

Mid-Term Review Report of Core projects of Aino Salish Kendra (2007-2010)

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Mid-Term Review Report
Of
Core Projects of Ain o Salish Kendra
(2007-2010)



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November, 2009

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November 15, 2009

Report on Mid-Term Review of Core Projects (2007-2010) of Ain o Salish Kendra (ASK)

Dear Madam,

In accordance with our agreement dated September 01, 2009, we have completed the Mid-Term Review (MTR) of the Core Projects of ASK, and produce our report as follows:

Section A: Executive Summary of Findings and Recommendations
Section B: Introduction, Background, Scope and Methodology
Section C: Detailed Report on Programme Assessment, Organisational and Financial Management Review

We would like to thank the management and staff of Ain-o-Salish Kendra, their Partners, and the members of the Executive Committee for the cooperation extended to us during the review.

Thanking you,

Yours faithfully,

A. Qasem & Co.
Chartered Accountants

Section A: Executive Summary of Findings and Recommendations

1. Programme Assessment

Program strategy

ASK is implementing its program through different units to achieve different outputs/results. The aim is to reach the purpose and goal of the program. RT reviewed all the ASK documents and cross-checked the effectiveness of program strategy through field visits in 4 different districts. It was noticed in available documents, discussion with ASK personnel and field observation that, there is significant lacking persisting in linkages between efforts by different units. This lacking persisting at different levels of program implementation. RT believes efforts of different units are making significant contribution in achieving goals and purpose. But more integrated approach by different units can help increase both effectiveness and efficiency of the program at field and national level.

Partnership and Networking Guideline: ASK is implementing its program in 3 approaches, direct implementation, partnership and networking with other organizations and institutions. Unit wise partnership approach was also found different. ASK should decide on most effective approach for achieving its goal. ASK should encourage volunteerism among different stakeholders. A guideline for partnership, networking and promoting volunteerism, based on ASKs long-term objective and strategy, can help all the units and ASK as a whole to implement its program in a more uniform and coordinated manners

Setting long-term objectives and strategy

ASK should identify its long term objective and strategy to reach those objectives. ASKs goal is well defined in its program document. Some long-term objectives can be formulated in achieving the goal. It would be very helpful for impact assessment of ASK activities and program monitoring as well.

Catalytic role of ASK: ASK plays active role in addressing HRV cases. If more HR organizations can be involved in its program, the goal can be achieved more efficient and effective manner. ASKs strategy in this regard can be defined.

Indicators for outputs

ASKs program document contains sufficient output and process indicators to measure program activities. It was noticed by RT that there are lacking in indicators that can help measure program effect and impacts. It may help in monitoring program progress if indicators given in logical framework matrix is revised and more indicators are added regarding short and long term effect and impact measurement.

Holistic monitoring system is not yet established, every units are monitoring output wise activities. Overall monitoring of the program may require analysis of MIS information from program purpose and goal perspective. Proper and systematic information flow from field can help preparing analytical monitoring reports. It is also required to develop process documentation to see the changes and this finding will help for follow-up activities

Program monitoring

The PME unit is concentrating its focus on result wise number of activities carried out and preparing reports based on that. The PME unit should increase field visits to identify strengths and weaknesses of activities based on the objective of that activity.

Impact and Effect analysis

RT believes this is the prime time for an impact and effect analysis of the program. Before starting the next phase, the impact and effect analysis can give valuable directions to fine-tune the program including its management.

Sensitizing the government and organizations engaged in dispute resolution

ASK organizes regular sharing meeting with local level service providers (police, local government representatives, court) as a result, attitude of the service providers towards client has been changed and victim getting service in short time with minimum expenditure and getting very supportive environment in police station. These service contributing to establish women rights in their private lives as well as they are getting financial support against *"den mohar and children's' bharon poshar"* (dower and child maintenance). It will also contribute to implement existing law in favor of women. ASK program contributed for changing in practice level. ASK activities contributing a bridge between two and as a result victim women getting positive attitude, supportive environment and minimum cost she getting judgment by the court in short time.

Contribution of Awareness, legal aid and advocacy programs to enhance capacity of disenfranchised

During field visits of RT and its observation, it was revealed that the disenfranchised are visiting ASK services for different supports. This indicates communities increased awareness on rights issues and available services. LC organizes client workshop in quarterly basis to aware legal and HR issues, which is contributing significantly in capacitating the disenfranchised and general people. As a result, client groups are more organized and they are demanding their rights and raising collective voice. Other victim in the working, who was silent, are getting strong support to claim their rights, and demand increasing day by day. RT identifies the need to increase regular follow-up activities which will contribute to enjoy the rights of victim after mediation and getting judgment from the court. Need is also prevailing to address more Human rights Issues in the regular orientation programs. This knowledge will help to demand their rights as well as to enjoy their rights. More counselors, more interaction with service providers can more strengthen the program.

Development functioning and sustainability of different forum

Local level stakeholders are taking collective actions and strong volunteerism attitude is persisting among community stakeholders. It may not be applicable for all working areas of ASK, but, it was noticed by RT that, linkage between CLAG and different service providers including local government is not satisfactory. Community legal action group (CLAG) members are aware on HR issues and ASK approach. They are meeting frequently but they did not decided any action point and no practice to share their experiences. No linkage with CLAG and Panel lawyers are existing. Panel Lawyers sometimes are not clear about their roles and responsibilities, some of them are not agreed with ASK philosophical stands. Misunderstanding persisting among lawyers and sometimes they are misguided. CLAG should have working relationship with local government, panel lawyers and other service providers. Panel lawyers should be made more responsive from program point of view. Compared to this group, MSP, MNP and BNAD were found more active and supportive to each other.

Sustainability

The ASK program has all the ingredients that can be replicated by different NGOs and can also influence the local government and different service providers. It would be very helpful if achievements are shared to all the ASK partners and others development organizations and service providers. Strategy need to be developed for changing role of in-project service providers for sustainability/phase out. Obligation to enhance human rights situation by the service providers/local institutions can be visualised through showing/addressing commitment to the community. Informal MoUs can be such example.

ASK can be an institution for supporting other human rights organizations (local and national) and groups. Which can contribute in sustainable journey of ASK program.

RT reviewed ASK program as an integrated program that has different components with common purpose and goal. RT thinks, role change/phase out based on purpose and goal of the program, rather than unit wise phase out/role change, can be more practical and sustainable. .

Protection of working children from abuse and exploitation

ASKs program (Drop-in centre) for protecting children from abuse and exploitation, is implemented in Dhaka city. Pre-primary education and extra-curricular activities are helping working children's proper development. Afterwards, many children admitted to regular education system in different schools. And its impacting positively for changing their future. They are now aware about their rights and they are claiming for it. Family members' interest for continuing their education is also created.

RT finds it difficult to understand actual changes in lives of the children due to weak documentation and absence of baseline and individual progress report card. It is required to develop visual education materials addressing human rights. Regular follow up of changes in children's life need to be ensured.

Aim of drop-in centre education need to be fixed and more focused. How the drop-in centre education and other extra-curricular activities will link in protecting working children from abuse and exploitation needs more clarity.

Contribution of international advocacy in positive change

ASK is playing the key role on national HR concern areas through UPR process and using effectively its international linkages. ASKs initiatives are internationally recognized by different international human rights groups. The Human Rights country report prepared by ASK is appraised internationally. Different international groups are using it as advocacy tool as well as ASK also using it as tool for international advocacy. Investigation and documentation of different cases also being used for international advocacy. As a result of these advocacy initiatives, human rights commission in Bangladesh is formed by the government. ASK played lead role and they did continues advocacy for last couple of years nationally and internationally. RT found, due to international advocacy, some changes are in progress regarding extra-judicial killing and sometimes ensuring justice to the disenfranchised, as mentioned in example in output 6. ASK should think for regularising these type of efforts in a more coordinated manner and effective way through incorporating other national human rights organizations and defenders. Focusing on national HR issues for international advocacy is another area that ASK can initiate for building national consensus and linkage with international HR groups/agencies.

Effectiveness of ASK intervention in national concern area.

ASK initiatives and demands are considered seriously by different government agencies due to their positive and active role for ensuring justice. Citizens groups and other human rights organizations also has the respect and trust on ASK. This is the outcome of ASKs continuous efforts for establishing human rights in Bangladesh. ASK played active and fearless role during program period in BDR mutiny case, extra-judicial killing, developing policy for educational institutions on sexual harassment, right to shelter for slum dwellers, right to safe migration, against illegal detention, etc. RT found that ASK successfully dealt the cases and ensured justice for the victims and rights bearers. Some examples are mentioned under output 5.

As mentioned earlier, there are some lacking in proper documentation of field achievements. If properly documented, published and shared the findings at national level, it could help in both replication and policy advocacy. Need to find out advocacy issues through field research and share at national level to involve other human rights groups and continue ASK efforts for ensuring the result.

Risk mitigation:

ASKs individual staffs always need to take some risks in addressing and working with HRV cases. ASK should actively think for mitigating those risks.

2. Organisational and Financial Management Assessment Summary

- a) ASK's current organizational structure of stand alone vertical units needs to be reviewed, and should be preferably grouped into core functionwise . The current management structure of all units reporting to the Executive Director should be changed. For more smooth operation of the activities, as well as to relieve the Executive Director from mundane routine activities, ASK should consider forming a Senior Management Team comprising the Executive Director, Director (Programme) and Director (Finance, Admin and HR). The current vacancy of Director (F&A) should be filled, and he/she should be given adequate administrative and financial authority.
- b) More capacity building initiatives are required, especially in the finance unit. At present, the unit is basically performing routine book-keeping, budgetary accounting, reporting for internal and external stakeholders, and treasury functions. In our opinion, capacity building is required in the areas of advanced budgeting and forecasting procedures, cost-benefit and cost efficiency analysis, financing strategy and sustainability to name a few.
- c) MIS module should be used to its full potential. Please refer to our detailed comments on this topic.
- d) On a priority basis, ASK should strengthen their Human Resource (HR) management functions. They should, as a minimum, introduce exit interviews to record the causes of staff departure, to address their current challenge of a high turnover rate in the entry and lower-mid level.
- e) ASK should introduce a Partnership Policy/Strategy, develop and implement objective procedures to assess the capacity and performance of Partner NGOs, and ensure adequate financial monitoring through internal audit function.

Section B: Introduction, Background, Scope and Methodology

1. Background

Ain o Salish Kendra (ASK) is a legal aid and human rights organization, its aims and activities have developed over twenty-two years to create mass awareness on HR, provides free legal aid for the disenfranchised, protection of child workers, training on legal and human rights for NGO staff and group members, facilitates community activism against HR violation, conducts action research, investigation and documentation, and launches advocacy and media campaigns.

ASK's vision/goal is to establish rule of law based on principles of equality, democracy, human rights, justice and gender equality. Its objective is to create an enabling environment for demanding good governance, non-discrimination and social justice. Specifically the Program is intended to accomplish the following milestones within its tenure of five years:

- 60% of the local level HRVs are protested
- Participation in public life from amongst the disenfranchised is increased by 25%
- Demand for HR protection and services increased by 50%
- Responsiveness of public institutions increased on HRV issues
- Non-discriminatory practices in public & private life enhanced

ASK takes initiatives to accomplish the above objectives through a number of projects funded by multiple donors. The ongoing projects, which are subject to the Mid-Term Review are as follows:

- ⇒ Promoting Gender Equity, Human Rights, Democracy and Social Justice funded by RNE, Sida Oxfam Novib and Danida. (2007 – 2011)
- ⇒ Promoting Community Activism for Gender Equity, Social Justice and Human Rights funded by NETZ-Germany.(2007 – 2010)
- ⇒ Protection of Fulltime Child Domestic Workers from Abuse and Exploitation funded by Save the Children Sweden-Denmark.(2008 – 2010)

ASK's focus for the current phase are as follows:

- Strengthen advocacy and awareness to ensure freedom from want and fear so that the excluded population feels encouraged to protest against the processes of inequalities made on the ideas of ethnic dominance, social groups, gender, class or political affiliation and to take advantage of opportunities as rights to development and prosperity.
- Replicating proven model of human rights Programming through local partners, NGOs and building their capacities in order to be able to provide a firm safeguard for victims/survivors to claim institutional remedies and at the same time for the human rights defenders to operate in a situation of less risk and greater support.
- Transforming ASK as a center of excellence in human rights monitoring, promotion and protection with a view to creating an atmosphere where citizens will be able to exercise their constitutional powers to influence political trends and call the relevant institutions to accountability for good governance both at policy as well as ground levels and to check corruption. By Centre of Excellence ASK means being a resource centre which provides a multiplier effect of its methodology, learning and results.

- Promote Program sustainability through developing competency of Community-Based Organizations to retain continuity at the grassroots level to be able to act as pressure groups to influence national policies and program.
- Improve quality of the Program-wise delivery in terms of people- friendly and easy accessibility combined with useful and dynamic approach to information and awareness.

2. Purpose/objectives of the MTR mission

As per the requirement of the Project Agreements, the midterm review (MTR) is undertaken to assess whether the project is on track, give a future direction and to appraise the project progress at the midway of its journey as well as to review overall project design (including project process, methods and strategies). The objectives of MTR are:

- a) to assess and review the overall performance of ASK and its programmes (as described in the project document), including an assessment of strengths and weaknesses.
- b) to provide recommendations to ASK on
 - strengthening in depth promotion of human rights, equality and access to justice.
 - strategies and solutions for more effective service delivery, campaigns, advocacy.
 - programme management and methods and means to assess results and impact of the programme.
 - Capacity of staff to carry out programmes and internalise values of HR consciousness.

3. Specific objectives and areas for the team to review:

Programme

1. To assess and review ASK's strategies, initiatives and activities to promote human rights and gender equity.
2. To assess to what the agreed goal hierarchy and measurable indicators have been applied in implementing the project
3. To assess the effectiveness of ASK's strategies to sensitise government and organizations engaged in dispute resolution.
4. To assess whether and how programmes for awareness, legal aid and advocacy have enabled the disenfranchised to negotiate for their rights.
5. To assess and review the development functioning and sustainability of different forum e.g. MSP, MNS, MAP, MNP, BINAD, CLAG, and HRDF.
6. To assess and review ASK's activities with regard to capacity building & sustainability of partner organizations. Will partners be able to continue the programme and activities without ASK support?
7. To assess how ASK's intervention protected working children from abuse and exploitation. Is the intervention bringing any significant change of their basic rights situation?
8. To assess how ASK's International Advocacy resulted to bring positive change for the protection and promotion of the Human Rights situation on the ground.
9. To assess the effectiveness of ASK's intervention in national concern area.

Management

10. To assess and review the current management capacity of ASK and evaluate measures taken to improve its management capacity since the start of the programme i.e. to assess and review the progress made in the domain of institutional capacity building.
11. To assess and review ASK capacity and systems in place for assessing the results of its programmes and activities.
12. To assess and review the level, effectiveness, use and appropriateness of the flow of information amongst different units.
13. To assess whether ASK, given the resources it has available, is working efficiently and effectively. Evaluation of achievements (output) in relation to expenditure.
14. To review the decision making process in terms of policy, strategy and implementation as well as role of EC.
15. To assess whether there are democratic mechanisms in the organization to discuss issues related to personnel management.
16. Assess the effectiveness of the Finance Unit
17. To assess the reliability of the internal control structure.
18. To follow-up previous audit/review recommendations and measures taken by ASK
19. To assess the personnel capacity and skill of ASK's staff and organization style.
20. Assess the role of the Donors Consortium and suggest areas of improvement.

4. Scope and Methodology

We adopted the following methodology for the review:

- Review of documents (Program document, annual reports, evaluation report, etc.): The program document is thoroughly analysed to get a clear understanding of the program.
- Field visit and discussion with primary stakeholders: The Review Team (RT) visited Legal Aid Clinics, Drop-In Centres, Halfway Home and open discussions were made with Partner NGOs, CLAG, BINAD, MNP, MNS, MAP, MSP, Survivors of Halfway Home, Panel Lawyers and Human Rights Defenders Forum.
- Discussion with ASK management staffs
- Self assessment by ASK management staffs: Output/result wise assessment were carried out by relevant management staffs of ASK from implementing units. Some common guidelines were given for self assessment.
- Cross-checking the gathered information with indicators given in Logical Framework Matrix to find the progress and gaps
- Report sharing with management and Executive Committee.

5. Limitations

The review was subject to the following limitations:

- Due to time constraint, we visited a selective number of project locations, as a result, our comments may not have encompassed all activities on all the units.
- Again, due to time constraint, the reviewers could not seek the views of indirect beneficiaries.
- Since this is an MTR, we have not performed a detailed unit-wise impact assessment.

Section C: Detailed Report on Programme Assessment, Organisational and Financial Management Review

1. Programme Assessment

Analysis of Project Outputs

The outputs were analysed by Review Team (RT) with active support from the ASK management staffs who are responsible for relevant units. The program assessment has two parts; the first part explains output wise review of ASKs achievements and RT observations, and the next part contains RT comments on strengths, weaknesses, opportunities and challenges. Based on document review, observations, self assessment by ASK staffs and discussion with different groups and program stakeholders (Field Observation), RT output wise analysed the program as described below.

Output 1: Human rights awareness increased from grassroots to state institution

Human Rights Awareness Unit of ASK is responsible for (1) Creating: HR Awareness through forming Union/ Municipality level theatre team and train them up on Action Theatre basic HR, Gender, Communication skills & Issue Based Drama Production (IBDP), (2) Federating the union / Municipality level, theatre team in the Upozila & District Level under a central committee for visualizing the root level initiatives on HR in the national level. (3) Carry on HRE in high school through forming school theatre team. Activities of this unit covers 10 Districts, Jhenaidah, Kushtia, Pabna, Naogaon, Joypurhat, Gaibandha, Sirajgonj, Mymensingh, Netrokona and Kishorgonj Sadar Upazila. (Each upazila contains 1 municipality, 4 unions and 4 high schools in each district). The team comprised of 8 members, 3 female and 5 male.

