

# Review of Norway's Gender Portfolio in Bangladesh

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## Norad Collected Reviews **1/2006**

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# **REVIEW OF NORWAY'S GENDER PORTFOLIO IN BANGLADESH**

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For submission to the Royal Embassy of Norway  
May 2006

# **I CONTENTS**

## **II Executive Summary**

<b>1. Introduction</b>	<b>1</b>
1.1 Background	
1.2 Methodology	
<b>2. Findings from the Review</b>	<b>3</b>
2.1 Naripokkho (NP)	<b>3</b>
2.1.1 Background	
2.1.2 Stated Goal, Objectives and Activities	
2.1.3 Organization and Management	
2.1.4 Activities: Results	
2.1.5 Working Methods	
2.1.6 Strengths and Weaknesses: Concluding Remarks NP	
2.2 Bangladesh Mahila Parishad (BMP)	<b>10</b>
2.2.1 Background	
2.2.2 Stated Vision, Goal, Objectives and Activities	
2.2.3 Organization and Management	
2.2.4 Activities: Results	
2.2.5 Working Methods	
2.2.6 Strengths and Weaknesses: Concluding Remarks BMP	
2.3 Association for Community Development (ACD)	<b>15</b>
2.3.1 Background	
2.3.2 Stated Vision, Mission, Goal, Objectives and Activities	
2.3.3 Organization and Management	
2.3.4 Activities: Results	
2.3.5 Working Methods	
2.3.6 Strengths and Weaknesses: Concluding Remarks ACD	
<b>3. Overall Assessment</b>	<b>22</b>
3.1 General	
3.2 Relevance, Strengths and Positive Aspects of the Three Organizations	
3.3 Weak Aspects of the Three Organizations	
3.4 Mode of Cooperation	
3.5 Overlapping, Contradictions and Synergies	
<b>4. Conclusion and Recommendations</b>	<b>27</b>
<b>5. Annexes</b>	<b>31</b>

## II EXECUTIVE SUMMARY

In 2001 the Embassy developed the policy document “Human Rights and Democracy in Bangladesh – A Plan for Norwegian Support”, which provides the basis for Norwegian support in the area of gender equality and women’s rights. Two out of five priority areas address this theme. One is the priority area “Right to Liberty and Security: Trafficking of Women and Children”, and the other is the priority area “Right to Equality and Non-Discrimination: Gender Discrimination”. The latter includes the public sector, politics, education, health, livelihood and access to justice. This is very much in line with the Norwegian gender strategy 1997-2005, “A Strategy for Women and Gender Equality in Development Cooperation”, which focuses on six themes: rights, participation in decision-making processes, economic participation, education, health and environment.

The Norwegian Embassy in Bangladesh has for more than a decade promoted women’s rights and gender equality mainly through support to national and local NGOs. In 2005, five organizations received a total of around 15 million NOK (Norwegian Crowns) out of the total aid portfolio of 99 million NOK. This is a preview of three of these organizations, namely Naripokkho (NP), Bangladesh Mahila Parishad (BMP) and Association for Community Development (ACD).

The review team found that all three organizations are addressing main women’s rights and gender equality issues in a relatively effective manner. Their choice of activities, strategies and working methods are highly relevant in Bangladesh today and are also in line with both Norwegian and Bangladesh development policy priorities. They are addressing poverty reduction and promoting women’s rights in general. More specifically, they are reaching the poorest and most marginalized to a certain extent and focusing on some few key issues, violence against women being the main one. They are rights-based in certain respects, and seem to be moving more in that direction. They are important and well-respected NGOs with countrywide impact in the cases of NP and BMP, while ACD certainly is in their area of Rajshahi.

In the present situation of women in Bangladesh with the revival of religious fundamentalism and declining interest by the Government in promoting women’s rights, the review team finds the mode of cooperation through support to these three NGOs most appropriate. There seems to be little or insignificant overlapping of the three organizations at the target group level, while the overlapping that happens with regards to campaigning and advocacy is only desirable. Some cooperation is taking place, but there is a lot of scope for the three organizations to build synergy through greater and closer collaboration.

The main weakness of all three organizations is poor administrative and financial management systems, NP and ACD in particular. BMP on its side has a problem of management style and charity approach at the beneficiary level. All three organizations to a certain extent suffer from lack of self analysis and openness to discuss problems and risks. Their working approaches are somewhat hierarchical and undemocratic. Programatically, they need to focus more on evidence-based and preventive activities as well as involving men both as collaborators and as targets of advocacy.

The review team recommends further support for one more period of 2-3 years on the condition that certain changes are made and upon which consideration for further support will hinge. The following specific recommendations for the three organizations should be implemented as soon as possible:

1. Participatory working methods need to be introduced in the case of Bangladesh Mahila Parishad and systematically applied in all three organizations.
2. All three organizations need to involve men in various ways and at various levels to build strategic alliances as an auxiliary force to combat violence against women.
3. All three organizations need to focus on gender analysis as a basis for their working methods and approaches, and as part of applying a research- and evidence-based approach to planning.
4. There needs to be much more focus on causal analysis and prevention, i.e. preventive activities related to the issues the three organizations are addressing.
5. The highly skilled core management of NP must give more quality time to improve NP administration, reporting and documentation and increase capacity-building of the Doorbar member organizations.
6. All three organizations need to improve their work in the field of information, awareness-raising, training and capacity-building among local authorities and other stakeholders.
7. BMP in particular, needs to promote better links between local authorities, members of civil society and other women's organisations.
8. All organizations need to improve process documentation and reporting of results.
9. Monitoring and Evaluation systems and key indicators are needed to plan and assess progress scientifically.
10. All three organizations need to improve their financial management and reporting systems and in the case of ACD it needs to urgently improve transparency.
11. A joint donor financial review of ACD should be considered among the various donors of ACD.
12. BMP needs urgently to democratize in terms of leadership and management style by introducing a more democratic election system and organizational culture, as well as modernize their communication and information technology.

# 1. INTRODUCTION

## 1.1 Background

Bangladesh has been one of Norway's main cooperating partner countries for development aid since 1973. The latest Memorandum of Understanding (MOU) was signed between the two countries in 2003 and states: "The overall goal of the cooperation programme is to support Bangladesh's efforts to reduce poverty. Good governance, including the fight against corruption, financial management and respect for human rights are vital preconditions for achieving the development objectives of Bangladesh."

Furthermore, gender equity is mentioned as an important concern within the two main areas of cooperation, education and private sector development. In 2001 the Embassy developed the policy document "Human Rights and Democracy in Bangladesh – A Plan for Norwegian Support", which provides the basis for Norwegian support in the area of gender equality and women's rights. Two out of five priority areas address this theme. One is the priority area "Right to Liberty and Security: Trafficking of Women and Children", and the other is the priority area "Right to Equality and Non-Discrimination: Gender Discrimination". The latter includes all areas, such as the public sector, politics, education, health, livelihood and access to justice. This is very much in line with the Norwegian gender strategy 1997-2005, "A Strategy for Women and Gender Equality in Development Cooperation", which includes six prioritized areas: rights, participation in decision-making processes, economic participation, education, health and environment.

In 1997 the Government of Bangladesh introduced the National Policy for Advancement and Rights of Women, which was considered an important step forward for promoting women's rights and gender equality in the country. It was followed by a National Action Plan; and WID (Women in Development) focal points were appointed in each ministry. The main operational documents providing the framework from this time onward were the CEDAW, the National Action Plan and the PRSP.

The Norwegian Embassy in Bangladesh has for more than a decade promoted women's rights and gender equality mainly through support to national and local NGOs. In 2005, five organizations received a total of around 15 million NOK (Norwegian Crowns) out of the total aid portfolio of 99 million NOK. Several reviews have been carried out either of an individual organization or as a part of the total Norwegian portfolio, and most recently Bangladesh was one of three country case studies in an evaluation of the Norwegian gender strategy. This study found that Norway has taken a lead role on women's rights and gender equality in Bangladesh and according to the partner organizations Norway is regarded as a responsible and democratic donor. The study also considered Norway's support to the selected organizations as appropriate and positive. However, it did not go into depth in reviewing these organizations and the focus was on Norway's implementation of its own national gender strategy, not on that of the supported organizations.

Thus, the objective of this review is to assess to what degree Norway's support to some selected NGOs in Bangladesh is achieving its goals, and provide advice about possible

measures to increase the effectiveness to promote gender equality and women's rights. Norway is currently supporting five organizations, of which three were selected for this review, namely Naripokkho (NP), Bangladesh Mahila Parishad (BMP) and Association for Community Development (ACD). (See ToR, Annex 1).

The review is made in the context of declining national and donor commitment to women's rights and gender equality on the one hand, and in the context of increased religious fundamentalism. Poverty and to some extent extreme poverty is still widespread in Bangladesh. Violence against women in its various forms and political empowerment have been defined by the women's movement as key issues of concern in the present context of Bangladesh.

## 1.2 Methodology

The review team consisted of Sharmeen Murshid, local consultant based in Dhaka, Camilla Rie Hoe, Norad and team leader Kate Halvorsen, Norad. The methodology consisted of key informant interviews, participation in meetings, observations, focus group discussions and document study. The organizations were considered from four basic levels:

- level of senior management and core staff members
- mid-level management and regional/local/field staff
- project participants or beneficiaries
- individual cases of poor or marginalized women subjected to violence

In addition, discussions were held with representatives of the major donors and a former representative of the Ministry of Women and Children Affairs for a more general picture of gender equality development in Bangladesh.

