To them leadership is an opportunity through which one leader gains his own personal position and opportunity by others.

But in reality, leadership is a medium of serving the public and the organization. Robert K Greenleaf mentions the concepts of servant leader and servant leadership in his article “The Servant as Leader” (1970). He says the concept of leadership is an ancient philosophy mentioned in various ancient civilizations and religious texts. It was formed to serve others rather than to serve one's own interests. Leadership is a people-centered concept, although it makes decisions and provides explanation on other matters. Many qualifications in life play an important role in acquiring skills and knowledge that are applied in the right environment. But, leadership tends to be a little different in nature. Good leadership refers to the emotional strengths and behavioral traits that exist in a leader spiritually. The role of leadership is a reflection of the needs and problems of the people in modern society. As such, it is a very deep concept that encompasses many complex issues to keep pace with the rapidly changing world. Usually leadership and management are viewed in the same way which is not really accurate. Another misconception about leadership is that it is an entity that commands and directs people and makes important decisions on behalf of an organization. But effective leadership points to more than that.

Steps to develop leadership



Ethics and Leadership

The most important issue in the discussion of ethics and leadership is - what is ethics? The term morality is very common in any society or organization and often taken for granted from members of our own community and organization, especially the leadership. A leader with moral qualities is not just a person, he is more than that, who holds the dreams, goals and objectives of the whole organization and does the right thing to implement them.

Now, the question is what is ethics?

The term "ethics" carries a very broad meaning. There are no definitive rules about what works and what is not, and it is not easy to define morality and immorality. The main problem with the definition of the word morality is that the interpretation of morality may vary from country to country and even from region to region. It may even change from time to time to a specific population of a country or region. For example, in ancient times in Japan, instead of fulfilling their responsibilities to their aging parents, their children would leave them in the icy mountains, where they would die of starvation. In our country, even in most of the countries of the world, such work is considered immoral even in the time of final crisis. Again over time this practice has changed in Japan. The simplest and best meaning of morality is "honesty". The Modern Oxford English Dictionary defines "morality" as "something that relates to moral values or the branch of knowledge that deals with moral values"

Ethics and Ethical Leadership

On one hand, the leader contributes to the realization of the dreams and goals of the organization by doing ethical work, while on the other, he contributes to creating an environment in the organization where other members can also contribute to the realization of the dreams and goals of the organization. In other words, the personal and organizational activities of a morally righteous leader inspire other members to do the right thing. The leader contributes to the realization of the organization's dreams and goals by doing ethical work himself, as well as creating an environment in the organization where other members of the organization can contribute to the realization of the organization's dreams by doing the same. Moral leadership has always been a symbol of honesty and justice.

In order to become an ethical leader, one must ask oneself the following questions:

1. Am I able to properly fulfill the responsibilities entrusted to me in implementing the dreams, goals and objectives of the organization?
2. Am I doing justice to everyone in institutional and personal matters according to the law of the organization?
3. Am I contributing to the realization of the organization's dreams, goals and objectives by creating a workable environment for all?
4. Am I contributing to the establishment of moral leadership?
5. Am I able to make a neutral decision by ignoring the unjust opinions of the majority and influential part?
6. Are my actions hurting the values and beliefs of the minority and backwards working in the organization?

7. Am I considering the values and beliefs of the majority as well as that of the minority and the backward while making decisions?
8. Am I being institutionally and personally honest?
9. Am I able to self-evaluate and evaluate the opinions of subordinates?
10. Am I doing something in the organization that is exemplary?

Conflict management in leadership

In social organizations, there can be disagreements on any issue among the members. In such cases, the leader should convert the disagreement into a consensus, while failing to do so results in dilemmas. Conflicts can be on personal, social, organizational or political issues and are a very harmful element for any organization. They can also occur due to short-sighted, reckless or immature decisions or activities of the leadership. It is pertinent to note that the above mentioned role of the staff of the organization can also lead to conflicts.

What is conflict?

While taking any decisions, not reaching a consensus or having different opinions and trying to selfishly establish one's own opinion instead of coming to a mutual agreement is known as conflict.

What are the problems caused by conflicts?

1. Reduction in unity
2. Misunderstanding and distrust among members
3. Decision making process is delayed
4. Activities of the organization is hampered
5. Opportunity-seeking groups outside the organization grow in strength
6. Achieving aims and objectives of the organization is hampered
7. The organization may dissolve

How to resolve conflicts?

The principal way of conflict resolution is to avoid, abandon and prevent the causes of conflict from occurring in the first place. Even then, if for some reason any conflict arises, then it must be resolved quickly keeping the interests and unity of the organization in consideration.

Now, the question becomes: who will resolve the conflicts?

If the conflict is personal between two people, then the leader will try to resolve it on the basis of bilateral talks. If this process fails, regardless of whether the conflict is bilateral or multilateral or due to organizational reasons, then it should be resolved through discussion in the organizational meeting.

Conflict resolution process

1. The leader must take a neutral position.
2. The corresponding parties must have a genuine will to resolve the conflict.
3. In order to resolve the conflict, a democratic environment must be ensured in the meeting.