Local cultural activities, youth and students who are the members of union/municipality level, theatre team called Manobadhikar Natya Parishad (MNP), Total no 1573 (Female- 262, Male- 1311), High school students and teacher who are the members of School theatre team, BNAD, Total number- 1000 (Female- 503, Male- 497). Non-paid Local Volunteers, two peoples in each working area (1 Guide teacher, 1 Theatre organizer). Besides MSP, MAP, PNGOs are also play a supporting role.

The units primary aim is to Increased awareness and capacity of primary stakeholders on human rights, gender and legal rights issues. Till 2009, major achievement of the unit as identified by ASKs team members are: (1) HRE through theatre has been adopted as a regular co-curricular activities in 40 schools and they incorporated it in their yearly class routine. (2) 50 local cultural activists (MNP members) are developed as workshop facilitators and producing issue based drama for their groups, which are contributing to HR awareness in the working area. These groups are creating opinion against HRV's through organizing regular program like Issue Based Drama Presentation (IBDP), day celebration, festival & protests voluntarily, (3) Central Committee of MNP and Bangladesh Deyal Patrika Parishod are formed comprising root level activists and eminent national personalities. Both the organizations are creating mass awareness on HR and Gender equality through organizing different national events.

RT observed the regular activity of BNAD program at Mymensingh. Open discussions were made with BNAD members. The BNAD with its extra curriculum activities, was found very effective in changing their attitude and school performance. Teachers appreciates the program as it enhances their class performance. Students and teachers are getting the opportunity to meet students and teachers from other schools, which helps them share their views on human rights issue. Human rights issues are made part of the education system. All these are reflected through positive changes in their families and community also. These activities can be a replicable tools in promoting human rights issues.

RT finds IBDP (Issue Based Drama Play) a very effective tool for mass awareness raising. Manabadhikar Nattya Parishad (MNP) builds mass awareness through drama play. RT meets some MNP members of Khagdahar Nattya Parishad in Mymensingh. The MNP was found a 22 member team who organizes and exhibits issue based drama for public awareness and building social barrier against human rights violation incidences. MSP members are actively supporting MNP. According to Faisal and Saiful Islam, member of MNP team, the IBDP impacted positively in the community. They mentioned changes in their own life. Before joining MNP, Robin harassed girls by eve teasing, but now he is active in preventing it, he also helps his family in different ways. The issue based dramas also changed many people as Ata, who was involved with different illegal activities. Now he changed to human rights activists. These are some examples of results of ASK activities in the community regarding protection of human rights.

Output 2: Community activism for Gender and Social Justice promoted

Gender and Social Justice unit is responsible for activating Community Based Organizations (CBOs) and institutionalize those with increased women participation and also, provide training to primary stakeholders for capacitating them. The unit comprised of 8 members (Sr. DD 01, Sr. Coordinator 01, Sr. Prog. Organizer 03, Program Organizer 03) and an intern is working for 15 days a month. The unit facilitates in carrying out activities in 10 Districts through 10 PNGOs. 2 staff of each PNGOs are giving direct support to the program, CBOs and lawyers group, Women groups, Local NGOs, UP and MNP are providing support to the units activities. In central ASK, Materials and publications. Mediation, Investigation, Documentation, HRA units are giving support on issue based matter. Training unit is providing training support to CBOS. The primary stakeholders of this output are CBOs, Lawers and Women Groups.

The Gender and Social Justice unit has made many positive impacts in the community. From discussion with management staffs of ASK it was revealed by RT that, at present, any wrong committed to the community people or any human rights violation is addressed by the CBOs and women's group. They are now getting acceptance in the community and changes are taken place in the family as well. They with their own initiative and cost extending support to the survivor if it is needed to go beyond their area. ASK or PNGO do not have to say anything about the action. More over Social Welfare Department has started accepting the concept of registering CBOs, one CBO got registration and 01 women's group got registration after a long struggle by the CBOs.

Women are becoming vibrant regarding their participation in different decision-making arena. The women in the community feel comfortable to come to women's group and women's group know how and where to go. Lawyers are working as human rights defenders in the court as well as in the community. The Central committee was formed by the initiative of lawyers of 12 districts. The Central committee already completed visit in all working area with their cost and given advice and they with their initiative and cost extended formation of lawyers group in 3 more districts. The most important thing is that they are getting requests from different district to form voluntary lawyers group. The lawyers and CBOs now have a very hormonal and cooperative relationship. The lawyers are building their capacity on human rights, Gender issues and attending seriously in all the trainings.

The Gender and Social Justice unit members helps in addressing any violation of rights, participation of decision making process, ensuring justice to the survivors and a qualitative changes among the members of different groups and community people. That changes and actions contributes to the basis of establishing rule of law that is democracy, human rights, justice and gender equality and by the actions of the stakeholders of expected output 2 an environment for demanding good, non-discrimination and social justice has been created.

Major Challenges of the unit as mentioned by its members are: (a) Drop out rate of staff is very high at the entry level of the program both in ASK and Partners, (b) CBOs faced problems to address domestic violence issues where there is no law. They are becoming frustrated.

RT talked with some members of Manabadhikar Shangrakhan Parishad (MSP) in Mymensingh. The MSP was found comprised of representatives from the community. They are well aware about human rights issues and takes active part in Salish and refers cases to SARA. MSP members are called by Union Parishad to participate in Salish. They also work as watch-dog in the community to find and take action on human rights violation cases. Victims reports to MSP for legal support. After formation of MSP and their initiative, Union Parishad is documenting Salish cases.

RT talked with Laily Arjuma Banu, a member of MSP. According to her, after becoming the member of MSP, she finds improvement in her attitudes and became more logical in thinking. She discusses human rights issues with her husband and mother in law. She not only conveys messages within her family but also in public. Beauty Akhter, another member of MSP conveys her learning's to her family members. She can now resolve different conflicts within her family more peacefully. According to Johurul Islam and Saiful, they were very harsh to their wife and never allowed her to go out of house. The MSP initiatives helped them think in different way, now they have violence free families. Their wives are now enjoy participating different social programs.

RT visited one of the partner NGO of ASK in Mymensingh named Social Association for Rural Advancement (SARA). The organization had previous working experience on Gender issue. ASK program added value to SARAs program and also to the organization itself. According to the management staffs, SARA become more acceptable to the community. Community people now owns the program. Manabadhikar Shangrakhan Parishad (MSP) was formed and communities awareness on human rights issues increased. MSP was formed comprising representatives from different local committees. SARA considers MSP as a social capital which will continue beyond ASKs program period. The program covers all villages under 4 unions of one Upazila. Involvement with ASK program enhanced SARAs organizational capability, organizational policies are developed from human rights perspective.

RT had a lively discussion with MAP members in Mymensingh. For proper handling of cases, MAP was formed in 2004. The objective was to proper utilizations of governments legal aid fund. Member believes their attitude and ideology was changed after involvement with ASK program. They are now working as support group to ensure justice in human rights violation cases.

RT finds, roles and responsibilities of MAP and its members are not clearly defined in written. In the RT visited fields, some members of MAP were found have no clear idea about roles and responsibilities of MAP, SARA and ASK. The program can run more efficiently and effectively of ASK approaches MAP through SARA. ASK should think for more effective way to use government legal aid fund in favor of victims.

Output 3: Resort to justice system increased

Mediation and Rapid Response Unit, Litigation Unit, Outreach Unit and Child rights Unit are responsible for the output: Resort to justice system increased. A total of 69 human resources are providing their efforts to achieve the result. Investigation, Advocacy, Training Unit, ASK resource person & Local Level organization (PNGO), Lawyer, Journalists, Judges, Local Admin, Police, Civil society & CLAG member, other legal aid organization are also playing supportive role in this regard. ASK provide legal assistance and stand beside survivors of violations from all over the country. But for a more effective delivery of Program and replicating proven model of human rights Programming to the local level, it works intensively in six districts of six divisions. ASK central office (covering Mohammadpur, Dhanmondi & Lalmatia), 7 legal clinics in Dhaka-Jhonson Road, Goran, Kamranghira, Keraniganj, Dhalpur, Purana Paltan, Mirpur, and outside Dhaka (through Outreach Legal Aid Program) Barishal, Chittagong, Hobigonj, Rajshahi, Tangail, Satkhira, Bogra. The comprehensive Program takes a number of strategies and approaches to accomplish the Program purpose and results. These are (a) Mediation, Litigation and Rapid response as Legal Aid support. These services are provided to the disenfranchised, particularly women, workers, working children and diverse section of the community free of cost. Staff lawyers and panel lawyers are providing legal aid through establishing legal clinics in and outside Dhaka (Through Outreach legal aid program). Legal Aid program is responsible for handling HR violations that require an immediate response and cases that are amenable to mediation. A dispute resolution process is most friendly, less time consuming and less costly than litigation. If mediation fails then for every family disputes necessary measures are taken for litigation. Any kind of violation cases this result take necessary steps to file litigation to ensure legal justice., (b) Awareness building and sensitization: Organizing and conducting training, workshop and seminars implement awareness building for PNGOs & different organizations. Program promotes human rights by raising awareness of HR in the community and an understanding of how laws and policies impact upon gender relations and peoples' fundamental rights. ASK provide technical support and build capacity of local level Organizations (PNGOs) to carry out the HR campaign at local level, (c) Partnership: Besides, Dhaka based program, ASK implement its Legal aid activities in District level through partnership with the like-minded local NGOs. ASK established a partnerships for monitoring, protecting human rights.

ASK organizes series of workshop and dialogues with public officials of local administration and judicial officials including Judges, police, members of local bar association, journalists to sensitize the concerned officials on women's rights and their role in combating VAW.

According to ASK personnel, ASK is now in a position to fill up a great portion of hope regarding any kind of rights violations and a place of ensuring establishment of rights. With a minimum cost and time ASK is providing responding and expanding its legal aid all over Bangladesh and with PNGO in six districts of six divisions with its limited personnel with a good relation with administration and judiciary. ASK legal aid is a different touch in comparison to others with the rapidly taken strategies by this result. From this result ASK recommended the code of conduct for the employers of informal child labour sector, which has already been included in the child labour policy. During discussion with RT, ASK staffs expressed their belief that, their efforts contributed to ensure state responsibility in implementing Human Rights and to establish rule of law through policy reform and legal aid services. This results continuously contributing in the achievements of ASK to achieve the goal.

The units are working with the target to increase request for legal assistance to ASK and responding to those requests effectively. Proper documentation of all HRV incidences in ASKs working areas, ensuring rapid remedies by paralegal, increase capability of network partners to provide legal aid to disenfranchised, protect working children from abuse, exploitation, harassment and torture at workplace, home and school, and, enjoying their basic rights, increasing responsiveness of employers, parents, local ward commissioners towards working children in respective project areas.

When ASK started their programme activities with the lawyers, there was a phase of initial reluctance and a lack of understanding of ASK's programmes. However, with the passing of time, and strengthening of the working relationship, their attitudes changed to be more positive and supportive. Long term orientation is required for lawyers to assume a leading role to take action against any human right violation incidences in the locality.

ASK should identify number of lawyers sensitized and convinced on ASK program approach

RT talked with lawyers, PNGOs and CLAG members to reveal outcomes of efforts of units responsible for increasing Resort to justice system.

RT believes more follow-up activities from ASK will help enhance their capability in working with human rights issues. Monitoring capability in this regard need to be enhanced. Community groups capability also need to be improved. Proper documentation can help in this regard. It is also needed to document the changes at organizational level (PNGO) through ASK program.

RT visited a PNGO named AVAS in Barisal. In that area RT finds Para legal person very active, committed to his work and has good contact with clients. They received training from ASK on para legal issues. Some times is very difficult for them to deal different types cases and client. Because clients changing their opinion frequently and at the same time parents of the client opinion also some time difference. Some times lack of understanding and experience makes them unable to explain proper condition/merits of the cases. To explain the merits of the cases and possible steps to ensure justice to the client and their parents, paralegal persons are trying their best with limited skill. Some times clients becomes confused due to lack of proper communication and understanding. Documentation procedures are existing. Lack of proper understanding and skill of the paralegal persons, some times is very difficult to understand differences between cases. If anything like guideline and easy to understand visual materials could have been developed, it can minimize the gaps between clients expectation and reality.

During its visit to Barisal and Pirojpur, RT finds victims feeling more friendly because positive attitude of field workers as well as easy access to legal clinic. Lots of cases were solved through mediations in the reporting period. Clients are receiving legal aid support with less expense compared to usually available services. At the national level, ASK took initiatives to file cases to protect girl students in educational institutions

Output 4: Emergency support service system established

Support service and half way home unit and Psychosocial help component are working to achieve the output. 21 members of the unit and component are giving their effort in this regard. Members of Mediation and rapid response unit, Litigation, Outreach, Advocacy, Training, Documentation unit and Voluntary Committee Members, PNGOs are also contributing. Emergency support services are provided all over the country and Halfway home is located in Dhaka.

With increased need, In last 2 years ASK increased shelter home capacity from 10 to 30 seats. Through awareness rising training, clients became more responsive about rights and they also protest in community. According to the members of responsible units, the demand for psychosocial training & service are increasing in the communities. During the program period. ASK is involved directly with starting a course by Dhaka University on psychosocial counseling. ASK increases access of disadvantage women and children to justice system through providing necessary support & capacity building training. Lack of professional counselors and social stigma & ignorance is a challenge to reintegrate ASKs clients in society.

ASK targeted to provide support services to at least 30% clients and make clients oriented on Family Law, women rights VAW mediation and litigation process of ASK and to make them more responsive.

Output 5: Advocacy initiatives to influence law and policy reform strengthened

Legal Advocacy and Policy reform Unit, Media and International Advocacy Unit, Research Unit, Publication and Communication Units are involved with advocacy initiatives to influence law and policy reform. In Legal Advocacy and Policy reform Unit total 4 members are working, Media and International Advocacy Unit comprised of 2 members and 2 members in Research. 3 members are also working in Publication and Communication Unit. Documentation Unit, Investigation Unit, Litigation Unit, Mediation Unit. Panel Lawyers, Civil society members, Research fellows, Writer and Media are playing supportive role in ASKs advocacy initiatives. Networking with national and international actors, Press statements as well as write up on selected issues, Dialogue with journalist, lawyers, law students, policy makers and likeminded NGOs and CBOs, Publication, Exploring alternative media like website, blog, new letter, study circle, sharing meeting, workshop etc. are the main activities to achieve the output.

The relevant units targets to effectively critique discriminatory laws and policies, to pursue need based Impact Litigation, to make available issue based research findings, publish bulletin for wider distribution and to ensure wide media coverage on need based press statements.

According to staffs of ASK, ASK made some noticeable achievements. Some of the examples are:

- Right to equal protection of law (Writ Petition No 6373/2007): ASK filed the writ petition challenging the detention of children in various jails instead of in the Juvenile Development Centre violating the Children Act 1974. The Court issued order and accordingly the juveniles were transferred to the Juvenile Development Centre.
- Right to Recreation (Writ Petition No 1859/2008): To challenge the legality of the Government in allotting 25 acres of land in the Suhrawardi Uddyan to Dhaka Club Ltd. for golf courses. The Court issued Rule and directed Government not to transfer the land to the Dhaka Club Ltd.
- Right to shelter (Writ Petition No 1167/2008): Challenging the eviction of 2500 residents from Mohakhali Taltola Bosti without prior legal notice, ASK filed the writ petition and Court ordered and directed to maintain Status quo in the bosti till disposal of the case.
- Right to safe migration (Writ Petition No 6409/2008): Continuing failure of the Government to ensure security of job contact and wages of migrant workers, a writ petition was filed and the High Court issued Rule as to why the concerned department should not be directed to perform their legal duties for safety of the migrant workers.
- Illegal Detention (Writ Petition No 7894/2008): Illegal arrest by RAB without charges and for an indefinite period without producing the arrestee before the Court, the Court issued Rule to RAB to produce the arrestees before the Court.

a. Media Advocacy

- News paper articles: In the reporting period at 50 articles written by ASK Staff were published in national newspaper. The issues are legal analysis, policy reform, women's concern, war crimes, separation of judiciary, jute sector, woman human rights defenders, UPR, farmer's right, NHRC, garments workers, convention on disability, BDR, Cross fire, early marriage, torture in police custody, Muslim Family Law, political reform etc.)
- At least 60 press statements were issues on different national and international issues e.g. extrajudicial killing in custody, mass arrest, Anti-terrorism Ordinance, exploitation of workers including migrant workers, sexual harassment, trial of war criminals, forced marriage.
- ASK arranged press conference on different issues. Such as on 26 February 2008 on NHRC Ordinance, on 18 March 2008 on custodial death of adibashi leader Cholesh Richil and on 22 December on eviction of slum dwellers from Korail Bosti.

PIL and other litigations filed in the High Court Division of the Supreme Court of Bangladesh have the direct link with democracy, human rights and justice. For instance, ASK obtained judgment from the High Court Division that Government have no authority to evict the slum dwellers without prior rehabilitation of the slum dwellers. On the other hand said in its judgment that right to shelter is a part of right to life. So from this judgment in one hand the human rights of the slum dwellers were established and in the other hand the Rule of Law and justice were also established.