The analysis and recommendations are based on the following key aspects of Norwegian development cooperation policy:

- poverty reduction
- reaching the poorest of the poor and marginalized
- promoting human rights and applying a rights-based approach
- support to civil society

Furthermore, the ToR requires an assessment of the effectiveness, efficiency, sustainability and risks of the projects as well as possible changes that should be made. Hence, the chapters on each of the organizations are divided into sections on *organization and management*, which addresses the issue of efficiency; *activities* which addresses the issue of effectiveness and relevance; *working methods*, which also addresses effectiveness and efficiency; and *strengths and weaknesses*, which concludes and addresses sustainability and risk aspects. Results are mainly described and discussed under the section on Activities; however, they are indirectly discussed in relation to other aspects of the organizations as well. Suggested changes that could be made for improvements are included in the chapter on recommendations. The Chapter on Overall

Assessment includes the dimensions of relevance, mode of cooperation and overlapping, contradictions and synergies.

## **2. FINDINGS FROM THE REVIEW**

### **2.1 Naripokkho (NP)**

#### **2.1.1 Background**

The word ‘naripokkho’ means ‘on the side of the woman’. Naripokkho(NP) was founded in 1983 as a voluntary membership body initiated by largely urban, middle and upper class professional women, particularly from the development sector. The core founders and managers consisted of well-experienced development practitioners, NGO workers and academics who could put time and resources together in a spirit of volunteerism. They contributed to the development of the organization, which sees the world from women’s point of view and focuses on women’s life-worlds.

During the ‘pre-Beijing’ process in August 1995 Naripokkho held a series of workshops and conferences with 242 women’s organizations and formed an independent network called Doorbar, a coalition of women’s organizations. The objective was to combat violence against women and to assist victims. Doorbar organized monthly meetings and coordinated with the Department of Social Welfare, Women’s Affairs, local level Government bodies, local Administration and other local level organizations they cooperated with. In April 1996 Naripokkho conducted a scientific study on violence against women to address the problem systematically as part of the project “Beyond Beijing: Building a National Network of Women’s Organizations”.

NP has received financial support from Norway, Denmark and Canada for the project “Consolidation of a National Platform for the Women’s Movement, Doorbar Network” in two phases since 1996. It is now in its third phase which initially was funded by Norway and Denmark for three (3) years, but has been extended to four (4) years without additional funding. NP is presently 90 percent dependent on foreign grants, however a lot of activities are carried out by members on a volunteer basis and is thus not reflected in the budget. Appraisals were made both as an input to NP planning and to finalize their proposal for the coming five years. The third phase aims at consolidating the Doorbar network of women’s organizations at the local level, including strengthening its institutional base and financial sustainability and expanding membership. It also aims at making the Doorbar Network independent of NP by the end of the phase in 2008. A central concern remains, deciding upon modalities for a sustained and independent network and the future relationship between NP and Doorbar.

The Doorbar network, with NP as its Convenor and Secretariate, functions from a Central Office. It has a Central Committee, 16 Regional Committees and 64 District



Committees with a total of 550 member organizations that form Doorbar all over the country. NP presently has 60 paid staff, of whom 40 manage the Doorbar.

### **2.1.2 Stated Goal, Objectives and Activities**

#### **Goal**

The goal is to strengthen the national women's movement.

#### **Objectives**

- to gain broader social and political support for the women's movement
- to strengthen the women's movement through the integration of grassroots voices representing diversity of class, occupation, ethnicity, status and religion
- to sharpen the movement's analysis of problems and strategies on key issues confronting women in Bangladesh, especially on violence against women and women's political empowerment
- to facilitate concerted action at the local, regional and national levels
- to extend solidarity and personal support to women activists

#### **Activities**

1. Member organizations of the Doorbar network are strengthened through:
  - a) review and expansion of membership
  - b) leadership development
  - c) decentralization and institutional development
  - d) central, regional and local offices and meetings
  - e) establishing a training and resource centre
  - f) inter-regional study tour
  - g) participation in training and conferences abroad
  - h) development of training team
  - i) information collection and dissemination through a newsletter
  - j) process documentation of women's movement in Bangladesh: publication of life stories
2. Doorbar member organizations are more capable of addressing Violence against Women through:
  - workshops to create conceptual clarity on 'Violence Against Women'
  - development of Doorbar committee members for prevention of Violence Against Women
  - workshops for committees members for prevention of Violence Against Women
  - issue-based organizational campaigns and lobbying
  - support to organizational development
  - regular meetings with law enforcement agencies and judiciaries
3. Women are further developed as political actors especially at local level through:
  - discussion and development of conceptual clarity and understanding on political empowerment
  - round-table discussions

- initiatives taken to protect the human rights of Ahmedia Muslim Jamat
4. Doorbar Network management decentralized, functioning smoothly and effectively and made independent by the end of the project period through:
- effective staff and office management
  - working committees
  - remonitoring and reporting

### **2.1.3 Organization and Management**

NP is an individual membership organization with a General Body, an Executive Committee, issue-based Working Groups and Project Coordinator for projects. The election of committee members every two years promotes a rapid rotation of leadership, as nobody can be a convenor twice. Unlike BMP, this gives an opportunity to a larger number of women to experience leadership. It also discourages the formation of vested groups and encourages wider participation and opportunity for broader leadership development according to democratic principles. However, it is a challenge to ensure that fair elections and change of elected persons actually happens, as NP experiences competition among Doorbar members and a reluctance of those in positions to leave. According to the informants, the system of rotation of leadership causes tension between outgoing and incoming committees.

NP has a relatively flat and non-hierarchical management structure conducive to participatory management. However, some of the office administration decision-making made by the Convenor or by committees should be delegated to the office staff as this causes delayed and cumbersome decision-making with regards to simple administrative routines.

Doorbar member organizations are headed by women and registered as a cooperative or an organization with the Department of Women's Affairs, Department of Social Welfare or NGO Bureau. Initial screening is done at district and regional levels and finally approved by the Central Committee. The Doorbar Secretariat is in Dhaka, housed in the NP office. Every regional office has a regional officer and an accountant. It is envisioned that the NP leadership of Doorbar will be handed over to the Central Committee by 2008. That is, the regional committees will take over the regional offices and the central secretariat will be taken over by the central committee. However, at present this process is at an early stage and it is not clear how NP hopes to achieve this. They would need a phase-out and a phase-in plan where the new roles of NP and Doorbar would be clearly spelled out.

Decentralisation is a necessary step towards building autonomy. It has begun, but much as it is desirable, it has given rise to tensions between remunerated staff and voluntary committee members at regional level. As the Convenor and Management is based on voluntarism there is no obligation on the Management to give more time than the individual member may volunteer even if there is an urgent need.

Like BMP, NP too faces the challenges of having to combine voluntarism with professionalism shifting from an informal to a structured management system, from a loose and flexible time plan to a time-bound, goal-oriented approach. How these two organizations deal with these two, in many ways opposing, dynamics is a challenge, particularly in trying to keep their vision of independence and self-sustainability. Their desire to work with both these approaches gives rise to its own internal tensions and contradictions. How they deal with these will determine their future character and course. In the meantime they are both in a transition in that sense.

NP, largely managed by a highly qualified professional group of women, has not always been able to utilize these skills to the full benefit of the organization. This is particularly evident in the quality of reporting, public presentations, evaluation and monitoring, administrative and financial management. Although planning, monitoring and reporting is being done, it is not being done in a systematic manner and therefore needs improvement.

NP channels their funds to the regional office through their regional bank accounts. The regional offices present quarterly budgets and NP transfers 2 lac per quarter, 8 lac per year per region. Training was centrally done before, while now the trainer is provided and the regional offices organise the training. Most purchasing is made in the Dhaka central office except for regional office furniture and supplies.

The growth and expansion of NP activities and Doorbar was faster than the development of their infrastructure and management system- mostly due to – in their own admission – lack of knowledge on procedures. In addition, there was a change in leadership of the project, the organization went through a financial investigation and regional offices were being opened.

Weak financial supervision and monitoring led to financial mismanagement and incidence of misappropriation in NP in 2004. The system was flawed, admits their present Convenor. There was too much cash in hand, too many cash advances made at the same time as there was under-expenditure, frozen activities and a backlog. In short, this was a financial crisis. A Chartered Accountant was hired to reinstate a proper accounting and financial system. As a result, between July and October 2004 all accounts were frozen. This led to a complete revision of routines. However, the introduction of a revised financial system is still not in place two years later. The reason for this delay is not clear to the review team.

The team had the impression that there were a large number of new recruits, not just in the finance section but also in the administration, training and program sections as well, which indicates a lack of stability in the organisation. A similar phenomenon was observed in ACD. However, the strength in NP is their ability to admit their limitations much more openly than the ACD. It was noted that NP in fact was too ambitious in setting their targets and in estimating the abilities of the local Doorbar organisations. Furthermore, it was not enough to just increase the number of staff; staff development

and team building was and is still required. Here, both BMP and NP face a similar challenge.

#### **2.1.4 Activities: Results**

NP regular activities include monitoring government interventions on violence against women funded by Mnusher Jonno; women's health status and accountability supported by ARROW (Asian Pacific Resource and Research Center for Women); oral history of women activists funded by ARENA (Asian Regional Exchange for New Alternatives); networking through the Doorbar funded by Norway and Denmark.

The NP activities are divided between the Doorbar Network activities and the regular NP activities. NP shows a long list of positive results, which are reported in their annual report for 2004 (the annual report for 2005 is not finalized yet). For example, they have worked on a number of cases of victims of violence against women; they have held a number of training events for Doorbar members; they have campaigned and protested and done research, advocacy influencing government policy, among other things. 188 workshops were held with the Doorbar committees for prevention of violence against women. One significant achievement of the Doorbar committee members is the establishment of a Family Code Forum in Gazupur. An indicator of their success is the reputation acquired by some of the Doorbar members as leaders in their communities who have become well known to the media and to the law enforcers. Interestingly, however, it seems that when the Doorbar member profile is high in the local community then they give less time to the Doorbar network activities. However, if a member organization becomes inactive over a certain period of time, the Central Committee has the possibility to exclude the organization from the network, which has been done in a few cases.