4. The parties will present their views.
5. Everyone present, especially the leader, will understand the real cause of conflict and express it.
6. In the light of the causes of the conflict, everyone present in the meeting will propose solutions to resolve it.

Win-win situation in solving conflicts

In any case, individuals and organisations usually want to look at their own achievement to realize their goals and objectives. But it can also hurt other individuals or the organization itself. Due to this, conflicts can ensue which is normal but detrimental to all parties. In order to overcome this situation, a mutual agreement must be reached with all the concerning parties. The English words "Negotiation" and "Compromise" sometimes create semantic confusion among us; In fact, the two words form a different consonant in Bengali. The truth is negotiations are conducted for the purpose of "compromise". Theoretically, in a win-win negotiation process, all parties reach an agreement or resolution by which all of them protect their own interests without compromising the interests of others. Win-win negotiation is a process, which is mostly achieved through dialogue. The dialogue process seeks to reduce differences of opinion between two or more parties, build consensus on an unresolved issue, and reach a consensus that is crucial to the functioning and achievement of all parties involved.

Photo: Islamic Relief Bangladesh

SESSION
09 Investigating livelihood in urban slums at Filed Level

Objective
At the end of the session, the participants will know and be able to explain:

9.1 The reasons for migrating to cities, earning oriented skills and family income of urban slum residents
9.2 The types of livelihood and the risks faced by the urban slum dwellers
9.3 Opinions of the slum dwellers on reducing risks in livelihood

Methodology
Speech, Open Thinking, Discussion

Materials
Multimedia, Poster paper, Flipchart, Marker, Masking tape/dock clip

Time: 4 hours

Process of conduction the session:

Topic of Discussion	Process of conduction the session	Time
9.1	• Start the session by welcoming all the participants. • The trainer will describe the objectives of the session. • He will divide the participants into three groups and ask them to appoint a leader. He will also make them understand the tasks during on-spot investigation, which include: • Focus group discussion • One-on-one interview • Inspecting the overall conditions • The trainer will explain the checklist to each team and answer any questions they may have.	30 minutes
9.2	• The groups will visit a slum near the training center. The trainers will observe the activities of the participants. The teams on the other hand will carry out their designated tasks such as focus group discussions, one-ton-one interviews and inspect the overall condition of the area. They will take notes if needed.	2 hours 30 minutes (with commute)
9.3	• he teams will prepare their reports once they get back to the training center and present them in the plenary. The trainer will conduct this session. The people presenting from each team will answer the questions of the audience. Finally, the trainer will dis-cuss and summarize the reports prepared by the teams.	1 hour

SESSION

10 Advocacy

Objective

At the end of the session, the participants will know and be able to explain:

10.1 What is advocacy? What are the misconceptions regarding advocacy?
10.2 What the government needs to do regarding advocacy
10.3 Advocacy campaign and planning
10.4 Identifying cooperative organizations and forming alliance
10.5 Preparing an advocacy activity plan

Methodology

Speech, Open Thinking, Discussion

Materials

Multimedia, Poster paper, Flipchart, Marker, Masking tape/dock clip

Time: 5 hours 30 minutes

Process of conduction the session:

Topic of Discussion	Process of conduction the session	Time
10.1	• Start the session on advocacy by welcoming all the participants. • Ask the participants repeatedly about their opinions on advocacy and note them down if needed to evaluate the correctness of their existing ideas. After that, use the PowerPoint presentation to discuss the definition of advocacy. Clear up any confusions and misgivings regarding advocacy. • Discuss about the types of advocacy. • Ask if the participants have any queries and answer them accord-ingly.	60 minutes
10.2	• Start the discussion on what is required to be done on the gov-ernment's part to mitigate the risks of disasters. Ask the partici-pants to talk about the legal framework and standpoint of the government in this issue. Note down their opinions. Clear up any confusions and discrepancies. Talk about the ways in which the government can play an active role in reducing disaster risks us-ing the PowerPoint presentation. • Divide the participants into three small groups and ask them to identify what should be done by the NGOs/CBOs to reduce risks of disasters (Time: 30 minutes). At the end of the allotted time, each team will individually present their filled up forms. The trainer should assist them in their presentation and summarize the re-sults of the presentation. After that, a	60 minutes

	question-answer session should follow, leading to the conclusion of the session.	
10.3	• Advocacy campaign and planning is a well-organized activity. Ask the participants about their ideas on this topic and answer any questions they may have. • Using PowerPoint presentation, explain Advocacy campaign and planning (using Auxiliary Information 9.3). • Divide the participants into three groups and assign an issue to each of them, e.g. obtaining permission for using electricity in slums by the small entrepreneurs. Ask the groups of participants to formulate an advocacy campaign and planning on their designated issue (Time: 60 minutes). At the end of the allotted time, each group will present their ideas. The trainer will assist in the presentation and evaluate the works of the three teams. • Summarise the findings of the group work and conclude the session after a question-answer round.	2 hours
10.4	• Introduce the concept of identifying cooperative organizations and alliance formation in regards to advocacy. Welcome any ques-tions from the audience and answer them accordingly. • Discuss in detail about identifying cooperative organizations and alliance formation in advocacy using PowerPoint presentation. • Summarise and conclude the session.	60 minutes
10.5	• After identifying the issues, advocacy campaign and identifying ally organizations, start the discussion on advocacy activity plan-ning. • Using PowerPoint presentation, show the table which is used to prepare an advocacy activity plan. Instruct the previous three teams to prepare an advocacy activity plan on their assigned is-sues (Time: 30 minutes). At the end of the allotted time, each team will present their work individually. The trainer will assist them during the presentation and draw a quantifiable compara-tive analysis among the three works. Summarise the results of the discussion and answer any questions that the audience may have. • Summarise the discussions of the entire session.	30 minutes

Text Aid Clarification of advocacy?