- o In emergency period (2007-2008) fundamental rights were being suspended. During that time, filing PIL was not possible under Article 102 of the Constitutions. Then ASK took a strategy that although it was not possible to establish fundamental rights by filing writ petition but it is possible to establish legal rights. ASK observed that a large number of non-compliance of law by the State agencies were taking place. ASK filed PIL as a test case to challenge that non-compliance and it obtained positive result from the High Court. And thus ASK contribute to establish Rule of Law and Justice as well.
- o In today's world media is considered as a very important tool to establish rule of law. At the same time mainstream media is not always very sensitive to the principles of law. ASK played effective and efficient role to sensitize the media as well as made them active to contribute to establish the rule of law. ASK also made the international human rights community active to play their best role for the rule of law in Bangladesh.
- o Publications are also very powerful tool for awareness, analysis of law and critic laws. It influenced policy and law maker to review the law and policy, ultimately which contribute to establish Rule of Law

RT reviewed all the activities and achievements and discussed with management staffs of ASK. RT agrees ASK achievement at national level as mentioned above but it is also evident that, if field achievements were shared in national sharing, advocacy initiatives could have had more strength. RT appraises ASKs fearless initiative during state of emergency situation (2007-2008) in addressing human rights violation by the state/government. ASK was successful in confirming justice.

ASK is coordinating the UPR process with ensuring active participation of different organizations which has made good reputation of the country internationally. International linkage strengthening national and international advocacy. ASK is also supporting different national development organization in enhancing their capability on HR issue.

b. International Advocacy

ASK used UNECOSOC consultative status to disseminate information relating to rights in Bangladesh, liaising with UN Mission in Geneva and endorsing different memorandums addressed to the UN bodies. It was fully involved with Universal Periodic Review (UPR) process, CEDAW Alternative Report preparation process. As well as it disseminate information to Human Rights watch on investigations into death of Fakir Chand; to Amnesty International, Human Rights Watch and the Commonwealth Secretariat on the National Human Rights Commission Ordinance 2007.

c. Publication

Annual human rights report (Human Rights in Bangladesh 2006, Human Rights in Bangladesh 2007 and Human Rights in Bangladesh 2008) Special publication (*Juddhaporad*, Medical Negligence) Bulletin

d. **Research**

Annual human rights report (Human Rights in Bangladesh 2006, Human Rights in Bangladesh 2007 and Human Rights in Bangladesh 2008) Special publication (*Juddhaporad*, Medical Negligence) Bulletin etc.

Output 6: Human rights situation addressed to increase transparency and accountability in public institutions

Investigation and Documentation Units are responsible for output 6 of ASKs program. Total 13 staffs are working for the output. 11 HRDF (Human rights defenders forum) in 11 districts (the member are as NGO Worker, Lawyer, Journalists, Local leader, Professionals etc.). Networking Organization & Journalists (out of HRDF areas), and Mediation Rapid Response, Litigation, Advocacy, Communication, Research, Media and international Advocacy Units are also being supported by the investigation and documentation unit in this regard.

As mentioned in ASKs program document, to achieve the output following targets are set:

- a. Qualitative reporting and documentation
- b. At least 30% of total HRV cases effectively discoursed by HR activists and government agencies
- c. A well equipped resource centre functioning
- d. 15 human rights forum in 15 Districts are monitoring, investigating and responding to HR's issues
- e. Demand for transparency and accountability from public institutions on HR Issues increased at local and national level

To achieve the target, the unit conducts Investigation, Reporting & follow-up; Association building with Human Rights Defenders; Technical support (providing Fact-finding training) to local HRDF, Initiate legal action by internal & external sources; Create pressure on public institution to take action against HRs violation through communication/meeting,/ lobbying, Regular news-paper scanning, filling /Documenting and disseminate HRs information; Maintain Resource Centre.

ASK staff mentioned following achievements during discussion with RT:

Investigation activities has various outcomes to attain the goal and objectives of ASK, i.e. to establish rule of law based on principles of democracy, human rights, justice and equity. Through the process of those investigations, Investigators extensively visited places of occurrence, interviewed witnesses, victims, suspects, police or other govt. officials, local people etc. to collect relevant information/ evidence and documents for remedial/follow up action. Thus the public institutions became more accountable and transparent to communities as well as to increase opportunities for the victims to get access in justice. This result thus became very supportive and complementary to attain the project goal or the purpose of ASK. Frequent communication with various institution, such as - police, hospital, people forums, etc. have sensitized them on gender equity, rights to justice and other type of human rights issues. As a result, it is expected that level of transparency and accountability in their policy and practice will be improved, thus a sustainable institutional development expected under ongoing project is achieved through all these investigative and follow-up activities. Fact finding training conducted by the unit will initiate local level investigation in to any human rights violation; as well as- will initiate local response against such incidents. Thus, these training have positive sustainable impact to create pressure on public institutions regarding transparency and accountability regarding human rights.

Documentation unit is engaged in scanning events/issues of human rights violation from national dailies to initiate remedial decision/action by ASK; as well as to document those to be used for research, advocacy, lobbying/campaign when and where necessary. The unit compiles and archives newspaper clipping on situation of human rights, legislative changes and governance issue.

Documentation unit has scanned and documented (news clipping, filing and computer) about 75% reported events/news related to human rights violation, as ready reference for any action or decision and situation analysis in daily ASK action meeting.

It is revealed from the Unit User Statistics that besides ASK staff, external users also regularly and repeatedly visited the ASK Documentation unit.

Investigation and documentation unit is playing very effective role to protect the rights of disenfranchised. This unit have received active support from different national and international human rights groups and media also. As an example, during mid-term review, RT observed that, ASK was informed by local human rights groups that, Bangladesh Police arrested Panjer Ali and his two sons, and another person named Dalim in Kushtia on 2nd September 2009. His family members and local human rights groups fears that, the arrested persons are going to be killed in police custody in the name of encounter, which is commonly practiced by police of this district. Because police did not filed any case against them and did not produced to the court. ASK talked with local police as well as they send a message to Amnesty International for appealing to Bangladesh Police to assess their situation. Amnesty International send a mail to superintendent of police in Kushtia. As a result, police filed the case and send them to the court. The incidence was an example of outcome of effective use of local, national and international linkage.

ASK has good regular documentation from secondary sources like news paper reports. Local level advocacy/creating pressure on public institutions on HR violation incidences were appeared not sufficient. United efforts from different groups/stakeholders of ASK program can strengthen advocacy efforts in the field and national level as well.

Output 7: Capacity of Human Rights Actors enhanced

Training Unit of ASK is responsible to enhance the capacity of primary stakeholders. 10 persons are working under this unit. Training Unit directly receives support from Gender & Social Justice Program (GSJP), Human rights Awareness (HRA), Field Liaison Support & Outreach Unit, external resource persons are also hired to conduct training. The unit builds up the capacity of ASK staffs, PNGO's staff, CBO's to make comprehensive human rights defenders, To establish human rights in the society, it provides human rights related training on request of other organizations by payment. Training Unit conducts training by exercising participatory approaches through developing modules, materials, handout and using modern technologies. The unit has the coverage all over the Bangladesh specially in working areas of GSJP, HRA, Field Liaison Support, and Outreach.

At the start of the program, the unit aims to equip at least six national and local level NGOs with HR program capacity. It also aims 80% trained staff of ASK and PNGOs demonstrate increased capacity to address HR situation professionally and efficiently. And also to develop students, lawyers and other professionals interest and insights on human rights

Training unit members self assessed their achievements in last two years as requested by RT. As per unit members statement, participants of the trainings (MSP, MNS, MNP, PNGO staffs) are working as Human Rights Defenders in their working areas by raising voice against HRVs through organizing protests, procession, rallies and day celebration events, Some of them are claiming their rights through filing cases, HR Defenders help the victims to avail the access to Justice, They have become able to conduct lawful salish and can establish a high quality leadership and management structure in their CBOs.

By raising voice against HRVs through organizing protests, processions, rallies, day celebration events and filing cases Participants of the training make responsive the duty bearers which also is promoting the good governance, Social opinion leaders are enhancing rule of law through gender sensitive and lawful Salish, Women's participation in social activities has been increased which is promoting the gender equality, Increased awareness on rights is creating mobilization to claim rights and increase level of access to justice.

During the reporting period, training unit faced difficulties with limited scope of staff development through internal resources, High turnover of the staff hampered smooth running of the program, Deficit of budget has been bar for smooth and rosy implementation.

RT visited SARA at Mymensingh and AVAS at Barisal. Both of the organizations were found has the capacity to address Human Rights issues. According to SARA personnels, their enhanced capacity helped them convince the community people and their acceptance in the community increased. While talking with ASK stakeholders, RT identified the need of more follow-up activities for more enhancement of their capability in working with human rights issues. RT, from its short experience with stakeholders believes more than expected social capital is developed in working areas of ASK that need to be utilized. ASK now recognized as trust place for the victim as well as service providers in their working areas

Output 8: Effective institutional system strengthened

Administration, Finance and Accounts, Planning, Monitoring & Evaluation units are working to strengthen ASKs institutional system. 27 administrative staff, 7 finance and accounts staffs and 2 Planning, Monitoring & Evaluation staffs are responsible in this regard. Program personnel, External Consultants and Auditors, BRAC and other networking organizations are also contributing.

The units aimed for effective information and communication system, improving professionalism and efficiency of staffs and making the organizational systems updated and operational. These units were developed as per need of coordination among units and other stakeholders for strengthening effective institutional system

According to responsible persons of the units, MIS and computer network setup, develop/update programme management system through developing a proper monitoring and review mechanism for enabling ASK to track the progress of the program implementation in a systematic way is done in last 2 years. In order to achieve the goal, ASK made necessary changes in policies and work processes and set some activities to reach the purpose. Besides, when implementing the programmes, staff requires supports like supplies of logistics (i.e. stationeries and materials), smooth information flow, proper communication with networking organizations, communication with inter-units and financial support. To assess and develop the strategy of implementation there is an acute need for proper monitoring and planning.

RT reveals that there are needs for vertical and horizontal linkage of activities of different units for effective program management. At present different units are not satisfactorily contributing each other. Administration and Planning, Monitoring & Evaluation units can play significant role in this regard. Lack of coordinated effort to achieve the program goal may raise the risk of inefficient use of resources. Gap is also persisting in addressing field experiences at national level sharing. ASK should be more strategic in using local level experiences and learning for policy influence.

ASK is mostly monitoring their output wise activities. For proper documentation of program impact and effects, monitoring mechanism needed to be enhanced with focus on program goals and objectives. All units need to have more coordinated efforts in this regard. It should be kept in mind that number of implemented activities may not reflect the results of activities.

2. Organisational And Financial Management Assessment

2.1 To assess and review the current management capacity of ASK and evaluate measures taken to improve its management capacity since the start of the programme i.e. to assess and review the progress made in the domain of institutional capacity building.

We noted that as per the revised budget of the donors, there was no allocation for the capacity building of ASK staff and/or the PNGOs in the first two years of the programme. In the third year, Sida approved the funds for capacity building, as a result of which, various trainings have been held in 2009 (*Please refer to List in Annex 1*). We however noted that prior to this, ASK arranged some training out of their own funds.

It appears that ASK needs to undertake further initiatives for institutional capacity building at all levels. Also, no training was held for the finance staff.

2.2 To assess and review ASK capacity and systems in place for assessing the results of its programmes and activities.

At present, ASK implements its programmes through a two-pronged approach: (1) ASK's own programme units, and (2) through Partner NGOs (PNGOs). *Please refer to Annex 2 for a list of the ASK units and their functions.*

In addition to ASK's own program units, ASK has partnerships with 10 PNGOs (Partner NGOs) to perform certain components of Output -2 (Community Activism for Gender and Social Justice Promoted) and with another 6 PNGOs to perform activity 3.3 (Outreach for extending legal aid beyond Dhaka City).

Our observations on ASK's capacity and systems in place for assessing the results of its programmes and activities are as follows:

- We noted that in response to the recommendations of the earlier reviews, a Planning, Monitoring and Evaluation (PME) unit has been established in September 2007 headed by a Deputy Director newly recruited for this purpose. At present two persons are working in this unit.
- However, the PME unit is yet to develop any systematic plan, or monitoring and evaluation tools for measurement of performance of program units and PNGOs. At present, the major portion of monitoring is done through the observance of activities of other units, providing monitoring feedback on half-yearly basis and by attending meetings. The PME unit produces quarterly report for presentation at the Executive Committee (EC) meeting, six monthly and Annual Donor's Report and Annual Report for the Organization. PME provide all sort of technical support to conduct baseline study, mid term evaluation.
- The PME unit, at the initial stage, suffered from shortage of manpower, and was assigned various other major tasks like project planning and budgeting, Strategy Planning (2009- 2019) and installing the MIS system. As a result, their main functions of establishing a transparent and comprehensive monitoring and evaluation system was delayed to some extent.
- We noted that ASK has no comprehensive mechanism to assess an NGO before being selected as a Partner. Although an evaluation form exists, it does not focus enough on the institutional, administrative and financial management capacity of the concerned NGO. *Please refer to Annex 3 for the list of NGOs and their evaluation criteria.*

- At present, the performance of the Partner NGOs (PNGOs) are evaluated by the concerned programme units with whom they work. However, there are no objective criteria or checklist for such evaluation.

2.3 To assess and review the level, effectiveness, use and appropriateness of the flow of information amongst different units.

We noted that various units of ASK exchange information through various means, e.g:

- **Meetings:** This is the most frequent and commonly used means of exchanging information. Various types of meetings are:
 - a) Daily action meeting
 - b) Monthly Coordinators' meeting with unit wise presentation
 - c) Monthly Administrative staff meeting
 - d) Monthly Directors' Meeting
 - e) Quarterly Staff meeting
 - f) Semi-annual Support Staff meeting with Executive Director
 - g) Quarterly meeting of the Executive Committee (EC)

- **MIS System:** ASK has developed a stand alone MIS system under output 8 and activity # 8.3.1. This system, comprising 6 modules for office management, and 12 modules for program management, has been handed over to ASK in September, 2009. However, the system is yet to be fully used by all the departments / units. *Please refer to Annex 4 for list of MIS Modules, Contents and User Departments*

- **Shared Drive:** Prior to introducing the MIS, the units had a means of sharing information through shared drives on the computer.

- **Publication and Reports:** Various internal and external reports, as well as published documents also serve as a valuable source of information. The Research Unit also has various information and publications at their disposal.

Our observations:

Since the MIS is not yet fully utilized, Meetings and Reports still remain the most frequently used means of sharing information. Meetings are scheduled date wise at the beginning of the year. Apart from the regular meetings, urgent meetings are also held on short notice on need basis. We noted that ASK's meetings are structured, participative and well-documented.

Our recommendation on the MIS system at implementation stages are as follows:

- Authorization structure should be established over data being enter into the respective modules. Employee wise password system should introduce instead of single password for entire department.
- Accounting modules should not give full right to access of all accounts personnel by a single password.
- Recovery policy and procedures in the event of disaster, theft, loss or intentional or accidental destruction should be developed.
- Provision for offsite processing in the event of disaster should be introduced.
- Restriction or authorization of data correction or alteration should be introduced in MIS system.

- Common data information pool should be developed for easy and free flow of information.
- Segregation of control has not been done effectively. Separate controls are ordinarily required over master file and transaction data. But control should establish by an independent function that generally:
 - Receives all data for processing;
 - Ensures that all data are authorized and recorded;
 - Follows up all errors detected during processing;
 - Verifies the proper distribution of output; and
 - Restricts physical access to application programs and data.

2.4 To assess whether ASK, given the resources it has available, is working efficiently and effectively.

Please refer to our detailed analysis in Annex 5 which shows expenditure made to date against budgetary commitment, which shows an utilization of 47% of the budget. Our observations include:

- a) There is no separate pool for administrative expenditure. Such expenses are charged to the core programme as direct costs. Subsequent projects only comprise programmatic costs, and do not bear any establishment or administrative costs.
- b) We further noted that one donor NETZ, subsequently revised their original budget , having decided to fund only Output 1 and 2.
- c) Despite being a multi-project, multi-donor NGO, ASK still has no common cost allocation policy.

2.5 To review the decision making process in terms of policy, strategy and implementation as well as role of EC.

We have discussed the issue of decision making process with the senior management, and have also reviewed the minutes of the meetings of the Executive Committee. Based on our discussions, and the review of documents, it appears that ASK follows a participatory approach in determination of policy and strategy, and also in important decision making. We noted from the minutes of the meetings of the Executive Committee that they met regularly, and took active interest in the affairs of EC, and offered advice beyond meetings when considered necessary.

2.6 To assess whether there are democratic mechanisms in the organization to discuss issues related to personnel management.

We noted that currently ASK does not have any separate Human Resource (HR) Unit. HR functions are handled by the Administration department, with a Senior Officer in charge. While reviewing the HR functions, we noted the following issues:

- 1) There is no separate HR department /head. The absence of a proper HR department or unit is likely to create problems for an organization like ASK which has a complex and somewhat unconventional organizational structure.
- 2) There is a high rate of turnover in executive level. The senior management represented that most of the employees have left in response to offers for better-paid jobs. Since there is no system for an exit interview, the causes of departure have not been documented.
- 3) The position of Director (Finance & Administration) is currently vacant. In this situation, the Executive Director has to approve vouchers, and do other tasks normally assigned to him/her

- 4) No objective checklist / scoring form exists for CV shortlisting at the time of recruitment
- 5) No specific guidelines exist for written /viva (i.e for which positions written test and viva voce examination will be held, and for which positions, only viva voce will be sufficient)
- 6) Employees are recruited on Probation 6 months, and their service is confirmed after two years, during the intervening period they are considered contractual employees, which is an unusual practice. Irrespective of date of joining, first contract is upto Dec 31 of the same year. Contractual employment letter refers to service rules, which is not a usual practice.
- 7) No checklist is maintained for documents to be preserved in personal files
- 8) No consolidated file of job description of all positions is maintained
- 9) There is no mechanism as such for discussion of grievances. Employees discuss their issues with their respective supervisors, and if these are still not resolved, seek counsel from the Executive Director

2.7 Assess the effectiveness of the Finance Unit

In order to assess the effectiveness of the Finance Unit, we prepared a *List of the staff in the Finance Unit, with their profile (Annex 6)* We have not noticed any significant changes since the last review in the structure and functions of the finance unit. Our observations are as follows:

- ASK does not have any Director (F&A). In response to the recommendations in the last review report, a Director (F&A) was recruited, who served for two years, and then left in the middle of 2009. The post has been advertised, and ASK is currently in the process of recruitment.
- ASK has not undertaken any significant initiatives to enhance the capacity of the finance staff since the last review.

