

Report of the Review (2007-2009) and Appraisal (proposed phase 2010-2012) of Manusher Jonno Foundation

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**Report of the
Review (2007-2009) and Appraisal (proposed phase 2010-2012) of
Manusher Jonno Foundation**

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Executive Summary

Manusher Jonno Foundation (MJF) was created by a Human Rights and Governance Initiative (HUGO) funded by the Department for International Development (DFID). The HUGO programme originated in CARE/Bangladesh but later turned into an independent Bangladeshi institution as MJF in 2002. In January 2006, MJF was registered as an independent Trust with the Government of Bangladesh. The overall objective of MJF was to create within Bangladesh an institutional leader in human rights and governance programming with the capacity to garner international support. The ultimate goal of MJF is to make poor women, men and children more able to achieve their civil, political, economic, social and cultural rights and to improve their security and well-being. One recent review observed that "MJF has established itself as a national leader in human rights and governance. MJF has positioned itself as a repository of information and a "clearing house" for human rights and governance ideas and strategies.

Manusher Jonno Foundation currently funds 123 national (and some international) partner NGOs. The individual partner projects are organized under seven major programmatic themes that represent the institutional priorities within the human rights and governance agenda. These thematic programmes are 1. rights of marginalized populations; 2. violence against women; 3. child protection; 4. workers' rights; 5. access to justice; 6. Chittagong Hill Tracts (CHT), 7. Governance Performance Monitoring. In addition two other programmes like Capacity building and Communication & Media are carried out as cross cutting activities under such programmes are integrated within the other thematic programme areas.

MJF through the programme of its Partner Organizations has achieved significant impacts at the household and structural levels. Evidences suggest that one of the major impacts includes the integration of excluded and marginalized peoples into the economic "mainstream". The magnitude of these impacts is difficult to estimate, although MJF has sought to accumulate a measure of impacts from the individual partners. These include: 11,132 families received around 9,120 acres of *khas* land; more than 200 Adivasi (plain land ethnic group) recovered more than 400 acres of land that had been mortgaged; more than 17,000 excluded and marginalized received new livelihood opportunities; and more than 140,000 people received access to social protection benefits of service providers (e.g. health care and education).

The Violence against Women programmatic theme is the most extensive one for MJF in terms of outreach and beneficiary population. This programme funds 20 NGO projects directly (and 75 partners indirectly), operating in 45 Districts and 179 Upazillas. MJF data base reveal that 40 percent of the targeted 1.6 million women beneficiaries have participated in project activities related to domestic violence prevention.

To ensure Workers Rights, MJF supports 11 NGO partners who directly or indirectly reach 350,000 workers and their families. The efforts of the MJF partnership in this programme have yielded significant impacts through systematic awareness-raising and the support of workers' rights.

The main purpose of MJF governance programming is to increase the responsiveness, transparency and accountability of locally-elected bodies to the rights and needs of their constituencies; to build strong local institutions of justice available to the poor and excluded. To achieve its goals, the programme supports NGO partners who reinforce and reinvigorate local village courts and the traditional *salish* courts in order for the poor to have a place to seek resolution of disputes. MJF estimates that nearly 12,000 disputes have been resolved under this programme, benefiting 30,000 poor people at a monetary value of nearly 7 crore taka (Tk. 68 million).

Right to Information is one of the sub thematic issues under Promoting accountability and responsiveness of public service delivery programme of MJF. MJF spearheaded the advocacy process for the introduction of Right to Information Ordinance 2008 (RTIO 2008) which was subsequently passed by the Caretaker Government.

The MJF-funded programme has been built around a carefully designed strategy based on a comprehensive assessment of the CHT context. There are 12 NGO partners in CHT who work in 15 Upazillas and reach an estimated 350,000 beneficiaries. MJF and its partner organizations are deeply engaged in advocacy and lobbying on various HR, Women, Child Rights and Governance and electoral issues.

MJF has made great progress in providing its partners with the capacity support needed on technical, administrative, and financial side. Such improvement in national NGO capacity had made the NGOs more self confident and which would eventually help them to take active part in the major national programme on PRSP and attainment of MGD goals, delivery of essential services to the poor.

MJF has successfully met all targets and to date has funded and supported 160 projects of which 123 are on-going projects, which have been carefully selected from an astonishingly high number of applications (4000) across ten funding. The number of projects is expected to increase to 155 by December 2007. One of the recent OPRs noted that MJF would be able to use larger amounts of funds in the next phase. OPR noted that *"MJ will be in a position to absorb significant additional funding. We think that a further replenishment should be sought prior to the launch of the Trust for a further five years (2007-2011) at roughly double the level of the first funding period, i.e. in the order of £8m/year or £40m over a five year period."*

The objectives of the second phase from 2008-2012 are as follows: a. support and promote various initiatives seeking to ensure human rights and good governance that lead to poverty reduction, b. maintain and extend visibility and impact on human rights and governance; c. Grow as an organization including being able to offer services to donors in grants management and capacity building to organizations in human rights and governance; d. Increase specialization within the organization appropriate to the challenges of growth; e. Take a lead in selected advocacy issues and increase network within and outside Bangladesh to work with a varied stakeholder groups.

The proposed second phase envisaged that US \$ 45 million-would be required over a period of 5 years, (2008-2012) - of which 38 million pound for grant making to 150-200 partners, 2.3 million as management cost and 4.7 million earmarked for capacity development, policy advocacy etc. But grants agreement with DFID is made for 30 million pound sterling. There is a short fall of 15 million Pound Sterling which needs to be supported by donors.

Based on the trend of the rounds and as per projected calculation MJF estimates that there will be a shortfall funds. If MJF is to select new projects in the coming rounds it will certainly need new injection of funds for committing grant. At this moment MJF has signed up with 10th round partner projects. The shortfall have been managed by reducing the number of projects. The proposed budget for the phase is estimated 38 million for grant making to 150-200 partners and rest for operations which includes personnel, logistics, technical assistance (local and international), workshops, seminars, overhead, contingency and capacity development.

Based on both the qualitative and quantitative evidences obtained from various studies and the observations drawn from the field, this Consultant is convinced that MJF approach has made a strong impact on livelihood, rights and governance issues with particular reference to the marginal poor and disadvantaged groups.

The Consultant strongly recognizes that during the present phase of its operation and programme implementation MJF has rightly addressed its mission goals and its progress both in qualitative and quantitative terms is on the right track. This Consultant is also convinced that MJF has developed an approach that can improve the lives of the ultra-poor and excluded populations in a systematic ways towards mainstreaming them in the pace and process of dignity and development.

Based on the empirical evidences drawn by a number of ORP missions, content analysis of secondary documents, the present review and assessment, and considering the institutional capacity, professionalism and image of MJF, this Consultant recommends to the RNE to support MJF with an amount of 15 million Pound Sterling, which falls short of the budgeted and targeted programme of the next phase.

However, if RNE has fund constraints, it may consider supporting part of the gap fund and ask MJF to adjust the budget through restructuring programme coverage, project size and the overhead costs.