In any issue, a policy is identified as a detailed explanation of the strategy to be followed for the implementation of specific goals and objectives and what will be achieved as a result. Public policy, on the other hand, refers to those policies which are in the public interest and formulated by the government in the concerned ministry and has to be approved by the Council of Ministers. Public policy is the legal document of political commitment of the government, which contains detailed guidelines on how the philosophy, values and commitment of the government will be implemented. It should be mentioned that public policies should conform to all existing laws of the government.

Advocacy is a process that changes or reforms relevant policies to protect the rights of marginalized and disadvantaged people or facilitates its implementation. This process of change requires the involvement of marginalized and disenfranchised communities, which paves the way for their empowerment, teaches them to think that they are the catalysts of the change process and that they too can make a positive contribution to advocacy activities. Advocacy activities not only reveal the underlying causes of poverty, but also signal the process of long-term change.

Definition of advocacy

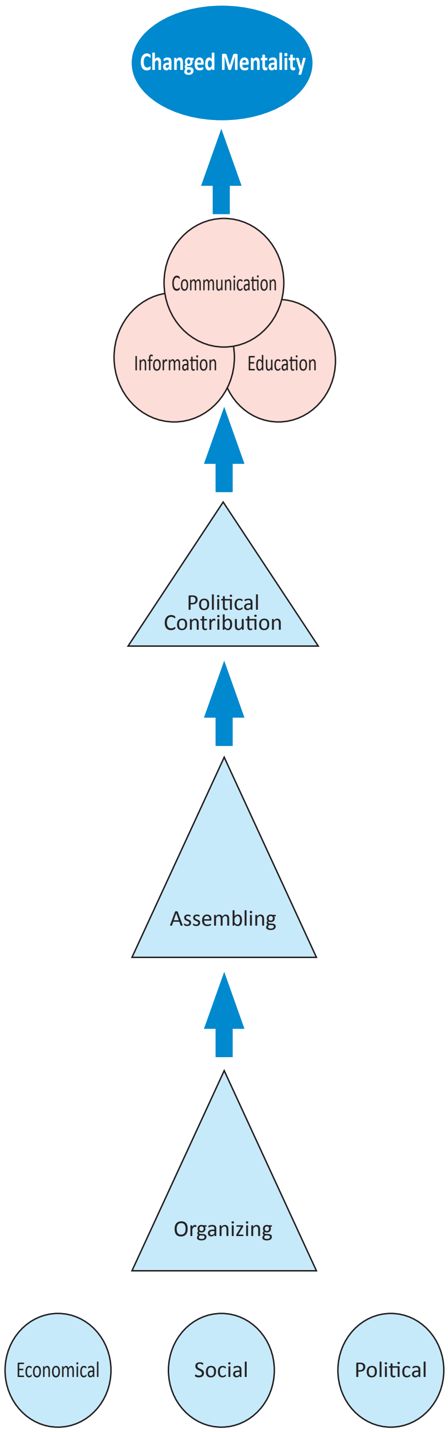
Some statutory definitions can be studied before gaining an actual idea about the advocacy context. A coalition of African-based international NGOs (Christian Aid, ActionAid, S & MO, APMDD, Norwegian Church Aid) defines tax justice network advocacy as a set of attitudes and behaviors which put pressure on institutions and organizations (e.g., the World Bank or the IMF) or individuals (such as the mayor of a city) to change their perspectives and prompt them to take suitable actions. Advocacy can also be a process of social change that influences attitudes as well as social and power relations, strengthens civil society and also paves the way for democracy. Ultimately, advocacy reveals the underlying causes of the problem, removes obstacles to a solution, and successfully influences the agendas needed to achieve the desired change.

According to the international NGO WaterAid, advocacy is the desired process of change. Advocacy must be based on specific issues and have specific goals. Advocacy activities can be aimed at changing national and even international policy, but ideally any initiatives that are aimed to change something should be conducted on a local basis so that they contribute to the empowerment of the affected people. This will ensure that they also can make a positive contribution to such activities. Advocacy activities must also be political and related to power structures and relations.

Analyzing the above definitions, it can be said in brief that advocacy is a process of change that changes and reforms the relevant policies aimed at protecting the rights of marginalised and disenfranchised people or facilitates its implementation. This change needs to involve underprivileged people who pave the way for their empowerment, teach them to think that they are the catalysts of the change process and that they too can make a positive contribution to advocacy activities. Advocacy activities should be conducted on a local basis but in a policy-related national and international context.

