EVALUATION PROGRAMME

Audit Report

Evaluator Names:

Melanie Simons and Hannah Weston

Organization Name:

PROTIBANDHI SHISHU SHIEKKHA O PARICHARJA SAMITY (PROSHIPS)

Relevant GlobalGiving Project Titles & IDs:

(1) Support for Education of 100 Children (27415), (2) Donate to Health Services for 60 Disabled Children (27439), (3) Donate for Menstrual Hygiene of 100 Disable Girls (27454), (4) Emergency Relief for Flooded damaged recovery (29169)

Dates Visited:

2th - 16th August 2018

Report Date:

21st September 2018

What is the Evaluation Program?

The Evaluation Program (EP) is designed to help GlobalGiving understand our non-profit partners in as much detail as possible. This is done through an in-depth organizational assessment carried out by trained, skilled individuals. In doing so, an audit report is produced which highlights areas of the organization's existing strengths as well as areas for potential improvements. This enables GlobalGiving to strengthen the relationship with non-profit partners and learn how to best support them in the future. GlobalGiving is able to provide partners with access to expert training on an extensive range of topics through various platforms, which include GlobalGivingTime, GlobalGiving's Peer Learning Network and the Evaluation Program itself. GlobalGiving also uses Evaluation Program reports alongside other information in making recommendations to foundations and companies when new funding opportunities emerge for its partners.

GlobalGiving Recommendations

Organization Name:

PROTIBANDHI SHISHU SHIEKKHA O PARICHARJA SAMITY (PROSHIPS)

Length of time on GlobalGiving:	**Current partner status:**
4 years	Leader

Number of donors in the last 12 months:

24

$ Raised in the last 12 months:	**£ Raised in the last 12 months:**
$2,689.47	£1961.34

Number of donors till date:

100

$ Raised till date:	**£ Raised till date:**
$7,394	£5,690

Current Engagement Points:	**Current Effectiveness Points:**
25	5

Key Recommendations

Project Summary - Improvements:

Many of the project titles and summaries are rather wordy and do not concisely convey the purpose and scope of the projects. PROSHIPS would benefit from revising and simplifying many of its project titles and summaries. For example, one of the projects is entitled 'Emergency Relief for Flooded Damaged Recovery'. The title and description of this project do not convey that the emergency relief is for disabled people and the relief is required for flooding which is common in Bangladesh during Monsoon season. In view of the limited time which potential donors spend looking at a project page, it is imperative that PROSHIPS use project titles and summaries to effectively and quickly deliver its key messages and asks.

Project Report - Improvements:

A lot of information is provided in project reports but the text can be rather dense and it can be difficult to quickly extract the key messages. Personal stories from beneficiaries are included, along with photos, which are very important. However, the personal stories and photos tend to be somewhat lost in the general text. The personal stories would have more impact if used on a 'stand alone' basis. Some of the wording tends to be overly long and would benefit from being more concise and direct. PROSHIPS would benefit from using Grammerly or GlobalGiving TIME to improve its project reports.

Increase external links to your project pages:
(i.e. add donate widget to your website)
PROSHIPS does not currently have a functioning website and this is a

significant disadvantage. The organisation does have widgets on its GlobalGiving page linking to its Facebook and Twitter accounts.

Donor options on project reports:

The donor options could be revised to make these more appealing given that 65% of donations to PROSHIPS are between $10-25 and 19% between $26-50. For example, the starting donation for the Emergency Relief project is $50. The increments also need some consideration. For example, the options for the Menstrual Hygiene project are $15, $20, $250 and $375. PROSHIPS would benefit from having more options at the lower end of the scale and providing sensible increments.

Upcoming relevant matching campaigns:

27 November 2018 - GivingTuesday Matching Campaign. During this 24-hour campaign, GlobalGiving is providing $150,000 in proportional matching and awarding over 30 bonus prizes.

Other Suggestions:

PROSHIPS would benefit from reducing the number of its projects from six to four. Two projects (see below) currently have very limited funds and the organisation's time and resources can be more effectively utilised in focusing on the four projects which are already attracting funds.

1

Executive Summary

Summary of observations and key recommendations:

PROSHIPS was established nearly 20 years ago by Begum Rokeya Sarder in the Jamalpur area in north Bangladesh. The area is very rural and lacks basic services for disabled people. Rokeya and her husband, Rafiqul, both qualified as teachers and worked with disabled children before founding PROSHIPS. PROSHIPS is run by Rafiqul and Rokeya who have devoted their lives to educating and empowering disabled children and adults. They are assisted by a capable team, many of whom have been employed since the start of the organisation.

PROSHIPS offers a wide range of services to disabled children and adults which mostly focus on health and education. The organisation runs a school for disabled children at its main base in Jamalpur. It has also been very proactive in encouraging mainstream schools to accept disabled students where possible. PROSHIPS also runs extensive health programmes which provide rehabilitation, health camps, cataract screening and sexual health advice together with sanitary pad distribution to adolescent girls. The organisation is also engaged in more ad hoc activities such as warm clothes distribution and flood recovery relief when required. PROSHIPS plays an important role in advocating for disability rights and has developed important connections with local government officials. It also runs nine Self-Help Groups which empower its disabled members by participating in local decision-making.

PROSHIPS has a clear vision and mission which underlines all of its activities. It is very embedded in the community and the project leaders are well respected by beneficiaries and local people. The organisation has made impressive progress over the years although, like many small non-profits, its biggest challenge is fundraising. PROSHIPS does not currently have a functioning website which is a significant disadvantage. The organisation also wishes to expand its international donors but is currently not very visible and needs to increase its online presence. The absence of a website may also deter some donors.

Our key recommendations are as follows:

(1) Reducing number of projects
PROSHIPS currently has six projects on GlobalGiving and two have received little or no donations to date (the Emergency Support for Warm Clothes to Disabled project and the Empowering & Protecting Women and Adolescent Girls project). PROSHIPS should consider retiring these projects which are taking up valuable time in submitting reports but not producing any significant returns. The organisation could then focus its efforts on the remaining projects which are generating funds.

(2) Revising project titles
The project titles of the following projects could be amended to be more accessible and appealing to donors. For example, one project is entitled 'Support for Education of 100 Children'. A more descriptive alternative title would be 'Give Disabled Children an Education in Rural

Bangladesh'. Another project is entitled 'Donate for Menstrual Hygiene of 100 Disabled Girls'. This project could be more effectively entitled 'Empower Disabled Girls in Rural Bangladesh with Menstrual Hygiene and Education'.

(3) Revising project page/report content
PROSHIPS could also revise the content of projects/project pages to make these simpler and easier to understand for donors. In addition, project reports should be used as an opportunity to highlight the personal stories of beneficiaries told in their own words and using photos of beneficiaries only, rather than group shots with staff members.