2.8 To assess the reliability of the internal control structure.

We assessed the internal control and financial management system of ASK with standard methodology of:

- Internal Control Questionnaire
- Documentation of system through flowchart
- Interview of concerned persons
- Observation of procedures
- Review of existing control system, and identify control points
- Review of financial authority
- Perform walk-through checks to confirm whether controls are functioning as intended

Our comments on the systems are as follows:

- While reviewing the financial management system, we noted that the basic control mechanisms are in place. *Please refer to Annex 7 for Internal Control Questionnaire, and standard books of accounts and records are maintained. Please refer to Annex 8 for list of books and records maintained.*
- At the time of the previous review, there were no levels or tiers in financial authority. All vouchers were required to be signed by the Executive Director, which was impractical and unnecessary. Although the financial authority was subsequently revised so that the Director (F&A) could approve vouchers up to a certain amount, due the position being currently vacant, all the workload has reverted to the Executive Director.
- The new MIS system contains a separate module for Accounts. Currently ASK maintains accounts in both manual system and software. This may, perhaps be considered reasonable for the next six months, because the newly developed system is still in the initial stage, and may not yet be considered to be free of all errors and bugs. We however noted that the accounting module is operated through a single password which may be used for all purposes by any member of the finance department.
- There is no internal audit function within the organization. As a result, neither the ASK records, nor the PNGO statements, are subject to any audit other than the annual audit.
- The financial monitoring over the PNGOs is not considered adequate. Although financial documents and vouchers are sent to ASK, these are checked to some extent by the programme units only. Due to the pressure of work at the head office, and shortage of required professional personnel, the finance department is unable to make any field visits to the PNGOs to review their records.
- Complete set of financial guideline has not been issued to the PNGOs, although there is some reference in the agreements with the PNGOs. Since the documents are sent to ASK, these are supposed to be audited at the time of the annual audit of ASK, without any visits to the concerned NGOs.

2.9 To follow-up previous audit/review recommendations and measures taken by ASK

We have noted below the status of implementation of the major recommendations regarding administration and financial management, contained in the report of the external review of the Human Rights Programme, conducted in 2005:

Sl. #	Recommendations	Status of Implementation
1.	ASK should proceed to review their common cost distribution system, and should introduce a common cost distribution policy in consultation and agreement with the donors. If considered practicable, the administration costs may be transferred to a separate pool, and the costs thereof may be allocated to the various projects on a reasonable percentage basis in proportion to the programme activities.	Not implemented. Major costs are built into the core programme, and only direct programme costs are budgeted in subsequent projects.
2.	ASK should introduce a Monitoring and Evaluation function to assess project efficiency, using both qualitative and quantitative indicators.	Implemented, not yet fully operational
3.	ASK should consider computerising their accounting system with a standard accounting software purchased from a reputed vendor.	Implemented, not yet fully operational
4.	An internal audit function should be introduced within the organisation, with a proper Internal Audit Manual. The internal auditor should have a professional accounting background, and should independently report to the Chief Executive. Adequate follow-up actions should be taken on the findings of the internal auditor.	Not implemented
5.	ASK should recruit staff with adequate qualification and experience in accounting and finance. Considering the recent expansion in programme activities and size of the organisation, ASK should strengthen its finance department with: 1) Full-time qualified persons at the senior level, 2) Better logistics support, 3) Computerised software, 4) Realistic performance appraisal, 5) Strong PNGO monitoring, and 6) Decentralisation of financial authority.	Implemented: -Computer software -Better working conditions -Capable staff at mid-level -Decentralisation of financial authority Not implemented: - Strong PNGO monitoring -Full-time qualified persons at the senior level
6.	We recommend the following measures for improvement: a) Conduct performance appraisal of the staff on a more realistic basis. b) On the basis of the results of the performance appraisal, ASK should assess the need for training and capacity development of the individual staff members, and arrange training accordingly. c) ASK should recruit staff with adequate educational and professional background. d) We recommend that ASK should conduct a review of their compensation package, to see whether their package is consistent with other similar organisations. Otherwise the organisation may face difficulties in recruiting and retaining qualified human resource.	Mostly implemented

2.10 To assess the personnel capacity and skill of ASK's staff and organization style.

The capacity of ASK personnel, at the senior level, is considered adequate, and according to the opinion of the senior management, highly satisfactory. We obtained a list of the heads of the various units, alongwith their length of service with ASK (*Please refer to Annex 9*), and noted that 10 out of 14 persons have already served for 10 years or more.

ASK has introduced a system of performance evaluation, which comprises both self-evaluation, and evaluation by the employee's superior. The unit heads are evaluated by the Executive Director.

While the senior management appears motivated, enthusiastic and well-settled, we noted that there is a high rate of turnover in the junior and entry level. There may be several reasons contributing to the high turnover. Apart from the obvious reason of getting better job offers, another reason may be the inordinate delay in confirming an employee's service. After recruitment, an employee is kept on probation for 6 months, then he/she is offered a contract, and the job is made permanent only after 2 years, a period which may be considered to be too long, and may make some people insecure.

ASK's organization style may be considered unconventional to some extent. At present, ASK operates through 17 units and 1 component, headed by respective unit heads, all of whom report directly to the Executive Director, except the Investigation and Documentation units, which report to the Director (Investigation). There is no Director (Programme), and no Director (Finance & Administration) to oversee the Programme units and the Programme Support units respectively. Under the current circumstances, the units operate as vertical stand-alone entities.

2.11 Assess the role of the Donors Consortium and suggest areas of improvement.

We noted that ASK currently operates multiple projects with funds from multiple donors. At present, the major donors and their funded projects are:

Sl.	Donor	Funded Project	Duration	Commitment BDT	Core Program Component
1	RNE	Promoting Gender Equity, Human Rights, Democracy and Social Justice	2007-2011	122,480,000	Output 3 to 8 (except Activity No 3.7)
2	Sida	Do	2007,2009-2011	63,953,800	Do
2	Oxfam Novib	Do	2007-2010	65,665,360	Do
3	Danida	Do	2009-2010	31,683,030	Do
4	NETZ Germany	Promoting Community Activism for Gender Equity, Social Justice and Human Rights	2007-2010	52,642,042	Output 1&2
5	SCSD	Protection of Fulltime Child Domestic Workers from Abuse and Exploitation	2007-2009	12,207,458	Activity No 3.7
6	MJF	Promoting Human Rights of the disenfranchised	2009-2011	50,000,000	
7	FK Norway	Facilitating FK Network	2009	1,035,100	
8	Drishtipat- USA	Stop violence against child domestic workers	May' 09 - Apr' 10	688,000	
9	SCSD	CAUSE	July' 09 - June'11	7,800,000	
10	Concern	SDPP- Vagrant Home Project	Sep' 06 - Dec' 09	2,747,569	
11	ASK General Fund		2009	2,665,000	

Projects 1 through 5 are under the core programme. However, there is no consortium agreement with the donors even for the core programme. As a result, there are different sets of reporting requirements and deadlines to be met. ASK, with its newly formed PME unit, and inadequately staffed finance unit, often feels challenged to meet these requirements. We further noted that there is no system of holding regular donor consortium meetings to discuss the progress of the project. ASK should take initiative to achieve greater uniformity and synchronisation among the reporting for the various donors.

xxx End xxx

ANNEXURE

Annex 1: Institutional Capacity Building Initiatives

Total training (Jan-Oct 2009): SIDA funded & started from May 2009

Activity Sl. #	Name of the training & Date	Participants		Target	Budget (BDT)	Expenditure (BDT)
		Male	Female			
7.1 Organize and conduct capacity building events for ASK staff						
7.1.1.	Training on communication skill & foundation course (22-23) July	7	13		No budget was available but arranged from budget of Leadership & Management Training.	15,144
7.1.2	Organizational development, management & Leadership training (30 sept-3 oct)	8	15	1	2,87,500	162,466
7.1.3	Training on Report writing (15-16) Sep	9	18	1	73,750	44,940
7.1.6	TOT on facilitation skills and module, manual development (2-8) May	6	15	1	304,375	162,875
7.1.9	Participation in training course on Secretarial Science, Diploma in Library science, PP writing, HR monitoring Financial management, Supervisory, Record Keeping (MIS), English etc. of ASK staff members	0	1	1	250,000	1,215
7.2 Organize and conduct capacity building events for local, national and regional networking partners						
7.2.1	Training on Human Rights, Women Rights and VAW and legal issues and (13-15 July), AVAS (10-12 August), HUS	7	41	2	73,875	59,930
7.2.2	Gender relations analysis (GRA) (25-28) August	11	14	1	196,813	79,617
7.2.3	Paralegal Training (21-26) June	17	10	1	185,625	1,42,320
7.2.4	Conduct training on Legal Aid program development (6 days, Residential (17-22 October)	13	11	2	574,875	Bill not adjusted yet
7.3 Rights Based Approach mainstreaming						
7.3.1	Workshop on RBA Policy Develop & Program Design (4 days)	11	8	2	63,750	88,391
7.3.2	Workshop on preparation of guideline, manual etc. (3 days)	-	-	2	40,875	
7.4 Build Capacity of local socio cultural organizations						

Activity Sl. #	Name of the training & Date	Participants		Target	Budget (BDT)	Expenditure (BDT)
		Male	Female			
7.4.1	Organize and conduct 3 days non residential course on Law and Advocacy, Refreshers course etc. for BNCC/Student, Cultural Activist and Professionals (Result-1)	41	09	2	81,448	64,070
7.4.2	Conduct training on Skill building of CBOs & Women's group (Result -2)	88	238	13	Funded by GSJP	
7.4.3	Conduct training on paralegal, legal aid, fact finding, skill development, gender relation, documentation, and communication for PNGO staff (Result -3)					
7.4.4	Training on Family law, VAW, CRC, Succession Act for awareness build up (Result -4)	-	248	12	Funded by Support service	
7.4.5	Follow up (3 days)					
7.4.6	Participate in seminar, workshop, meeting (Dhaka based)		01		7,500	2,560
7.5 Program Management						
7.5.2	Organize day long planning & implementation meeting for NGO & others (1 day)	-	-	1	12,813	
<p>Note: As in Operational Plan, total no of planned events were 5 (7.3.1+ 7.3.2 + 7.5.2) to be held out of Dhaka venue for 2 PNGOs. With approval of ED 1 event was arranged instead of 5 in Dhaka for 6 PNGO staff in point of view that 6 PNGOs need to be developed simultaneously as they are newly became ASK partner.</p>						

Annex 2: List of Output, Activities and Units responsible

Output	Name of Output	Activities	Unit
1	Human rights awareness increased from grassroots to state institutions	ASK is implementing of the entire part of output 1 by direct monitoring of 40 school under 10 districts.	<ul style="list-style-type: none"> Human Rights Awareness Unit
2	Community activism for gender and social justice promoted	ASK had entered into agreement with 10 PNGO for the implementation of major part of output -2 by 40 union MSP, 10 upazila MSP, 40 union MNS, 10 district MAP and 1 central committee of MAP.	<ul style="list-style-type: none"> Gender and Social Justice unit
3	Resort to justice system increased	<p>3.1 Activity: Implemented by ASK and primarily ASK head office and 7 legal clinic</p> <p>3.2 Activity: Implemented by ASK head office</p> <p>3.3 Activity: ASK had entered into agreement with 6 PNGO.</p> <p>3.5 Activity: Implemented by ASK and operating 6 fulltime DIC (Working children) at Dhaka (Bashabo, Goran, Johnson Road, Mirpur, Mohammadpur, Shantibag).</p> <p>3.6 Activity: Implemented by ASK for support of 3.5 activity.</p> <p>3.7 Activity: SCSD funded project and implemented by ASK through 9 DIC (Full time child domestic worker) at Dhaka. (Dhanmondi-1, Kalabagan-2, Kalyanpur-4 and Mohammadpur-3)</p>	<ul style="list-style-type: none"> Litigation unit Mediation unit Child rights unit Outreach unit
4	Emergency support service system established	Halfway home is implemented by direct monitoring of ASK at Khilgaon.	<ul style="list-style-type: none"> Support service unit Psycho social Counseling unit
5	Advocacy initiatives to influence law & policy reform strengthened	Implemented by ASK through 4 units: Research Publication and communication Advocacy for law and policy reform Media and international advocacy	<ul style="list-style-type: none"> Media International Advocacy unit Public communication unit Research unit
6	Human rights situation addressed to increase Transparency and accountability in public institutions	Implemented by ASK through 2 units Investigation and Documentation	<ul style="list-style-type: none"> Investigation and Documentation unit
7	Capacity of Human Rights actors enhanced	Implemented by ASK through 1 unit- Training unit	<ul style="list-style-type: none"> Training unit
8	Effective institutional system strengthened	Implemented by ASK Administration Finance and Accounts Planning monitoring and evaluation	<ul style="list-style-type: none"> Administration, Finance and accounts unit Planning monitoring and evaluation unit

Annex 4: List of MIS Modules, Contents and User Departments

Module		Output	Group users	Remarks
Office and Administration				
1	Accounts	Voucher Day book Daily statement Cashbook Bankbook Cheque register Control Ledger Subsidiary Ledger Receipts and Payments Accounts Income Expenditure Trial Balance Balance Sheet Budget Inquiry Unit wise Budget utilization Project wise budget utilization FD-6 Project or ASK wise report	Finance and Accounts unit	Single password has been allocated for entire department and employee wise password system has not introduced. Full right to access of all accounts personnel by a single password. Segregation of control has not obtained effectively
2	Fixed asset	Schedule of addition Schedule of disposal Category wise schedule Details schedule Item wise schedule Unit wise schedule Control ledger Schedule of assets coverage by insurance All schedules comprises by ID number, Date of purchase and disposal, particulars, cost, depreciation and rate, WDV and Bin Card (if any).	Administration and accounts use the same password	Single password has been used for operation of this module by both units.
3	Human Resource Management	Leave, attendance, personal information, employee performance, health insurance, ID card, list of employee(unit, grade, blood, joining date, contractual staff, regular staff, designation, left by cause, promoted employee, to be regularize, full time, part time, contract to be extended, level of staff, re-designated, transfer, attending workshop training, seminar, level of experience, present salary information, annex-11, managerial personnel, employee profile with service status wise)	Administration	
4	Payroll	Monthly pay statement	Accounts	

		Yearly pay statement Pay slip Bank statement Bank payee account list Bank advise Bank advice office copy Non-bank account employee Income tax deduction Provident fund deduction PF loan Gratuity deduction Yearly salary certificate Salary constant item Monthly salary deductions		
5	Inventory	Purchase Issues Purchase requisition Product Stock register Product stock position Bin card	Admin-	
6	Provident Fund	Provident members list with balance statement Individual members statements PF loan members list All other books related to accounts	Accounts	
Program				
7	Training (Output-7)	Monthly activity schedule Monthly training status (Details and summary) Income from training Invoice preparation	Training unit- Ms. Tanvia	
8	Psycho social Counseling (Output-4)	Demographic clients Service status of clients Capacity building (T-1) Capacity building (T-2)	No user at present	
9	Outreach (Output-3)	General personnel information (Area wise) CLAG EC members (area wise information) Monthly activity schedule Monthly training status (Details and summary) Income from training Invoice preparation	Respective unit- Mr. Dilip Paul	
10	Mediation (Output-3)	Complaint file history information Status of conducted mediation-statistical Status of conducted mediation detail-statistical Number of clients visit New client profile Profession wise case Complaint status of cases Money recovered Type wise complaints	Respective unit- Ms. Shithi	
11	Litigation (Output-3)	Complaint file history information of litigation Status of complaints litigation	Respective unit- Ms. Snigdha	

		New client profile Profession wise case		
12	Investigation (Output-6)	External Investigation request Work order Request investigation report Request investigation report follow up Internal Investigation job sheet Investigation work order Investigation reporting Reporting follow up Appeals Appeals details	Respective unit-Mr. Shah Alam Faruk and Mr. Anirban Shaha	
13	Halfway home (output-4)	Status of half way homes (clients status) Status of organizing clients for legal clinics Clients support history Clients movements	Respective unit- Ms. Orpita	
14	Human Rights Awareness (Output-1)	Schools information General personnel information Press club information MNP EC information BINAD committee information Members profile-MNP and BINAD (expertise wise education, occupation and age) Group wise monthly activities	Respective unit-Mr. Jahidul Alam Hitu	
15	Gender and Social Justice (Output-2)	Monthly activities (monthly target and achieve, PNGO wise) Shalish and legal Camp report (Shalish conducted by CBO and women groups, month wise yearly summary, orgainse wise shalish) Legal camp status (month wise summary and organization wise cases) Legal aid status (month wise status and organization wise cases)	Respective unit- Ms. Arzu	
16	Documentation (output-6)	List of published books List of published hand out List of own published books Books complementary Books stock register Book stock position News report by index (Law wise) Statistical analysis of news (violence against guideline-law wise, violence against sub guideline-law wise, death by cause-law wise, death by division-law wise, death by division male or female, wounded by division, Kidnap by division, arrest by division, violence by party--law wise, violence by causes persons-law wise, Violence by cause age--law wise, Mass arrest	Respective unit- Ms. Rakhi	

		male or female, nature of torture-law wise, violence against guideline-suicide and death)		
17	Child rights (Output-3)	Field visit Vocational, skilled training Child profile Educational information Recreation and curricular activities Health support Legal aid Conflict regulation Child training (details and summary)	Respective unit- Mr. Mizan	
18	Monthly reporting schedule (Output-8)	Monthly target achieve for NGOAB Monthly target achieve status Unit wise target achieve with variance (unit and project wise) Project wise target and achieve	All unit and unit wise password available	

Annex 5: Budget Analysis

Please refer to Excel Sheet

ANNEX 6: PROFILE OF ASK FINANCE DEPARTMENT PERSONNEL

Sl. #	Designation	Name	Educational Qualification	Experience
1.	Director Finance (Part time)	Sayeed Zafrul Islam	M.com	30 years in banking service
2.	Senior Deputy Director Finance & Accounts	Md. Shahidullah	B. Com	27 Years
3.	Senior Accountant	Hosne Ara Begum	M.Com	14 years
4.	Senior Accountant	Philip Arnold	B. Com	34 years
5.	Senior Accountant	Tahera Begum	M.A	12 years
6.	Accountant	Sabila Mokter	M. Com	7 Years
7	Accountant	Istiaq Ahmed	M.Com	1.5 years
8	Accountant	Mahfuza Khanam	M.Com, C.A.-C.C.	6 years

ANNEXURE 7 – ASK INTERNAL CONTROL QUESTIONNAIRE

	Description	Y/N/NA	Remarks
A.	General Environment, Accounting Records and Financial Reporting		
1.	The Organisation has a written constitution.	Yes	
2.	Duties, responsibilities and supervisory and monitoring functions are clearly defined in: a) The written plan of organization b) Organization charts c) Job Descriptions d) Minutes of Board of Directors e) Other: _____	Yes	
3.	The items listed above are revised periodically as designated duties and responsibilities are changed.	Y	
4.	Continuing authority to authorize or approve transactions, sign cheques, etc. is periodically reviewed, and is withdrawn when the executive has left the organization	Y	
5.	There is appropriate segregation of function and duties with respect to both departments and personnel	Y	
6.	Policies, as well as general and specific authorization to undertake actions or transactions are in writing, and written documentation is contained in: 1) Minutes of Board of Directors 2) Policy and system manuals 3) Other: _____	Y	
7.	Policies and authorizations are periodically reviewed and revised, when necessary.	Y	
8.	Matters authorized in minutes of the Board of Directors, Executive Committees or otherwise, are followed up by designated persons to determine if corresponding transactions have been undertaken in accordance with authorizations and have been properly recorded in accounts.	Y	
9.	The accounting function is completely separate from any function having responsibility for authorizing or undertaking transactions and for custody of or control over assets.	Y	
10.	The accounting principles and methods used are stated in writing.		