Report of the Review (2007-2009) and Appraisal (proposed phase 2010-2012) of "Manusher Jonno Foundation"

1. Background

The Manusher Jonno Foundation (MJF) was born of a Human Rights and Governance Initiative (HUGO) funded by the Department for International Development (DFID). The HUGO program originated in CARE/Bangladesh but was then established as MJF, an independent Bangladeshi institution in 2002. In January 2006, MJF was registered as an independent Trust with the Government of Bangladesh. The overall objective of MJF was to create within Bangladesh an institutional leader in human rights and governance programming with the capacity to garner international support.

MJF's leadership is expressed along two broad dimensions. *First*, MJF manages a large challenge grant (financed by DFID and Norway) which supports the human rights and governance activities of a network of national NGOs and other stakeholder institutions. With this effort, MJF issues calls for proposals, reviews and funds projects, and provides comprehensive technical support to NGO partners in order to assure the quality of development delivery services. *Second*, MJF has initiated a national advocacy effort that has set the agenda for human rights and governance policy-making in favor of the marginalized and excluded groups within Bangladesh. In this regard, MJF coordinates with and mediates among government officials, lawmakers, national advocacy and lobbying groups, private sector leaders, and target group representatives to develop national solutions to issues of social exclusion and governance.

Manusher Jonno Foundation currently funds projects implemented by 123 national (and some international) partner NGOs. These partners and projects have been selected from several thousand proposal applications which have been exhaustively and transparently evaluated to assure both internal quality and consistency to the MJF mission. The individual partner projects are organized under six major programmatic themes that represent the institutional priorities within the human rights and governance agenda. These thematic programs are 1) rights of marginalized populations; 2) violence against women; 3) child protection; 4) workers' rights; 5) access to justice; and 6) Chittagong Hill Tracts (CHT). Two other program themes, governance and capacity building, are seen as crosscutting, and their activities are integrated within the other program areas. With its network of partners, MJF is able to maintain a national presence throughout all the regions of Bangladesh.

MJF nurtures a close relationship with this network of partner NGOs and provides capacity building support in both the programmatic and administrative (including financial) areas. In addition, MJF has a monitoring and evaluation system designed to assure that program outcomes are consistent with objectives and to assess the continued quality of the individual partner projects. The first five-year funding cycle of MJF was completed in 2007, and a second five-year cycle of support began in 2008 funded (again) by DFID and partially by the Government of Norway. Most of the PNGO partners have remained part of the second phase and have either continued or extended their project activities. A total of around £30m has been approved for current projects and program support.

The ultimate goal of MJF is to make poor women, men and children more able to achieve their civil, political, economic, social and cultural rights and to improve their security and well-being. With this aim in view, MJF acts as an institutional leader in human rights and governance programming within Bangladesh, that can provide technical and financial support to organizations working in the field of human rights and good governance. MJF manages a large grant fund (financed by DFID and Norway) which supports the human rights and governance activities including capacity building of a network of national NGOs and other stakeholder institutions. So far MJF has succeeded to make donors fund available to support 123 ongoing projects that would otherwise not have been able to access such funds.

1.1 Methodology of the Assessment: The present assessment is primarily based extensive documentation review and a number of focus group discussions project beneficiaries and interviews with relevant project staffs along with partner NGOs (PNGOs). The Consultant also held number of consultative meetings with the MJF senior management before and after the field visits and collection of primary qualitative data.

Section 2. : Review the current project phase of 2007-2009

The content analysis of different assessment reviews suggest that reviews MJ through the programme of its Partners Organization has achieved significant impacts at the household and structural levels. Evidences suggest that one of the major impact impacts includes the integration of excluded and marginalized peoples into the economic "mainstream". As for example the case of Persons with Disabilities (PWDs) obtaining employment in the garment sector; the increasing of access to productive resources, such as *khas* land; the expansion of access to safety net programs; and the reduction of costs through access to service providers and better information. The magnitude of these impacts is difficult to estimate, although MJF has sought to accumulate a measure of impacts from the individual partners. These include:

- 11,132 families received around 9,120 acres of *khas* land;
- more than 200 Adivasi (plains land ethnic group) recovered more than 400 acres of land that had been mortgaged;
- more than 17,000 excluded and marginalized received new livelihood opportunities; and
- more than 140,000 people received access to social protection benefits, to service providers (e.g. health care), and to education.
- The following structural impacts have been achieved at the national level through advocacy efforts:
 - Bangladesh ratified the Optional Protocol of UN Convention on the Rights of Persons with Disabilities on 12th May 2008;
 - For the first time in the history of Bangladesh, the issues of disabled and *dalit* rights have been incorporated in the election manifesto of both national political parties;
 - The Election Commission of Bangladesh included PWDs in the voter registration and

ensured their voting through postal ballots where relevant;

- The 2008-2009 national budget increased monthly allowance for the insolvent persons with disabilities from Tk. 220 to Tk. 250. A total of six lakh PWDs will get this allowance. Allocation for education of the disabled children has increased from taka five crore to six crore and Tk. 150 crore has been allocated for National Disability Development Foundation (Jatio Protibondhi Unnayan Foundation) for the mainstream disability;
- The issue of women with disabilities has been addressed in the periodic report of Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) both in the report of state and the shadow report of the civil society for the first time;
- The Executive Committee of the National Economic Council (ECNEC) approved the 2nd PRSP on 23 October 2008 where disability was addressed in light of CRPD (Convention on the Rights of the People with Disabilities);
- Advocacy initiatives by DRGs (Disability Rights Groups) ensured reserved spaces for PWDs on public buses throughout the county; and
- More than 3000 sex workers received national ID cards by means of which they could cast their votes in the 2008 general election.

While these examples do not exhaust the totality of impacts derived from ROM, they do illuminate the pathway through which livelihood impacts are achieved. The credible secondary data observed that not all projects are equally successful in creating the livelihood outcomes from rights programming, and several projects seemed too focused on awareness of rights rather than the exercise of rights. Nonetheless, this MJF program has achieved a significant magnitude of impact on the lives of the poor and excluded.

The child protection program has generated significant impacts for the well-being of individual children and for their families in some cases. The magnitude of these impacts, however, is difficult to measure directly and will likely be manifest later in the life cycle, as the benefits of education are fully realized. The benefit to society of increasing the agency, access, and aspirations of its youth is unassailable both from an economic and a moral perspective, and there are likely clear reductions in social costs by protecting children from an environment of danger and crime. The major challenge with regard to MJF is to assure that the impacts are sustainable or, perhaps better said, "actionable" in the futures of these children.

2.1 Violence Against Women

The Violence Against Women programmatic theme is MJF's most extensive one in terms of reach and beneficiary population. This program funds 20 NGO projects directly (and 75 partners indirectly), operating in 45 districts and 179 upazillas. The targeted population is estimated at 1.6 million women. Violence against women has been a center stage national issue for many years and much progress has been made at the policy level and at the community level. Despite this positive trend, VAW remains endemic in the society and in the culture. Violence is intimately related to the social status of women, which is manifest in

male-female relationships, the cultural rules governing marriage, the restricted social and economic mobility of women, and their general "invisibility" in public affairs.