(4) Increasing online presence
The absence of a functioning website needs to be urgently addressed as it is a significant obstacle to the organisation extending its online presence and effectively linking with other forms of social media. The organisation also has the added challenge of restricted internet access because of its rural location. It therefore needs to develop strategies of managing its online content to factor this in.

2

Governance and Accountability

Board members are there to ensure that an organization is managed effectively; this in turn helps guarantee the overall direction and accountability of the organization. Good governance structures with clear roles, responsibility and transparency; with clear strategic and financial management are invaluable in ensuring the effectiveness of an organization.

Indicators	Not currently met	Have started good	Progress made	Superstar!
Board Members play an active part in the organization and are committed to its vision, mission, values and aims.			✔	
The Board receives regular reports about the plans and budgets for the organization and have regular scheduled meetings and minutes.			✔	
The Board is clear about their roles and responsibilities and those of the executive and the arrangements for decision making and authorizing expenditure.			✔	
There is a good diversity of expertise, gender, age and ethnicity among board members.			✔	
There is a clear separation of powers between the board and the executive.			✔	
The organization has planning processes which all stakeholders are able to participate in (i.e. board, beneficiaries, staff, volunteers, partners) and a clear strategic plan.			✔	

Key Observations / Any Key Challenges / Areas for Improvements:

PROSHIPS has a three tier organisational structure consisting of:
- The General Body
- The Executive Committee
- The Advisory Committee

PROSHIPS has a written Constitution setting out the roles and responsibilities of the three organisational structures. The General Body consists of 40 members who are usually beneficiaries, or parents of beneficiaries. In order to become a member of the General Body, an applicant must either have a disability, have a family member with a disability or otherwise have an interest in working for the disabled. There is an admission fee of 100 BDT (£1.00) and a monthly minimum contribution of 10 BDT (£0.10). The General Body members elect the nine member Executive Committee. At the AGM, the General Body members are responsible for approving the annual budget and strategic plan. The General Body usually meets only once per year.

Elections for the Executive Committee are held every two years. The Constitution provides that the President of the Executive Committee and the General Body must be the same person. Although the General Body has some degree of oversight, real power sits with the Executive Committee which makes all of the key strategic decisions. The Executive Committee usually meets every two months but at least every quarter.

There is also a three member Advisory Committee which consists of 'high level individuals, such as the local MP. Membership of the Advisory Committee is decided by the Executive Committee. The Advisory Committee meets with the leader of the upazilla every month.

The above structure is inclusive because it ensures that a significant number of beneficiaries are involved in the General Body. The membership of the Executive Committee also reflects diversity and it includes a number of disabled people and women. The CEO of PROSHIPS, Rafiqul Islam, is also the General Secretary of the Executive Committee. This somewhat blurs the distinction between the Executive and the Board but we are aware that it seems to be common practice in Bangladesh for the CEO to also be the General Secretary of the Board.

We had the opportunity of meeting with the Chairman of the Executive Committee, Azharul Islam, on a number of occasions throughout our visit. He clearly had a very good understanding of the organisation and seemed to be very involved in its management. Azharul Islam was previously employed by PROSHIPS before his appointment as Chairman of the Executive Board. He continues to be employed by the organisation as a Coordinator for Jamalpur district. Again, while it is clearly advantageous for Board members to have detailed knowledge of PROSHIPS, this blurs the distinction between the Executive and the Board.

We considered whether the Advisory Committee should be merged with the Executive Committee. It was, however, clear to us during our visit that connections with local leaders were an integral part of carrying out operations in Bangladesh, particularly in the rural areas. While the governance structure initially appeared rather complicated, it seemed to make sense in practice and provided a good fit to PROSHIPS' organisational needs, subject to the following recommendations.

Key Recommendations:

a) PROSHIPS' Executive Committee has diversity in terms of gender and disability. It would benefit from having more diversity in terms of skill sets. For example, people with backgrounds in medicine, physiotherapy or occupational therapy would be a real advantage in order to expand the skill sets of the current Committee members.

b) PROSHIPS should strive to achieve more separation between the Executive and the Board. This could be achieved in future by including more external people on the Executive Committee rather than current employees of PROSHIPS. When PROSHIPS has its website up and running, it could use this to advertise any future trustee roles. The organisation already has good networks with other NGOs and disability organisations which it could draw on when recruiting new trustees.

c) Although the General Body elects the members of the Executive Committee, it otherwise seems to play a very limited role in the governance of the organisation. PROSHIPS could explore using the Self Help Groups as a forum for providing updates on the organisation in between AGMs.

3

Staff and Volunteers

The organization recruits and supports the right people to achieve its mission. Staff and Volunteers know whom they are accountable to, and understand their roles and are active in enabling continuous improvement. Training and other opportunities for learning are seen as an essential part of individual and organizational development.

Indicators	Not currently met	Have started good	Progress made	Superstar!
There are clear written job descriptions covering roles, and responsibilities.			✓	
The organization recruits enough people with the right skills, knowledge and experience through transparent processes to achieve its aims.				✓
The staff and volunteers are aware and understand the organization's policies and procedures (e.g. staff handbook, equal opportunities policy, child protection policies). Policies are renewed regularly.			✓	
Each member of staff has a contract and written terms and conditions of employment.			✓	
There are relevant training and development opportunities for staff and volunteers.			✓	

Key Observations / Any Key Challenges / Areas for Improvements:

PROSHIPS have role descriptions for all staff roles. A majority of staff at PROSHIPS have been with them since inception (1998). The CEO is Rafiqul and the Deputy Director/Founder is Rokeya (husband and wife). There is an Accountant/Administrator, 2 Community Educators (teachers), a Field Coordinator, a role dedicated to community resource development, a Community Mobiliser and 2 community rehabilitation roles. PROSHIPS advertise new posts in local newspapers and also in a official capacity through the local government. They hold face to face interviews and written literacy tests when hiring new candidates.

PROSHIPS have an organisational chart which shows how the staffing structure works. The Executive committee/Board (9 members) advise Rafiqul (CEO) and meet with him 4-6 times a year. Rafiqul is also on the Executive Committee as the Secretary. Staff line management structure isn't entirely clear as there are currently only 10 staff members at PROSHIPS, who all appear to answer to Rafiqul (CEO) and Rokeya (Deputy Director/Founder).

There is a staff 'HR Manual' created in 2007, which staff receive on starting employment with PROSHIPS, covering role definitions, performance reviews, promotions, salaries and benefits, medical allowance, annual leave, the long service award, dismissal, redundancy, grievance procedure and disciplinary action. This is not specific to each role, but a one size fits all policy. PROSHIPS staff all sign individual contracts on starting employment. There is no Equal Opportunities policy, however there are people with disabilities on the staff team, Board and serving as volunteers.