It appears from the field visit, that Doorbar committees have dealt with a large number of cases of rape, murder and dowry violence against women. They have assisted with legal aid and rehabilitation. However, a problem that all three organisations have experienced is the inability to obtain DNA test results and forensic reports soon enough to be used as evidence. This has been a major obstruction in getting justice for the victims of violence and in catching the culprits. However, if there is pressure enough from the communities and vested groups, Doorbar members inform journalists and take action as a group to make a show of strength.

An important observation was how the 'Hijra' (transsexuals) community who could not have a strong forum of their own, found Doorbar a natural ally and the platform from which they could also address violence against them. Doorbar is thus a network which protects and assists marginalized groups such as the Hijra and religious minorities. NP and Doorbar network focus on minorities also resulted in organizing protests against attacks by religious fundamentalist groups on the Ahmediya Muslim Jamat.

Victims in safe custody of police are also at risk of further abuse, and the Doorbar is in need of accommodation to provide temporary shelter to victims during legal proceedings.

As a comparison, both BMP and ACD have established shelters to address this problem. The Doorbar network system therefore needs to link up with other NGOs and Government entities running shelters or promote the establishment of more shelters where this is needed. A directory of services available from the Government and NGOs is going to be published shortly by the project which will enhance such a strategy. Lack of own lawyers also makes the Doorbar tasks difficult, though they have legal organisations such as BNWLA as their members and local lawyers who have worked for them almost voluntarily.

According to the NP management, the issue of women's rights was initially too broad based, but NP is now gradually finding its focus. As a result of its financial and administrative weaknesses, capacity-building through staff development, training and financial reviews have been initiated. Quarterly training programs for accountants are now organised.

### **2.1.5 Working Methods**

Participation is definitely at the heart of NP activities and approaches. However, they have not integrated participatory working methods systematically in all their work. In the planning process they do get input from the district offices, which they collect from their members. This all feeds into a planning workshop at the central level, however, it is not done in a systematic manner as for example in a PRA (Participatory Rural Appraisal) or other similar method. The same seems to be the case for their reporting process. Therefore, they need to have training and practice in participatory planning techniques and working methods.

Representatives of the Doorbar member organizations expressed a need for capacity-building and competency development on various issues, both related to the thematic areas of work as well as in organization and management.

Other approaches include networking through the Doorbar system and activism which they do very successfully. On certain cases they are able to bring together other national organizations such as BMP and BLAST.

Their working methods are somewhat research-based but not sufficiently. For example, they have done a good and solid study on the incidences and prevalence of violence against women in some of the areas where they work and apparently some other action research related to health and violence has been undertaken. However, the application and integration of research should be strengthened.

### **2.1.6 Strengths and Weaknesses: Concluding Remarks NP**

Gradually, the Doorbar network has become an integral part of the women's movement in Bangladesh. As awareness-raising and social mobilization for women's rights is their main focus, the Doorbar responds to their members' needs to a great extent, especially related to constituency building, solidarity building and forging a common understanding

and platform for action. As a network movement for change it represents an alternative model to the more traditional NGOs or women's movements, such as BMP.

The Doorbar network has thus become a major strength of NP. It seems to be a very effective and efficient network, which through its members reaches the grassroots level. Some members mostly reach middle-class people, but others reach the poorest and the most destitute women. However, the relationship between NP as an organization and Doorbar as a network it has created is not clear and this needs to be addressed as soon as possible. This will be a major challenge for NP.

Another strength of NP is their voluntarism and activism and linked to this their great motivation. In addition, NP has a number of highly qualified and influential members as well as some well qualified salaried staff in Dhaka.

Another great advantage of NP is its country-wide coverage and large outreach at all levels of society.

NP's main weakness is the lack of a systematic approach to administration and management as well as the lack of clarity around the Doorbar and how it relates and will relate to NP. They need a systematic approach to including the participatory approach as well as monitoring and evaluation. The NP management needs to give more quality time for technical support, and prioritize capacity-building and transfer of competence to the Doorbar member organizations. It should now concentrate on strategic focused activities and consolidation rather than expansion.

NP faces serious challenges in bringing together participation and efficiency, which is verified by their backlog, under-expenditure and weak understanding of financial procedures. They have developed financial and personnel guidelines which the team was provided with. This needs to be more detailed and comprehensive as it still appears incomplete. The development of these guidelines has taken two years and it is not clear why this process has taken so long.

Furthermore, the organization needs to begin to make full costing of the financial resources required for combating and preventing violence against women and plan how fast the core cost can be raised locally for a self-sustained program. For long-term continuity Regional Committees should identify ways and means for paying for the Regional Office maintenance expenses.

NP needs to focus their activities more on prevention, which would include action research with a particular focus on causal relations.

NP networks and cooperates through the Doorbar network; however, they should increase cooperation with other NGOs and civil society organizations at the NP central level.

A critical challenge for NP is to resolve internal conflicts and tensions between paid staff and committee members, who are volunteers.

It may be mentioned here that most of the recommendations made in the appraisal of NP in 2003 for improvement were not reflected in the 2005 Annual Report. NP planning needs to be based on gaps and weaknesses assessed and reports need to reflect corrective measures taken to address this as they have done in the case of their financial management problems.

## **2.2 Bangladesh Mahila Parishad (BMP)**

### **2.2.1 Background**

The emergence of the Bangladesh Mahila Parishad (BMP) shortly after independence, as an organization dedicated to the cause of women's emancipation was itself a milestone in the women's movement in Bangladesh. It has based its activities on ten principles inspired by their written constitution. These are a) Constitution b) Participatory approach c) Voluntarism d) Non-partisan e) Dynamism f) Transparency and Accountability g) Commitment h) Equality i) Networking and j) Sustainability.

The organization is countrywide based on individual voluntary members with a central office of 163 volunteers, 35 professional staff, a project committee that monitors projects and a total of 120 primary members who participate in policymaking and implementation of projects. There are 12 sub-committees that oversee the 12 operational components of BMP.

BMP prides itself in having been largely self-sustained ever since its establishment, and did not have any major foreign donor until Norway started supporting the organization in 1990. The total amount of money funded by Norway from 1990-2004 was quite modest, approximately 7.4 million NOK. However, at present Norway's funding to BMP represents 85 percent of its budget. The rest comes largely from membership fees and some small donations are also received.

### **2.2.2. Stated Vision, Goal , Objectives and Activities**

#### **Vision**

To establish a secular, democratic, equity-based society and state

#### **Goal**

To achieve women's emancipation through empowerment

#### **Objectives**

- promote equity-based gender-sensitized family, society and state
- promote peace and democracy
- protect and promote women's human rights
- promote judicial activism
- encourage women in political participation

- conduct activities for poverty alleviation and economic empowerment of women
- ensure tangible participation of women in development process
- encourage women's inherent qualification and latent talents
- eliminate obstacles to women's development and empowerment

BMP considers itself an action-oriented organization, which defines its activities in the framework of CEDAW, the Millennium Development Goals and the IPRSP.

BMP seeks to reach its goal and objectives through the following 5 project components and activities:

- 1) To resist violence against women BMP provides
  - support to the branches through training, workshops, seminars
  - legal, medical and social support to the victims
  - counseling and mediation services
  - investigation and spot visit for proper information
- 2) To empower the women politically, BMP
  - provides support to women in electoral politics
  - conducts workshops for elected women members of UPs and Pourashavas
  - advocates and lobbies for political empowerment and women's participation in politics
- 3) To intensify networking and accelerate women's human rights movement, BMP
  - organizes sharing meetings for networking with NGOs especially those who are working for Women's Rights/ Human Rights issues, media partners and civil society
  - holds motivational gatherings for men and women at the grassroots level to raise awareness on Women's Human Rights
  - conduct awareness-raising programs for adolescent health and reproductive rights of the young girls and women at school, college and university
  - support women journalists
- 4) BMP as a lobbying and advocacy agent
  - submits deputations and memoranda to concerned law enforcement agencies
  - participates and organizes national issue-based rallies
  - advocates and lobbies with the media professionals on Women's Human Rights issues
  - produces and exhibits TV spots and publishes special supplements in national dailies on political empowerment
- 5) In the area of capacity-building, BMP
  - organizes skills development at central and branch level including computer, MIS and financial management training
  - organizes annual program implementation workshops on planning, monitoring and review



### **2.2.3 Organization and Management**

BMP is a middle-class led women's mass organization with a long tradition of more than thirty years working for women's emancipation. It feels closely related to the secular and social democratic culture of post-liberated Bangladesh and is one of the oldest of the mainstream women's organizations. Hence, on the one hand, it has the limitations of traditional management and WID (Women in Development) feminist values, while on the other, is to a certain extent moving from the charity mode towards the rights-based mode of development, and hence has acquired broad social acceptance. It has visibly played an active role in the major political and women's movements of the country. No women's protest movement in the country will be complete without the participation of BMP.

The organization is countrywide with a wide outreach through their general members of 134,000 spread out in 59 districts of 314 Thanas and 500 Units. Organisationally, for every 50 general member there is a Counsellor, who serves as a focal point and at present there are 500 counsellors. BMP is clearly tiered and rigidly structured with little flexibility and a strong hierarchy in the command system. While its largeness is its strength it is also its weakness in terms of ability to be flexible, participatory and quick. While the rhetorics change over the years its infrastructure and management system has not sufficiently embraced the modern team approach in management and professional skills.

BMP has a hierarchical organizational structure and paternalistic management and leadership style, which is badly in need of 'modernizing' and updating. Participatory approaches and values seem to be absent at the management level, and this needs to be introduced and integrated systematically into BMP. This is particularly reflected in their decision-making process which is Central Committee based. As explained by the members themselves, the Central Committee makes most of the decisions, which are then transmitted to the District Committees. Although the District and Thana Committees can set their priorities they have to be endorsed by the Central Committee before anything can be implemented. The leadership at both central and district levels is clearly middle class, and needs to become more representative of the poor and the poorest of its members. Added to that is the fact that its outreach is only up to the Thana level and therefore does not reach the villages directly.