SL#	Description	Y/N/NA	Remarks
11.	The company maintains: 1) An accounting manual, 2) A detailed chart of accounts	Y	
12.	Difficult or unusual questions or problems relating to accounting matters, including accounting estimates, accruals and disclosures, are taken up with senior officers.	Y	
13.	Pre numbered forms or other documentations are used to maintain records of transactions.	Y	
14.	Accounting entries, including journal entries are supported by documentation bearing authorization and/or approval signatures or initials.	Y	
15.	Files containing forms and documents supporting accounting entries are well maintained and readily accessible.	Y	
16.	Trial balances of the general ledger and subsidiary ledgers are prepared and reconciled monthly.	Y	
17.	Monthly, quarterly and annual financial statements are analytically reviewed by top executives.	Y	
18.	Budgets are prepared on an annual and monthly basis and are compared with interim and annual financial statements.	Y	
19.	Asset write-offs and other significant account adjustments are specifically authorized by a top-level executive not involved in the original acquisition of assets or their custody or recordkeeping.	Y	
20.	Accounting records and files are kept in safe custody, and off-site back up is maintained.	Y	Off-site back-up is not maintained
21.	Access to accounting records and files is restricted to authorized personnel.	Y	
22.	There is an internal audit function within the organization.	N	

ANNEX 8: LIST OF ACCOUNTING RECORDS AND DOCUMENTS MAINTAINED

Sl. #	Description	Details	System	Maintained by
1.	Master Cash Book	Project Wise	Manual	Mr. Philip and Mr. Istiaq Ahmed
2.	Master ledger book	Project Wise	Manual	Mr. Philip and Mr. Istiaq Ahmed
3.	Project wise cash book			
		Promoting gender equity	Manual	Mr. Philip and Mr. Istiaq Ahmed
		Protection of full time child domestic workers from abuse and exploitation	Manual	Mr. Philip and Mr. Istiaq Ahmed
		Promoting community activism for gender equity, social justice and human rights	Manual	Mr. Philip and Mr. Istiaq Ahmed
		Promoting human rights of disenfranchised	Manual	Mr. Philip and Mr. Istiaq Ahmed
		Fedskorpset Staff exchange project phase IV	Manual	Mr. Philip and Mr. Istiaq Ahmed
		Reclaiming peoples rights	Manual	Mr. Philip and Mr. Istiaq Ahmed
		Facilitating FK network Bangladesh	Manual	Mr. Philip and Mr. Istiaq Ahmed
		Stop violence against child domestic workers	Manual	Mr. Philip and Mr. Istiaq Ahmed
		Children's action against urban slavery through education	Manual	Mr. Philip and Mr. Istiaq Ahmed
		SDPP-VAGRANT home project	Manual	Mr. Philip and Mr. Istiaq Ahmed
		ASK general fund	Manual	Mr. Philip and Mr. Istiaq Ahmed
		Provident Fund	Manual	Ms. Tahera
		Gratuity	Manual	Ms. Hosne Ara
4.	Project wise ledger book			
		Promoting gender equity	Manual	Mr. Philip and Mr. Istiaq Ahmed
		Protection of full time child domestic workers from abuse and exploitation	Manual	Mr. Philip and Mr. Istiaq Ahmed
		Promoting community activism for gender equity, social justice and human rights	Manual	Mr. Philip and Mr. Istiaq Ahmed
		Promoting human rights of disenfranchised	Manual	Mr. Philip and Mr. Istiaq Ahmed
		Fedskorpset Staff exchange project phase IV	Annual	Mr. Philip and Mr. Istiaq Ahmed

Sl. #	Description	Details	System	Maintained by
		Reclaiming peoples rights	Manual	Mr. Philip and Mr. Istiaq Ahmed
		Facilitating FK network Bangladesh	Manual	Mr. Philip and Mr. Istiaq Ahmed
		Stop violence against child domestic workers	Manual	Mr. Philip and Mr. Istiaq Ahmed
		Children's action against urban slavery through education	Manual	Mr. Philip and Mr. Istiaq Ahmed
		ASK general fund	Manual	Mr. Philip and Mr. Istiaq Ahmed
		SDPP-VAGRANT home project	Manual	Mr. Philip and Mr. Istiaq Ahmed
		Provident Fund	Manual	Ms. Tahera
		Gratuity	Manual	Ms. Hosne Ara
5.	Cheque Register	Consolidated	Manual	Ms. Tahera
6.	Salary Register	Consolidated	Manual	Ms. Hosne Ara
7.	Fixed Asset register	Consolidated	Excel Worksheet-2008 MIS from 2009	Ms. Mahmuda Sultana (Senior office manager-Admin)
8.	VAT and Tax register	Consolidated	Manual	Ms. Hosne Ara
9.	Daily statement	Consolidated	Manual	Ms. Tahera
10.	Periodic report	Project wise	Excel Worksheet	Admin & SDDFinance
11.	Receipt voucher	Project wise	Excel Worksheet	Each project staff
12.	Payment voucher	Project wise	Excel Worksheet	Each project staff
13.	Transfer voucher	Project wise	Excel Worksheet	Each project staff
14.	Journal voucher	Project wise	Excel Worksheet	Each project staff
16.	Leave register	Consolidated	Excel Worksheet	Ms. Sabina Yasmin (Admin)
17.	Budget utilisation and variance statement	Project wise	Excel Worksheet	Senior Deputy Director Finance
18.	FD-6, FD-2, MF-1, FD-9 and all NGO Bureau reporting	Project wise	Excel Worksheet	Senior Deputy Director Finance
20.	Monthly financial statements	Project wise	Excel Worksheet	Each project staff
21.	Year-end financial statements	Project wise	Excel Worksheet	Senior Deputy Director Finance
22.	Donor Correspondence	Project wise	MS Word	Senior Deputy Director Finance
23.	Bank correspondence	Project wise	MS Word	Senior Deputy Director Finance
24.	GoB and Non-GoB correspondence	Project wise	MS Word	Senior Deputy Director Finance
25.	ASK annual and project wise Budget	Project wise	Excel Worksheet	Senior Deputy Director Finance
26.	Fund management	Project wise	Excel Worksheet	Senior Deputy Director Finance
27.	Overall supervision and financial management	Project wise		Senior Deputy Director Finance

Annex 9 :List of Unit Heads and Length of Service

Sl. No	Name & Designation	Unit	Date of Appointment	Length of Service (Yrs)
1	Roushan Jahan Parvin, Sr. Deputy Director	Outreach, Support Service & Half Way Home, Counselling	03-Jan-1990	20 years
2	Md. Shahidullah, Sr. Deputy Director	Finance & Accounts	01-Apr-1990	20 years
3	Salma Jabin, Deputy Director	Litigation	01-Jan-1993	17 years
4	Shaheen Akhter, Editor	Publication & Communication	01-Jan-1993	17 years
5	Mohammed Tipu Sultan, Deputy Director	Investigation	15-May-1994	15 years
6	Nina Goswami, Deputy Director	Mediation & Rapid Response	01-Jan-1995	15 years
7	Zafrin Sattar, Sr. Coordinator	Documentation	13-Sep-1995	14 years
8	Motaharuddin Akand, Sr. Deputy Director	Human Rights Awareness	09-Dec-1996	13 years
9	Sanaiya Faheem Ansari, Sr. Deputy Director	Gender & Social Justice	17-Aug-1997	12 years
10	Md. Nur Khan, Director	Investigation, Documentation	14-Feb-2000	10 years
11	Syeed Ahmed, Sr. Coordinator	Media & International Advocacy	01-Jan-2002	8 years
12	Gita Chakravarty, Sr. Deputy Director	Child Rights	03-Mar-2002	8 years
13	Md. Abu Obaidur Rahman, Sr. Coordinator	Legal Advocacy and Policy Reform	01-Nov-2006	3 years
14	Fatema Mahmuda, Deputy Director	Planning, Monitoring & Evaluation	02-Sep-2007	2 years

Annexure-5 (B): Budget Analysis

Program Cost (Output 3 to 8)
Detail Budget for the comprehensive program for five years 2007 - 11

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)								Total Budget
		Year -1 (2007)		Year 2 (2008)		Year -3 (2009)		Year -4	Year -5	
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Budget	
Output-3	Resort to justice system increased									
3.1	Provide legal aid to assistance seekers through M&R									
3.1.1	Assessments of clients and provide legal advice	2 550	2 550	3 150	-	2 756		2 894	3 039	16 939
3.1.2	Registration of clients	55 337	55 337	53 865	73 057	62 016	53 835	65 116	68 373	486 936
3.1.3	Giving some continuous remedies of the clients who are visiting both in ASK and in clinics (mainly previous years clients)	13 351	13 351	18 900	17 778	43 411	22 207	45 581	47 860	222 439
3.1.4	Attend Legal Clinics	30 454	30 454	42 336	40 628	37 044	45 815	38 896	40 841	306 468
3.1.5	Convene & Conduct mediation	64 509	64 509	113 652	81 920	187 535	95 484	201 600	211 680	1 020 889
3.1.6	Intervene to Negotiation									-
3.1.7	Follow-up	2 672	2 672	21 420	4 453	49 613	10 797	52 094	54 698	198 419
3.1.8	Provide Procedural assistance to the clients									-
3.1.9	Rapid response for the victims of HR violation	96 092	96 092	162 750	160 145	190 065	147 651	222 048	233 149	1 307 992
3.1.10	Attend seminar, workshop, training, meeting on HR issues	5 863	5 863	7 560	11 040	15 000	9 277	10 419	10 940	75 962
3.1.11	Participation in training/Exchange/Exposure/ visit of unit staff	500	500	525	9 850					11 375
3.2	Provide legal aid through litigation									-
3.2.1	Conduct cases by staff lawyer	226 862	226 862	243 600	199 441	566 065	164 601	632 715	660 324	2 920 470
3.2.2	Conduct cases by staff lawyer from previous years	203 488	203 488	213 964	219 566	286 719	187 707	311 619	231 813	1 858 364
3.2.3	Conduct cases by panel lawyer	84 252	84 252	100 000	76 827	413 438	46 547	434 110	455 815	1 695 241
3.2.4	Conduct cases by panel lawyers from previous years	16 985	16 985	50 000	46 598	82 688	32 236	95 504	100 279	441 275
3.2.5	Conduct cases outside Dhaka	48 417	48 417	70 000	41 884	163 308	40 493	171 474	180 046	764 039
3.2.6	Attend seminar, meeting, workshop, training etc. on human rights issue	2 396	2 396	3 150	6 207	8 906	3 450	7 235	7 598	41 338
3.2.7	Participation in training/ Exchange/exposure visit of unit staff	60 513	60 513	50 000	-	68 000		72 351	75 969	387 346
3.3	Outreach for extending legal aid beyond Dhaka city									-
3.3.1	Base line survey	-		99 225	99 225					198 450
3.3.2	Set up legal aid clinics - Outside Dhaka	-		6 300	6 225					12 525
3.3.3	Provide Paralegal training for PNGO's staff (7days Residential)	-								-

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)					Total Budget	
		Year -1 (2007)	Year 2 (2008)	Year -3 (2009)	Year -4	Year -5		
3.3.4	Organize and conduct orientation training on Legal Aid (7days Residential)							-
3.3.5	Skill building training on communication & facilitation skill for PNGO's staff (4 days Residential)							-
3.3.6	Organize and conduct Fact finding training for PNGO's staff (4 days Residential)							-
3.3.7	Organize and conduct filing & documentation training for PNGO's staff (4 days Residential)							-
3.3.8	Refreshers course on paralegal training (6days Residential)						106 356	106 356
3.3.9	Working meeting with PNGO's				9 000	7 470		16 470
3.3.10	Planning meeting with PNGO's							-
3.3.11	Six monthly review meeting with PNGO's							-
3.3.12	Assist PNGO's to organize & implement the program	-	166 320	130 167	396 000	181 999	260 466	1 134 952
3.3.13	Rapid response to HRV at district level:		5 250	2 709	8 269	1 575	10 129	27 932
3.3.14	Develop Lawyers forum for Human Rights lawyering at district level:		20 400	22 000	10 199	9 597		62 196
3.3.15	Meeting of the lawyers forum		3 544	2 635	6 201	2 179	6 511	21 070
3.3.16	Training on the lawyers on law policy reform (4 days residential)				-			-
3.3.17	Provide training on Gender Relation Analysis (4 days residential)				44 153			44 153
3.3.18	Organize study circles on different issues				-		869	869
3.3.19	Organize annual Workshop on legal aid for districts level panel lawyers to Sensitize on human rights layering: (3 days)						91 453	91 453
3.3.20	Registration of clients seeking legal aid by PNGO staff at clinics:		1 100	118	3 308	447	4 341	9 314
3.3.21	Convene & Conduct Mediation by paralegal worker under supervision of ASK:							-
3.3.22	Conduct cases by ASK panel lawyers		88 200	10 200	132 300	13 100	156 280	400 080
3.3.23	Organize and conduct client workshops for outside clinics' clients: bi-monthly		10 890	7 460	15 000	2 970	138 915	175 235
3.3.24	Organize day long advocacy workshop with local bar on higher court's judgment which implement in lower court		14 960	19 240	13 500		9 550	57 250
3.3.25	Organize day long advocacy workshop on Human Rights issues with govt. officials		7 480	-	13 500	4 500	5 969	31 449

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)							Total Budget	
		Year -1 (2007)		Year 2 (2008)		Year -3 (2009)		Year -4		Year -5
3.3.26	Dialogue with govt. officials, journalists' civil society about Violence Against women			7 613	7 600	-		10 491		25 704
3.3.27	Experience sharing workshop with local elected bodies on HR issues									-
3.3.28	Organize meeting with public prosecutor (P.P.) along with panel lawyers of the concerned district level.			3 255	3 250	-		13 458		19 963
3.3.29	Workshop with different NGOs on different issues			7 560	3 210	3 000	1 830	7 525		23 125
3.3.30	Organize legal awareness workshop for grass-root people			10 500	8 280	15 947	12 863	14 470		62 060
3.4	Program management & coordination									-
3.4.1	Organize Unit meeting									-
3.4.2	Organize issue based discussion									-
3.4.3	Organize Field visit to supervise program			275 000	262 912	300 000	258 276	237 314		1 333 502
3.4.4	Dhaka based transportation for attending, conducting training, workshop, meeting			6 300	3 339	3 000	5 034	8 683		26 356
3.4.5	Produce yearly work calendar									-
3.4.6	Printing & stationary for the unit			25 200	14 474	16 722	13 102	34 729		104 227
3.4.7	Bag, umbrella, Rain coat etc. for unit			10 500	12 050	13 781	13 776	14 470		64 577
3.4.8	Workshop Aid (Banner, Festoon, Mike, Stage, Chair, Decoration)			10 500	9 600	21 000	12 570	14 470		68 140
3.4.9	Tel/Fax/Postage for unit & PNGO's			25 200	13 082	18 000	13 490	34 729		104 501
3.4.10	Participation in training/Exchange/exposure visit of ASK staff									-
3.4.11	BRAC-ASK Joint Legal Aid Program									-
3.4.11.1	Workshop on current Law and Human Rights issues for pannel lawyers									-
3.4.11.2	Training to upgrade capacity of all staff lawyers on gender relation analysis, Human Rights, Law and policy reform (6 days)									-
3.4.11.3	Workshop with Local Bar Association members regarding issues relevant to the legal aid program									-
3.4.11.4	Workshop to increase coordination with members of the local Administration i.e. Police Officials, DC.Judges, Magistrates, Assistant and Public Prosecutors, Media etc.									-
3.4.11.5	Help shelter home clients appear before the court									-
3.5	Provide health, Education & legal protection to working children.									-
3.5.1	Increase access of working children to basic, general and continue education through run and maintain drop in center.									-
3.5.1.1	Run DICs	54 794	54 794	82 110	70 972	100 879	77 799	105 923	111 219	658 490