PROSHIPS staff attend monthly meetings where they discuss all the projects and progress made. PROSHIPS also hold orientation meetings for new projects, which all relevant staff working on the projects attend and also hold team advocacy meetings. All staff appear to be involved with PROSHIPS' work on national campaign days. There are no formal 1:1s and these happen as and when they are needed instead. Every year staff fill out a self assessment questionnaire on their performance to track progress.

There is a Child Protection policy which was created approximately 3 years ago, following a 3 day Child Protection training in Dhaka with Centre for Disability in Development (CDD). This policy includes definitions of child abuse and neglect, prevention (risk analysis, code of conduct, safe recruitment) and un/acceptable behaviours and conduct. The policy also covers reporting and names a designated Child Protection Officer (CPO) at PROSHIPS (Rokeya). The incident management and implementation of the policy section doesn't go beyond recording and reporting to the CPO E.g. how to handle disclosures, allegations or incidents in practice. The policy does however include a Code of Conduct which all staff sign and a blank disclosure template for staff to use if required.

PROSHIPS have an extensive volunteer network, formed mostly from their beneficiaries. PROSHIPS run Self Help Groups (SHGs) for beneficiaries in the local villages, which are self led by their beneficiaries. From these groups, there are 18 nominated members who form an apex group of volunteers. These 18 volunteers represent the views of their peers from the SHGs and take actions, challenges and ideas to the local government. Volunteers receive an orientation on child protection and associated posters are displayed in both PROSHIPS offices.

Key Recommendations

a) We recommend that PROSHIPS include fundraising, digital communications and networking responsibilities in all role descriptions moving forwards. We have recommended a huge push on digital communications, local fundraising and networking, so it will be worth looking at how this can be fairly distributed amongst the team/board.

b) We recommend redrafting the child protection policy, so it covers what staff are expected to do practically in the event of a disclosure or any safeguarding concern. This promotes PROSHIPs commitment to safeguarding and ensures that consistency is implemented across the organisation. We will email some GlobalGiving safeguarding and child protection content to PROSHIPS and recommend that they use this to revisit the implementation section of the policy. The policy should also be available to employees in Bangla, as it is currently only in English which doesn't ensure full understanding from PROSHIPS staff.

c) PROSHIPS should consider introducing monthly formal 1:1s with all employees. This gives employees a space to reflect on their responsibilities and performance, and develop further in their role. This promotes career progression and also allows the management team to continuously receive feedback and improve/grow year by year.

d) Running values training for employees and volunteers is a fantastic way to promote positive working behaviours that staff and volunteers should be reflecting. We suggest introducing this training for all of the team a few times per year. It could also be an excellent development opportunity for staff to run a peer learning network within PROSHIPS. Staff who have strengths in certain professional areas, could develop and run training for the other staff E.g. on child protection, funding application writing, finance etc. It could also be beneficial to explore sharing the costs of training on various non profit skills with other local NGOs. This could save both time and money.

e) PROSHIPS' organisational chart needs to be updated. We recommend that staff names are added to the organisational chart for clarity externally and internally.

f) PROSHIPS could consider adding some further development opportunities for their volunteers E.g. can their volunteers lead and plan their own event for one of the national disability days, or could they become involved with data collection on behalf of PROSHIPS? The organisation currently don't collect their own data and this could be a mutually beneficial opportunity. Volunteers could collect data about community attitudes to disability for example.

4

Fundraising

A diverse fundraising portfolio and strategy can ensure there are adequate funds to support an organization's activities and improve long term sustainability. An organization where fundraising is a shared responsibility, with strong leadership from the executive is most likely to thrive.

Indicators	Not currently met	Have started good	Progress made	Superstar!
The organization has a diverse set of channels for fundraising (e.g. local fundraising, crowdfunding, trusts and foundations, corporate fundraising).			✓	
Good timely reporting to donors, sharing learning and feedback.			✓	
The organization has a fundraising strategy, with short, medium, and long term funding goals & activities to improve sustainability.			✓	
There is shared ownership of fundraising with all staff/volunteers involved in helping to secure funds for the organization.			✓	
There is good leadership from the executive on Fundraising.			✓	

Key Observations / Any Key Challenges / Areas for Improvements:

PROSHIPS does not have an official written fundraising strategy including goals for the year. There are a few individuals within PROSHIPS who take the responsibility for building relationships with potential donors (mainly Rafiqul). The CEO appears to be mostly in charge of writing funding proposals, but other staff members feed into content for the applications. There is a good leadership from the CEO on fundraising and networking, but a lack of fundraising ownership from the wider staff team.

PROSHIPS have established some key relationships with several donors; Centre for Disability in Development (CDD) being the key donor, contributing to approximately 33% of their total income in 2017. Last year, the Abul Khair Foundation contributed around 25% of PROSHIPS' total income. PROSHIPS have been awarded various grants from international donors, each typically spanning up to 3 years. PROSHIPS highlighted the issue of funders only offering support for up to 3 years and then moving on. These large donors contribute a majority of PROSHIP's total income.

Additionally, PROSHIPS receives a small proportion of funds from community led fundraising. This was 35,000 BDT (£315) in 2017, down from 271,000 BDT (£2441) in 2013. Community contribution has dropped significantly. Global Giving donors contributed to approximately 15% of PROSHIPS total income in 2017. Many of these Global Giving donations were received through the emergency flooding relief project with their other projects receiving low or no donations.

PROSHIPS has a strong relationship with several Bangladeshi government departments (E.g. Ministry of Social Welfare, Ministry of Women and Children Affairs), who offer them funding for various projects such as a partnership to offer tailoring courses to their beneficiaries. They also work with the government on a number of national disability advocacy campaigns. Their local MP was clearly aware of PROSHIPS' work when we met him during our visit.

PROSHIPS is doing a good job of keeping their Global Giving donors updated in a timely manner. They are sometimes using some great photographs in their reports. Nurturing existing relationships in this way is important and has the power to turn a one time donor into a recurring donor. Keep up the hard work on this and focus on telling beneficiaries' stories.

PROSHIPS has previously had stands at local government fairs, to raise awareness of their work and to sell crafts that their beneficiaries have created to fundraise. This is an excellent initiative which they should tap into more often.

PROSHIPS Self Help Groups (SHGs) are organised as committees with a chairperson and other relevant roles and responsibilities undertaken by members. Each group saves funds together with members paying in a contribution each meeting. This money is used for members when required and is an great way of saving money and members taking ownership of their finances. This is not a fundraising initiative but highlights the strong capabilities of the SHGs and their potential capacity to get more involved with fundraising for PROSHIPS.