Each tier has its committee members who are elected by the general members. The fact that there were only two General Secretaries elected in the last 30 years raises questions about the quality of its own internal democratic practice. Naturally, this traditional paternalistic management is not conducive to internal leadership building, the 'founding member syndrom' it was coined by one of the informants. This perhaps is perhaps the weakest aspect of BMP management.

### **2.2.4 Activities: Results**

Like Naripokkho, BMP can show to a large number and wide range of different results documented in their Annual Report from 2004, including legal and other support in

individual cases of violence against women, reducing the incidences of child marriages, reducing the occurrence of dowry, assisting women suffering from the effects of polygamy, loans for income-generation, training courses, numerous campaigns and protests, among others.

BMP also initiates campaigns, protests and other similar activities successfully and can bring together a large number of women from all over the country. BMP is in that sense a very important advocate at the national level and like Naripokkho it can and does influence national policy. For example, it recently carried out movements and campaigns seeking justice for the Mili murder case, Jilly rape and murder case, Nurbanu victim of domestic violence and Rabeya, a 5-year-old victim of rape. It has conducted marches and human chain protests against food and fuel price increase and for direct election of women in reserved seats.

In 2004 alone BMP organised 4 human chains, 3 press conferences, held one meeting and three rallies including a candlelight rally and one-day long hunger strike. The protests were mainly to demand direct elections for women in the increased number of women reserved seats announced by the present government. These protests and conferences were attended by a large number of well-known activist national organisations such as ASK (Ain O Shalish Kendro), BNPS (Bangladesh Nari Progoti Shangya), Women for Women, BNWLA (Bangladesh National Women Lawyers' Association), Naripokkho, Samata, USHA (Unity for Social and Health Advancement), STD (Steps Towards Development), Mohila Samity and many others. It is important to note, that on national concerns when BMP calls a protest other organisations do respond.

### **2.2.5 Working Methods**

BMP's working methods are characterized by a top-down approach where the leadership at both central and district level initiate a lot of the activities and it is implemented according to their instructions. Participatory working methods do not seem to be applied in BMP.

However, through a system of membership fees, each member does contribute financially, which does create some sense of participation and ownership. The membership fee varies from Taka 5 to Taka 100. Membership fee at the grassroots is Taka 5, in the districts it is Taka 20 and in the Center it is Taka 100. The funds raised from the fees are used during natural disasters and emergencies such as floods, localised famine ('monga'), drought. In 2005, BMP spent Taka 200,000 in connection with the floods and Taka 56,000 for monga hit areas.

Before receiving development cooperation grants, BMP was self-sustained and undertook activities with funds it raised from membership fees, through special issue-based fund raisings and through a lot of voluntarism. BMP's major growth and expansion has been due to the voluntarism of middle class women who could donate time and resources and who wanted to do social work in their free time. Today, some of that voluntarism is at

risk as grants become a de-motivator for voluntarism. This is a challenge that BMP is having to face and will have to address while developing future working methodologies.

BMP has integrated the rights-based approach to development only to a limited and certain extent. On the one hand, activities related to individual cases and work with groups of poor women is still stuck in the charity and needs-based mode. Like the other organisations NP and ACD, BMP provides medical assistance, loans, legal aid among others, in largely a hand-out charity manner. It has started to change its rhetoric but has not been able to break out of the ‘charity’ language and approach sufficiently. On the other hand, the empowerment of women as well as the campaigning, protesting and advocacy work they are doing is human rights-based.

Another point to be mentioned here is that like the other two organizations reviewed, BMP also works exclusively with women. When they organise sharing events and protest events with civil society, men and men’s groups also participate but there is no program strategy to involve men. There are strong reservations about changing the female character of the organisation as was also found in NP.

#### **2.2.6 Strengths and Weaknesses: Concluding Remarks BMP**

The greatest strength of Bangladesh Mahila Parishad is their ability to mobilize huge numbers of women across the country to fight for women’s rights and gender equality on a voluntary basis.

BMP, like NP and ACD has successfully concluded a number of cases of violation of women’s rights and mediated family conflict through litigation. It has a strong track record of campaigning and initiating movements promoting women’s political and legal rights, judicial activism and legal reforms. BMP can quickly and efficiently mobilize their membership around issues or cases as seen in the Milli case. BMP assists poor women in gaining access to justice which promotes a sense of self worth and self-respect in the household, village and community. BMP has also succeeded in gaining settlements so deserted or divorced women receive alimony. It promotes empowerment through individual grants for income-generation. Several examples were noted where a woman became a member of BMP because through it she could access legal aid.

BMP’s program to empower women has contributed to the nomination of women candidates in the Local Elected Body (UP)

However, they urgently need to introduce more democratic management approaches. They also need to introduce a more bottom-up planning process. Their communication and information technology needs updating and modernizing as their local offices are inadequately equipped with office amenities. Lack of telephone and computers make their work method arduous and obsolete.

Although BMP advocates and lobbies the Government and civil society, they need to *collaborate with and involve* local government and civil society organizations to a greater

extent in their work. This means opening up to a more collaborative approach as a complement to the advocacy role.

As NP, BMP needs to introduce action research systematically on which they should base their work. In doing so they should focus on causal relations in order to get more into preventive work.

Although BMP is an organization of and for women, in order to be more effective they may need to involve men at various levels both as ‘collaborators’ and as ‘target groups’ related to the various activities. For example, dialogue and focus group discussions with men at the community level may be seriously considered to build alliances with local men.

A point to be noted is that BMP does not discuss its weaknesses and risk factors in its reports. To be able to discuss one’s limitations and challenges in order to overcome them and strategize is a sign of confidence and strength. Their reports show that they have achieved more than what they had targeted for. BMP now needs to focus on the quality of their work, strengthening their research base, developing strong tools for evaluation and monitoring as well as modern and participatory office management systems. Financial and administrative procedures and rules should be documented in guidelines or regulations. On a more general level, BMP should work on resolving the dilemma of professionalism versus voluntarism.

## **2.3 Association for Community Development (ACD)**

### **2.3.1 Background**

The ACD calls itself a human rights and development organization committed to work for the socio-economic advancement of women, children and adolescents. It was registered in 1989 as an NGO. The commitment of the organization is to provide support to disadvantaged women and children to enhance their own initiatives and collective action to achieve a better life. To face the challenges of national and global policies and trends, ACD focuses on ‘self-dependent social advancement.’

ACD works in 1270 villages of 61 Unions under 19 Upazilas in 3 Districts namely – Rajshahi, Chapainawabgonj and Naogaon on three main thematic areas: Human Rights, Governance and Sustainable Development.

Their actions focus on human rights violations, especially related to violence against women. Cultural groups are working to build and raise awareness of the issues of human rights. Furthermore, through social mediation or conflict resolution, locally called *shalish*, ACD assists in resolving gender-based conflict at the family and local community level. Through community care systems ACD works for the protection and promotion of human rights, women and adolescent girls subjected to violence, human trafficking, sexual abuse, poverty and discrimination.

ACD has been funded by Norway since 1993. It has a number of other donors including Polli Kormo Sahayak Foundation (PKSF), Save the Children Sweden-Denmark, Embassy of Sweden/SIDA, Groupe Development, International Organization for Migration (IOM) and UNICEF Bangladesh.

An appraisal was made of the ACD program in 2003 which concluded that there is a need to develop financial management and administration as well as consolidate the program as a whole. An important aspect is capacity-building of staff and also hiring of staff members belonging to the target communities. A number of detailed recommendations were made, some of which have been implemented by ACD, which will be referred to below.

### **2.3.2 Stated Vision, Mission, Goal, Objectives and Activities**

#### ***Vision***

The capacity of ensuring the rights of people is developed and the disadvantaged women, children and adolescent girls are empowered socio-economically and their rights are established by increasing the community care system.

#### ***Mission***

- gender mainstreaming for promoting women's equitable representation and participation in local governance and social justice system for their personal security and dignity.
- establish and develop the community care system in order to promote human rights
- socio-cultural empowerment of the most disadvantaged women, children and adolescent girls
- sustainable development through women's participation in and their contribution to agricultural economy.

#### ***Goal and objectives***

The goal and objectives of the organization is not stated in the plans and reports reviewed. However, according to the appraisal report ACD is "providing Socio-Economic support to women as a means for promoting their advancement and Gender Equality."

#### ***Activities***

ACD has an integrated holistic working approach. This is evident in their programs which include Human Rights, Child Rights, Institutional Management and Capacity-Building. In addition, there are four support units consisting of Research, Information, Documentation and Publication, Training and Advocacy. Following are the specific activities carried out in each of these areas.

1) The Human Rights Sector covers Gender and Social Justice, Women's Empowerment, Combating Trafficking through the following activities:

- training of members of village-based People's Organizations (PO), female and male group leaders, cultural groups, vulnerable children, networking NGOs, and journalists
- organize workshops, seminars, dialogue sessions and meetings with PO members, service providers, local elected bodies, local elite groups, journalists, lawyers and judges.
- form cultural groups in villages
- arrange rallies, popular theater, folk song and street drama events on key thematic issues
- provide informal education
- conduct theme-based action research
- in-depth investigation of violence victims, provide reintegration assistance and follow-up support
- publish and disseminate newsletters, bulletins, posters and billboards
- prepare documentary film on human rights violations
- legal support to victims of violence and those subjected to human rights violations
- support and promote traditional conflict resolution at the local level (shalish)

2)The Child Rights Sector covers children in hazardous conditions and promotion of child rights through the following activities:

- establish and operate shelter homes
- establish and operate socialization centers
- establish and operate drop-in centers
- provide vocational training
- research, reintegration and follow-up
- job placement

3) The Institutional Management and Capacity-Building sector is intended to strengthen program sustainability and institutional capacity- building. The activities include:

- credit and savings
- self-employment development
- promote village-based people's organizations
- organizational development

The support units (Research, Cultural, Information, Documentation and Publication, Training and Advocacy. Networking and Lobbying) are central to the proper implementation of ACD activities, publishing reports, undertaking studies and training seminars and advocacy activities.