All advocacy planning must be done by considering its correlation to the target outcome. Advocacy activities not only reveal the underlying causes of poverty, they initiate a process of long-term change in favor of marginalised groups which works against the unfair and discriminatory power structures and relations. However, it is not correct to think that advocacy activities are conflicting. Government decision makers and implementers at the local level also sometimes feel that there are problems in the policy or its implementation, making people face problems for this. At the same time, they want to hear alternative solutions from the people. Advocacy activities can be at different stages, depending on the nature of the problem and its type, and can be approached with a variety of strategies that include research, lobbying, campaigning, alliance building, and community mobilization.

"Advocacy is an integrated, coherent and continuous effort to influence policies, systems and practices related to the public interest". It is an important strategy and a development approach in the context of social change today. In particular, it is a powerful blueprint to establish the demands of deprived and backward people. Advocacy activities for empowerment of people, social justice, good governance, transparency and building accountable governments and service institutions have also become popular in the civilized society day by day.



Types of advocacy

According to the team conducting advocacy activities, it can be divided into two groups:

a. Civil society based advocacy
b. Community based advocacy

a. Civil society based advocacy: Progressive civil society, educated people and social organizations play a key role in civil society based advocacy. This kind of advocacy also contributes to the formulation of new policies and reforms of existing laws / policies or even in the context of law enforcement. It is the type of advocacy that is carried out across the globe in highest numbers. Civil society based advocacy sometimes empowers disadvantaged marginalised groups.

Private development agencies around the world make important contributions to advocacy activities.A large number of NGOs conducting it in Bangladesh. Some NGOs are conducting legal advocacy activities as a strategy. Civil society and progressive civil society organizations are also involved in this. Advocacy activities conducted by two civil society and progressive civil society organizations are reported below.

b. Community based advocacy: The core values of community-based advocacy are centered on the concept of rights, and the success achieved through advocacy activities gradually contributes to the empowerment of disenfranchised marginalised people, changing not only the power structure, but also the level and nature of the exercise of power.

Misconceptions regarding advocacy

We sometimes mistakenly consider some activities to be advocacy, which is not really advocacy. Again, there are activities that, if conducted in the general sense, may be conducted not as advocacy, but as part of advocacy activities. Notable among these activities are:

1. Capacity Development
2. Information, Education and Communication
3. Social movement
4. Political movement

1. Capacity Development

Capacity development refers to an activity that changes the knowledge, skills and attitudes of individuals, organizations and societies. Capacity development and advocacy are not synonymous; however, capacity building of advocacy staff on relevant issues will be considered as part of the advocacy activities.

2. Information, Education and Communication

Information, education and communication are three different levels of activities. However, integrated information, education and communication carry a specific meaning. These are not advocacy programs, rather they are tools that can be used for advocacy. As a whole, these programs contribute to the learning process through bilateral communication to the population.

3. Social movement

Social movement is a type of activity that can be organized on any issue of society. It can be organized spontaneously and its leadership can also be formed through the movement. Such a leader formed through a movement is called situational leadership. Sometimes, social movement is formed locally but later it can become a national issue. To cite an example, a social movement was organised in Fulbari of Dinajpur district against coal extraction. Social movements sometimes take the form of violent movements.

4. Political movement

When a large number of people who believe in a particular ideology come together and form a party, they come to power and try to run the state. This is the political movement that the political parties build with the followers of their party on various issues including governance and public interest. Political movements can be conducted on local, national, regional and international issues. Although it is in the interest of the majority of the people, it is by no means an advocacy. Because this movement is conducted as a group, with its main purpose being coming to power and implementing the party manifesto. In conducting political movements, the party often takes a firm, inflexible, intolerant and sometimes cruel stance to the opposition. In a poor country like ours, this movement often becomes violent.

Accountability of the government in reducing disaster risks
The government needs to have real political commitment and programs to reduce disaster risk. It is also necessary to allocate budget for the implementation of the government's promises and programs; they will only remain in their documented form. Necessary policies, laws and structural reforms are also required to implement effective disaster risk reduction activities.

How the government can play an active role in reducing disaster risks

- Disaster risk mitigation policies and laws can be formulated and this law must ensure pub-lic participation in disaster risk reduction activities.
- Disaster risk reduction activities should be included in all relevant policies.
- Disaster risk reduction activities should be included in all programs and projects to be im-plemented.
- It is imperative to allocate necessary manpower and budget for disaster risk reduction ac-tivities.
- The participation of NGOs, CBOs and the corporate sector in disaster risk reduction activi-ties should be encouraged.
- To strengthen and implement disaster risk reduction activities, local government systems need to be strengthened and adequate power and resources should be made available to them.