We recommend developing a local advisory board to increase local donations, or utilising PROSHIPS existing apex body of volunteers. When the community take ownership of fundraising, they are more likely to follow up on how the money has been spent and get more involved in projects. The volunteers could contribute ideas for PROSHIPS to follow up on, or they could actually get involved with driving fundraising at local events. This upskills volunteers and shows the community an important message; PROSHIPS beneficiaries are at the heart of what they do.

Key Recommendations

a) We recommend PROSHIPS use the GlobalGiving 'Digital Fundraising Strategy Worksheet' (we will email this to them) and revisit their network maps to create a fundraising strategy. This should focus on boosting local and individual donors, as well as larger national and international donors. PROSHIPS can follow up on the network maps activity, ensuring everyone in the team completes the exercise. They can display their networks on the office wall and make sure all staff/volunteers are involved. All findings should be implemented into PROSHIPS' fundraising strategy.

b) Providing links to the CDD website and logos for the main donors on PROSHIPS' new website, would be a good way of recognising the support these donors provide. It would also be a nice touch to publicly thank individual donors through their webpage too. This promotes their partnerships and promotes a good working relationship.

c) PROSHIPS beneficiaries who have benefitted from their Income Generating Activities (IGAs) or other support are likely to be their biggest supporters, having benefited first-hand from their work. They might not be able to donate funds yet, maybe they will be in a position to in the future. They could become PROSHIPS Ambassadors; promoting their work and encouraging others to donate/support. They could also hang a PROSHIPS sign on their shops/business fronts to promote the work in the local community further, or have a PROSHIPS fundraising box for small change.

d) We recommend that PROSHIPS attempt to tap into some local organisations for funds. They have done great work gaining high profile donors, but smaller/medium organisations may also be able to support financially or even donate resources if they own a local business (E.g. initiate relationships with small shops who could each donate a kilo of rice for relief donations). Other potential links could be medium sized organisations such as local bank branches, Walton,

the local sugar mill or the poultry factory.

e) Whilst with PROSHIPS we recommended that they create Eid cards, using designs created by the young children attending their school. They can then sell the cards in the local community and on their new website to raise funds for PROSHIPS. Their beneficiaries with local shops from IGAs can sell the cards for them too. Once their website is up and running, PROSHIPS could also sell their beneficiaries' garments and crafts on their webpage. Their beneficiaries can continue to earn a fair wage and PROSHIPS can mark up the cost for an international audience, with a proportion of the sales going to PROSHIPS.

f) PROSHIPS' big annual sports event is a great opportunity for them to boost their profile in the local community, but it also has huge potential for fundraising. PROSHIPS could have a stall selling refreshments and crafts, hold a prize raffle or run some disability awareness raising activities. E.g. blindfolded obstacle course to raise awareness of blindness. PROSHIPS could also explore introducing a Child Sponsorship programme for the children who attend their school, to gain more regular individual donations.

g) We suggest that PROSHIPS utilise their strong links with local schools for fundraising. They have done some great work with raising awareness in local schools and introducing students with disabilities to mainstream education - utilise this relationship further. E.g. holding a non-school uniform day for Disability Awareness Day, where students each contribute a small amount (E.g. 20 or 50 BDT depending on what they can afford) to come to school in their own clothes for the day. There could also be awareness raising activities on this day ran by PROSHIPS or their beneficiaries. Additionally, PROSHIPS have a strong link with a local girls college, where many young women leave for universities all over Bangladesh - tap into this network to raise awareness or fundraise for PROSHIPS.

h) PROSHIPS could give a guest talk/workshop/lecture based on their experience in the field, for a group of young adults studying international development or social studies. In exchange, the university could donate or fundraise for them, or advertise for volunteers (individuals who are looking for experience in the development sector). These knowledgeable young adults could help with PROSHIPS social media and fundraising, particularly helping them tap into a youth audience/potential donor base. Social clubs within schools may be another way for PROSHIPS to raise awareness, supporters or funds. Also look into any local Guides or Scouts groups to partner with the organisation.

i) The British Bangladeshi community is one of the largest in the UK; most notably East London (Bangladeshi's make up 33% of the London Borough of Tower Hamlet's population). A national census found 400,000 (95% Sylheti) people had Bangladeshi heritage in Britain. Greater Manchester has the second largest Sylheti Bangladeshi diaspora in the UK. We recommend that PROSHIPS research into diaspora networks, and reach out to some groups that may support them. There are 20,000 UK alumni living and working in Bangladesh and many of them use their knowledge from the UK to create positive impact in Bangladesh. There is a group run by the British Council called 'Bangladesh-UK Alumni Network' (BUKAN) for Bangladeshis who studied in the UK. An example of a potential valuable network for PROSHIPS.

j) 500,000 British-Bangladeshis operate around 10,000 restaurants in the UK, employing a large number of mostly Bangladesh nationals. Bangladeshi restaurants form an essential part of the British Curry Sector that has a yearly turnover of £4.5 billion. We recommend PROSHIPS attempt to establish a link with a restaurant/s that might donate a small percentage of a dish's sales to one of PROSHIPS projects, or have a fundraising box for PROSHIPS. E.g. use LinkedIn to establish these connections.

5

Finance

Good financial planning, systems and transparency are an essential base for organizational stability and growth.

Indicators	Not currently met	Have started good	Progress made	Superstar!
The organization has a good understanding of their costs for different programs and identifies how these will be recovered.				✔
There are written financial procedures/systems and checks i.e. for processing, invoicing and payment authorization.				✔
The organization meets specified requirements for claiming, spending and reporting on money.				✔
The organization has people with the necessary knowledge and skills to manage budgets and finances successfully.				✔

Indicators	Not currently met	Have started good	Progress made	Superstar!
The organization's income comes from a variety of sources, and relationships with donors are maintained and developed where possible.				✔
There is a reserves policy (plan for building and managing cash reserves) based on an assessment of needs and risks.				✔
The budgeting process is transparent and participatory where appropriate, with staff and volunteers aware of the financial health of the organization.				✔
The organization is transparent with internal and external stakeholders on income and expenditure.				✔

Key Observations / Any Key Challenges / Areas for Improvements:

PROSHIPS employs an accountant, Mitali Akhter, and she is responsible for managing the finances and accounts. PROSHIPS does not yet use any accounting software. Accounts are kept manually then transferred onto Excel spreadsheets. PROSHIPS has clear financial procedures for processing, invoicing and payment authorisation. The organisation keeps a cash book and receipts for expenditure. Bank reconciliations are carried out every quarter.