### **2.3.3 Organization and Management**

ACD has a typical NGO organizational set up with one central office from which the various staff members work in the different areas of Rajshahi. They work in Area Management Teams in area offices to implement the programs efficiently.

It has a mixture of hierarchical and flat management structure. On the one hand, the director is powerful and dominating and unlike NP and BMP, appears to function as a manager without a deputy nor development of internal leadership. On the other hand, under the director the staff are organized into groups with a middle manager leading each group which seems to operate in a more participatory manner. Unlike NP and BMP, ACD appears to be led by one person with no deputy nor development of internal leadership. A total of 18 central office staff met with the review team. It was largely a young team, at least compared with BMP and NP, with a majority recruited in the last three to four years, many of whom were well-qualified with relevant academic backgrounds. The finance, administration and the top management have been with the project the longest, for over a decade. Difficulties in retention of experienced staff are concerns that may adversely affect institution building and efficiency. However, despite a high turnover of staff the stability in the key positions of finance, administration and management has, perhaps, helped to keep the organisation together.

In 2003 female staff comprised 15% of the total but has increased to 33% at present as a result of more focus on gender and gender mainstreaming.

In 2003/2004 ACD had a serious incidence of financial mismanagement, which led to a revision of its routines and systems. According to the advice of the 2003 audit ACD divided its accounts into financial management and record keeping unit. ACD has also created the position for an internal audit coordinator to strengthen its finance section. Changes are being introduced but nevertheless this has not led to full transparency and consequently doubts about overlap of different sources of funding linger. It was not possible for the review team to get a clear picture of the donor funding, for example, although a rough budget breakdown was provided. ACD is making efforts to move towards modern management systems by introducing computerized accounting systems and MIS for efficiency and systemic improvement, which was one of the recommendations made in the appraisal report of 2003. However, since there is still uncertainty as to the financial transparency, not only by the review team but also among other donors of ACD, there seems to be a need for a separate financial review of ACD, preferably in cooperation with other donors.

#### **2.3.4 Activities: Results**

Activities protecting women and children from dowry violence, child marriage and human trafficking is a central concern of ACD. It has set up Counter Trafficking Committees, facilitates alternative community conflict resolution (shalish) in the rural context and has established shelter homes for the victims of violence and abuse, particularly for adolescent girls in their central office premises. To enhance women and youth participation, decision-making and empowerment, they facilitate group formation and group action.

Two drop-in centers for street children are running well. Poor working children come here, bathe, clean, have meals, watch television, play games and receive informal education. Some who are homeless even stay overnight and there are separate

arrangements for girls and boys. About 600 street children are said to have been provided shelter and care in the centers in one year.

According to ACD 90 child victims of violence were rescued in 2004; of these 60 were offered rehabilitation and reintegration assistance. The review team met and talked with 13 of them in the shelter for victims of violence against women on the ACD office premises, and 4 in two different communities. In the shelter the girls receive dance therapy for abused girls, which seems to be a caring and effective way to bring normalcy back into their lives. After 18 this group will no longer be able to stay in the shelter. It is not clear to them or to ACD what will be the next step. Where will they go and how will they enter life on their own? They voiced a lot of concern about their uncertain future and they were especially afraid of going back home where 'it' all happened. These children have begun to dream of a better life, of education, of a career, of wanting to stand by other abused children as ACD has done for them. The problem is huge and the number of girls assisted in the shelter is few considering the number of years ACD has put into this activity. Results may not be regarded as satisfactory when one measures in relation to quantitative inputs and outputs, but in terms of individual children rehabilitated, educated and employed, one can easily see it is a long haul and there is no quick and easy way forward.

A visit to the Harijan Palli (the so-called 'untouchable' neighbourhood) showed the review team their most recent initiative since December 2005 in organising young people of a marginalized and neglected community. The case of the Harijan is a case of extreme deprivation and discrimination. They are characterized by their occupation as sweepers, the community that keeps the city, homes and community clean, and are stigmatized despite providing such a crucial service to society. Their children cannot go to mainstream schools and they are very poorly paid. The ACD Socialization Center is working for integration and rights of the Harijan children. The brief intervention has produced vocal, articulate young people who want to study, develop careers and become part of mainstream society.

ACD has an integrated community development approach including micro-credit, promotion of health care, vocational and life-skills training, capacity-building which are all relevant, useful and effective activities. At the village level community development is centered around the formation of People's Organisations (PO). A visit to a mature PO meeting shows they have saved money, provided loans to one another and have eliminated dowry marriages completely from their area in the last eight years.

Reference is made to the Annual Report for 2005 for ACD's account of results, however, the following quantitative results achieved to date in terms of community development is interesting:

- people's organizations: 150
- counter trafficking committees (CTC): 37
- shalish committee: 38
- groups (females, adolescents, youth): 760
- shelter homes: 02



- drop-in centers: 02
- socialisation centers: 07
- literacy centers: 28

### **2.3.5 Working Methods**

ACD is trying to gradually move towards logical frameworks, SWOT analysis and the use of participatory analytical tools such as the PRA. Some changes are noticed in that more research is being conducted and hopefully their progress will be measured more systematically and scientifically henceforth. While on the one hand, the use of participatory tools have increased at the grassroots and POs have taken over their own planning, implementation and decision making, the organisation that facilitates this has not itself achieved democratic management. There is lack of transparency and at times cohesion. However, to be fair, it is important to also note that participatory management can be slow, inefficient and at times very difficult if time frames are too short and expectations too high. It works only in flexible and process-oriented conditions.

ACD has selected some of the most marginalized, discriminated and poorest communities by working with the Santals and the Harijan communities, street children and victims of violence, as well as some of the communities along the border most vulnerable to trafficking in human beings. At the community and village level ACD applies participatory rural appraisal (PRA) methods and thus, the POs in their approach are aimed at identifying and organising the poorest of the poor and facilitating self-help groups through savings and loans, as well as other health prevention and educational activities. Village mobilisation through people's organisations and village institution building characterizes their work.

ACD has brought out a number of action-oriented studies related to the different issues they are working on, including trafficking, violence against women, hillah marriage, adolescent prostitution among others, which shows a certain degree of research-based work. However, the quality of these studies varies a great deal from being highly scientific to merely containing a collection of case histories.

They have developed a number of training manuals and materials such as gender, migration/trafficking, shalish committee, for creating a common understanding and organisational capacity building.

ACD has a networking approach and partners with 25 NGOs. It also has developed working relations with the police, media, the local elected bodies, lawyers, magistrates, forensic doctors and civil society to gain support for their work. Although not a prominent feature of their organization and not often, ACD also partakes in campaigns and other advocacy actions with other organisations.

Shalish is supported by lawyers and journalists. The review team observed that the ACD investigation officer is male and since the cases are all related to sensitive female matters of physical violence it maybe difficult for a man to talk to a girl freely on the matter. The

female victims may not feel free to talk to a man. Female officers or counsellors should therefore be assigned to this type of work as well.

### **2.3.6 Strengths and Weaknesses: Concluding Remarks ACD**

The findings of the review team suggest that ACD is an important actor in promoting women's rights and gender equality in the North Bengal. ACD is appreciated for reaching out to different sectors of the population and primarily to *the poorest, marginalized or violated women and children, dispossessed and discriminated ethnic minorities and depressed Harijans*. ACD therefore remains a leading NGO in the prevention of violence against women, in providing rehabilitation of victims and in addressing root causes in *North Bengal*. With all its limitations and organizational weaknesses the support it provides, however inadequately, remains central to the development of women, girls and communities in this region of the country.

The participatory working methods, though still in need of refinement and systematic application, is without doubt a significant strength of ACD.

Another important aspect of ACD is their community development work at the grassroots level and reaching the poorest of the poor. Their focus on addressing serious human rights abuses of women and children, especially related to trafficking and violence against women and girls within their communities, is undoubtedly of paramount importance within their geographic area.

Another strength is their close collaboration with local government and civil society entities in order to deal successfully with individual cases, trafficking, and other work. ACD is visibly present and active in governmental committees and civil society networks, and maintains good links with the local elected representatives and officials. Public and civil society members whom the review team had occasion to meet have praised its support to survivors of violence.

ACD's strength is that they have achieved important results: return and reintegration of a number of victims of trafficking, although the number is relatively small, care and protection of poor street children at risk, rehabilitation of victims of violence including rape, acid and trafficking, establishing People's Organizations (POs) which function. Furthermore, one indicator that the organization is doing highly relevant and important work is the fact that the Director recently won an internationally renowned anti-slavery award.

Their great weakness is a major concern among several of the donors, including Norway, regarding financial transparency. ACD receives funding from several donors for similar activities and it was not possible for the review team to establish whether there was any overlap or not. However, it is important to note here that the review team did not make a financial review as it is not its mandate. It would therefore be wise of ACD to conduct a financial review to appease any doubts or unclarity that the donors might have and to establish confidence around this issue.

Internal monitoring and evaluation systems need to be developed and put in place as well as more systematic planning (e.g logframe) and reporting on the plan. So far, the annual reports, including the very last one for 2005, does not systematically report on the plan against stated objectives, activities, indicators. ACD also needs to create a strong monitoring cell and internal check of operational activities. And for sustainability it needs to find ways to improve its own funding situation and have appropriate service rules and regulations. Field visits shows that ACD is making efforts to address many of these inadequacies.

Their work needs to focus more on causal relations and preventive work. Particularly in the case of trafficking, more causal analysis is needed. Poverty is a major factor in child marriage, selling girls off to unknown ‘husbands’ by very poor parents and the subsequent trafficking of this child. Will freedom from poverty give the children and women the freedom from trafficking? ACD has produced more research and guidelines than any of the other two organizations; however, it is of very uneven quality and needs to improve.

Another weakness of both working methods and policy, especially related to violence against women and trafficking, is the lack of involvement and focus on men. Involvement of different categories of men as both subjects and objects of change needs to be seriously considered in future planning.