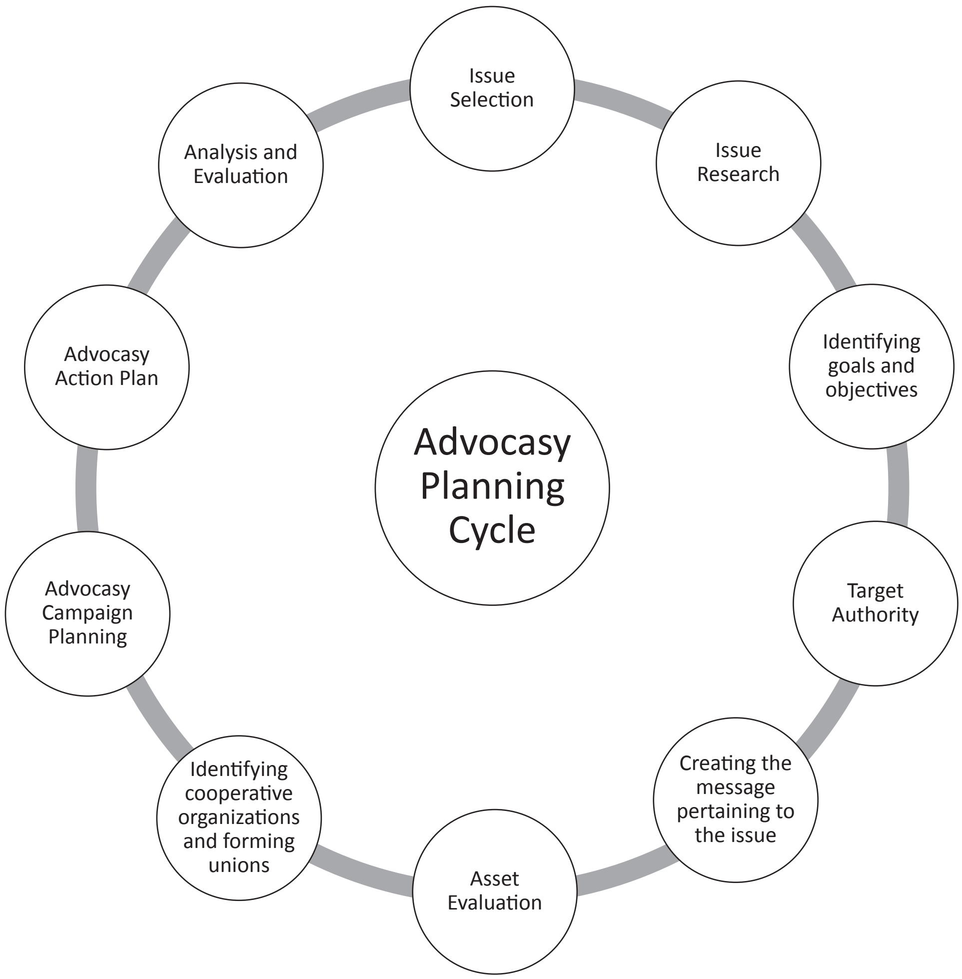
Steps to follow when conducting advocacy in reducing disaster risks
In order to advocate on the issue of disaster risk reduction, NGOs and community-based organizations need to focus on the issues below:

- The program of the organisation conducting advocacy needs to incorporate the issue of dis-aster risk reduction.
- It is important to know what other organizations are working on the issue of disaster risk reduction at the national and regional levels. There should be regular exchange of infor-mation and experiences. In addition, efforts must be made to learn with them so that joint actions can be taken promptly.
- There should be research activities on the issue of disaster risk reduction. This issue should have domestic and international policy analysis. Relevant questions are:
    - What are the policies and strategies of the government on the issue of disaster risk reduction?
    - What is the decision-making process of the government on the issue of disaster risk reduction?
    - What is the government's budget allocation policy on this issue?
    - Is there a plan to update policies and strategies on disaster risk reduction issues and is it being implemented?
    - What are the pros and cons of government policies and strategies on disaster risk reduction?
- After analyzing the government's policies and strategies on disaster risk reduction, it is up to the organization to make decisions on the issues that need to be addressed through ad-vocacy.
- It is necessary to organize workshops and create general positions for the formation of working groups among like-minded NGOs in the country.

The next step is to create an advocacy plan.

Advocacy Planning Cycle

The success of any activity depends on sound planning. Advocacy is conducted with the aim of attracting attention of all concerned on an important issue and influencing decision makers to resolve the issue. The Advocacy Planning Cycle is a guide for the advocacy management team through which they can find a complete (step-by-step) road map of advocacy activities. This cycle can be broadly divided into three parts: pre-preparation, preparation and implementation of activities. However, it should be kept in mind that the entire advocacy activity is a well-planned activity that needs to be planned and managed step by step. Additionally, every step of it is very important and must be followed properly. However, some steps may be carried out simultaneously. Ongoing monitoring and interim evaluation also play an important role in determining subsequent activities.



Issue identification

Conventional policies, implementation structures and methods along with the attitudes and behaviors of policy implementers affect people of different classes and professions in one way or another. The consequences of those influences become a topic of discussion among the population. When the field or possibility is created to mobilise the authorities in policy formulation, reformation and policy implementation at the initiative of the aggrieved people and advanced civil society, it is known as an issue.

Researching the identified issue

The main focus of advocacy activities has to be determined on the basis of research and specific data collection related to the issue. Research always provides accurate information and technology, which is why it is a very important aspect to consider when coming up with advocacy plans. In many cases, information itself can become a strong argument. Based on the information obtained in the study, it is easy to present the rationale of selecting the issue and find the right direction to implement it. Issue research makes it possible to identify problems and their causes, the nature of the problem and its details, and how to prioritize them. Research shows how policy issues are affecting the population.