PROSHIPS' Constitution also sets out various financial and accounting requirements as well as providing for the appointment of a Treasurer on the Executive Committee. One requirement is that accounts have to audited annually and submitted to the General Body for approval. The budgeting process is therefore transparent and participatory in this regard. The Constitution also contains various rules for the collection and expenditure of funds.

PROSHIPS has a policy of keeping separate ledgers for each of its programmes. The organisation's accounts clearly show the income and expenditure for each programme. The organisation is therefore very transparent with donors through its accounting processes. The organisation's income comes from a diverse range of sources including local, national and international donors. PROSHIPS' biggest and most secure source of funding comes from national agency, the Centre for Disability in Development (CDD). The organisation has experienced the common problem of certain funding sources drying up and has been proactively seeking out new sources of funding. For

example, PROSHIPS had received a substantial grant from the Dutch Liliana Foundation but this stopped in around 2015. The organisation was able to secure new sources of funding from the Bangladeshi government's MOWCA from 2016 and also from British organisation, Abul Khair, from 2017.

Despite PROSHIPS' proactivity in applying for new grants, the organisation has experienced a substantial reduction in its income in recent years. A SWOT analysis of PROSHIPS's fundraising highlighted the opportunities for increasing its income from local fundraising, particularly through initiatives involving its beneficiaries. It also highlighted the opportunities for increasing its income from individual donors by extending its presence on social media and having a functioning website. Such measures would further diversify PROSHIPS' funding base as well as making the organisation more attractive to grant-making international donors.

It was unclear if PROSHIPS has a reserves plan. The organisation was provided with a copy of the MANGO Building Reserves Guide as well as the MANGO Finance Health Check Form. In general, however, PROSHIPS appeared to be very well organised in dealing with its financial and accounting matters. The organisation identified funding as one of its biggest challenges but there are a number of positive steps it can take as outlined above.

Key Recommendations

a) PROSHIPS should prioritise diversifying its income streams and a number of recommendations in this regard have already been made in the 'Fundraising' section above. In particular, increasing its online presence and tapping into local funding streams are important ways for PROPSHIPS to diversify its income.

b) PROSHIPS should carry out a risks and needs assessment and ensure that it has an adequate reserves policy.

6

Communications

Good communications - both internal and external - are essential for a successful, and happy organization. Good communication engages staff and volunteers, encourages giving and ensures open, positive relationships with beneficiaries.

Indicators	Not currently met	Have started good	Progress made	Superstar!
The organization has a clear vision, mission and ais and communicate these successfully to both internal and external stakeholders.		✓		
The organization is clear about the key messages it wants to communicate to users and other external stakeholders.			✓	
The organization communicates effectively with its donors, supporters, beneficiaries and the local community in which it works.			✓	
The organization has good internal communications and all staff and volunteers are clear about what is happening and who is responsible.			✓	
The organization's image is clearly recognized and identifiable, and publicity material is accessible and user-friendly.		✓		
The organization practices informed consent in the collection and reporting of beneficiary images and stories.		✓		

Key Observations / Any Key Challenges / Areas for Improvements:

PROSHIPS' mission is "to improve the ultimate socio-economic and cultural condition of the community, through the development of the most disadvantaged, vulnerable people, women, children and the people with disabilities, to ensure their equal rights and opportunities for participation in the mainstream development". This mission is displayed on their GlobalGiving and Facebook pages. They have a clear and identifiable PROSHIPS logo.

PROSHIPS' website is currently not working, so we are unable to comment on the effectiveness of their webpage in communicating their work. Once up and running, there should be a dedicated section for each project they are running. This should be accompanied by some great photographs which show their work in action.

PROSHIPS' GlobalGiving page has some good photos and multiple reports have been submitted updating their donors. PROSHIPS have some great photo content from the field, which they showed us during our visit. This content will be extremely valuable for PROSHIPS in creating a new digital communications strategy, as they have a lot of content that is ready to post.

PROSHIPS should always try to take photos where there is good lighting and if there is not good lighting - move to a space where there is. Dark, bad quality or photos with shadows can be off putting. The organisation should chose photos with the best lighting and image quality to showcase on GlobalGiving. Also chose photos showing the

beneficiaries and less of staff handing out resources to beneficiaries - as this does not convey a sense of an empowered local community.

PROSHIPS new digital communications strategy should include posting content on their new website, their existing Facebook and Twitter pages and potentially a new Instagram page and blog (which beneficiaries could co-write). This will be a really positive step towards increasing supporters, donors and network. PROSHIPS can use their webpage and social media channels to not only tell the stories of their development partners, but also to interact with supporters, like minded charities and people of influence.

During our visit we covered the importance of storytelling and edited a recent case study example together to limit heavy wording and convey a sense of the development partner's journey. We spoke about using uplifting and motivating language in GlobalGiving reports, as this compels donors further when they can clearly identify the solution PROSHIPS provides. It is possible to convey that support is still needed with positive use of language.

Internal communications among staff at PROSHIPS happen during monthly meetings, or in person in between meetings. It is unclear if there is a formal process for SHGs and the apex body to contact each other in between their scheduled fortnightly meetings.

Key Recommendations

a) The most important step PROSHIPS can take to boost their fundraising is to have a functioning website. NGOs without a website can be very off putting to potential donors. This is the first action PROSHIPS should take. The website should include the story of how PROSHIPS came to be, as donors will find Rafiqul and Rokeya's story inspiring, as well as case studies of their beneficiaries and how PROSHIPS has helped them to thrive.

b) PROSHIPS should focus future GlobalGiving reports on stories of positive change about their beneficiaries. Concise and journey focused stories from the perspective of the beneficiaries with quotes and positive, individual photos of them (less use of photos with PROSHIPS staff in them). A video with English subtitles interviewing those they serve, could also be a personal and effective way to update donors. This applies to larger donors as well and PROSHIPS can send personalised emails to show donors where their funds and support have helped.

c) We recommend PROSHIPS revisit their mission and goals to check that they are still relevant and reflect PROSHIPS' work. PROSHIPS is involved in a wide variety of programmes and it is important to constantly revisit their mission, vision and aims, to ensure that new projects are reflected accurately in their organisational goals.

d) We recommend using free resources such as www.canva.com to create infographics which summarise PROSHIPS' work to donors and supporters in a concise and compelling way. Potential donors decide very fast if they are going to donate or continue to read something online; grab their attention with a eye catching image and simple presentation of key information. JAAGO Foundation's Instagram and website are a great an example of using infographics and telling their beneficiaries' stories well through photos.

e) It will be beneficial for PROSHIPS to use the United Nations list of International Days in the calendar year to create relevant posts on social media and increase their reach using relevant hashtags such as #sustainabledevelopment, #SDGs. PROSHIPS already take part in national campaigns - just make sure you're shouting about it online too!