Some of the recommendations made in the previous appraisals have been addressed. For example, they have introduced computerised MIS. They now have Santal staff working among the Santals. In fact the first indigenous woman from ACD ‘field’ stood for election in local government.

A weakness of this organisation, as also found with others, is their lack of sufficient initiative to work and collaborate with other women’s organisations to build a stronger women’s front with positive synergy as a result. There should be much more transparency and self reflection in their annual reports. ACD could also consult with other organizations for vocational training of project participants. More sharing of local resources to address the common issues and more collaboration with others may be placed on the agenda.

### **3. OVERALL ASSESSMENT**

#### **3.1 General**

The three organizations within their own scope of work are all promoting women’s rights and gender equality in Bangladesh. They all have the common objective of empowering women albeit in different ways. The three organizations aim to reduce violence against women, protect their rights, provide them with legal aid and support their rehabilitation. In terms of their programs they work within the national policy of women’s advancement

and in line with donor and UN gender policies. These organizations have made major contributions towards the women's movement in Bangladesh and remain important and highly relevant in the present context, particularly in the situation where women's advancement is under threat.

There is a perception that gender is of second grade interest to the donors and it is often subjected to constant monitoring and evaluation, more so than other programs. There is also a tendency amongst some donors to return to a WID (Women in Development) policy, as reported at a donor meeting of gender focal points in Dhaka. This is not necessarily a negative statement, however, it expresses a frustration with the GAD (Gender and Development) approach, and gender mainstreaming in particular. This is more a frustration with lack of progress and visible results of gender mainstreaming rather than the approach itself. It is also time to question the depth of commitment of governments and donors towards gender equality and women's advancement. Their stated policies must be backed by budget allocations, technical assistance and comparative emphasis in project development. In fact, now more than ever women's groups must be supported and bolstered even if they have professional disadvantages. The international partnership must sensitively respond to this global need.

With this background of conceptual confusions and lack of coordination amongst donors in a time of declining interest by Government, women's advancement and gender equality in Bangladesh faces a new crisis. This, together with the revival of religious fundamentalism worldwide and in Bangladesh, in particular, which is bound to affect women's status and position more than ever, the emergence of strong women's movements will be fundamental in promoting gender equality and social justice. It is in this context that we must reflect on organizations such as Bangladesh Mahila Parishad, Naripokkho and the Association for Community Development.

There is also a need to define 'sustainability', a term commonly and loosely used by donors. There is an uneven understanding of what it means and how it is to be achieved. If sustainability means a financial base to independently undertake a whole range of activities which the Government is responsible for within health, education and social welfare, it is obvious that this is an unrealistic expectation. Whether it is at all logical to have such an expectation is a valid question. In fact, the review team asked most of the persons interviewed about their understanding of the concept of sustainability and none had a straightforward reply. It was also quite clear that none believed in a purely financial independence understanding of the term. The most common understanding had to do with organizations having ownership of ideas, values, approaches and being able to create a certain financial basis to reach the objectives they had set themselves. It is therefore important that both the Norwegian Embassy and its partners can agree on an understanding of what constitutes sustainability.

### **3.2 Relevance, Strengths and Positive Aspects of the Three Organizations**

Bangladesh Mahila Parishad, Naripokkho and Association for Community Development are organizations that are addressing key gender and women's rights issues in Bangladesh

to empower women and promote their human rights. All three work to combat violence against women including dowry-related violence, acid-throwing and rape; child marriage; polygamy; trafficking and rehabilitation; providing legal aid to women and assisting them in income-generation. All three organizations can show a whole range of numerous results, however, these are poorly documented and reported. These include acting in individual cases of violence, polygamy, child marriage or trafficking and it includes campaigns, advocacy at national and local level, mobilizing people, awareness raising and participation in various health, education and income-generating activities at the grassroots level.

All three organizations, Mahila Parishad and Naripokkho in particular, have exceptionally committed and motivated staff, primarily due to volunteerism of their membership.

Naripokkho and Mahila Parishad have strength in national coverage and outreach down to local levels, to the grassroots in the case of Naripokkho, while ACD's strength lies in their ability to go deeper into the villages with a more comprehensive and participatory approach. While Naripokkho and Bangladesh Mahila Parishad are extensive in coverage, ACD is intensive in coverage. In that sense the three organisations are hardly likely to be overlapping.

The organizations have the ability to mobilize large numbers of people at all levels around issues and cases especially BMP. One extraordinary case is the mobilising of support for the Milli case in Rajshahi which turned into a national issue.

ACD is reaching the poorest of the poor and marginalized, e.g. the Harijans and Santals, as well as street children at risk and victims of trafficking and other violence. The other two organizations also reach poor and marginalized people, but not through a strategic and systematic approach. Both BMP and NP have taken up the cause of minorities such as the Ahmediyas, other religious minorities as well as ethnic minorities.

Networking with other organizations and agencies from civil society and government is a strength of all three organizations, but especially of Naripokkho's Doorbar project.

The organizations all have elements of a rights-based approach, especially with regard to the empowerment of women and the advocacy within the framework of the CEDAW (The Convention on the Elimination of All Kinds of Discrimination Against Women) and CRC (The Convention on the Rights of the Child). ACD is particularly more focused on children and youth than the other two organisations.

### **3.3 Weak Aspects of the Three Organisations**

There are clearly some negative and weak aspects in all three organisations that need to be addressed more robustly than they have been so far.

One main weakness is their poor financial and administrative record, NP and ACD in particular. Financial management of NGOs, say experts, is generally found to be weak and lacking in transparency and all three organisations confirm this to a greater or lesser extent. All of them have experienced mismanagement of funds and administration. Past appraisals have also made note of this, yet progress has been very slow. Surprisingly, development of systems and protocols, financial and administrative manuals are still at a formative stage. This might be due to incapacities of top management, as well as weak monitoring and management systems. It could also be due to high turn-over of staff as both NP and ACD has experienced. Donors must give priority to monitor this progress and assist in the building of a transparent and effective financial system, which is at the heart of credible institution building. There are two ways of looking at this problem: one to discontinue support due to fund mismanagement and the other, to set conditions of transparency and strengthening the internal system with technical assistance. The review team recommends the latter.

There is a lack of self analysis and openness showing lack of confidence, except for NP which openly shared some of its weaknesses with the review team. This was particularly true for ACD and BMP. The civil society meeting organised by ACD was not a spontaneous group. The BMP central management tended to dominate discussions in a way that hinders free sharing of opinion by its members. This is a quite phenomenon in such a context, and therefore both management and the Norwegian Embassy together with other donors should in future encourage discussions about weaknesses, problems and risks.

Both BMP and ACD need to acquire a more participatory organisational culture. Although all three organisations could do with improving their internal participatory management system, BMP is in the weakest position in this regard.

The activities of all three organizations are largely addressing symptoms and not causes; in other words, they are reactive and not preventive. However, a preventive approach requires a more long-term perspective as well as research on causal relationships which in turn requires more resources. In addition, preventive activities might not produce as quick and clear results as a symptomatic approach. Studies show, though, that poverty is a main cause of common forms of violence against women such as trafficking, dowry violence, polygamy, and the perpetrators are most often men. Therefore, preventive action and including men needs to be integrated into the strategies of NP and BMP in particular.

Another weakness in all these organisations is an unspoken, unhealthy competition that hinders collaboration amongst women's organisations. These three organisations with their different thrusts could be both complementary and supplementary, and yet no significant collaboration or sharing amongst the three was noticed though they have done some lobbying jointly. As they have the same donor with a similar objective this could easily happen. On common national issues and concerns more joint programs may be planned and an integration of the three organizations may be encouraged, which will have a bigger impact. The donor may facilitate closer collaboration amongst the three.

### 3.4 Mode of Cooperation

Norway has as its strategy to promote women's rights and gender equality support to selected NGOs, at the moment five of them, that are all promoting these values in various ways. In addition, gender mainstreaming should be taking place in the main sectors of Norwegian support, although this is not a subject of the review. Another strategy which is currently being considered by the Norwegian Embassy is to support (an) umbrella organization(s) instead of or in addition to supporting individual NGOs.

In the context of the present situation of women in Bangladesh, the review team finds the mode of cooperation of supporting these three NGOs most appropriate. There is still a great need to address the number of serious human rights abuses against women and girls and this is best done through direct support to organizations, which have great outreach at all levels of society. Support through an umbrella organization would not have the same effect in terms of reaching a large number of women of all socio-economic categories. Support to an umbrella organization should therefore only be considered as *an addition* to supporting these individual organizations, and should be considered only after the capacity of the organization has been properly assessed.

The degree of donor cooperation has been adequate in the case of Naripokkho where Norway and Denmark are the sole donors for the Doorbar network. Although Mahila Parishad has received other scattered funding, Norway is considered their sole donor, which they prefer in order to keep their independence and avoid too much bureaucracy in relation to applying and reporting. In the case of ACD, there needs to be greater cooperation between the relatively large number of donors in order to address the problem of transparency and possible overlap.

From the donor's side, there needs to be more coordination in gender policies and programs so that they too work out strategies to avoid overlapping and conceptual differentiation which can put a lot of stress on implementing organisations.

### 3.5 Overlapping, Contradictions and Synergies

*Overlapping:* There seems to be little or no overlapping of the three organizations at the target group level, which is the main concern. There might be some in relation to campaigning and mobilizing, which in fact is desirable, as it strengthens the campaign. There is geographic overlap to a certain extent of all three organizations; however, in relation to campaigning and advocating this is considered a strength rather than a weakness. The overlap is on the commonality of issues, of some BMP members also working with Doorbar and vice versa. What is important to understand here is that the need is great and there is scope for many more organisations to take up these same activities in other geographic areas, preferably, intensively. Still, one would not be able to cover all people and groups in need. The fear of overlapping is less important than the fear of lack of transparency and use of different funds for the same activities.