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)								Total Budget
		Year -1 (2007)		Year 2 (2008)		Year -3 (2009)		Year -4	Year -5	
3.5.1.2	Equipment	12 340	12 340					19 969		44 649
3.5.1.3	Rent of premises for DICs	199 100	199 100	215 250	249 700	372 094	293 200	390 699	410 234	2 329 377
3.5.1.4	Registration and profile of working children	3 554	3 554	3 938	4 439	5 168	4 121	5 426	5 698	35 898
3.5.1.5	Supervision of DICs	1 750	1 750	5 040	550	8 434	2 205	8 856	9 299	37 884
3.5.1.6	Provide literacy learning	16 781	16 781	18 743	19 489	24 600	143	25 830	27 121	149 488
3.5.1.7	Provide general education									-
3.5.1.7.1	Indoor workshop	25 528	25 528	24 948	22 146	28 279	8 084	29 693	31 178	195 384
3.5.1.7.2	Outside workshop	19 371	19 371	21 840	21 870	28 665	8 273	30 099	31 604	181 093
3.5.1.7.3	Project task									-
3.5.1.7.4	Diary									-
3.5.1.8	Carry out continue education									-
3.5.1.8.1	Purchase books	7 199	7 199	7 560	7 642	9 923		10 419	10 940	60 882
3.5.1.8.2	Arrange newspaper assembly	11 280	11 280	11 995	10 416	15 744	7 714	16 531	17 358	102 318
3.5.1.8.3	Enrollment to other school	16 806	16 806	17 850	17 436	23 429	14 522	24 600	25 830	157 279
3.5.1.8.4	Arrange sponsorship meeting									-
3.5.1.8.5	Reporting									-
3.5.2	Provide health and legal support to working children									-
3.5.2.1	Provide first aid	2 111	2 111	2 268	2 300	2 976	222	3 125	3 281	18 394
3.5.2.2	Provide medicine	78 953	78 953	56 700	60 689	63 394	29 383	66 564	69 891	504 527
3.5.2.3	Buy/cook food	290 809	290 809	302 400	300 601	396 900	293 757	416 745	437 583	2 729 604
3.5.2.4	Buy warm cloth									-
3.5.2.5	Provide counseling									-
3.5.2.6	Provide legal aid									-
3.5.3	Arrange recreational activities for working children									-
3.5.3.1	Purchase games	6 040	6 040	6 300	6 305	8 269	5 539	8 683	9 116	56 292
3.5.3.2	Purchase music instrument	-	-							-
3.5.3.3	Arrange art class	12 977	12 977	13 608	8 585	17 860	6 999	18 754	19 691	111 451
3.5.3.4	Participate in art competition									-
3.5.3.5	Prepare creative production									-
3.5.3.6	Arrange excursion	29 358	29 358	30 450	30 450	37 210		39 070	41 024	236 920
3.5.3.7	Drama in festival observation									-
3.5.3.8	Children Gathering									-

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)								Total Budget
		Year -1 (2007)	Year 2 (2008)	Year -3 (2009)	Year -4	Year -5				
3.5.3.9	Print Srijonshil Magazine	2 100	2 100	2 100	2 145	2 100	1 412	2 100	2 100	16 157
3.5.4	Arrange training on basic education, child rights for teacher, children & other NGOs									-
3.5.4.1	Arrange TOT on basic education	15 000	15 000	21 000	20 845	20 673	20 576	21 705	45 581	180 380
3.5.4.2	Arrange TOT on General Education									-
3.5.5	Spread quality education through workshop demonstration, teachers forum, TOT on My World									-
3.5.5.1	Arrange Teachers forum / meeting									-
3.5.5.2	Arrange demonstration on My World									-
3.5.6	Capacity development of staff through training, workshop, study circle.									-
3.5.6.1	Arrange training & exchange visit (home & abroad)									-
3.5.6.2	Arrange workshop									-
3.5.6.3	Arrange study circle.									-
3.5.6.4	Arrange Staff Meeting									-
3.6	Mobilize community for the protection of child rights									-
3.6.1	Raise awareness among parents, employers & other member of civil society regarding child rights and negative consequences of child labor.									-
3.6.1.1	Parents meeting /workshop	14 537	14 537	15 173	14 588	19 914	19 914	20 910	21 955	141 528
3.6.1.2	Employers meeting /workshop	4 697	4 697	5 250	5 305	6 891	4 226	7 235	7 598	45 899
3.6.2	Organize local representative, community people & increase their responsibility towards working children									-
3.6.2.1	Community meeting	2 989	2 989	3 150	3 655	4 135	-	4 341	4 559	25 818
3.6.2.2	Community gathering	19 799	19 799	2 100	1 075	27 563	21 104	28 941	30 388	150 769
3.6.3	Formed active employers and parents group in the community									-
3.6.3.1	Arrange workshop / meeting/ discussion	2 002	2 002	2 100	1 811	2 756		2 894	3 039	16 604
3.7	Protection of child domestic worker									-
3.7.1	Run DICs	20 000	19 045	25 000	21 040	20 000	18 105	21 000	22 050	166 240
3.7.2	Equipment	-	-					-	-	-
3.7.3	Rent of premises for DICs	210 000	143 500	240 000	229 239	325 000	311 610	341 250	358 313	2 158 912
3.7.4	Registration and profile of working children	5 100	548	7 000	3 827	7 000	2 435	7 350	7 718	40 978
3.7.5	Supervision of DICs	18 360	18 346	19 200	24 348	9 600	9 193	10 080	10 584	119 711
3.7.6	Provide literacy learning							-	-	-
3.7.7	Provide general education							-	-	-
3.7.7.1	Indoor workshop	15 000	14 928	20 000	19 891	20 000	1 468	21 000	22 050	134 337
3.7.7.2	Outside workshop	35 000	34 363	72 000	28 052	79 200	30 220	83 160	87 318	449 313
3.7.7.3	Project task			15 000	-	15 000	-	15 750	16 538	62 288

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)								Total Budget
		Year -1 (2007)		Year 2 (2008)		Year -3 (2009)		Year -4	Year -5	
3.7.7.4	Diary	20 000	19 642	15 000	29 604	15 000		15 750	16 538	131 534
3.7.8	Carry out continue education							-	-	-
3.7.8.1	Purchase books	25 000	24 813	22 500	19 560	30 000	8 922	31 500	33 075	195 370
3.7.8.2	Arrange newspaper assembly	33 408	35 286	35 000	32 168	20 000	12 671	21 000	22 050	211 583
3.7.9	Provide health and legal support to working children							-	-	-
3.7.9.1	Provide first aid	9 000	8 980	7 000	6 994	7 000	5 819	7 350	7 718	59 861
3.7.9.2	Provide medicine	9 750	9 160	-	9 845			-	-	28 755
3.7.9.3	Provide counseling	1 200	390	2 000	1 969	2 000	545	2 100	2 205	12 409
3.7.9.4	Provide legal aid	1 200	355	2 000	2 000	2 000	420	2 100	2 205	12 280
3.7.10	Arrange recreational activities for working children							-	-	-
3.7.10.1	Purchase games	12 000	11 880	12 000	11 780	8 000		8 400	8 820	72 880
3.7.10.2	Purchase music instrument	10 500	10 500			10 000		10 500	11 025	52 525
3.7.10.3	Arrange art class	-		25 000	17 273	25 000	10 496	26 250	27 563	131 582
3.7.10.4	Participate in art competition	26 000	21 985	2 000	2 002	1 500	1 031	1 575	1 654	57 747
3.7.10.5	Prepare creative production	22 040	22 003					-	-	44 043
3.7.10.6	Arrange excursion	40 000	40 058	60 000	60 700	60 000		63 000	66 150	389 908
3.7.10.7	Drama in festival observation	6 000	6 159	20 000	19 895	15 000	14 971	15 750	16 538	114 313
3.7.10.8	Print Srijonshil Magazine	20 000	19 992	25 000	21 285	25 000	2 595	26 250	27 563	167 685
3.7.10.9	Art & easy competition	1 600	1 324	20 000	20 187	20 000	19 873	21 000	22 050	126 034
3.7.11	Arrange training on basic education, child rights for teacher, children & other NGOs							-	-	-
3.7.11.1	Arrange TOT on basic education	31 000	30 762					-	-	61 762
3.7.11.2	Arrange TOT on general education							-	-	-
3.7.12	Capacity development of staff through training, workshop, study circle.							-	-	-
3.7.12.1	Arrange training	30 000	26 652	25 000	24 703	25 000	25 419	26 250	27 563	210 587
3.7.12.2	Arrange workshop	10 000	10 000	12 000	12 819	12 000	12 578	12 600	13 230	95 227
3.7.12.3	Arrange study circle	2 000	790	3 000	3 132	3 000		3 150	3 308	18 380
3.7.13	Mobilize community for the protection of child rights							-	-	-
3.7.13.1	Raise awareness among parents, employers & other member of civil society regarding child rights and regative consequences...							-	-	-
3.7.13.1.1	Parents meeting /workshop	30 000	29 963	90 000	85 724	90 000	79 694	94 500	99 225	599 106
3.7.13.1.2	Employers meeting /workshop	28 000	26 160	65 000	45 919	45 000	46 140	47 250	49 613	353 082
3.7.13.1.3	Meeting with cable TV network	-		-				-	-	-
3.7.13.1.4	Meeting with ward commissioner	10 000	10 200	45 000	17 040	50 000	23 139	52 500	55 125	263 004

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)								Total Budget
		Year -1 (2007)		Year 2 (2008)		Year -3 (2009)		Year -4	Year -5	
3.7.13.1.5	Arrange meeting with Mayor			50 000	-	50 000		52 500	55 125	207 625
3.7.13.1.6	Workshop with UP Member	60 000	59 955	-				-	-	119 955
3.7.13.1.7	Meeting with apartment owners			20 000	20 000	20 000		21 000	22 050	103 050
3.7.13.1.8	Seminar, Workshop, Press conference	40 000	13 269	-		50 000		52 500	55 125	210 894
3.7.13.1.9	Follow up group			60 000	-	60 000		63 000	66 150	249 150
3.7.13.1.10	Video documentation			-				-	-	-
3.7.13.1.11	Comparative study	370 000	330 000					-	-	700 000
	Arrange Consultation	15 000	11 126	63 000	57 823	69 300	27 677	72 765	76 403	393 094
	Arrange Transport	-		20 000	14 373	20 000	16 545	21 000	22 050	113 968
	To buy educational material	23 500	24 955	25 000	24 717	25 000	1 158	26 250	27 563	178 143
	Vocational Course			100 000	96 349	100 000	100 508	105 000	110 250	612 107
	Provide health support			10 000	-	10 000	2 636	10 500	11 025	44 161
	Publication of good practice/publication launching on			35 000	35 080	70 000	21 825	73 500	77 175	312 580
	Arrange meeting			5 000	2 488	10 000	8 294	10 500	11 025	47 307
	Consultation/workshop			30 000	24 427	30 000		31 500	33 075	149 002
	Introduce registration system of CDW with WC			40 000	-	50 000	49 970	52 500	55 125	247 595
	Arrange training/workshop for employer			30 000	22 112	30 000	18 109	31 500	33 075	164 796
	Arrange training/workshop for children			30 000	6 389	30 000	5 993	31 500	33 075	136 957
	Arrange monthly meeting for staff			3 600	1 410	3 600	1 485	3 780	3 969	17 844
	Transportation	125 000	116 187	100 000	108 072	100 000	94 720	105 000	110 250	859 229
	Clean material	5 000	705	5 000	5 062	5 000	3 201	5 250	5 513	34 731
	Telephone/Postage	20 000	12 731	20 000	16 888	24 724	14 116	25 960	27 258	161 677
	Office general	8 000	7 515	15 000	13 880	15 000	7 224	15 750	16 538	98 907
	Audit fees	25 000	22 000	25 000	25 000	25 000	25 000	26 250	27 563	200 813
	Printing and Stationeries	50 000	44 259	25 000	21 040	25 000	605	26 250	27 563	219 717
	Repair and maintenance	5 000	5 401	5 000	4 835	5 000	5 594	5 250	5 513	41 593
	Recruitment	1 500	1 355	3 000	1 570	3 000		3 150	3 308	16 883
	Entertainment	20 000	15 861	15 000	16 118	15 000	12 632	15 750	16 538	126 899
	Utility			20 000	18 765	20 000	21 617	21 000	22 050	123 432
	Croceries	6 000	5 900	5 000	4 960	5 000	5 372	5 250	5 513	42 995
	Contingencies	-		-				-	-	-
	Arrange Training/Workshop for ward commissioner			30 000	-	30 000		31 500	33 075	124 575

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)							Total Budget	
		Year -1 (2007)	Year 2 (2008)	Year -3 (2009)	Year -4	Year -5				
	Drama/day observation/art competition			20 000	19 631			-	-	39 631
	Bank charges				1 240		1 873			
	Tax paid		273		1 658		560			
	Total Direct program Expense - Output 3	3 220 274	3 033 119	4 527 342	3 842 169	6 289 224		6 787 966	5 789 432	36 805 222
Output-4	Emergency support service system established									
4.1	Run and supervise half-way home									
4.1.1	Registration of clients	5 053	5 053	3 600	3 480	7 443	1 870	7 814	8 205	42 518
4.1.2	Provide basic needs for the victims	402 730	402 730	434 753	565 080	570 613	463 626	599 144	629 100	4 067 776
4.1.3	Psychosocial help	450	450	3 000	-	3 941		4 139	4 345	16 325
4.1.4	Provide vocational Training and entertainment	3 692	3 692	3 000	2 428	4 135	785	4 341	4 559	26 632
4.1.5	Refer to other organization for further development	2 400	2 400	2 700	-	3 308		3 473	3 646	17 927
4.1.6	Follow up	3 266	3 266	3 500	6 412	4 961	7 041	5 209	5 470	39 125
4.1.7	Maintanace of Half Way Home	185 921	185 921	252 000	249 383	264 600	254 352	277 830	291 721	1 961 728
4.2	Provide back up support to the legal clinic									-
4.2.1	Organize awareness raising training	83 423	83 423	84 000	87 120	92 610	61 197	97 240	76 578	665 591
4.2.2	Organize client workshop	25 741	25 741	35 280	29 037	46 305	20 763	48 620	51 051	282 538
4.2.3	Provide Health and medical facilities	9 752	9 752	15 750	8 839	20 673	8 890	21 705	22 791	118 152
4.2.4	Provide food and transport to the clients	1 440	1 440	1 512	4 481	1 985	3 198	2 084	2 188	18 328
4.2.5	Organize clients, provide notice, organize and escort clients	46 500	46 500	78 000	77 585	64 083	64 636	67 288	70 651	515 243
4.2.6	Client Follow up	33 223	33 223	38 000	14 343	66 150	13 073	69 458	72 930	340 400
4.3	Networking with GOs and NGOs to provide support to clients									-
4.3.1	Meeting with GOs and NGOs			1 260	-	1 654	355	1 736	1 824	6 829
4.4	Program Management Support									-
4.4.1	Study circle			10 500	-	414		434	456	11 804
4.4.2	Field workers meeting	2 790	2 790	4 000	3 140	3 584	2 440	3 763	3 950	26 457
4.4.3	Record keeping									-
4.4.4	Attend workshop, seminar, training etc.	90	90	3 000	925	4 135	2 040	4 341	4 559	19 180
4.4.5	Report writing									-
4.4.6	Necessary meeting and discussion with voluntary committee									-
4.5	Counselling clients									-
4.5.1	Provide counseling	38 000	38 000	20 000	17 832	34 454	16 697	36 176	37 985	239 144

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)								Total Budget
		Year -1 (2007)		Year 2 (2008)		Year -3 (2009)		Year -4	Year -5	
4.5.2	Clients record & follow up maintained.	2 600	2 600	1 000	80	8 269		9 768	10 256	34 573
4.6	Organize counselling orientation/training									-
4.6.1	Resource development in counseling									-
4.6.1.1	Arrange training/supervision	377 189	377 189	521 850	509 765	684 929	284 295	719 175	3 020 533	6 494 925
4.6.1.2	Liason with institute GO/NGOs to desiminite counseling									-
4.6.1.2.1	Participation in day observation counseling			10 000	9 598	34 454		36 176	37 985	128 213
4.6.1.2.2	Desiminating forum	11 492	11 492							22 984
4.6.1.3	International Networking									-
4.6.1.3.1	Arrange attendance at conferences abroad									-
4.6.1.3.2	Provide counseling orientation ASK and other organization on request					10 000				10 000
4.6.2	Staff development in country									-
4.6.3	Cooperation with relative institute for establishment a recognized degree in counseling in country									-
4.6.3.1	Meeting with other organization & representatives	4 650	4 650	5 000	2 483	10 000	930	17 365	1 520	46 598
4.6.4	Staff & Project									-
4.6.4.1	Meetings of helper/counselor association	3 337	3 337	2 600	2 261	12 051		5 789	6 078	35 453
4.6.4.2	Staff meeting								-	-
	Total Direct program Expense - Output 4	1 243 739	1 243 739	1 534 305	1 594 272	1 954 751		2 043 068	4 368 381	15 188 443
Output-5	Advocacy initiatives to influence law & policy reform strengthened									
5.1	Conduct research on selected HR issues									
5.1.1	Research on HR violation for annually									
5.1.1.1	Group discussion meeting to identify research issues	2 035	2 035	2 625	2 444	3 445	-	3 618	3 799	20 001
5.1.1.2	Files Scanning	1 000	1 000	1 050	1 669	2 756	-	2 894	3 039	13 408
5.1.1.3	Prepare news clipping list	3 000	3 000	2 100	-	5 513	-	5 789	6 078	25 480
5.1.1.4	Prepare chapter outline on various issues	2 000	2 000	1 050	-	965	-	1 013	1 064	8 092
5.1.1.5	Study secondary sources	5 033	5 033	6 300	4 891	13 781	-	14 470	15 194	64 702
5.1.1.6	Study Web documents and archive	4 330	4 330	4 200	3 510	13 781	-	14 470	15 194	59 815
5.1.1.7	Compile data/ Statistics									-
5.1.1.8	Cross check the references									-
5.1.1.9	Compile Information on 1st draft									-
5.1.1.10	Disseminate for comments	7 054	7 054	10 500	-	13 781	-	14 470	15 194	68 053
5.1.1.11	Compile corrections/comments on the chapters									-