The strategic approach common to all the MJF implementing partners generally consists of four key components. The first component promotes the demand side by enhancing the local awareness of women's basic rights to safety and participation in public life. These interventions target the women themselves as well as the perpetrators of violence, such as husbands, mothers-in-law, and other family members. To achieve this awareness goal, most of the projects organize committees at the village level to disseminate the message that all forms of violence against women are unacceptable. In some project interventions, the victims of violence are identified and support groups are formed. The second component addresses the role of duty-bearers and their responsibility to eliminate such violence. These interventions are designed to assure that violence perpetrators are identified and that the force of the law is applied. The NGO partners work with police stations to sensitize the police force and insist upon prompt response to violence against women cases; they also work with local village court and *salish* institutions to assure that cases involving the status of women—such as domestic violence against women, divorce, dowry, dower payments, polygamy, early marriage, etc.—are given appropriate attention and resolved. Under this component, the NGOs also collaborate with hospitals and health services to assure that victims of violence are adequately treated and that women have access to appropriate reproductive health care. In effect, if the first component emphasizes the recognition and the demand for rights, the second component provides the mechanisms for the exercise of those rights.

MJF data base reveal that 40 percent of the 1.6 million women beneficiaries have participated in project activities related to domestic violence prevention, to the demand for rights recognition, for access to equal wages (e.g. for agriculture, road construction); 30 percent of the beneficiaries have participated in local court or *salish* or have worked to prevent early marriage, dowry, and the other manifestations of women's lower status; 20 percent have participated in IGA and other economic activities; and over 2500 community-based organizations have emerged as a support structure against domestic violence. In addition, hundreds of hospitals, Union Parishads, and police stations have become active in VAW response. MJ partner's VAW projects take strong effort to make local communities aware of women's rights through the formation of groups and the dissemination of messages. At the same time, these partners work to form coalitions of stakeholders and duty-bearers at the union and upazilla levels.

2.2 Workers Rights

The Workers' Rights program has a straightforward and important strategy—to strengthen and apply the existing labor laws that protect the interests of the nation's labor force. There are approximately 50 million workers in Bangladesh, with 80 percent in the informal labor market. The country's legal structure also lays claim to a corpus of labor legislation and a judicial structure that guarantee access to employment, a secure and safe work environment, and equal and just wages.

Under this program, MJF supports 11 NGO partners who directly or indirectly reach 350,000 workers and their families. The program partners have targeted the readymade garment industry where over 2.5 million workers are employed (90 percent female), the shrimp and fish processing sector, which predominantly employs women, the export processing zones with 130,000 workers, again mostly female, the rice milling plants, where 500,000 workers are employed, and tea garden workers. In the informal sector, the program targets self-

employed female entrepreneurs connected to the garment industry or to handicraft production (where they are paid piecework), agricultural workers, and domestic workers.

The impacts of the Workers' Rights program are most pronounced when a "precedent" is set in the formal employment sector or when industry wide protections are adopted. These outcomes result in strong structural impacts that benefit a large segment of the work force. In the shrimp processing sector, for example, the demands of a group of female employees led to a doubling of pay from Tk. 30 to Tk. 60 per five hour work period. These benefits accrue not only to the project beneficiaries but to all the female workers in the factory. Similar impacts have been documented with regard to working conditions, where 33 shrimp processors have agreed to introduce three eight-hour shifts rather than two 12-hour shifts. MJF, through its partners had advocated for changes in the national minimum wage, which resulted in an increase to Tk. 1500 per month in 2007. More than 13 million unskilled workers are estimated to have benefited from this outcome. Similarly, an increase in the minimum wage for RMG class-7 workers to Tk. 1662 per month has raised the salaries of 2 million workers. Policies that allow for maternity leave have been adopted throughout the industry, and several factories offer daycare facilities for children of female workers. The efforts of the MJF partnership in this program have yielded significant impacts through systematic awareness-raising and the support of workers' rights. There is rich ground for improvement in worker wages, equity for women, and working conditions that enhance human dignity, and the program has demonstrated measurable progress.

2.3 Access to Justice, Government Performance Monitoring, and Rights to Information

The main purpose of MJF governance programming is to increase the responsiveness, transparency and accountability of locally-elected bodies to the rights and needs of their constituencies; to build strong local institutions of justice available to the poor and excluded; and to introduce local mechanisms to monitor violations of rights and bring them to light. The ultra poor commonly face situations of injustice regarding access to resources and services. Women are particularly vulnerable to victimization and oppression because of their status in society. In the event of such injustice or any local dispute (e.g. over land), the poor have little recourse to justice either because local level institutions are not available and active or because of intimidation. Although the union parishad has the authority and responsibility to maintain a village level court to resolve disputes, the court is seldom constituted.

To achieve its goals, the program supports NGO partners who reinforce and reinvigorate local village courts and the traditional salish courts in order for the poor to have a place to seek resolution of disputes (land grabbing, mortgaging, cattle damage, etc.) and other kinds of grievances (violence, divorce, dower, dowry, petty theft, etc.). MJF estimates that nearly 12,000 disputes have been resolved under this program, benefiting 30,000 poor people at a monetary value of nearly 7 crore taka (Tk. 68 million). Another project under this program encourages the poor to access the government legal aid fund to which they have rightful access but which is seldom utilized. The project particularly focuses on poor women and such issues as divorce, alimony, and inheritance.

The non-material impacts of the MJF justice program are difficult to measure, but it implies an increase in confidence of the poor in local justice. Justice security is acknowledged as one of the capabilities that lead to enhanced well-being, and there is solid evidence that these access projects have made the public recording of grievances more commonplace among the poor. Increased efficiency of local justice systems also serves as a disincentive to the recurrence of such violations of rights. Thus, although impacts are not amenable to

quantification, they appear to be significant in a society in which injustice has held rein for so long.

2.4 Governance Performance Monitoring (GPM)

The Governance Performance Monitoring (GPM) component of the MJF governance program supported seven NGO projects (and nine NGO partners) during the first phase of funding. These projects are designed to address a stark local reality: the poor consider government services to be the domain of the privileged and not the right of the citizen—regardless of status. These projects support access to such public service areas as primary education, agricultural extension, safety net entitlements, and health services, especially reproductive health. The implementation strategies focus on stimulating a demand for these rights through awareness campaigns and, in the case of education, working with primary school children; promoting a message of citizen rights with service providers; and mobilizing advocacy and policy campaigns through the creation of client associations, providers associations, national charters, and national policy. Another project directly works with locally-elected bodies to incorporate the public in the decision making process regarding the development of the local budget, tax collection, and the expenditure of tax monies.

GPM has been working towards improving service quality of public service delivery agencies through promoting transparency, accountability and strengthening people's participation. GPM cluster programme has targeted two major categories of GCB institutions: a) local government institutions and b) local sector specific service delivery agencies. GPM promotes use of different tools to monitor performance of service providing agencies e.g. formation of local watchdog bodies (citizens' committees/client: associations), public hearing, social audit, community score card, meetings/dialogues at local as well as policy level. Projects working under this particular programme have two broad outcomes.