*Contradictions:* As already explained there are certain contradictions within the organisational structures. BMP's internal power structure is a contradiction to its stated democratic values. As a strong advocate of women's direct election to parliament, BMP does itself not practice direct election of its Central Committee, which keeps members and office holders in power for decades. BMP, to be an effective advocate, must practice what it preaches and must begin with bringing changes within its own system. A precondition for continued funding may be the setting up of more visible and structured participatory processes, especially in BMP, that will contain hegemony of the few and leadership of many. ACD and NP both can also be faulted for contradictions where it speaks of participation at the grassroots and tries to develop people-centred activities. It does not practice participation sufficiently within itself. NP is making some efforts but does not sufficiently empower its project team to make decisions independently or to develop into self-managed teams. These organisations demand transparency and good governance from government institutions and local organizations but themselves suffer somewhat from non-transparency and financial opacity.

*Synergies:* Synergy is working together to increase and multiply effects of actions taken. BMP and NP through their memberships and collaboration with other civil society organizations create a certain degree of synergy. To measure synergy one would have to assess to what extent their inputs have given rise to new forces that re-enforce their movement to empower women. There is much scope for the three organizations to build that synergy through greater collaboration amongst them as complementary and supplementary forces. This has not really happened much yet and policy decisions will need to be made in that direction.

#### **4. CONCLUSION AND RECOMMENDATIONS**

In general, the review team found that all three organizations are addressing main women's rights problems and gender equality issues in a relatively effective manner. Their choice of activities, strategies and working methods are more or less in line with both Norwegian and Bangladesh development policy priorities. They are addressing poverty reduction in general. More specifically, they are reaching the poorest and most marginalized to a certain extent and focusing on some key issues, violence against women being the main one. They are rights-based in certain respects, and seem to be moving more in that direction. They are important and well-respected NGOs with countrywide impact in the cases of NP and BMP, while ACD certainly is in their area of Rajshahi.

The main weakness of all three organizations is poor administrative and financial management systems, NP and ACD in particular. BMP on its side has a problem of management style and charity approach at the beneficiary level. All three organizations to a certain extent suffer from lack of self-analysis and openness to discuss problems and risks. Their working approaches are somewhat hierarchical and undemocratic. Programatically, they need to focus more on evidence-based and preventive activities as well as involving men both as collaborators and as targets of advocacy.



The review team recommends further support for one more period of 2-3 years on the condition that certain changes are made and upon which consideration for further support will hinge. The following recommendations for the three organisations should be implemented as soon as possible.

**The recommendations are based on three important contextual aspects:**

- The threat of increased religious fundamentalism which will affect the realization of women's rights negatively;
- the existence of widespread poverty and pockets of extreme poverty among women and girls;
- violence against women and girls, child marriage, polygamy and trafficking are still serious problems in certain areas.

**4.1 Overall Recommendations**

1. All three organisations must improve their weak financial and administrative management and introduce modern, transparent and technically sound methods.
2. All three organisations must mobilise local resources and create local institutions and alliances that will monitor violence against women and build systems of social protection. A realistic target should be set for achievement in the next three years.
3. The three organizations should develop plans for joint action to combat violence against women. Clear targets should be set for this as well.
4. The organizations should collaborate on developing modern systems for evidence-based planning and reporting.

**4.2 Specific Recommendations for the Three Organizations**

1. Participatory working methods need to be introduced in the case of Bangladesh Mahila Parishad, and systematically applied in all three organizations.
2. All three organizations need to involve men in various ways and at various levels to build strategic alliances as an auxiliary force to combat violence against women.
3. All three organizations need to focus on gender analysis as a basis for their working methods and approaches, and as part of applying a research- and evidence-based approach to planning.
4. There needs to be much more focus on causal analysis and prevention, i.e. preventive activities related to the issues the three organizations are addressing.
5. The highly skilled core management of NP must give more quality time to improve NP administration, reporting and documentation and increase capacity-building of the Doorbar member organizations.

6. All three organizations need to improve their work in the field of information, awareness-raising, training and capacity-building among local authorities and other stakeholders.
7. BMP in particular, needs to promote better links between local authorities, members of civil society and other women's organisations.
8. All organizations need to improve process documentation and reporting of results.
9. Monitoring and Evaluation systems and key indicators are needed to plan and assess progress scientifically.
10. All three organizations need to improve their financial management and reporting systems and in the case of ACD it needs to urgently improve transparency.
11. A joint donor financial review of ACD should be considered among the various donors of ACD.
12. BMP needs urgently to democratize in terms of leadership and management style by introducing a more democratic election system and organizational culture, as well as modernize their communication and information technology.

#### **4.3 Recommendations for the Norwegian Embassy**

1. The Embassy should make an effort to continue as a leading donor on gender issues and promoting women's rights. Among other things it should take the initiative to arrive at a common understanding of gender and development and gender mainstreaming among donors and improve the integration of gender concerns into the development aid portfolios in general. It should be proactive and promote donor coordination.
2. A short and concise gender strategy for Bangladesh should be made based on the new Norwegian national action plan on gender as well as the Bangladeshi National Policy for the Advancement and Rights of Women. This new strategy will update and supplement the existing plan on Human Rights and Democracy in Bangladesh.
3. The Embassy should have a strategic and systematic approach to gender mainstreaming in the other sectors and areas of support.
4. An effort should be made to ensure that all Embassy staff have received gender training and an orientation on the status of gender in Bangladesh if not already trained.
5. The concept of sustainability needs to be defined, ie. there should be a common understanding of what the Norwegian Embassy means by sustainability related to organizations, agencies and programs Norway supports and what it expects its partners

to achieve in this aspect. It should also analyse whether sustainability is a valid requirement for gender/women's advancement in the global context.

6. The Embassy should undertake systematic monitoring visits and give regular feed-back on the reports from the supported organizations.

## 5. ANNEXES

### 5.1 TERMS OF REFERENCE

#### **A Special Review of the Norwegian Embassy's Gender Portfolio**

##### **BACKGROUND**

The overall goal of Norwegian support to gender equality programmes in Bangladesh is to promote the respect for human rights, hereunder women's rights, at all levels in the society. This will eventually and ultimately contribute to poverty reduction.

The Embassy has for many years supported NGOs working for women's rights in Bangladesh, and the work for gender equality has gradually achieved greater focus and increased financial support. Several reviews have been carried out, both of the individual organisations and their programmes, as well as the Embassy's broader portfolio. Among them, a 2001 review of the Embassy's human rights portfolio comprised gender issues, including the NGO-partners mentioned below. In addition, Bangladesh is one out of three case-studies in the Gender Strategy Evaluation which is about to be finalised now. The projects covered by this ToR were all included in the Evaluation.

The gender-organisations supported by the Embassy promote mainly awareness-raising and empowerment of women, hereunder measures to prevent violence against women. Awarenesslevel and empowerment are vague measures. We are aware that it might take generations to change the populations attitudes towards gender equality in such a manner that it has an impact in decision-making foras. Even though there is a long way to go when it comes to gender equality in Bangladesh, it would be useful for the Embassy to see now, after more than a decade with a substantial gender portfolio, how our support has contributed to the advancement of women in Bangladesh in terms of concrete results. We know from the Gender Strategy Evaluation that the dialogue with the partners has been good, and that Norway is perceived as having played an important role regarding women's advancement in Bangladesh. The Embassy wants to follow up the Gender Strategy Evaluation by looking closer into the performance of the three projects.

The review will assess the results achieved at the Embassy's overall portfolio level as well as with respect to the specific organisations and projects. The difficult environment we are working in Bangladesh should be taken into consideration, hereunder the possible weakening of the national gender policy and the weak women's ministry.

The three projects to be included in the review are:

#### **1 BGD 2537 Naripokkho (NP), current agreement of 8 June 2004 (3 years)**

NP is a membership-based women's activist organisation. They have about 100 personal members, and work for the advancement of women's rights; building resistance against violence, discrimination and injustice. Their main activities include campaigns, cultural

events, training, research, lobbying and advocacy. Currently the Embassy is funding Doorbar, a nation-wide network of 550 woman-headed organisations led by Naripokkho. Doorbar is, according to the plans, to be self-sufficient by 2007. NP has received support from the Norwegian Embassy since 1996.

## **2 BGD 2536 Association of Community Development (ACD), current agreement of 9 June 2004 (3 years)**

ACD contributes to women's development and reduced discrimination against women in Rajshahi Division (Northwest Bangladesh). ACD assists disadvantaged groups, focusing on gender equality and reduction of human trafficking. ACD has been supported by the Embassy since 1993.

## **3 BGD 2538 Bangladesh Mahila Parishad (BMP), current agreement of 8 November 2004 (3 years)**

BMP has a broad membership-base, and is a women's activist organisation working for the advancement of women's rights; building resistance against violence, discrimination and injustice. BMP has received support from the Norwegian Embassy since 1992.

### **OVERALL PURPOSE**

The purpose of the review is to

- assess to what degree Norway's support to gender equality and women's rights in Bangladesh is achieving its goals by supporting the mentioned organisations
- provide advice concerning possible measures to increase the effectiveness of the Norwegian programme on gender equality and women's rights.

The information obtained through the review will be used by the Embassy

- when the above mentioned organisations submit proposals for further support
- when we consider joint funding with other development agencies
- when entering into dialogue with possible new partners

### **SCOPE**

The review will be divided in two separate sub-reviews as specified in the following:

#### **1 Project reviews**

Purpose: Obtain information about

- the programmes effectiveness; whether and to what extent the projects are geared towards achievement of the objectives stated in the project contracts
- whether the projects are implemented in an efficient manner
- possible changes that should be made to maximise the effect of the projects
- sustainability, i.e. whether the organisations will be able to keep up their work after substantial reductions or phase-out of Norwegian support
- whether there are possible risks associated with the projects

The reviews should be carried out by individually reviewing the projects. The project reviews should use a methodology that allows and facilitates a discussion of possible overlapping, contradictions and synergies between the projects.