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)								Total Budget
		Year -1 (2007)		Year 2 (2008)		Year -3 (2009)		Year -4	Year -5	
5.1.1.12	Prepare bibliography									-
5.1.1.13	Collect Photographs	15 000	15 000	15 750	15 000	20 673	-	21 705	22 791	125 919
5.1.1.14	Writers fees	134 000	134 000	168 000	161 000	220 500	264 000	231 525	243 101	1 556 126
5.1.1.15	Prepare cover, uniform design and layout	20 000	20 000	26 250	10 000	34 454	32 209	36 176	37 985	217 074
5.1.1.16	Publication	78 884	78 884	115 500	79 363	151 594	152 554	159 174	167 133	983 086
5.1.1.17	Press conference on the publication	770	770	8 400	7 200	11 025	4 855	11 576	12 155	56 751
5.1.2	In depth research analysis on ongoing issues by related to Law and Policies									-
5.1.2.1	Prepare concept paper									-
5.1.2.1.1	Study Secondary sources	283	283	4 620	1 169	6 064		6 368	6 685	25 472
5.1.2.1.2	Prepare bibliography			525	-	689		724	760	2 698
5.1.2.1.3	Collect information	576	576	7 350	990	9 648		10 129	10 636	39 905
5.1.2.1.4	In depth on the study on the issue									-
5.1.2.1.5	Prepare Questionnaire									-
5.1.2.1.6	Compile coding									-
5.1.2.1.7	Sort out and Select Samples									-
5.1.2.1.8	Conduct survey	1 941	1 941	4 725	-	5 513		5 789	6 078	25 987
5.1.2.1.9	Conduct small group discussion	760	760	2 100	-	2 756		2 894	3 039	12 309
5.1.2.1.10	Case study									-
5.1.2.1.11	Field visit	3 000	3 000	3 150	1 055	4 135		4 341	4 559	23 240
5.1.2.1.12	Focus group discussion	-	-	10 500	2 814	13 781		14 470	15 194	56 759
5.1.2.1.13	Compile data /Statistics									-
5.1.2.1.14	Cross check the references									-
5.1.2.1.15	Analyse data									-
5.1.2.1.16	Prepare 1 st Draft									-
5.1.2.1.17	Disseminate for comments	1 006	1 006	1 050	85	1 379		1 448	1 520	7 494
5.1.2.1.18	Finalize the report									-
5.1.2.1.19	Report presentation			4 200	1 400	5 513		5 789	6 078	22 980
5.2	Commission ASK Position Papers in order to develop advocacy response on mid to long term threats or challenges to Human Rights									-
5.2.1	ASK Commission Paper									-
5.2.1.1	Group discussion meeting to identify research issues	225	225	1 050	24	1 379	-	1 448	1 520	5 871
5.2.1.2	Prepare concept paper									-
5.2.1.3	Study Secondary sources									-

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)								Total Budget
		Year -1 (2007)		Year 2 (2008)		Year -3 (2009)		Year -4	Year -5	
5.2.1.4	Prepare bibliography									-
5.2.1.5	Collect information	310	310	6 300	-	8 269	-	8 683	9 116	32 988
5.2.1.6	Prepare Questionnaire									-
5.2.1.7	Compile coding									-
5.2.1.8	Sort out and Select Samples									-
5.2.1.9	Conduct survey	1 400	1 400	5 775	-	7 580	-	7 959	8 356	32 470
5.2.1.10	Conduct small group discussion	1 898	1 898	4 200	-	5 513	-	5 789	6 078	25 376
5.2.1.11	Case study									-
5.2.1.12	Field visit	2 180	2 180	16 800	2 942	22 050	-	23 153	24 310	93 615
5.2.1.13	Focus group discussion			21 000	5 000	27 563	-	28 941	30 388	112 892
5.2.1.14	Compile data /Statistics									-
5.2.1.15	Cross check the references									-
5.2.1.16	Analyse data									-
5.2.1.17	Prepare 1 st Draft									-
5.2.1.18	Disseminate for comments	500	500	2 310	-	2 756	-	2 894	3 039	11 999
5.2.1.19	Finalize the report									-
5.2.1.20	Report presentation			4 200	-	5 513	-	5 789	6 078	21 580
5.3	Facilitate Study Circles on issue based policy advocacy issues and issues of emerging and urgent concern									-
5.3.1	Identify Study Issues									-
5.3.2	Prepared Participation List									-
5.3.3	Invitation of Participants									-
5.3.4	Arrange Study Circle	990	990	5 040	1 506	5 789		6 078	6 381	26 774
5.4	File Public Interest Litigation(PIL)									-
5.4.1	Issue Identify									-
5.4.2	Case filing	28 315	28 315	113 400	131 141	98 838	72 592	156 280	164 094	792 975
5.4.3	Legal Research			3 255	-	4 273		4 486	4 710	16 724
5.4.4	Materials and Data Collection	30 523	30 523	63 000	40 547	52 688	6 946	86 823	91 163	402 213
5.4.5	Work towards Obtaining Judgments and Disposed of Pending Cases	12 708	12 708	37 800	36 879	29 613		52 094	54 698	236 500
5.4.6	Follow-up Pending Cases	12 131	12 131	12 600	6 502	16 538		17 365	18 233	95 500
5.4.7	Meeting with Like Minded Groups, Professionals and Organizations Regarding Pending and Potential Cases			6 300	2 610	8 269		8 683	9 116	34 978
5.4.8	Monitor for Implementation of Judgments Obtained by ASK			10 500	8 380	13 781		14 470	15 194	62 325

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)								Total Budget
		Year -1 (2007)		Year 2 (2008)		Year -3 (2009)		Year -4	Year -5	
5.4.9	National Workshop on PIL					120 000		-		120 000
5.5	Advocacy through publication and communication									-
5.5.1	Campaign through print and electronic media									-
5.5.1.1	Newspaper Articles	7 300	7 300	10 500	1 600	13 781	1 900	14 470	15 194	72 045
5.5.1.2	Meeting/study circle with local journalists/bulletin readers/law students/lawyers at local level	10 213	10 213	11 340	9 525	14 884	8 710	15 628	8 205	88 718
5.5.1.3	Meeting with Dhaka based journalist/Bulletin readers/ lawyers at office space	4 272	4 272	6 300	344	5 513	4 089	5 789	6 078	36 657
5.5.2	Generate social information through publications & periodicals									-
5.5.2.1	Publish ASK bulletin	295 400	295 400	336 000	334 741	441 000	276 561	463 050	486 203	2 928 355
5.5.2.2	Publish legal handbook	113 950	113 950			165 375			182 326	575 601
5.5.2.3	Extra Publication									-
5.5.2.4	Publication on emerging HR issue			126 000	122 324			173 644		421 968
5.5.2.5	Publish ASK Annual report	74 585	74 585	78 750	34 670	103 360	38 819	108 528	113 954	627 251
5.5.2.6	Video Documentary									-
5.5.2.7	20 years anniversary report									-
5.5.2.8	Training/Workshop									-
5.5.2.9	Translation and Transcription	10 400	10 400	10 500	10 550	13 781		14 470	15 194	85 295
5.5.2.10	Logistic for Unit Activities	19 982	19 982	21 000	24 847	27 563	5 236	28 941		147 551
5.6	Advocacy through media and international Campaign									-
5.6.1	Engaging with media in human rights advocacy									-
5.6.1.1	Press Release/Reaction									-
5.6.1.2	Press Conference	9 655	9 655	12 000	11 928	33 075		34 729	36 465	147 507
5.6.1.3	Thematic dialogue with journalists									-
5.6.2	Issue based campaign and e-advocacy									-
5.6.2.1	Maintain website	17 762	17 762	50 000	50 000	75 798	33 000	79 586	83 566	407 474
5.6.2.2	Produce E- bulletin (English)	4 000	4 000	10 290	-	13 506		14 181	14 890	60 867
5.6.3	International advocacy									-
5.6.3.1	Engagement with the UN human rights council									-
5.6.3.2	Communication with UN special procedures									-
5.6.3.3	Engagement with UN treaty bodies									-
5.6.3.4	Feeding information to international network of ASK									-

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)					Total Budget	
		Year -1 (2007)	Year 2 (2008)	Year -3 (2009)	Year -4	Year -5		
5.6.3.5	Responding HRVs outside Bangladesh in the form of solidarity note, urgent appeal, memoranda etc.							-
5.6.3.6	General documentation							-
5.6.3.7	Logistic for unit activities							-
5.7	Mobilization for law & policy reform							-
5.7.1	Medical Negligence							-
5.7.1.1	Conduct legal Research		21 000	18 600				39 600
5.7.1.2	Prepare proposed draft		31 500	22 093				53 593
5.7.1.3	National Workshop		52 500	40 873				93 373
5.7.1.4	Submitted to Law Commission & Law Ministry		840	-				840
5.7.2	Citizenship Act							-
5.7.2.1	Conduct legal Research		21 000	-				21 000
5.7.2.2	Prepare proposed draft				41 344			41 344
5.7.2.3	Meeting with like minded groups		3 150	-	8 269			11 419
5.7.2.4	Submitted to Law Commission & Law Ministry				1 103			1 103
5.7.3	Hindu Divorce Act							-
5.7.3.1	Conduct legal Research				27 563			27 563
5.7.3.2	Prepare proposed draft					43 411		43 411
5.7.3.3	National Workshop					72 351		72 351
5.7.3.4	Submitted to Law Commission & Law Ministry					1 158		1 158
5.7.4	Review Policies relating to Vulnerable & marginalized groups							-
5.7.4.1	Mental & Physical Disability							-
5.7.4.1.1	Review practical situation		21 000	-				21 000
5.7.4.1.2	Conduct legal Research				28 941			28 941
5.7.4.1.3	Prepare proposed draft					43 411		43 411
5.7.4.1.4	Meeting with like minded groups		2 625	-	3 445			6 070
5.7.4.1.5	Submitted to concerned government bodies					1 158		1 158
5.7.4.2	Addressing legal challenges of traditionally under represented group							-
5.7.4.2.1	Review practical situation							-
5.7.4.2.2	Conduct legal Research				24 118			24 118
5.7.4.2.3	Prepare proposed draft					43 411		43 411
5.7.4.2.4	Meeting with like minded groups, community members, & organizations		3 675	-	4 135			7 810

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)							Total Budget	
		Year -1 (2007)	Year 2 (2008)	Year -3 (2009)	Year -4	Year -5				
5.7.4.2.5	Submit to Concern govt bodies							1 158		1 158
5.7.4.3	Corporate accountability									-
5.7.4.3.1	Review Practical Situation								30 388	30 388
5.7.4.3.2	Conduct Legal Research								30 388	30 388
5.7.4.3.3	Prepare Proposed Draft								45 581	45 581
5.7.4.3.4	Meeting with like minded groups, community members & organizations							3 618	7 598	11 216
5.7.4.3.5	Submitted to concerned government bodies								1 215	1 215
5.7.4.3.6	Issue based urgent meeting	6 000	6 000	12 000	2 160	8 269	100	8 683	9 116	52 328
5.7.4.3.7	Organize/attend rally	600	600	4 200	-	5 513		5 789	6 078	22 780
5.7.4.3.8	Study Circle/ Develop Article	5 310	5 310	10 500	-	13 781		14 470	15 194	64 565
5.7.4.3.9	Application of International laws in National Sphere			5 250	-	6 891		7 235	7 598	26 974
5.7.4.3.10	Launch International Campaign			10 500	2 600	3 781		14 470	15 194	46 545
	Total Direct program Expense - Output 5	951 281	951 281	1 585 895	1 214 976	2 056 947		2 213 106	2 180 175	12 055 232
Output-6	Human rights situation addressed to increase Transparency and accountability in public institutions									
6.1	Conduct investigation									
6.1.1	Investigation by own staff	422 231	422 231	436 800	399 770	441 000	169 771	463 050	486 203	3 241 056
6.1.2	Invest. organised by forum	35 276	35 276	70 875	47 705	124 031	13 480	130 233	136 745	593 621
6.2	Observation of Hrs situation									-
6.2.1	Organised Violence by state or non-state actors			19 110	-	25 083		26 336	27 653	98 182
6.3	Association building with HRs defenders									-
6.3.1	Meeting with local HRs defenders	41 137	41 137	45 150	22 100	29 630	-	31 111	32 666	242 931
6.3.2	Formation of HRD Forum (Dist.)	28 249	28 249	79 800	-					136 298
6.3.3	Training for forum member	-	-	70 350	68 700	92 335	-	96 951	101 799	430 135
6.3.4	Fact Finding training for HRs activists,journalists and other professionals (Natioanl level)	87 000	87 000	91 350	52 611	116 451	-	122 274	128 388	685 074
6.4	Create pressure on public institution to take action against HRV									-
6.4.1	Field visit	83 841	83 841	94 500	79 024	148 838	225 130	156 280	164 094	1 035 548
6.4.2	Appeal to authorities	7 230	7 230	1 575	818	11 025	325	11 576	10 940	50 719
6.4.3	Refer for legal remedy									-
6.4.4	Lobbying and campaign(Conference)	10	10	16 275	-	21 361	7 000	22 429	23 550	90 635
6.4.5	Publication of handbook									-

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)					Total Budget			
		Year -1 (2007)	Year 2 (2008)	Year -3 (2009)	Year -4	Year -5				
6,5	Document and disseminate HRs information.									-
6.5.1	Scan news,reports,article related to HRs issues from newspapers, magazines, etc. and refer to daily action meeting.	44 556	44 556	36 000	31 758	40 000	24 653	44 000	48 400	313 923
6.5.2	News clipping, cutting, sorting and filing properly.	2 045	2 045	2 100	2 000	1 379		1 448	1 576	12 593
6.5.3	Computer scanning and preservation of news,data,etc. related to HR violation	3 000	3 000	3 150	2 530	3 445		3 618	3 799	22 542
6.5.4	Prepare & update cumulative chart, statistical table, reports on HRV	2 000	2 000	2 100	2 530	1 379		1 448	1 520	12 977
6,6	Maintain Resource Centre									-
6.6.1	Cataloging, classifying & compiling of law/ HR books, reports and computerize data list etc.	50 381	50 381	54 600	52 109	68 906	42 438	72 351	75 969	467 135
6.6.2	Procure and maintain Indexes of video, films, photographs and various bibliograph	1 940	1 940	5 250	5 000	6 891	4 500	7 235	7 598	40 354
6.6.3	Ensure information/ reference and photocopy service to readers/ users	5 000	5 000	5 250	5 600	6 891	15	7 235	7 598	42 589
6.6.4	Sale and distribution of ASK publication and maintain records.	67 234	67 234	84 000	91 716	132 300	144 624	138 915	145 861	871 884
6.6.5	Maintain statistics of unit users									-
6.6.6	Participation in book fair or Grontho Mela on several occasion	39 047	39 047	42 000	42 658	55 125	50 929	57 881	121 551	448 238
6.6.7	Prepare maps identify, geographical areas, where incidence of fatwa occur									-
6.6.8	Prepare monthly progress report									-
6.6.9	Prepare monthly inventory report of ASK library materials									-
6.6.10	Prepare bibliography on published article written by ASK staff and members									-
6.6.11	Prepare monthly NGO Bureau Report									-
	Total Direct program Expense-Output 6	920 177	920 177	1 160 235	906 629	1 326 070		1 394 371	1 525 910	8 836 434
Output-7	Capacity of Human Rights actors enhanced									
7,1	Organize and conduct capacity building events for ASK staff members									
7.1.1	Training on communication skill & foundation course (2 days)									-
7.1.2	Organizational development, management & Leadership training (4 days Residential)					287 500	180 903		-	468 403
7.1.3	Training on report writing (2 days)					73 750	56 223		-	129 973
7.1.4	Annual HR training (15days Residential)								-	-

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)					Total Budget		
		Year -1 (2007)	Year 2 (2008)	Year -3 (2009)	Year -4	Year -5			
7.1.5	Training on Gender relations, analysis (GRA), Human Rights, Good Governance, CEDAW and OP, Child Rights, Advocacy. (3 days)				79 625		79 625	87 588	246 838
7.1.6	TOT on facilitation skills and module, manual development (residential-5 days)				304 375	230 915		-	535 290
7.1.7	Basic TOT (Residential) – 6 days							-	-
7.1.8	Study Circle (1 day)							-	-
7.1.9	Participation in training course on Secretarial Science, Diploma in Library science, PP writing, HR monitoring Financial management, Supervisory, Record Keeping (MIS), English etc. of ASK staff members				250 000	17 448	250 000	275 000	792 448
7.1.10	Exchange visit in home an abroad							-	-
7.2	Organize and conduct capacity building events for local, national and regional networking partners							-	-
7.2.1	Training on Human Rights Women Rights and VAW and legal issues and CRC (3 days)				73 875	60 729	73 875	81 263	289 742
7.2.2	Gender relations analysis (GRA) (4 days Residential)				196 813	84 765		-	281 578
7.2.3	Paralegal Training (6 days, Residential)				185 625	147 525	185 625	204 188	722 963
7.2.4	Conduct training on Legal Aid program development (6 days, Residential)				574 875	133 757		-	708 632
7.2.5	Training on effective Communication & Facilitation Skill & Documentation for NGO staff & others (6 days, Residential)							-	-
7.2.6	Conduct training on developing HR monitoring project (4 days, Residential)				164 938		164 938	181 432	511 308
7.2.7	Training on basic and general education (3 days)						169 925	186 918	356 843
7.2.8	Refreshers course on Paralegal training (4 days residential)						185 625	204 188	389 813
7.2.9	Follow up (3 days)				43 875		43 875	48 263	136 013
7.2.10	Fellowship For Human rights defenders (3 months each)							-	-
7.2.11	Transportation for organizing							-	-
7.3	Rights Based Approach mainstreaming							-	-
7.3.1	Workshop on RBA Policy Develop & Program Design (4 days)				63 750	53 389		-	117 139
7.3.2	Workshop on preparation of guideline, manual etc. (3 days)				40 875	36 352	40 875	44 963	163 065
7.3.3	Exchange visit (9 days each person)							-	-
7.4	Build Capacity of local socio cultural organizations							-	-