f) We suggest that PROSHIPS have a volunteer Facebook group (closed Facebook group) where volunteers from the SHGs and apex body may share best practice, or help each other to find solutions to any challenges they are facing. This would provide an additional platform to support volunteers and boost community led problem solving. This is also a way to engage volunteers in raising awareness, social media skills and fundraising for PROSHIPS.

g) In addition, we recommend that minute taking at meetings is compulsory, so PROSHIPS staff/volunteers are always able to learn from each other, even when working in separate locations (they have two offices and multiple SHGs). This may also minimise work, as PROSHIPS staff/volunteers will be facing similar issues on a day to day basis. Having platforms for best practice sharing maintains consistency in how PROSHIPS approaches challenges.

h) Consider the language used in reports and how engaging it currently is for existing and potential donors. PROSHIPS' beneficiaries are at the forefront of their work, very much leading the way and empowering others with disabilities. The language used should be uplifting and put the beneficiaries in the driving seat. Some of the language in reports conveys hopelessness for the beneficiaries, instead of communities in charge of their own development. Also avoid using jargon externally (language or acronyms that only make sense to PROSHIPS staff) such as IGAs or SHGs (write full names), or long names of places (writing 'rural Northern Bangladesh' or

'Jalampur' is sufficient).

i) Always consider if an image conveys dignity for the subject. There are a few photos used in reports that we would consider removing E.g. crying child receiving rehabilitation treatment. Change this to a happy child after the session.

7

Delivery and Impact

An organization with a clear vision, mission and aims; with inclusive, accessible evidence based programs, good monitoring and evaluation and strong feedback loops should be an effective one, that thrives.

Indicators	Not currently met	Have started good	Progress made	Superstar!
The organization has effective feedback loops (using different methods) embedded in their work for collecting, analyzing and sharing learning with all internal and external stakeholders.			✔	
The organization is inclusive in its structures and processes, accessible to those in need and demonstrably practices non-discrimination.			✔	
The organization routinely measures and reports on both outputs (i.e. numbers of people benefiting) and outcomes (i.e. the changes achieved).		✔		
Beneficiaries and other stakeholders are able to participate in program design and implementation.			✔	

Indicators	Not currently met	Have started good	Progress made	Superstar!
Staff and volunteers understand the monitoring and evaluation methods in place, are provided with relevant ongoing training and are therefore confident in collecting quality data			✔	
There are good, established mechanism (formal and informal) for beneficiaries to feedback their opinions/experiences across the organization.		✔		
The organization is measuring its impact, and designing programs against baseline data.		✔		

Key Observations / Any Key Challenges / Areas for Improvements:

PROSHIPS has established effective mechanisms for beneficiaries to feedback their opinions and experiences through the Self Help Groups (SHGs) and Apex Body. There are nine SHGs for disabled people which meet twice per month. Two members of each group are selected to serve on the Apex Body which has 18 members. The Apex Body members are involved in completing questionnaires regarding PROSHIPS' services and the organisation reports back to the Apex Body every quarter to share key findings and learnings. Although the staff implementing programmes at PROSHIPS clearly had a good understanding of monitoring and evaluation methodology and terminology, the organisation is not actively involved currently with M&E. The Centre for Disability in Development (CDD), PROPSHIPS' main funder, carries out evaluations every quarter through monitoring inputs, outputs and outcomes. CDD collates data obtained from various sources including the questionnaires completed by the Apex Body in conjunction with beneficiaries and parents. PROSHIPS does not, therefore, have ownership of the M&E carried out regarding its services. The data obtained is controlled by one of its main donors, CDD, and presumably only relates to CDD-funded programmes. This is a significant disadvantage for PROSHIPS in being able to effectively assess the outcomes and longer term impacts of all of its programmes. This must, in turn, impact on PROSHIPS' ability to decide how best to utilise limited funds when the organisation does not have a more detailed understanding of the outcomes and impacts of all of its programmes. PROSHIPS clearly collates data regarding inputs and outputs as evidenced by the organisation's annual report for 2017. As outlined above, the organisation lacks a more nuanced understanding of its programmes' outcomes and impacts.

Key Recommendations

a) While PROSHIPS has information about what assistance is being provided and how beneficiaries are generally progressing, the organisation would benefit from a more formal M&E system. A M&E system would enable PROSHIPS to monitor more accurately and frequently the impact and cost effectiveness of its programmes. This also likely to be useful information in attracting new donors.

b) In the meantime, there are other ways in which PROSHIPS could collate more information about its interventions. For example, we suggested that the beneficiaries of the sewing machine training should be asked to keep a simple, written record of their incomes from sewing work. PROSHIPS would then have information of the incomes generated by this intervention and be able to compare this to

the cost of providing the sewing training and sewing machines. This would generate more baseline data which can be used when planning future programmes. PROSHIPS could adopt a similar approach for other income generating activities such as small business grants. PROSHIPS could provide a simple income logging sheet to beneficiaries and collate the data.

c) A formal M&E process which is embedded in all aspects of PROSHIPS' operations would also help to highlight the importance of cost effectiveness in the organisation's routine work. This may also positively influence financial decision making to ensure that PROSHIPS is more mindful of a costs/benefits approach in this regard.

8

Innovation and Flexibility

Innovation and flexibility are key assets that can drive organizational growth in the modern era. Innovation and flexibility in products, services, planning and staffing can enable an organization to remain forward thinking and effective.

Indicators	Not currently met	Have started good	Progress made	Superstar!
The organization is a flexible on able to adapt to changing local needs and issues when required.			✓	
The organization is able to demonstrate good examples of innovation in their work.			✓	
The organization provides a flexible working environment, enabling them to recruit a diverse staff and volunteer team (i.e. Parents, carers, people living with disabilities).				✓
The organization is open to new methods of management, planning and program implementation and tests new ideas and approaches when appropriate.			✓	
The organization encourages input and initiatives from staff, volunteers and wider stakeholders.			✓	

Key Observations / Any Key Challenges / Areas for Improvements:

PROSHIPS was founded nearly 20 years ago and so the organisation has clearly been flexible and adaptive to some extent in order to progress its mission over the years. Although PROSHIPS has been established for a long time, the organisation still needs to innovate and be flexible. It is clear from the accounts that PROSHIPS' income has decreased in recent years which underscores the need to invent new ways of fundraising and developing as an efficient and effective organisation.