## **2 Norwegian programme for support to gender and women's rights**

The purpose of this part is to discuss findings, summarize and conclude regarding the degree to which stated objectives are reached and provide recommendations for possible improvements.

This part of the review will be based on the findings and assessments under 1, as well as on other available literature and interviews.

The report should comprise assessments concerning

- the projects relevance according to the Embassy's MoU with the Government of Bangladesh and the Norwegian Gender Strategy, hereunder the selection of thematic areas in the Embassy's gender portfolio as such
- whether the mode of co-operation is the most appropriate and effective to maximise the impact of the Embassy's fundings (e.g. size of projects and organisations, individual projects versus other funding mechanisms, degree of donor co-operation)
- possible overlapping, contradictions and synergies among the projects and organisations

## **REPORTING**

The final report will amount to a maximum of 30 pages (excluding annexes), and will include:

- introduction, not exceeding one page
- executive summary, with main findings and recommendations from each of the two chapters, not exceeding two pages
- Chapter 1 (project reviews), not exceeding 8 pages for each of the three projects
- Chapter 2 (assessment of the Norwegian program), not exceeding 10 pages

Place and date,

Signature

## 5.2 PROGRAM

Date	Time	Activity	Comments
06-02-2006		Arrival of Norwegian Team and meeting with local consultant	Arrival times to be confirmed, meeting time to be confirmed
07-02-2006 Nari Pokkho	9:15am –	Start for Naripokkho	
	10:00am – 1:30pm	Attend regional meeting at Doorbar, Dhaka region	
	2:00pm – 2:30pm	Lunch at Naripokkho, Dhanmondi Office and meeting with management	
	3.00pm – 5:00pm	Meet mid-level project staff at Naripokkho	
	6:00pm – 8:00pm	Dinner with Hans Peter Melby of Norwegian Embassy	Women for Women Nilufer Banu Salma Khan
08-02-2006	7:00am -	Start for Doorbar Comilla region	NP field visit
	10:00am –11:30pm	Visit Comilla Doorbar District Committee on the prevention of violence against women	Sonargaon
	11:30pm –12:30pm	Lunch	
	1:00pm -2:30pm	Meet violence affected women who have received legal and social aid from Doorbar	Community meeting and home visits
	3:00pm – 5:00pm	Meeting with Comilla district Doorbar members involved in decision making committees	
	7:00pm	Return to Dhaka	
09-02-2006	9:00am – 11:00am	Attend meeting of donor LCG –Wage group	Norwegian Embassy
	11:00am –12:00pm	Internal meeting with Embassy	Embassy
	12:00am –1:00pm	Meeting with gender focal point at Embassy, Zakia Hussain	Embassy
	2:00pm – 4:00pm	Meeting with Central Committee members of Bangladesh Mohila Parishad	

	5:00pm –6:30pm	Meeting with Naripokkho top management and founding members	
10-02-2006	3:00pm	Review team debriefing and document study	Friday Holiday and no program. This time maybe used to have debriefing meetings of the team and for deskwork.
11-02-2006 ACD Rajshahi	7:00am -	Travel to Rajshahi	
	11:30am –11:45am	Refreshment	
	11:45am – 1:00pm	Meeting with management team and brief presentation on ACD's activities (ACD Conference room)	
	1:00pm – 2:00pm	Lunch ACD head office	
	2:00pm – 3:00pm	Visit drop in centers for working street children. (Master Para Rajshahi)	
	3:00pm – 4:30pm	Visit shelter home in Shagor para Rajshahi	
	5:00pm – 6:30pm	Visit with members of civil society and Gov. including law enforcing agencies, magistrate, lawyers, journalists and NGO representatives at ACD	
	6:30pm – 7:30pm	Cultural program by Saisob group ACD head office	
12-02-2006 ACD Rajshahi	8:00am – 8:30am	Breakfast	
	8:30am – 10:15am	Start for Shibganj field visit	
	10:15am –11:30am	Meeting with local elected bodies on gender and justice in Khasherhat, Binodpur Shibganj	
	11:30am – 1:00pm	Meeting with ACD-initiated 'Peoples Organization' in Monakosha Shibganj	Community meeting
	1:30pm – 2:00pm	Lunch	
	2:00pm – 4:00pm	Meeting with returned victims of trafficking and victims of violence at Tappu Shibganj	Home visits



	3:00pm – 5:00pm	Attend community mass meeting campaign against trafficking and violence in border areas of Shibganj	Outdoors mass meeting in community
	5:00pm – 6:30pm	Return back to Rajshahi	
	7:00 – 9:00pm	Meeting with girl victims of violence and trafficking in ACD shelter home	ACD premises
13-02-2006 Bangladesh Mohila Parishad in Rajshahi	08:00am –10:00pm	Visit to ACD Santal Community project in Rajshahi district, visit with PO and other members of community	Spontaneous meeting to ‘weak field’
	10:30pm –12:00pm	BMP FIELD VISIT Visit the Rajshahi district Branch managers and members	
	1:00pm – 2:00pm	Visit Rajshahi Office of BMP and meeting with staff	
	2:00pm - 3:30pm	Visit to Meherchandi Branch of BMP, the local unit of Rajshahi University Branch at Meherchandi local office	
	4:30pm – 6:00pm	Sharing meeting with reps of civil society –GDRC	
	6:00pm – 7:00pm	Cultural program, GDRC	
	7:00pm	Dinner at hotel	
14-02-2006 BMP in Rajshahi	10:30am –12:30pm	Visit Naohata Thana Committee, Rajshahi Branch	
	12:30pm – 2:00pm	Meeting with beneficiaries of Noahata at the Naohata thana office	
	2:30pm	Lunch at Porjatan Hotel	
	3:30pm	Travel back to Dhaka	
	8:30pm	Dinner	
15-02-06 In Dhaka	9:00am – 12:00pm	Review team debriefing	
	12:00-02:00pm	Meeting with Helena Thorfinn, SIDA	
	03:00-05:00pm	Meeting with Tehera Jabeen, CIDA	

16-02-06 In Dhaka	10:00am –11.30am	Meeting with Hans Hofmeyer and Sarder Asaduzzaman, Danida	Former Add. Secr. Government of Bangladesh and former Joint Secr. Ministry of Women and Children Affairs 2002-2004
	01:00pm-02.00pm	Meeting with Ferdausara Begum	
	02:00pm –03:00pm	Debriefing meeting with Norwegian Embassy staff	
	04:30pm- 06:00pm	Meeting with Indranil Chakrabarti, DfID and Ranjan Karmakar, STD	
17-02-06 in Dhaka	10:00am-16:00pm	Review team meeting and drafting of report	Friday – holiday
	6:00pm- 7:00pm	Meeting with Torbjørn Lied, Nordmisjon	

### 5.3 LIST OF SELECTED DOCUMENTS

	<i>Name of Documents</i>	<b>Copy/ Quantity</b>
<b>Association for Community Development</b>		
1.	Training Manual	07
2.	Prevention of Child Trafficking	01
3.	The Social Reintegration of the Survivors	02
4.	Types, Nature and Causes of Violence Against Women	02
5.	Adolescent Prostitute	02
6.	Hillah Marriage	01
7.	Gender & Development ACD's gender policies towards '03	01
8.	Working Women in Chatal	02
9.	Women in Rural Community of Bangladesh	02
10.	Women Participation in Democracy	02
11.	Annual Report 2004, ACD	01
12.	Joint Appraisal by the Swedish & Norad.,final report,2003	01
13.	News Letter	10
14.	ACD final report	02
14/a	ACD Brochure, Stop trafficking, Combat	05
<b>Bangladesh Mahila Parishad</b>		
15.	Training Manual	
16.	Contact Norwegian ministry and MFA,BMP	02
17.	Poster	01
18.	Brief-1	N/A
19.	Project proposal,Final revision(2004-2008,BMP)	01
20.	Completion report,BMP ,2002-2003	01
21.	Internal Annual Planning and review ,2005	01
22.	Bangladesh constitution –XIV Amendment -2000	01
23.	Report 1996-2002,BMP	01
24.	Mahila Samachar,2005	01
25.	Nari Nirjaton Protirodh....BMP,1986-1996	01
26.	Nari Nirjaton Protirodh O Ain...1997-2001,BMP	01
27.	BMP Executive Summery	01
28.	BMP various formats	01
<b>Norad, Royal Norwegian Embassy, Ministry of Foreign Affairs</b>		
29.	Development Cooperation manual,Norad,2005	01
30.	Human Rights and Democracy in Bangladesh, A Plan for Norwegian Support, Royal Norwegian Embassy, Dhaka 2001	
31.	A Strategy for Women and Gender Equality in Development Cooperation, 1997-2005 MFA	01
32.	Evaluation of the "Strategy for Women and Gender Equality in Development Cooperation (1997-2005), Norad Evaluation Report 5/2005	
33.	Country Case Study: Bangladesh, as part of Evaluation of the Strategy for Women and Gender Equality in Development Cooperation, NIBR 2005	
34.	Bangladesh: Utviklingsfremmende faktorer og aktører, informal working paper by Hege Fisknes, Norad 2006	
<b>Naripokkho - Doorbar Project</b>		
35.	Management Report of Hawladar ,Yunus & Co.	01
36.	Audit Report of Hawladar ,Yunus & Co	01
37.	Polcies of Election Commission of Doorbar	01
38.	Joint appraisal report of Doorbar by Elisabeth Eie -2003	01
39.	Annual report of 2004	01
40.	Half Yearly report of January –June 2005	01
41.	Naripokkho's Pilot Study on Violence Against Women	01
42.	Internal review of Doorbar Network Project	01
43.	Gunjan Publication	04
44.	Project Proposal of Doorbar	01
45.	Doorbar Bidhimala	01
46.	Project Summery	38
47.	NP brief -2	N/A
48.	Rapid assessment study on violence against women	01
49.	Women's health and domestic violence against women	01