- Participation of the people in decision making process so that their voice is heard and reflected in the decisions taken
- Service providers are more accountable and responsive to people's needs with special attention to the poor, marginalized and socially excluded groups

2.5 Local Governance Programme

Presently eight projects are contributing to improving local governance in eight districts of Bangladesh. The projects address both rural and urban local governance issues focusing on system that allows people. Individual and groups, to participate in local governance, for local government officials to practice transparency and accountability in their functions, build capacity of local organizations (LEB, GO, NGO, CBO) in order to provide better services to the poor.

Major Achievements

- 634 peoples' forums active in village / Ward / union / City Corporation level,
- People's forums are now bargaining with the local service providers (GO-NGO-LGI) in favor of underprivileged people.
- LGIs are now accepting proposals from people's forums regarding planning their development schemes.
- Union Parishad monthly meeting has been regularized; decisions taken by UP is

now taking in the meeting.

- Local level accountability mechanism in 50 unions has been established through GO-NGO-CBO-LGI coordination meeting.
- 46 Union Parishad accomplished open budget process, participated by the general people
- 15 Unions of a particular project undertook various efforts for tax collection
- 11 schemes have been accomplished by 11 Unions of a particular project spending money collected from taxes.

2.6 Right to Information (RTI)

Right to Information is one of the sub thematic issues under Promoting accountability and responsiveness of public service delivery program of MJF. At present six partners are working on this issue. PNGOs involved in this cluster are mainly focusing on demand creation, demystifying technical and bureaucrat controlled issue such as budget for mass population and protecting consumer rights through information dissemination.

One of the high potential and innovative initiatives under the governance programming of MJF is called "rights to information" (RTI). The overall strategy of this program focus is to expand the flow of information to poor people in a way that is accessible and immediately relevant to people's lives. The MJF-supported project, Shamunnay, has adopted a strategic approach to reduce the level of "economic illiteracy" in the country and to make the budget (and the constitution) accessible to poor people. This project works through local level groups and schools as well as through a media-intensive national platform to enable local participation in the debate and the development of the national budget. The intent of the project is to influence the budget toward a more pro-poor stance by expanding the participation of the poor in the process. A second project, Abolombon, uses internet and communication capabilities to provide an innovative information source to poor people. It has created a website information referral service for a wide range of services, including entitlement access, agricultural technology, educational opportunities, etc. The project also includes a referral "hot line" that people can contact via mobile phone, and for those without access to internet or phone, the project provides an "informediary," or a geographical point where person to person contact is available.

Some of the milestones of RTI are:

- MJF led the RTI law enactment campaign and had noteworthy success. Right to Information Ordinance 2008 (RTIO 2008) was passed in last October by the Caretaker government. Strategies of advocacy included multi dimensional initiatives including strong research, developing need base communication materials, educating and sensitizing mass people, policymakers and different allies and engaging government providing direct technical support.
- MJF made specific plan and programmes targeting politicians. Taking support from People Empowerment Trust (PET), a NGO, working with Parliamentarian, MJF arranged number of lobbying meetings with politicians particularly who have critical roles in drafting election manifesto.
- MJF played a role in mobilizing the media both electronic and print to play an active role in RTI advocacy.

- RTI forum was established comprising of 80 organizations and NGOs. MJF was selected the Secretariat for conducting activities of the forum and the Executive Director named the Convener of RTI Forum.

Besides advocacy MJF supported projects made good progress in creating demand for information.

- Consumer's Protection Right Ordinance 2008 has been promulgated due to strong advocacy of CAAB, a partner organization of MJF A 21 member's National committee has been formed to activate the ordinance and CAB has been nominated as one of the members.
- About 46428 students (22,200 boys, 24,228 girls) have been covered by *Muktijuddho* Outreach mobile program. Altogether 114 network teachers have been involved as network educator under *Muktijuddho Jadughar* project.
- In the budget government increased the coverage of maternity, old age allowances and other vulnerable group benefiting measures. MJF PNGOs and other related NGOs advocacy programme succeeded to convince government to adopt such poor measures.
- 16 *Pallitathya Kendras* (PKs) (information centers) are operating in the village level under this project. In total 83,933 number of users received livelihood information (75 per cent).

2.7 Chittagong Hill Tract and Capacity Development

From the MJF perspective, the populations of the Chittagong Hill Tracts (CHT) present a unique set of problems and require a more adaptive programming approach. The region has less than one million inhabitants, more than half of which are divided among 11 indigenous groups each with a distinct language and culture. The complex indigenous fabric of CHT society is reflected in the mixture of traditional and government institutions that determine access to resources and services. The CHT is also characterized by armed conflict that was only formally resolved in 1997. The settlement of traditional indigenous lands by Bangalee families, part of a government policy of colonization after Liberation, has created ethnic tensions over land access. The indigenous peoples practice a slash and burn agricultural livelihood (called jum), which requires access to significantly larger tracts of land than are actually cultivated in any year. The effect of these historical and cultural factors is a population that has languished outside the mainstream of society, with little access to government services, few schools for their children, and living in extreme poverty.

The MJF-funded program has been built around a carefully designed strategy based on a comprehensive assessment of the CHT context. There are 12 NGO partners in CHT who work in 15 upazillas and reach an estimated 350,000 beneficiaries. This is the only MJF-supported program that has an asset transfer component, which is justified by the need to provide basic economic assistance to local agricultural livelihoods and to diversify income generating activities. The agricultural interventions include inputs and training for farmers, the formation of farmer groups, and improved linkages with the agricultural service providers. This component also works to improve the productivity and sustainability of the traditional jum (swidden) agriculture. Another program component addresses the need for primary education

for (mostly) indigenous children in remote and inaccessible regions; NGO partners have helped supported almost 200 schools and have worked to enhance the effectiveness of more than 700 local school management committees. Other NGO partners address issues of health care and seek to expand access to health; and other projects promote an understanding and appreciation of cultural heritage through work with traditional leaders and UP members.

2.8 Rights of the Marginalized

Purpose of this programme is to ensure that government and non-government services and resources related to education, natural and financial resources are available and society demonstrates respect for poor and marginalized people.

At present 32 partner organizations are working for ensuring rights of marginalized particularly rights of person with disability workers, low caste minority, indigenous people, HIV positives, fisher folk community, people living in hard to rich areas and access of poor people in khas land (government land) and 4 project will be started in January 2009.