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)								Total Budget
		Year -1 (2007)		Year 2 (2008)		Year -3 (2009)		Year -4	Year -5	
7.4.1	Organise and conduct 3 days non residential course on Law and Advocacy, Refreashers course etc. for BNCC/Student, Cultural Activist and Professionals (Result-1)	77 315	77 315	93 555	94 194	81 448	64 070		-	487 897
7.4.2	Conduct training on Skill building of CBOs & Womens group (Result -2)								-	-
7.4.3	Conduct training on paralegal, legal aid, fact finding, skill development, gender relation, documentation, and communication for PNGO staff (Result -3)								-	-
7.4.4	Training on Family law, VAW, CRC, Succession Act for awareness build up (Result -4)								-	-
7.4.5	Follow up (3 days)	16 641	16 641	23 888	22 947				-	80 117
7.4.6	Participate in seminar, workshop, meeting (Dhaka based)					7 500	2 560	7 500	8 250	25 810
7.5	Program Management								-	-
7.5.1	Need assessment for NGO and Participants selection								-	-
7.5.2	Organize day long planning & implementation meeting for NGO & others (1 day)					12 813		12 813	14 094	39 720
7.5.3	Coordination meeting (1 day)								-	-
7.5.4	Follow up visit & Training monitoring (2 days)							87 750	96 525	184 275
7.5.5	Assistance for grassroots level NGO								-	-
7.5.6	Unit meeting	1 259	1 259	2 400	1 498	3 308	1 804	3 473	3 820	18 821
7.5.7	Unit Study Circle (issue based)								-	-
7.5.8	Curriculum & Materials development	50 020	50 020	52 500	64 648	68 906	55 461	72 351	79 586	493 492
7.5.9	Transportation	13 464	13 464	21 000	26 182	62 500	66 589	62 500	68 750	334 449
7.5.10	TOT on facilitation skills and module, manual development (residential-5 days)	139 908	139 908	147 000	146 726	192 935		202 585	222 844	1 191 906
7.5.11	Printing and stationeries and materials for program	76 800	76 800	105 000	121 941	96 469	6 317	101 293	111 422	696 042
7.5.12	Documentation of the program	4 000	4 000	1 500	666	5 513	900	5 789	6 368	28 736
	Total Direct program Expense - Output 7	379 407	379 407	446 843	478 802	2 871 268	1 199 707	1 750 417	1 925 459	9 431 310
									-	
Output-8	Effective institutional system strengthened								-	-
8.1	Monitor and maintain applications of regular institutional management system								-	-
8.1.1	Update personnel procedure	1 000	1 000			1 379		1 448	1 520	6 347
8.1.2	Arrange Executive Committee Meeting	500	500	2 000	2 733	6 615		6 946	7 293	26 587

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)								Total Budget
		Year -1 (2007)		Year 2 (2008)		Year -3 (2009)		Year -4	Year -5	
8.1.3	Arrange Annual General meeting	10 930	10 930	15 000	9 991	20 673	15 266	21 705	22 791	127 286
8.1.4	Arrange Extra Ordinary General Meeting	-	-			414		434	456	1 304
8.1.5	Arrange Founder Members Meeting	-	-	735	-	965		1 013	1 064	3 777
8.1.6	Arrange Consortium Meeting	2 050	2 050	2 100	-	3 170	1 000	3 329	3 495	17 194
8.1.7	Arrange Staff Meeting	6 935	6 935	12 000	11 765	55 125	13 175	57 881	60 775	224 591
8.1.8	Arrange Coordinators Meeting									-
8.1.9	Arrange Director's Meeting									-
8.1.10	Arrange Admin Meeting									-
8.1.11	Arrange Support Staff Meeting									-
8.1.12	Ensure Asset Insurance	64 126	64 126	120 000	235 856	275 625	61 581	289 406	303 876	1 414 596
8.1.13	Ensure Staff Health Insurance	145 320	145 320	180 000	1 283	374 161	172 936	392 869	412 513	1 824 402
8.1.14	Arrange Staff Retreat	870 195	870 195	600 000	636 129	834 379	828 702	876 098	919 903	6 435 601
8.1.15	Inter Unit Coordination									-
8.1.16	Dealing with Joint Stock/ Companies /Government Agencies Ltd.									-
8.2	Develop/update Human Resource Management System									-
8.2.1	Staff Recruitment	16 500	16 500			22 739		23 876	25 070	104 685
8.2.2	Staff Development									-
8.2.2	Basic computer training for ASK staff									-
8.3	Develop/Update programme management system									-
8.3.1	Set up/implement management information system (MIS)	52 500	52 500	500 000	312 500	750 000	937 500			2 605 000
8.3.2	Planning									-
8.3.2.1	Writing Project Proposal									-
8.3.2.2	Liaison with donor and others	31 956	31 956	25 000	34 075	44 100		46 305	48 620	262 012
8.3.2.3	Yearly Operational Plan									-
8.3.2.4	Revolving Work Plan									-
8.3.3	Reporting									-
8.3.3.1	Compile & finalize Annual Report	9 800	9 800			151 594		159 174	167 133	497 501
8.3.3.2	Compile & finalize Half Yearly Report					75 798		79 586	83 566	238 950
8.3.3.3	Compile & finalize Quarterly Report (for Executive Committee)					2 894		3 039	3 191	9 124
8.3.3.4	Compile, finalize & give feedback for Monthly Report					6 615		6 946	7 293	20 854
8.3.4	Monitoring and Evaluate Programme									-
8.3.4.1	Coordination with PNGO, DIC, Legal Clinic	2 000	2 000	2 000	-	2 756		2 894	3 039	14 689

Sl. No.	Outputs/Activities	Year - wise Budget (Amount in Taka)								Total Budget
		Year -1 (2007)		Year 2 (2008)		Year -3 (2009)		Year -4	Year -5	
8.3.4.2	Monitoring ASK Programmes (Field visit, participate in activities, giving feedback etc.)	32 822	32 822	50 000	-	157 106	1 000	164 961	57 736	496 447
8.3.4.3	Arrange Evaluation									-
8.3.4.3.1	Internal					50 000	6 329			56 329
8.3.4.3.2	External									-
8.4	Record Keeping									-
8.4.1	Maintain personnel information file	4 400	4 400	2 000	-	6 064		6 368	6 685	29 917
8.4.2	Maintain correspondence file	13 200	13 200	25 000	34 075	16 538		17 365	18 233	137 611
8.4.3	Maintain files of documents for organization (ASK)									-
8.5	Develop/update financial management systems									-
8.5.1	Update Accounts Manual & Financial Procedure	300	300					434	456	1 490
8.5.2	Orientation on Financial Procedure for ASK Staff	-	-			414		434	456	1 304
8.5.3	Prepare Budget	3 750	3 750	2 625	-					10 125
8.5.4	Obtain Approval of Budget from NGOAB	2 500	2 500			3 445		3 618	3 799	15 862
8.5.5	Budget Monitoring									-
8.5.6	Account Keeping	13 750	13 750	10 000	11 258	8 269		8 683	9 116	74 826
8.5.7	Audit									-
8.5.8	Reporting	15 000	15 000	10 000	9 539	13 781		14 470	15 194	92 984
8.5.9	Internal Evaluation					431 354	137 744	452 921	475 566	1 497 585
8.5.10	Unit Meeting			600	-	1 654		1 736	1 824	5 814
8.5.11	Record Keeping	49 050	49 050	70 000	77 874	41 344	3 835	43 411	45 581	380 145
8.5.12	Internal Audit									-
	Total Direct program Expense - Output 8	1 348 584	1 348 584	1 629 060	1 377 078	3 358 971		2 687 350	2 706 244	16 634 939
	Contingency	468 012	468 012	500 000	23 635	500 000	2 500	500 004	500 000	2 962 163
	Total Comprehensive Program Cost	8 531 474	8 344 319	11 383 680	9 437 561	18 357 231	1 202 207	17 376 282	18 995 601	101 913 743

Total Actual	Unutilised Fund
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-	-
-	-
2 550	14 389
182 229	304 707
53 336	169 103
116 897	189 571
241 913	778 976
-	-
17 922	180 497
-	-
403 888	904 104
26 180	49 782
10 350	1 025
-	-
590 904	2 329 566
610 761	1 247 603
207 626	1 487 615
95 819	345 456
130 794	633 245
12 053	29 285
60 513	326 833
-	-
99 225	99 225
6 225	6 300
-	-

Total Actual	Unutilised Fund
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-	-
-	-
-	-
-	-
-	106 356
7 470	9 000
-	-
-	-
312 166	822 786
4 284	23 648
31 597	30 599
4 814	16 256
-	-
-	44 153
-	869
-	91 453
565	8 749
-	-
23 300	376 780
10 430	164 805
19 240	38 010
4 500	26 949

Total Actual	Unutilised Fund
7 600	18 104
-	-
3 250	16 713
5 040	18 085
21 143	40 917
-	-
-	-
-	-
521 188	812 314
8 373	17 983
-	-
27 576	76 651
25 826	38 751
22 170	45 970
26 572	77 929
-	-
-	-
-	-
-	-
-	-
-	-
-	-
-	-
-	-
203 565	454 925

Total Actual	Unutilised Fund
12 340	32 309
742 000	1 587 377
12 114	23 784
4 505	33 379
36 413	113 075
-	-
55 758	139 626
49 514	131 579
-	-
-	-
-	-
14 841	46 041
29 410	72 908
48 764	108 515
-	-
-	-
-	-
4 633	13 761
169 025	335 502
885 167	1 844 437
-	-
-	-
-	-
-	-
17 884	38 408
-	-
28 561	82 890
-	-
-	-
59 808	177 112
-	-
-	-

Total Actual	Unutilised Fund
5 657	10 500
-	-
56 421	123 959
-	-
-	-
-	-
-	-
-	-
-	-
-	-
-	-
-	-
49 039	92 489
14 228	31 671
-	-
6 644	19 174
41 978	108 791
-	-
3 813	12 791
-	-
58 190	108 050
-	-
684 349	1 474 563
6 810	34 168
51 887	67 824
-	-
-	-
36 287	98 050
92 635	356 678
-	62 288

Total Actual	Unutilised Fund
49 246	82 288
-	-
53 295	142 075
80 125	131 458
-	-
21 793	38 068
19 005	9 750
2 904	9 505
2 775	9 505
-	-
23 660	49 220
10 500	42 025
27 769	103 813
25 018	32 729
22 003	22 040
100 758	289 150
41 025	73 288
43 872	123 813
41 384	84 650
-	-
30 762	31 000
-	-
-	-
76 774	133 813
35 397	59 830
3 922	14 458
-	-
-	-
195 381	403 725
118 219	234 863
-	-
50 379	212 625

Total Actual	Unutilised Fund
-	207 625
59 955	60 000
20 000	83 050
13 269	197 625
-	249 150
-	-
330 000	370 000
96 626	296 468
30 918	83 050
50 830	127 313
196 857	415 250
2 636	41 525
56 905	255 675
10 782	36 525
24 427	124 575
49 970	197 625
40 221	124 575
12 382	124 575
2 895	14 949
318 979	540 250
8 968	25 763
43 735	117 942
28 619	70 288
72 000	128 813
65 904	153 813
15 830	25 763
2 925	13 958
44 611	82 288
40 382	83 050
16 232	26 763
-	-
-	124 575

Total Actual	Unutilised Fund
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19 631	20 000
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6 875 288	29 929 934
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10 403	32 115
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1 431 436	2 636 340
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450	15 875
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6 905	19 727
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2 400	15 527
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16 719	22 406
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689 656	1 272 072
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231 740	433 851
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75 541	206 997
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27 481	90 671
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9 119	9 209
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188 721	326 522
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60 639	279 761
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355	6 474
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-	11 804
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8 370	18 087
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3 055	16 125
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72 529	166 615
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Total Actual	Unutilised Fund
2 680	31 893
-	-
-	-
1 171 249	5 323 676
-	-
9 598	118 615
11 492	11 492
-	-
-	-
-	10 000
-	-
-	-
8 063	38 535
-	-
5 598	29 855
-	-
2 838 011	12 350 432
-	-
-	-
-	-
-	-
4 479	15 522
2 669	10 739
3 000	22 480
2 000	6 092
9 924	54 778
7 840	51 975
-	-
-	-
-	-
7 054	60 999
-	-

Total Actual	Unutilised Fund
-	-
30 000	95 919
559 000	997 126
62 209	154 865
310 801	672 285
12 825	43 926
-	-
-	-
1 452	24 020
-	2 698
1 566	38 339
-	-
-	-
-	-
-	-
1 941	24 046
760	11 549
-	-
4 055	19 185
2 814	53 945
-	-
-	-
-	-
-	-
1 091	6 403
-	-
1 400	21 580
-	-
-	-
249	5 622
-	-
-	-

Total Actual	Unutilised Fund
-	-
310	32 678
-	-
-	-
-	-
1 400	31 070
1 898	23 478
-	-
5 122	88 493
5 000	107 892
-	-
-	-
-	-
-	-
500	11 499
-	-
-	21 580
-	-
-	-
-	-
2 496	24 278
-	-
-	-
232 048	560 927
-	16 724
78 016	324 197
49 587	186 913
18 633	76 867
2 610	32 368
8 380	53 945

Total Actual	Unutilised Fund
-	120 000
-	-
-	-
10 800	61 245
28 448	60 270
8 705	27 952
-	-
906 702	2 021 653
113 950	461 651
-	-
122 324	299 644
148 074	479 177
-	-
-	-
-	-
20 950	64 345
50 065	97 486
-	-
-	-
-	-
21 583	125 924
-	-
-	-
100 762	306 712
4 000	56 867
-	-
-	-
-	-
-	-
-	-

Total Actual	Unutilised Fund
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-	-
-	-
-	-
-	-
18 600	21 000
22 093	31 500
40 873	52 500
-	840
-	-
-	21 000
-	41 344
-	11 419
-	1 103
-	-
-	27 563
-	43 411
-	72 351
-	1 158
-	-
-	-
-	21 000
-	28 941
-	43 411
-	6 070
-	1 158
-	-
-	-
-	24 118
-	43 411
-	7 810

Total Actual	Unutilised Fund
-	1 158
-	-
-	30 388
-	30 388
-	45 581
-	11 216
-	1 215
8 260	44 068
600	22 180
5 310	59 255
-	26 974
2 600	43 945
2 166 257	9 888 975
-	-
-	-
-	-
991 772	2 249 284
96 461	497 160
-	-
-	98 182
-	-
63 237	179 694
28 249	108 049
68 700	361 435
139 611	545 463
-	-
387 995	647 553
8 373	42 346
-	-
7 010	83 625
-	-

Total Actual	Unutilised Fund
-	-
100 967	212 956
4 045	8 548
5 530	17 012
4 530	8 447
-	-
144 928	322 207
11 440	28 914
10 615	31 974
303 574	568 310
-	-
132 634	315 604
-	-
-	-
-	-
-	-
1 826 806	7 009 628
-	-
-	-
-	-
-	-
180 903	287 500
56 223	73 750
-	-

Total Actual	Unutilised Fund
-	246 838
230 915	304 375
-	-
-	-
17 448	775 000
-	-
-	-
60 729	229 013
84 765	196 813
147 525	575 438
133 757	574 875
-	-
-	511 308
-	356 843
-	389 813
-	136 013
-	-
-	-
-	-
53 389	63 750
36 352	126 713
-	-
-	-

Total Actual	Unutilised Fund
235 579	252 318
-	-
-	-
-	-
39 588	40 529
2 560	23 250
-	-
-	-
-	39 720
-	-
-	184 275
-	-
4 561	14 260
-	-
170 129	323 363
106 235	228 214
286 634	905 272
205 058	490 984
5 566	23 170
2 057 916	7 373 394
-	-
-	-
-	-
1 000	5 347
3 233	23 354

Total Actual	Unutilised Fund
36 187	91 099
-	1 304
-	3 777
3 050	14 144
31 875	192 716
-	-
-	-
-	-
-	-
361 563	1 053 033
319 539	1 504 863
2 335 026	4 100 575
-	-
-	-
-	-
16 500	88 185
-	-
-	-
-	-
1 302 500	1 302 500
-	-
-	-
66 031	195 981
-	-
-	-
-	-
9 800	487 701
-	238 950
-	9 124
-	20 854
-	-
2 000	12 689

Total Actual	Unutilised Fund
33 822	462 625
-	-
6 329	50 000
-	-
-	-
4 400	25 517
47 275	90 336
-	-
-	-
300	1 190
-	1 304
3 750	6 375
2 500	13 362
-	-
25 008	49 818
-	-
24 539	68 445
137 744	1 359 841
-	5 814
130 759	249 386
-	-
2 725 662	13 909 277
494 147	2 468 016
-	-
18 984 087	82 929 656