PROSHIPS appeared to be a very traditional non-profit organisation in terms of its management structure and established links with local government officials and also government funding. While these aspects of PROSHIPS' operations may also be considered strengths, there is a risk that the organisation may be less inclined to explore new ways of doing things. In particular, there is much scope for PROSHIPS to increase its local fundraising through its existing networks. Although local fundraising may not currently be a common practice for non-profits in Bangladesh, this does not mean that PROSHIPS should not try doing this. It is an opportunity for PROSHIPS to innovate and, on the plus side, it will mean that the organisation will be leading the way in its local area and not face much competition.

In addition to innovating with different types of fundraising, PROSHIPS could also be more flexible in terms of how it utilises the skills and experience of different staff members. We discussed how fundraising is often regarded as one person's responsibility in an organisation. In PROSHIPS the CEO, Rafiqul, takes the lead with fundraising. However, the organisation may benefit from a more flexible approach with different staff members taking responsibility to different aspects of fundraising. The same principle could also be applied to different aspects of PROSHIPS' operations including networking and social media.This would ease the pressure on Rafiqul and help to generate new ideas and approaches.

PROSHIPS is very innovative and flexible in terms of involving it's beneficiaries and obtaining feedback from them. The organisation has developed an effective model for the Self Help Groups (SHGs) and the Apex Body as outlined above. A further example of innovation is the community savings and loan scheme operating in SHGs. PROSHIPS is also to be commended on the diversity among it's staff and trustees, which include women and disabled people.

Key Recommendations:

a) We encourage PROSHIPS to think outside the box when it comes to local fundraising. Just because something is not routinely done in Bangladesh, this does not mean it cannot be done. PROSHIPS could be the first non-profit to have success with some new and innovative ways of fundraising locally.

b) We suggest that the wider PROSHIPS team feeds into new policies, procedures and projects more often, through ideas sharing sessions and group feedback sessions. In particular, it would be mutually beneficial for the management team to be able to delegate some fundraising and digital communications to other staff members. This would free up the management team's time and provide new responsibilities and progression to other staff members.

c) PROSHIPS could also grow their volunteer network to support their local fundraising and digital communications. This may be particularly helpful for digital communications in view of the limited internet access in Jamalpur. If PROSHIPS could recruit volunteers from one of the universities in Dhaka, this would significantly increase the organisation's digital communications capacity. Students may be looking for work experience with a NGO and have valuable website and social media skills to offer.

9

Technology

A good technology infrastructure can boost an organization's effectiveness, helping them connect with key stakeholders, increase awareness, raise funds and measure results.

Indicators	Not currently met	Have started good	Progress made	Superstar!
There is a good understanding of how to use technology effectively across the organization amongst staff and volunteers for programs and organizational management.	✓			
They have a good understanding of the GlobalGiving systems and are utilizing them fully (Dashboard, campaign analytics).		✓		
There is a good understanding of data protection laws, data security requirements and written policies are accessible to staff and donors.		✓		
There is good ongoing provision of training for staff and volunteers to improve their technology skills and wider digital literacy.		✓		
The organization deploys technology tools to improve its work (i.e. crop yield tracking, communication, collecting feedback).		✓		

Key Observations / Any Key Challenges / Areas for Improvements:

There was one laptop in the PROSHIPS office. PROSHIPS use Microsoft Office for their administrative needs, which appeared to be installed on the laptop. Rafiqul used PowerPoint to present on PROSHIPS' projects and demonstrated that they also utilise Excel for budgets, and Word for written policies E.g. Staff HR Manual. He also showed photographs that had been taken in the field.

PROSHIPS has a Facebook page but no functioning website. One of the biggest challenges for PROSHIPS is a lack of consistent internet for them to use to engage with GlobalGiving and social media.

PROSHIPS have Leader status on GlobalGiving with a total of 25 effectiveness and engagement points, which shows a good understanding of using GlobalGiving. They have also raised over $7,000 using the platform. PROSHIPS have started to engage with Project Learning Cycles on GlobalGiving and were also aware of the Peer Learning Network webinars. They mentioned that time difference was an additional barrier to engaging with the webinars.

PROSHIPS' current approach to data protection involves storing written notes on shelves and a cupboard in their office. Some data from the field is collected by CDD and subsequently typed up. PROSHIPS did not appear to have this information stored anywhere themselves. PROSHIPS back up their important documents and records on USBs and CDs.

Key Recommendations:

a) PROSHIPS could establish a relationship with an organisation that sells refurbished laptops. For example Banglalink have previously donated refurbished laptops for charitable purposes, and there are very likely to be other organisations who would be willing to support with resources instead of money. Same applies for Microsoft Office Suite - there is a discount available for non profit organisations.

b) A potential solution to the lack of internet is typing up reports in Word documents and sending these across to Rafiqul and Rokeya's son Rafaet to post on GlobalGiving on their behalf. If reports are posted early, PROSHIPS will get 5 extra points each time (such an easy way to boost your points!). When Rafiqul is in Dhaka for CDD business or to visit his son and daughter, he could utilise the internet connection to complete a few webinars. The Learning Cycles can also be typed up in Word and posted by Rafaet. Poor internet connection is not ideal, but solutions must be found and implemented to thrive on GlobalGiving and increase PROSHIPS presence and international donors.

c) Use Google Drive or Dropbox to back up information. Storing this important information on USBs and CDs poses a huge risk if they became misplaced or malfunctioned. PROSHIPS should introduce a shredding system for notes on any individuals, or provide locked bins for sensitive information, which is eventually shredded (especially for notes including full names, health status, or numbers, addresses or email addresses). Any individual information or sensitive information (E.g. notes on a safeguarding concern) should be locked in a filing cabinet, or even better, in a password protected document.

10

Networking and Collaboration

Networking and collaboration with others is important for shared learning; to reduce duplication and services; improve efficiency and in seeking out new partnership opportunities for better outcomes for all.

Indicators	Not currently met	Have started good	Progress made	Superstar!
The organization pro-actively seeks to work with other organizations and institutions in order to share knowledge and learning.				✓
The organization contributes productively to policy discussions with relevant stakeholders.			✓	
The organization is active in building and maintaining relationships with all relevant stakeholders (both within and external to the sector i.e. police, local government, local chamber of commerce).				✓

Key Observations / Any Key Challenges / Areas for Improvements:

PROSHIPS works closely with Centre for Disability in Development (CDD) who apply the Community Based Rehabilitation Framework (CBR) in conducting its work. This ensures alignment with internationally-accepted disability standards. CBR is a recognised international disability approach that is implemented in over 90 countries to ensure that the benefits of the Convention on the Rights of Persons with Disabilities are delivered to persons with disabilities. CBR is a broad multi-sectoral development strategy for the rehabilitation, equalisation of opportunity, poverty reduction and social inclusion of persons with disabilities.