Achievements of MJF

- An amount of 1153.29 acres of Khasland was recovered and distributed among 857 households under permanent and temporary (1 year tenure) settlement. The monetary value of the Khasland having distributed is 864,967,500.
- A total of 132.96 acres of land have been retained by the population of plain land Adivasi's at Mymensing, Tangail and Jamalpur district. A total of 62 Adivasi people have got their land documents updated.
- Occupied lands have been released from land grabbers through peaceful mobilization by plain land Adivasi's at Mymensingh. They also managed to open sluice gate from the Irrigation department of Bangladesh government.
- Total 3300 Monga affected people have established easy access to the health service centres. More than 1500C beneficiaries of Monga affected people are now aware of rights issues on early marriage, dowry, divorce, violation against women and children, child trafficking, etc.
- Total 673 Sex workers got access to medical services with low cost and sometimes free of cost from different government and non-government organizations. In this case breaking social stigma is more important than number of beneficiaries because sex workers are not socially accepted and are being deprived from services.
- Institutional linkages by performing effective advocacy have explored the access to health services, where 127 People Living with HIV & AIDS (PLHAs) have got opportunity for constant health services while they were totally out of health facilities.
- Total 17669 marginalized people came under direct safe-net programmes of the government. The issue of Dalit's rights exclusively incorporated in manifesto of most of the major parties

2.9 Achievements through advocacy and lobbying by MJF and partner organizations

Following are some of the achievements

- Bangladesh government ratified the Optional Protocol of UN Convention on the Rights

of Persons with Disabilities on 12th May 2008

- Election Commission has addressed the issue of person with disability in the Conduct of Election Rules, 2008 published as gazette on 23 October 2008. In this rules, provisions for taking assistance of a companion by the persons with physical and visual disabilities have been mentioned in article 13 and 18 respectively.
- For the first time in the history of Bangladesh the issues of disability have been incorporated in election manifesto of Awami League and Bangladesh Nationalist Party (BNP),
- In the national budget of 2008-2009 government has increased monthly allowance for the insolvent persons with disabilities from Tk. 220 to Tk. 250. A total of six lakh PWDs will get this allowance. Allocation for education of the disabled children has increased from taka five crore to six crore and Tk. 150 crore has been allocated for National Disability Development Foundation (Jatio Protibondhi Unnayan Foundation) for the mainstream disability.
- The issue of women with disabilities has been addressed in the periodic report of Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) both in the report of state and the shadow report of the civil society for the first time.

2.10 Monitoring and Evaluation of MJF supported project

Since beginning, the MJF has taken a good number of initiatives to develop a monitoring system capable to track partners' diversified work. MJF M&E department main concern is to monitor and measure progress of the projects to be able to make necessary adjustment to strategy. Therefore, M&E department is continuously trying to incorporate new ideas to strengthen M&E system and to support partners.

Routine monitoring has been done. Apart from the routine monitoring of MJF projects, a wide range of monitoring and evaluation activities have been kept abreast to keep the projects on track and to assess project performances simultaneously.

In assessing overall progresses and achievements as well as judging the project significance MJF has been commissioned out both Mid-Term & Final Evaluation of its ongoing project. 19 Project's Final Evaluation has been completed. These are from 5th round and 6th round Macro large, 1st round 2nd phase and 7th round small partners. During these period total 59 projects Mid Term Evaluation has been conducted. Among of this, total 11 projects have been commissioned out to external consultant and 18 projects has been evaluated by tripartite evaluation. During these period 6, 7, 8 round (Macro, Large and Medium grant size) and 2nd round 2nd phase (macro, large medium 1 and 3rd round 2nd phase midterm evaluation has been completed.

A total 41 projects has been commissioned out to external consultant for Mid Term Evaluation. Among these project total 27 Mid Term evaluation has been completed by External consultant, 7 number of project has been commissioned out to external consultant but not completed yet. Total 7 numbers of projects has yet to be given to the consultant till the period.

2.11 Qualitative Assessment of the Overall Programmes of MJF

Based on both the qualitative and quantitative evidences developed by various studies and the observations drawn from the field, this Consultant is convinced that MJF approach has made a strong impact on livelihood, issues rights and governance with particular reference to the marginal poor and disadvantaged groups.

In short following are the significant impact:

The most effective aspect of the MJF impact is in human rights and governance. The programme interventions of MJF partners covered the factory floor, village community mobilization, lowest level local government i.e. the Union Parishad, public delivery system and offices to national media. MJ supported interventions have already shown some impact and has demonstrated the potential sustainable impact on poverty and exclusion over time.

This unique strength of MJF lies in its ability to extract the interactive multiplier value of advocacy and intervention, of grassroots action and policy influence.

MJ interventions has made considerable impact on the access to the entitlements of safety net programs and the obtaining the titles to *khas* land to the marginal poor and the poorest. The change in the minimum wage law or formal recognition of *dalit* dignity and place in society has a remarkable breakthrough in socio-political milieu of the country.

MJF has made great progress in providing its partners the capacity support needed on both the technical, administrative, and financial side. Such improvement in national NGO capacity had made the NGOs more self confident and would eventually help them to take active part in the major national programme on PRSP and attainment of MGD goals, delivery of essential services to the poor.

One recent review observed that "MJF has established itself as a national leader in human rights and governance, but this recognition is more than the reputation itself. MJF is seen as an asset to those who would champion human rights and governance in the country. As such the organization has itself become an influential actor at the advocacy and policy level. As importantly, MJF has positioned itself as a repository of information and a "clearing house" for human rights and governance ideas and strategies. This role itself has a long-term impact on the beneficiary population as it plays out".

2.12 Quantitative Assessment of the programme

MJF interventions are aligned with MDGs and show a focus on poverty and human security. MJF interventions target the hard to reach poor including those experiencing deprivation and marginalization on the basis of caste, ethnicity, occupation and geographic location. A recent evaluation review done by DFID found emerging indicative impacts at local level including some reduction in levels of violence against women, access to productive resources, and ending of hazardous child labour.

Outputs	Objectively Verifiable Indicators (OVIs)	Progress
A body of appropriate and successful projects established, completed and their effects/ outcomes documented	At least 50% projects' final evaluation reports are satisfactory or excellent. At least 50% projects' final evaluation reports are satisfactory or excellent.	88% of partners final evaluation reports are satisfactory or excellent.
	At least 60% of projects aimed at improving service delivery organizations' responsiveness to beneficiaries.	96% are targeting improved service delivery.
	At least 80% of projects have <i>either</i> direct or indirect poverty focus.	95% of projects have direct or indirect poverty focus
Partner organizations improve their capacity to deliver on rights agenda.	MJ partners have capacity to undertake rights and governance program and 60% partners are engaged in advocacy activities beyond the MJ-funded project	74% of partners are engaged in advocacy activities beyond their MJ projects, with a majority doing good quality work.
	60% of partner NGOs demonstrate some improvement in gender awareness at policy level, project level, and some impact level – within the period of MJ funding (receiving an annual report score at least 3).	MJ supports organizations to develop gender policies and operational plans Around 50% of partners demonstrate some improvement in gender awareness at policy level.
Establishment of and participation in 'networks' of NGOs/institutions capable of providing effective rights-based programming	MJF identifies advocacy issues and forms collaborative working groups for advocacy.	MJF is supporting a range of partner advocacy initiatives. MJ has taken the lead on advocacy for Right to Information legislation, with a broad based, well organized approach which has engaged high level duty bearers.
A strong, professional human rights and governance institution established and sustained	At least 33 (including the new phase projects) projects are approved each year following MJ specified criteria'	54 projects were approved in the last year, of which 33 were with new partners (four are still waiting to sign agreements) and 21 were second phase extensions.
A strong, professional human rights and governance institution established and sustained	At least 33 (including the new phase projects) projects are approved each year following MJ specified criteria'	54 projects were approved in the last year, of which 33 were with new partners (four are still waiting to sign agreements) and 21 were second phase extensions.