Determining the goals and objectives

A goal in the context of advocacy is a set of the far-reaching desired changes that will be brought about by the advocacy activities. Such goals can be achieved through a long-term advocacy process. The changes that are required in the existing policies via policy based advocacy are known as the objectives of advocacy. On the other hand, a goal is simply the fruits of the positive changes in the policies that the regular masses will enjoy. For example, the objectives of advocacy in the context of disaster management legislation in Bangladesh is to enact, get rid of the shortcomings and approve the associated law. The goal of this advocacy, on the other hand, is to alleviate the plight of the people affected by the disaster by implementing the stated law so that the objectives and results mentioned in it can be achieved.

Goal selection

The goal of advocacy activities is to influence decision makers, which will lead to positive changes. Hence,the goal of advocacy research will be to identify what kind of change we want to see and which decision makers need to be influenced for achieving the desired set of changes. To do this, it is imperative look at the policy or analyse the context, which has been shown before.

Different target audiences can be reached differently, such as:

Target Audience	Medium
Ministry	Memorandum, Applications, Meetings (Seminar, Dialogue etc.), Facebook and Twitter Blog posts
MP	Memorandum, Applications, Meetings (Seminar, Dialogue etc.), Radio talk shows
News Media	Press Releases, Press Conferences, E-mails, Websites, Facebook and Twitter posts, Talk Shows
Collaborative organizations and individuals	Meetings, promotional materials, news media, celebrities, websites, E-mails, Facebook and Twitter posts
General masses	Meetings, Promotional Materials, News Media, Celebrities, Websites, Facebook and Twitter posts

Evaluation of assets

Prior to starting any activity, it is necessary to evaluate the following:

a. What are the assets?
b. In what quantity will the assets be required?
c. What is the availability of the assets?
d. What are the potential sources of asset collection?

Although it can be impractical to evaluate the assets right at the beginning of any advocacy activities, still it should be evaluated at least on an overall basis.

Advocacy campaign and campaign planning

The main objective of the advocacy campaign is to create public awareness, that is, to inform and motivate the people on relevant issues. It should be kept in mind that if the people are properly involved in the issue, they will be able to exert effective and positive pressure on the decision makers and policy implementers. The campaign needs to be well-planned and well-organized. Before organizing a campaign, it is necessary to identify the kind of people to be considered for support and in what process can they be reached quickly and effectively.

Identifying cooperative organizations and alliance formation

The success of a movement or campaign requires the support of all parties within the society and formation of alliances with them. Policy advocacy cannot usually be managed by an organization, group or individual on their own. With the help of other professional organizations and institutions, various types of mutual agreements can be reached and networks, coalitions, alliances, etc. can be formed. There are some characteristic differences between such unions. After forming any of the aforementioned unions, it is necessary to perform a SWOT analysis.

S - Strengths	W - Weaknesses
O - Opportunities	T - Threats

Preparing advocacy activity plan

The main advocacy activities will start after the completion of the initial preparation phase of the advocacy cycle. Advocacy activities need to have a well-organized work plan. The steps already taken are issue selection, issue analysis, purpose setting, target audience or target authority, advocacy message making, asset allocation and mobilization, advocacy campaign strategy determination and alliance formation. The main advocacy activities will start with the action plan. At this stage all the preparatory activities already done should be reviewed. In the presence of alliances or allied organizations, the following activities may be reviewed and rearranged as needed.

- Creating the advocacy message
- Determining advocacy campaign strategies
- Asset assessment and assembling
- Monitoring and interim evaluation

There is no set schedule for the Advocacy Action Plan, but the following table can be followed:

Objective					
Goal					
Activity	**Indicator**	**Time**	**Responsibility**	**Risk**	**Gain**

1. Case documentation process for advocacy
2. One or two cases can be cited as examples and their detailed analysis can be included here.


Photo: Islamic Relief Bangladesh

Case Documentation Process

An explanation on food rights is ready, which I am sending. I hope you will be able to develop the components of the relevant module from this.
Componenets of a Case Sheet

1. Summary of the Case
2. Information on the vulnerable/affected individual and the community
3. Responsible Authority
4. Participation/linkage of other parties
5. Nature of damages of the communities
6. Analysis of the legal aspects
7. History of the advocacy and resilience/protection of the affected and other allied groups
8. The key/main demand of the affected communities
9. Available Political & legal activities - review of the determinants of the cases and scopes
10. Risk management
11. Relevant parties and other sections, who can cooperate in this case
12. Strategy
13. Work-plan/Action plan
14. Detailed lists of Information and findings
15. Signatures of officials, responsible for different case units.

1. Summary of the case -

Prepare a brief account on the overall situation related to the possible risks/threats regarding the food rights & other relevant rights of the communities. Mention the specific geographical location of the case. Mention the name/s of the country, division, district, city and village, and if possible with a narrative of the geographical locations. Never forget to mention any special characteristic of the area (for example - how far the location is from the sea, the total area of forest or availability of water etc.). If possible, draw a map showing where the vulnerable communities inhabit.