CBR's work promotes 5 key areas; health, education, livelihoods, empowerment and social integration, which line up with PROSHIPS work areas. PROSHIPS have access to many training opportunities as a result of this partnership, which has resulted in the implementation of key policies such as their Child Protection Policy and officer being appointed.

PROSHIPS' close relationship with various local Government ministries has opened up many doors for them. Representatives of PROSHIPS apex body of 18 volunteers (formed through their SHGs) are invited to key policy discussions on disability. The representatives ensure that the views and challenges faced by the SHGs are reflected in new policies. This is a fantastic working model for ensuring the views of local disabled people are listened to and implemented. PROSHIPS also appear to have a strong relationship with local police.

Key Recommendations

a) PROSHIPS appear to be a very well networked organisation within their local community, with a large number of supporters and well wishers. This is a huge advantage for PROSHIPS, which they should begin to utilise further to increase their local fundraising. The community contribution from 2013 shows the local fundraising potential that is available to PROSHIPS - start tapping into this by using our suggestions highlighted in the fundraising section above.

b) PROSHIPS have increased networks outside of Jamalpur through their partnership with CDD (E.g. BERDO who are carrying out similar work in Dhaka). Utilise these relationships to your advantage and boost PROSHIPS visibility outside of Jamalpur further. PROSHIPS could partner up with other NGOs on National Disability Day, National Hearing Day or National Autism Day, for example, to create a bigger impact, or join together to create a resource sharing network within Bangladesh. E.g. sharing best practice from projects, co-sharing the cost of training opportunities, share helpful external resources/funding opportunities. This could be through an online group on platforms such as Facebook or LinkedIn.

c) We recommend that PROSHIPS diversifies their connections and potential donors by adopting a joint responsibility approach to fundraising and networking. Follow up on the network mapping activity, as recommended above in the fundraising section. We repeat this point to emphasise the importance. The PROSHIPS team came up with many connections during the activity - tap into them asap.

d) Once PROSHIPS have their new website and social media channels set up, ALL staff should follow these and be sharing PROSHIPS content among their networks. If staff do not have social media accounts - create them for this purpose! In every staff member's account bio/about me section it should have their role title and PROSHIPS should be tagged - to direct more people back to PROSHIPS. PROSHIPS should follow other NGOs, development actors, people of influence in Bangladesh etc. PROSHIPS should interact with their supporters, like content, contribute to discussions and be active as an entire organisation to raise their profile among networks and relevant stakeholders.

11

Environment and Well-being

A good working environment is necessary and vital for the well-being of employers, employees, volunteers and beneficiaries which in turn results in better outcomes in delivering the organizations objectives. Respecting and protecting the wider environment is beneficial to the whole community in which the organization is based.

Indicators	Not currently met	Have started good	Progress made	Superstar!
The organization considers environmental well-being in its internal and external operations, i.e. recycling, using non-renewable energy sources, minimizing waste, etc.	✔			
The organization cares and looks after their staff and volunteers with a good working environment.				✔
There is a clear health, safety and security guidance in place that meets legal requirements.			✔	
The organization has taken account of ethical consideration in its environment policies and practices (i.e. office supplies, school uniform suppliers, food produce).			✔	
The organization provides and encourages all staff to fully utilize their annual leave and does not encourage excessive over-working.			✔	
The organization appreciates its employees, volunteers and other stakeholders and ensures they feel valued.				✔

Key Observations / Any Key Challenges / Areas for Improvements:

There are no formal recycling facilities in Bangladesh. However, we observed that PROSHIPS tried to minimise waste where possible. Much of the food provided for the staff was locally sourced. PROSHIPS' main office was well maintained and provided a pleasant working environment for the staff and pupils. The Dewanganj district office was similarly well maintained and provided a pleasant working environment.

We observed a warm and respectful relationship between the management team and staff members. It is clear that PROSHIPS cares about its staff and does its best to look after its staff and volunteers. Many staff members had worked for PROSHIPS for many years which would suggest that they regard it as being a good organisation to work for. PROSHIPS obtains feedback from staff on an informal basis in monthly meetings.

Bangladeshi law does not seem to impose any stringent health and safety guidance on employers. It was not clear if PROSHIPS has health, safety and security guidance.

Key Recommendations:

a) PROSHIPS would benefit from having a more structured and confidential approach to obtaining staff feedback, such as regular 1:1s, in order to provide staff with a safe space to raise any issues about about their welfare or working conditions.

b) PROSHIPS should consider if there is potential to source office and other supplies from ethical and sustainable resources.

12

Conclusion (Overall summary & findings)

During our evaluation, we visited most of PROSHIPS projects including the education programmes for disabled children, the health services for disabled people and the menstrual hygiene programme for disabled girls. We also visited the PROSHIPS district office in Dewangonj together with many beneficiaries in the community. Finally, we visited the site of a potential new project to help a village of Hindu fishermen who are very marginalised in Bangladeshi society.

PROSHIPS is a well organised and well run non-profit. The organisation is financially responsible with a very good understanding of its income and expenditure for each programme. PROSHIPS has a good understanding of GlobalGiving systems and are diligent in complying with these. The organisation has grown organically over the past 20 years and now offers an impressive range of diverse services to disabled children and adults in the area. We were particularly impressed by the way in which involving disabled people in the community is at the heart of everything PROSHIPS does.

PROSHIPS has plans to extend its services to include a specific mother and child health service together with education services for visually impaired, autistic and celebral palsy children. The organisation also wishes to set up a training centre for disabled school leavers. In providing current and new services, the organisation's main challenge is fundraising.

PROSHIPS already has some strong local networks and it was clear during our visit how well regarded the organisation is in the community. There is scope to increase local networks further to boost awareness and fundraising. If the organisation is able to increase local networks, its reach will be significantly extended and this should have a very positive impact on its fundraising capacity. In addition, the organisation's fundraising capacity will be further increased by implementing the above recommendations for improving its project pages on GlobalGiving, website and online presence in general. We wish PROSHIPS every success in its future projects and are sure that the organisation will carry on making a big difference to the disabled people in the communities it serves.

13

Useful resources and links

United Nations International Days calendar:
http://www.un.org/en/sections/observances/international-days/index.html

Canva - create free eye catching infographics:
https://www.canva.com/

Development, Impact and You (DIY) - practical tools to boost social innovation:
http://diytoolkit.org/

JAAGO Foundation - outstanding NGO use of social media for inspiration:

https://jaago.com.bd/

27 free resources for NGOs:
https://www.globalgiving.org/learn/listicle/27-free-resources-for-nonprofits/

NGO success stories for inspiration:
https://www.globalgiving.org/learn/category/success-stories/

Peer Learning Network - webinars on NGO best practice:
https://www.globalgiving.org/peer-learning-network/