2.13 Monitoring and Evaluation system

Based on the assessment of the previous OPR reports, MJF had developed its M&E team. Reporting formats have been improved. Partner organizations have been trained on M&E. MJF provided intensive support to "stressed" projects and have commissioned and guided project midterm and final evaluations. MJF have also attempted to refocus its M&E activities to capturing impact than mere outputs. Based on the advice of the OPR mission, new impact indicators at goal and purpose level have been development for programme-specific log frames.

2.14 Capacity building of Partners

MJF has established a dedicated capacity development unit with increased resources. A strategic plan for capacity development has been developed. This capacity building plan has further augmented the existing strong and responsive MJF provision for partners. The primary focus of MJF capacity development is on organizations, rather than individual projects, enhancing the possibility for sector-wide sustainable growth in civil society. Through organizational development support and a wide range of training options, MJF has been able to tailor capacity development support to the diverse needs of its partners, based on a self assessment tool. MFJ has also initiated programmes to strengthen the civil society capacity. Special provision is made for innovative organizations lacking technical capacity to develop proposals and many grass roots organizations new to rights based work have been funded.

2.15 Organizational Development Related Activities

Manual Development Workshops

This year two Gender policy manual development workshop was organized for 23 PNGOs. The main objectives of this workshop is to develop gender policy for partner organizations and to identify the Immediate action plan for policy implementation.

Strategic Planning Workshop

One Strategic Planning Workshop for seven partner NGOs has been organized from 10-13 August. A three days workshop was done to provide the knowledge about strategic planning. After that the participants go back to their organization and share the knowledge with all the relevant stakeholders and then finally they develop their own strategic plan document.

Personnel Policy Manual Development

A workshop on 'personnel policy development' was organized. Eight organizations from CHT and two from other areas attended the workshop.

Monitoring and Evaluation Training

Three days training on monitoring and evaluation was conducted for eight Chittagong Hill Tracts partners. M&E team of MJF was the facilitator for the training.

2.16 Financial Management of MJF

The finance section of MJF maintains financial controls and provides financial data for enhancing management efficiency and aiding decision making processes. This section promotes transparency and accountability throughout the organization and its partners. It also ensures the fund flow and reporting formalities with the donors. The year 2008 was a crucial period for MJF in terms of financing. The 2nd phase of DFID was supposed to be started from January 08, however, it could not be started in time and as a result funding constraints was acute. After having severe constraints of fund in the beginning of 2008, a contract of bridging fund of 0.9 million pound was signed between DFID and MJF in April '08, which enables MJF to start funding to its partners. The 2nd phase contract of DFID for Manusher Jonno was signed on 18th May 2008, for 29.5 million covering a period up to March 2013. The Norwegian Embassy also provides 10 million Kroner in 2008.

MJF entered in to 2nd year of its life with the introduction of quarterly close up process,

i.e. the partners' quarters are now uniform for all partners and the funds are also disbursed accordingly. This saves a lot of time for financial report monitoring and other tasks for the finance staff. Manusher Jonno is very keen to comply with its policy and procedures as well as Donor's regulations.

In order to strengthen the financial monitoring of the partners, a number of steps have been taken by the finance department of MJF during the period. Among these, a core financial trainer team has been formed from the partners with the initiative of Capacity building unit of MJF. At the same time a training module has been developed. A number of financial management training has been provided to the partners' staff by the team. At the end of the year a Training of Trainers (ToT) was also conducted by the professional training firm. The financial monitoring of all the partners of MJF are conducted although the year. At the same time on the job training of the partners are also provided which results fair and transparent financial management system of the partners. However, a good number of projects have been discontinued due to mismanagement of fund. MJF do not compromise if it finds any misappropriation or ill intention in use of fund.

The financial statement of transactions of Manusher Jonno Foundation for the period January- December 2008 reveals that during financial year 2008, MJF has received Tk 774,908,086 of which Tk 64,86,40,536 (UK Pound 5,207,124) is from DFID and Tk 126,267,550 (Norwegian Kroner 10,00,000) is from Norwegian Embassy. The total payments for the year is Tk 76,90,30,657 of which Tk 67,59,22,209 is for the Sub-grants to PNGOs and Tk 849,77,089 is for the management cost. The management cost is only 12.13%, and the Sub-Grants cost is 87.87% of the total cost. The Management cost includes the programme activities like workshop, seminar, publicity and communication, networking, alliance building and enabling environment, initiatives/ advocacy for promoting human rights and governance etc.

MJF is also contributing to the Govt. treasury by providing income tax and VAT. This year MJF has deposited Tk 39.84,170 to the Govt. treasury of which Tk 31,53,976 for Income tax and Tk 830,194 for VAT.

MJF is using international accounting software ACCPAC for its accounting job. In comparison to the 1st year of operation, MJF has improved its management efficiency. However, it is expected that MJF will be more efficient and robust during the coming days.

The audited expenditure pattern of MJF reflects that about 88 percent of the programme expenses are allocated to PNGOs. Benefits of the rest 22 percent are also partially used by the various programmes that have some bearing on the performances of the PNGOs.

Section 3. Response of MJ to recommendations made in earlier reviews

Summary of Recommendations of last OPR	Action Taken/ Initiated by MJF
Select small number of strategic initiatives (by theme, location, institutional partner) which build on MJF strengths and focus on high need populations	MJF with active consultation with partners and the in-house research and review has selected priority areas of thematic intervention areas.
Create Policy/Advocacy Directorate. Add	Appropriate actions have been taken

researcher.	
More flexible project cycle: delay 9th round in 2007, increase project size, length	Appropriate actions have been taken
Additional focus on impact in project design, add one M&E staff member	Appropriate actions have been taken
Strengthen finance and corporate management capacity by senior appointment	Appropriate actions have been taken
The Activity Fund should be reviewed to ensure that it can support recommendation number 3 above	New project proposal has proposed additional allocation for Activity Fund.

Section 4: Appraisal of the MJF proposed programme outlined for next three years of 2010-2012

A DFID commissioned OPR team observed that the likely achievements of the MJ by the end of phase one (2007) are of three folds: i. a body of appropriate and successful projects established; ii. Networks of NGOs capable of providing effective rights-based programming; iii. An institution (MJF) capable of providing sustained support to rights-based institutions. MJF has successfully met all targets and to date has funded and supported 137 on-going projects, which have been carefully selected from an astonishingly high number of applications (4000) across eight funding rounds. The number of projects is expected to increase to 155 by December 2007.

The OPR further noted that MJF would be able to use larger amounts of funds in the next phase. *“OPR considered that MJ will be in a position to absorb significant additional funding. We think that a further replenishment should be sought prior to the launch of the Trust for a further five years (2007-2011) at roughly double the level of the first funding period, i.e. in the order of £8m/year or £40m over a five year period.”*

The proposed project proposal outlines the vision and scope of work that Manusher Jonno Foundation. These prime programme objectives aims to: a. establish itself as the premier organization providing funding and TA support to a range of organizations working on human rights and good governance; b. grow as an organization including being able to offer state of the art expertise to donors in selection, grant management, monitoring and capacity building of organizations working on human rights and governance issues; and c. increase specialization within the organization appropriate to the challenges of growth.