2. Information on the vulnerable/affected individual and the community - The vulnerables/affected could be community-based or an individual - whose food rights are obstructed by any state decision or lack of money. Various types of persons can be among them-either they are already affected or being affected or are at risks of being affected due to the threates already created.

a. Description of the affected communities- their ethnic identity, key economic activities, so-cio-economic conditions etc. Information on age, sex, socio-economic status, eth-nic/national traits should be incorporated in an information-reach document. [Include any survey findings or list of the affected names, if you have].
b. Number of affected women, the causes behind how they have been affected as women [ei-ther for any occupations or lacking any financial assistance or nutritious food]. Include the list of affected women, if it is available.
c. Whether they are being affected/vulnerable for their national/ethnic identity, socio-economic situation, hygienic conditions, disability, productive activities or geographical set-tings [for example- Adivasi or ethnic minority, blind person, migrant, sea-side inhabitants]. How they are being victimized? Include the list of their names, if available.
d. Names of the community representatives and the modes to easily communicate them (Tel-ephone, E-mail, Address, Skype].

3. Responsible Authority - The responsible authority whose negligence in duty and lack of coordination deceive the community people to have appropriate food rights. There may be two causes behind the lack of coordination- 1. Either they are not given any legal assistance or there is no existing law in favour of them, 2. They do not perform their own duties properly.

a. Mention the name of the responsible authority: It will include the names of high ranking officials at local, regional and national levels (for example- District Mayor,Officials of Agricultural Ministry,Manager of International Development Banks,supervisor of school feeding program].Mention their names and contacts [Address,Phone number,Email,skype] .
b. Whether any international or foreign authority is responsible for this?[for example- Investment Bank ,IMF,World Trade Organization].Mention the name of any responsibe official with whom you have contacted earlier or the community can contact.Mention the procedure or mode of contact with them.
c. How those authorities are linked to this - collect the evidence to prove (like letters,video clips,news etc.) Make a list of those evidences and attach to the case sheet.

4. Linkage of third parties: Mention whether any third party is linked to this case. For example- local landlord or rich person, multinational company. The following information will be collected about them:

a. Name of the third parties.
b. Nature of these parties (Individual, agro-businessman, food merchant, advertising and commercial multinationals, Zamindar/landlord, Official, Market broker, financial institu-tions)
c. How these third party institutions are linked to the damages /vulnerabilities of the commu-nity (by damaging the food producing sources, corruption of the responsible persons, evac-uation, discrimination in service delivery, power abuse, food shortage due to excessive food stock, abuse in property acquisition etc.)

5. Nature of damages of the communities: Someone may discuss on the damages of the local community, if that have been caused by any negligence. Someone measure the level of damages by comparing the existing damage with the previous. It is easier to measure the amount of damages,if the present situation become worsen than the past times. These damages/effects could be physical ,but could be mental as well.The following questions may be useful for measuring the damages. Respond to those questions which are relevant to the existing case.Mention any damage if it is identified even out of this list.

Mention seperately the damages of women and of any such special groups(considering their age,socio-economic situation).

Consider the future scenario with the present time while you measure the damages.Consider only the most possible while you include the future in damage assessment.For example- the present food without nutritious value provided to the children will affect the proper growth of the future children. You can mention the nature of future-damage.

a. The natural food source like land,water,crop seeds,sanitation and financial availability (lost land owned from hereditary rights,pay for water,which was never made before, distupt the seed supply chain etc.)
b. The present status of nutrition(Comparative assessment of the nutritous status of a malnutrition person,amount of levels in iron,zinc,iodin & vitamin-A,weight loss and shortage of height etc.) Medical Cerificate will be useful in this respect. (If possible,attach the list) . Arrange the information according to the time , this will help to prove and comapre the assessment of damages in context of time-line.
c. Understanding the food security aspect (Pl see the tables on food indicators and the related survey findings)

i. Change in traditional food menu : Are you not getting access to the traditional food items(the crispy foreign food items are replacing the traditional food items, seeds of traditional food items are not easily available,the food varieties are missing because of the extinct of different varieties of animals).

ii. Market,seed and financial ability (for example- travel hazards in case of attending big markets at local level,hindrance in case of selling food items on the lowest price,intervention of political parties during equitable distribution of seeds,having no alternative for livelihood/income generation.

iii. Reduction in production,the production system hamphered due to different natural disasters (for example- what was the amount of production before,what it is now,is there any crop damages,is there any special reason behind the system that hamphers your production).

d. Amount of Income : Has the income of the affected people been reduced due to any government decision or for lacking proper supervision or negligence of non-government officials ? Is the income equal to all the affected persons,but due to price hike of food items,this income is not sufficient to provide adequate food support to their family ? How much the affected families could purchase food in different times ? Do they have adequate food everyday ? How much did they get earlier ?

e. The present state of crime ,legal & security system : For any reason do the affected persons seek shelter to the court or do they face any threat of disruption in their food supply system?

f. Hygienic situation: Is your health condition deterioreting due to food shortage and water pollution ? What types of symptoms do you face that threaten your health?

g. Are you not able to send your child to the school because of food shortage ?

h. Prepare a summary on the possible reasons of food shortage like gender disparity or any other discrimination.