As part of planning for the next phase, MJF has defined its vision and mission as follows.

Vision: The dignity and well being of all peoples (especially, poor, marginalized and socially excluded) are ensured by responsible, accountable and transparent duty bearers, the actions of committed and capable defenders, and rights holders who are aware and mobilized to claims their rights and entitlements.

Mission : In order to contribute towards the above vision, MJ will : a. *Support* both financially and technically, a critical mass of public and private organizations working in the area of increasing awareness and fulfillment of human rights and improved governance to poverty reduction, b. *Facilitate* coherence in human rights and governance work in Bangladesh, through networking and policy advocacy; c. *Monitoring* the human rights and governance situation in the country and make the information available publicly.

Proposed Thematic Programme Areas

MJF has developed programmes on some key issues which are based on the five themes it had originally started work on. Through its experience of the last 3 years, has decided to continue and deepen work on the following programme areas which have been reconfirmed by research, analysis and consultations. a. Local governance, b. Rights of extreme poor, marginalized and socially excluded, c. Violence against Women, d. Child development and protection, e. Workers rights, f. Corporate governance, f. Right to information, g. Access to justice, h. Socio-economic development in Chittagong Hill Tract (CHT), i. Governance performance monitoring.

During field based FGDs, the Consultant, observed that the proposed programme areas have been identified and reconfirmed by active consultation with the existing partner organizations and their on the basis of the PNGOs relative institutional strengths and assessment of the objective ground reality.

The objectives of the second phase from 2008-2012 are as follows:

- Support and promote various initiatives seeking to ensure human rights and good governance that lead to poverty reduction.
- Maintain and extend visibility and impact on human rights and governance
- Grow as an organization including being able to offer services to donors in grants management and capacity building to organizations in human rights and governance
- Increase specialization within the organization appropriate to the challenges of growth.
- Take a lead in selected advocacy issues and increase network within and outside Bangladesh to work with a varied stakeholder groups.

The proposed project envisaged that US \$ 46.5 million-will be required over a period of 5 years, (2008-2012) 6.5 million as management costs and 40 million as grants. It is also envisaged that about 150-200 organizations will be supported and as many organizations will be provided capacity development services of various types. Based on the trends of seventh round (July 2006) and expended by the end of 2007 and as per present calculation MJ estimates that there will be a shortfall of two million pounds. If MJF is to select new projects in the eighth round (January 2007) it will need a new injection of funds for grant making.

Manusher Jonno Foundation is therefore submitting a revised proposal and budget to cover grant making to approximately 150-200 projects and operations costs for the period 2008-2012. The fund requirement of MJF in 2007 is approximately six million pounds.

Section 5: Assessment of the proposed budget and financial management procedures

As per the proposed budget of the next phase MJF is requesting GBP 45.8 million for the next phase 2008 to 2012. Approximately GBP 38.05 million is for grant making to 150-200 partners and 8.5 million for operations. Operations costs include personnel, logistics, technical assistance (local and international), workshops, seminars, overhead, contingency and capacity development.

Furthermore MJ proposes a new and innovative funding opportunity for the small community based NGOs fall outside of NGOAB rule of registration. The proposed fund called Activity Fund will enable MJF to go into service contract with trade unions, research bodies or individuals, government training institutes etc. MJF would also like to work with regional organizations to address some of the common issues that affect the lives of people across and between borders such as safe migration, trafficking, water sharing etc. Most importantly it will give flexibility to MJF to work with Government bodies and training institutes so that MJF is able to address and support the supply side of work which is of critical importance if MJF is to have any impact on governance and improving the lives of the poor.

MJF has inherited human resources and financial management systems from CARE that have provided a solid foundation on which to build on. MJ has developed a financial system which is transparent with the right checks and balances. The activities of Finance Section are divided into grant management and operational fund management. Financial assessment of the potential applicants is handled by MJF finance section and the local counterpart of Deloitte and Touché.

Deloitte and Touche as a first tier member of the consortium is also assisting MJF to further adaptation new financial management system. MJF receives quarterly progress and finance report from the partners and disburses fund quarterly. Moreover financial monitoring for each partner is scheduled quarterly for on the job capacity building on managing the financial system and in order to identify any weakness. All audit reports have given a clear indication of effective and transparent financial management system of MJ.

Assessment of the financial management system of MJF and the review of the audit reports do indicate that MJF has all the professional competence and system to handle the proposed budget effectively with highest level of professional standards.

Section 6: Budget of the Proposed Programme

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5	Total	%
Administration and Management							
Administration and Management	322,851	375,401	399,667	376,305	410,787	1,885,011	4%
Fund raising and institution building	91,881	110,396	111,222	74,919	38,157	426,575	1%
Programme							
Grants making	8,331,903	10,113,138	10,166,312	6,514,286	2,933,333	38,058,971	83%
Capacity building & training	258,998	284,616	299,928	302,101	312,682	1,458,325	3%
Policy and advocacy	597,170	641,846	656,009	675,537	569,642	3,140,204	7%
Total Programme cost	9,188,071	11,039,599	11,122,249	7,491,923	3,815,657	42,657,500	98%
Contingency 2% on prog. Cost	183,761	220,792	222,445	149,838	76,313	853,150	2%
TOTAL BUDGET (GBP)	£ 9,786,564	£ 11,746,188	£ 11,855,583	£ 8,092,987	£ 4,340,914	£45,822,235	100%

The proposed budget of the programme is GBP 45,822,235. Of which 83% will be channel through the PNGOs as against the prioritized projects in the broad thematic sectors of MJF. As a whole the proposed programme has about 4% is earmarked for administration and management, given the diversity of volume of monitoring and other institutional supervision and the overall management cost, is reasonable and justified.

The budget also indicates that 3% of the programme cost is dedicated to capacity building of the partners and 7% is earmarked for policy advocacy, in which the PNGOs are also directly and indirectly involved.

Given the track record and the growing demand side, the budgeted amount for Grant making is also justified.

MJF has the institutional and management capacity to handle such budget. Over the last few years various management reviews including financial management reviews and OPR has also acknowledged the financial management competence of MJF.

The proposed second phase envisaged that US \$ 45.8 million would be required over a period of 5 years, (2008-2012) - of which 38 million pound for grant making to 150-200 partners, 2.3 million as management cost and 4.7 million earmarked for capacity development, policy advocacy etc. But grants agreement with DFID is made for 30 million pound sterling. **There is a short fall of 10.8 million Pound Sterling which needs to be funded by a supportive donor agency.**

Section 6: Risk and Challenges

There are no significant new risks as such except the critical issue of delayed NGOAB in processing the PNGOs project support documents. MJF however has to encounter some functional and programme level challenges. Over the years MJF has covered a diverse portfolio of projects which have contributed towards identifying and developing policy and advocacy issues that have drawn the national level policy makers. Furthermore different programme interventions have recorded significant changes in the live and livelihood of the poor and disadvantaged groups. However even with such achievements, MJF will have to be selective and cannot support unlimited numbers of issues and projects. In coming years MJF has to be strategic to address some key challenges. Such challenges are:

- increasing the proportion of projects which deliver sustainable impacts for poor people;
- identifying and prioritizing focus areas and issues which will generate impact at higher level and leverage broader, regional or national impacts;
- achieving systematic, sustainable and structural change in institutions necessary to deliver rights and services to poor people; and
- ensuring that results achieved are documented at project and theme level as a basis for lesson learning and continuing to improve project design.

Section 7: Conclusions and Recommendations

The Consultant strongly recognized and acknowledges that during the present phase of its operation and programme implementation Manusher Jonno Foundation has rightly addressed its mission goals and its progress is both in qualitative and quantitative terms in track. This Consultant is convinced that MJF has developed an approach that can improve the lives of the ultra-poor and excluded populations in a systematic ways towards mainstreaming them in the pace and process of dignity and development.

In contrast to asset transfer strategies, human rights and governance programming generates impacts at differing rates of time, sometimes beyond the life of the project. Also there are livelihood impacts from this programming that do not yield to easy measurement, such as a sense of physical safety, a new-found dignity, a chance to cultivate aspirations. Nonetheless, the team

There are sufficient qualitative and quantitative evidences to suggest that MJF has significantly contributed to strengthen the demand side of the human rights and good governance, which will ultimately enhance the human dignity, social justice, opportunities for better option for livelihood of the marginalized population of the country.

The Consultant strongly recognizes that during the present phase of its operation and programme

implementation MJF has rightly addressed its mission goals and its progress both in qualitative and quantitative terms is on the right track. This Consultant is also convinced that MJF has developed an approach that can improve the lives of the ultra-poor and excluded populations in a systematic ways towards mainstreaming them in the pace and process of dignity and development.

Based on the empirical evidences drawn by a number of ORP missions, content analysis of secondary documents, the present review and assessment, and considering the institutional capacity, professionalism and image of MJF, this Consultant recommends to the RNE to support MJF with an amount of 15 million Pound Sterling, which falls short of the budgeted and targeted programme of the next phase.

However, if RNE has fund constraints, it may consider supporting part of the gap fund and ask MJF to adjust the budget through restructuring programme coverage, project size and the overhead costs.

Terms of Reference (TOR)
for
Review (2007-2009) and **Appraisal** (proposed phase 2010-2012)
of
“Manusher Jonno Foundation”

1. Background

Manusher Jonno (MJ) was designed in 2001 as an innovative local funding mechanism to support work in the area of human rights and good governance in Bangladesh. Through an open bidding process CARE-Bangladesh was selected to establish and operate the project. The programme started implementation with funding from DFID in July 2002. It became an independent entity in the name of **Manusher Jonno Foundation (MJF)** in 2006, when it got formal registration as a *Company Limited by Guarantee*. In 2007, MJF was registered with the NGO Affairs Bureau of Bangladesh (NGOAB) and got its certificate to receive foreign donations/funds to work as a non-profit organization.

The ultimate goal of MJF is to make poor women, men and children more able to achieve their civil, political, economic, social and cultural rights and to improve their security and well-being. With this aim in view, MJF acts as an institutional leader in human rights and governance programming within Bangladesh, that can provide technical and financial support to organizations working in the field of human rights and good governance. MJF manages a large grant fund (financed by DFID and Norway) which supports the human rights and governance activities including capacity building of a network of national NGOs and other stakeholder institutions. So far MJF has succeeded to make donors fund available to support 123 ongoing projects that would otherwise not have been able to access such funds.

Together with DFID, the Royal Norwegian Embassy (RNE) has been supporting MJF since 2007. Norway's existing contract (2007-2009) with MJF is going to finish in December 2009. However, based on MJF proposal in accordance with its existing 5 years contract with DFID, the Embassy in principle agrees to continue to channel funds through MJF for next three year period of 2010-2012.

2. Purpose/objectives

The overall objective of this review and appraisal is to assess the results, achievements and impact of the project with due consideration of cost effectiveness, efficiency and to provide an assessment of the pertinence of the proposed programme including the budget. Therefore, the purpose of this consultancy is two-fold: (a) review the current project phase of 2007~2009 focusing on its programme efficiency and effectiveness with consideration of the project operational aspects, progress and expected results compared to its original plan; (b) appraisal of the MJF proposed programme outlined for next three years of 2010~2012 period in accordance with its future strategy and thus to provide an assessment of its budget justifications and recommendations thereof.

3. Methodology and Scope of work:

The methodology will consist of an extensive documentation review, focus group discussions project beneficiaries and interviews with relevant project staffs along with partner NGOs (PNGOs). Following the desk study of the project documents, consultations/meetings with stakeholders including field visits may be undertaken. MJF shall provide supports to the consultant including arrangement of meetings with stakeholders to carry out the review and appraisal tasks.

The consultant is expected to review and develop a comprehensive qualitative analysis and assessment of the programme documents. The categories of respondents expected to be covered are (but may be not limited to the following):

- MJF board members and executive line management

- Representatives of the PNGOs
- Cross-section of people during field visit including members of the networking organisations and civil society
- Representatives of the mass media, lawyers, personnel of the govt. and relevant agencies (as desired by the consultant).

The appraisal shall assess:

- to what extent it responds to recommendations made in earlier reviews (OPR, cluster reviews etc.) and learnt in the first phase.
- whether there are identifiable risk factors that can have a negative impact on project implementation.
- the appraisal shall also assess the financial management procedures with a particular focus on qualitative monitoring of the programme.

4. Sources of information

MJF shall make available to the consultant all relevant project documents, and shall ensure consultants access to all relevant data/information necessary to complete the review and appraisal tasks. However, the consultant should use the following documents (at least, but not necessarily limited to these), for example:

- project proposals,
- contract documents,
- project progress reports, annual reports, audit reports etc.
- internal project papers, meeting minutes, PNGOs report etc.
- assessment / review reports (OPRs).

5. Implementation of the consultancy:

The review and appraisal shall be undertaken by an expert consultant preferably be an institutional development specialist with extensive knowledge on governance and rights issues including pertinent national policies, tools etc. He/she shall collectively represent expertise in the areas of human rights, gender (women and children rights), organizational development, review, evaluation, impact assessment methodologies including financial assessment of NGOs and report writing. The consultant shall be responsible for his planning based on this TOR and coordinate his own tasks accordingly for timely submission of a comprehensive report to the Embassy.

6. Timeframe and Report delivery:

The review and appraisal shall be undertaken for a period of two weeks (14 working days) during November 2009 (the planned start date is early November). The consultant is expected to present a preliminary summary of findings and recommendations at a debriefing meeting (at RNE/MJF) as soon as the draft report is prepared and submitted (in hardcopy and electronic version) to the MJF and the Embassy.

The MJF and the Embassy shall deliver their comments at the debriefing meeting, or if necessary, shall provide in writing to the consultants within the next working week (the dates can be agreed in the meeting). Afterwards, the Final Report shall be submitted within another week time to the Embassy in three original copies and with a CD version.

The Final Report shall include a brief Executive Summary with major findings and recommendations. The size of the report shall not exceed 25 pages including analysis of the findings and recommendations. However, additional supporting information, if necessary, may be appended to the report. The reporting language shall be in English.