6. Analysis of the legal aspects: The reason to discuss on rights is that a state has the responsibility to ensure rights for all the citizen. It is to identify the area of responsibility of the state to show the arguments for defending a case. You have to identify and prove the irresponsibility if any damage occurred by the negligence or irresponsibility of an authority. The following questions may greatly help to find out the possible area of negligence. Mention specifically the fields where the negligence took place, how the negligence was occurred and give elaborate description where the damages have been occurred. In your analysis, you can mention different types of negligence in case of human rights, accountability, transparency, proper human dignity and implementation of different laws & regulations.

a. To be aware of responsibility: The affected community did not get the benefits of their food rights due to the negligence of different authorities - is there any such instance? Or this community do not have access to their food rights due to the other laws or regulations that prevail? How? (Applicable International & National laws).
b. Responsibility of appropriate supervision: Are the rights of food access to the communities obstructed due to the absence of supervision on non-government level activities, which you can claim by your own?
c. State obligation: Have the communities been affected due to the lack of far-sightedness from the state (for example- land reform, different economic/financing projects etc.)? State never say that 'access to food is your fundamental rights' to those people who do not have ability to procure.
d. State of discrimination: Have the communities been affected by any discriminations re-garding national identity, religion, race, age, geographical locations or gender? (National & International laws are applicable in this respect.)
e. Backward decisions: Have the communities been affected due to any backward policy of the government? (for example- suspend different types of social projects, reduce salary & allowances, food rights undermined due to budget amendment etc.)
f. Events in outside world: Have the communities been affected by any organization or inci-dent occurred at international level or in the outside world? Give a detailed description about which roles contributed in causing damages to the communities.
g. Add relationship within the government policies (mistakes, errors or not implemented), which obstruct different types of process (for example- absence of any village-based policy, water policy without caring for human rights, not yet been implemented the environment related laws etc.) (Applicable - National & International laws.)

7. History of the advocacy and resilience/protection of the vulnerable and other allied groups - For doing good in the case, you have to know clearly in which aspects the communities have been affected and what were the measures they took for protection/resilience to face these. Here, you will give a brief reference and submit necessary fact & information (e.g.- letter, response, report, news etc.)

a. Political Advocacy (for example- give letter to the respective authority, taking interview, media campaigning etc.)

- Results (the authority will officially respond to the matter and ask to investigate the case).
- Challenges: Some of the authority may deny the special rights to those communities.
- Opportunities: There will be opportunities to follow up the authorities periodically. As there remains a lawyer in every case, so there is an opportunity to submit the petition.

b. legal Interventions (administration of different levels, National Human rights Commission, Court etc.)

- Results
- Challenges
- Opportunities

c. Educational Activities (e.g. Workshop with the community members, capacity development of the community lawyers, sensitize the judges and officials)

- Results
- Challenges
- Opportunities

d. Different institutional initiatives (Provide assistance to the affected people, designate the community representatives etc.)

- Results
- Challenges
- Opportunities

8. The key/main demand of the affected communities

There may be different types of community demands. In many cases, affected people are not aware of their demands. In that case, you can make them aware of their rights, but they have work to fulfil their own demands by themselves.

a. Component: To give back the property (e.g. to give back the land or the products to their owners).
b. Ethical consideration: Compensate for the mental disorders.
c. Symbolic: Build school or sculpture as tokens of responsibility to the state.
d. Rehabilitation: Provide medical assistance to get recovery from physical & mental prob-lems.
e. No repetition: No more threat or incidence - those might be harmful to the community
f. Scopes of government rules & regulations (structure & application): make changes in different harmful policies.
g. Others

9. Available Political & legal activities - review of the determinants of the cases and scopes

Political and legal aspects are very important in gettings the rights. Legal measures will be applied on the basis of the present context of the case, until the political spaces are open. The legal techniques are generally applied in specific aspect. But, on both the aspects, it depends on the rational stance under national & international laws. Politics, law, education, media and other institutional activities help in this respect. This combination relies on the national context of the case.

a. Political activities (e.g. Interviewing the authority, take emergency initiative, collect infor-mation, do research, communicate to implement the food rights etc.). Mention, which ac-tivity is available by whose participation. If it is at national or international level, then spec-ify your expectation from this.
b. Different legal steps: Administrative sources, national human rights organisation, different types of courts at national level, constitutional court/tribunal, Different declaration & ver-dict proclaimed by the regional courts, and different complaints of United Nations. Explain with whom the existing status of the case is more relevant.
c. If necessary, mention other activities (e.g. - media campaigning, develop capacity of the affected people, assist the communities at institutional level).

10. Risk/Disaster Management

Develop strategic plan to combat disaster. It can be through infrastructural development or other activities. For this, you need to produce report through research and by analyzing the risks in line with the national or international norms & standards. Mention the most risk aspect and what should be the necessary steps to face that.

a. What are the infrastructural risks?
b. What are the legal risks?
c. Risks of defamation
d. Necessary steps to reduce those risks.

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