MFS II EVALUATIONS

Joint evaluations of the Dutch Co-Financing System 2011 - 2015

*Civil Society contribution
towards achieving
the Millennium Development Goals*

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Country report

BANGLADESH

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July 2015

SGE **Stichting Gezamenlijke Evaluaties**

NWO
Netherlands Organisation for Scientific Research
WOTRO Science for Global Development

PREFACE

This report is one of a series of evaluation reports, consisting of ten reports in total, reflecting the results of the jointly-organised MFS II evaluation:
- eight country reports (India, Bangladesh, Ethiopia, Uganda, Indonesia, DR Congo, Liberia, Pakistan);
- a synthesis report (covering the eight country studies); and
- a report with the results of the international lobbying and advocacy programmes.

This series of reports assessed the 2011-2015 contribution of the Dutch Co-Financing System (MFS II) towards achieving the Millennium Development Goals, strengthening international civil society, setting the international agenda and changing decision-makers' policy and practice, with the ultimate goal of reducing structural poverty. On July 2nd, 2015, the reports were approved by the independent steering committee (see below), which concluded that they meet the quality standards of validity, reliability and usefulness set by the Ministry of Foreign Affairs.

MFS II has been the 2011-2015 grant framework for Co-Financing Agencies (CFAs). A total of 20 alliances of Dutch CFAs were awarded € 1.9 billion in MFS II grants by the Ministry of Foreign Affairs. CFAs receiving MFS II funding work through partnerships with Southern partner organisations supporting a wide range of development activities in over 70 countries and at the global policy level.

The MFS II framework required each alliance to carry out independent external evaluations of the effective use of the available funding. These evaluations had to meet quality standards in terms of validity, reliability and usefulness. The evaluations had to focus on four categories of priority result areas, as defined by the Ministry of Foreign Affairs, and comprise baseline assessments serving as a basis for measuring subsequent progress.

Out of the 20 alliances receiving MFS II funding, 19 decided to have their MFS II-funded activities evaluated jointly. These 19 alliances formed the *Stichting Gezamenlijke Evaluaties (SGE)*[1], which acted on their behalf in relation to the joint MFS II evaluation. The SGE was assisted by an 'Internal Reference Group', consisting of seven evaluation experts of the participating CFAs.

The Netherlands Organisation for Scientific Research (NWO/WOTRO) managed the evaluation and selected ten research teams to carry out the joint MFS II evaluation: eight teams responsible for carrying out studies at country level, one team responsible for the synthesis of these country studies, and one team responsible for the study of international lobbying and advocacy. Each study comprises a baseline assessment (2012) and a final assessment (2014). Research teams were required to analyse the effectiveness, efficiency and relevance of development interventions funded by MFS II. An independent steering committee was appointed to verify whether the studies met with the required quality standards. In its appraisal, the steering committee drew on assessments by two separate advisory committees.

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[1] *Stichting Gezamenlijke Evaluaties can be translated as Joint Evaluation Trust.*

The evaluation has been implemented independently. The influence of the CFAs was limited to giving feedback on the first draft reports, in particular to correct inaccuracies. The contents and presentation of information in this report, including annexes and attachments, are therefore entirely the responsibility of the research team and/or NWO/WOTRO.

However, as SGE we are responsible for adding this preface, the list with parties involved and a table of contents, in the cases that the report is a compilation of several reports.

In addition we would like to note that when reference is made to individual case studies, these have to be seen as illustrative examples, and not as representative for the whole partner portfolio of a CFA.

The Dutch CFAs participating in this unique joint evaluation are pleased that the evaluation process has been successfully completed, and thank all the parties involved for their contribution (see the next pages for all the parties involved). We hope that the enormous richness of the report will serve not only accountability but also learning.

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[1] Stichting Gezamenlijke Evaluaties

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JOINT MFS11 EVALUATION BANGLADESH

NARRATIVE REPORT

Submitted to:
Netherlands Organisation for
Scientific Research WOTRO
Science for Global Development

MAY 2015

The report is the result of a collaboration between three institutions: University of Bath, INTRAC and Bangladesh Institute of Development Studies.

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Narrative at Country Level

1. **Executive Summary**

> *"Civil society members only offer advice. They are like a cancer on the society. This parasite ... the cancer named civil society must be uprooted from the society"[1]*

1. Since its transition to democracy in the early 1990s, Bangladesh has made significant progress in terms of socio-economic development and growth. The country has benefitted from a combination of macroeconomic stability, GDP growth, increased revenues from remittance, continued reductions in levels of poverty and extreme poverty, and notable progress against the majority of Millennium Development Goals targets. Bangladesh is now ranked 142 out of 187 countries in the Human Development Index, and the UN has placed it among the 18 countries making the fastest progress in human development.

2. Despite the progress, key challenges remain. The population continues to grow while the land reduces. Recent estimates predict that the county will lose 11% of its land by 2050. Moreover with population growth, the absolute number of people living in poverty and extreme poverty remains very high; inequality continues to rise; the spatial distribution of poverty is uneven; and Bangladesh remains one of the most food insecure countries in the world.

3. More recently however the challenge which causes most concern is Bangladesh's poor record on governance, corruption and the protection of social-political rights. The political environment in Bangladesh is characterised by a partisan and winner takes all mentality; political opposition and dissent is increasingly met with force and violence, and the accountability of duty bearers to citizens is very weak.

4. Bangladesh has a long history of successfully implementing poverty reduction programmes. The Government of Bangladesh supports a large number of social protection programmes, including social safety nets, which are designed specifically to assist the most disadvantaged in society including women, children, the elderly and disabled. During the 2011-2012 financial year, the Government allocated around 14% of the national budget for these programmes.

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[1] On 9 February 2015, local media reported that the Food Minister of the Government of Bangladesh had made this statement at a programme in Dhaka. See http://www.thedailystar.net/frontpage/omg-63877

5. The NGO sector in Bangladesh is one of the most renowned in the world and one of the largest. It is a key player in the task of reducing poverty and enhancing wellbeing, and has been at the forefront globally of innovation in microfinance, group mobilisation, income and employment generation support, and civil society strengthening and action.

6. The relation between Government and NGOs has always been tense and problematic, with periods of outright hostility and mistrust. The NGO sector is accused - mostly by government officials - of being ineffective, inefficient and beholden to donor/international agendas. At the same time, the government is often the target of NGO mobilisation especially in relation to issues around governance, rights and entitlements. The relation between Government and NGOs is further complicated because the latter in particular rely ultimately on political allies and support in order to carry out their activities. Inevitably this means that NGOs are exposed to and have to engage with the imperatives of partisanship and patronage, which underpin the wider political environment.

7. Given its size, the NGO sector is the most visible civil society actor in Bangladesh. Its relation to civil society however is not without tensions. On the one hand, the visibility of the NGO sector has meant that civil society has to some extent been restructured away from an array of indigenous interest groups and is now more associated with a narrower combination of development-orientated objectives such as service delivery, group mobilisation and advocacy. Some argue that this subverts genuine civil society grassroots activism. On the other hand, the NGO sector is accused by other civil society actors of being too close to Government and of competing with each other for external funding. This all creates conflict within civil society and weakens the collective efficacy of the sector.

8. The MFS 11 study covers a two-year period from 2012 to 2014. This has been a particularly turbulent period in Bangladesh's recent history. The country's two main political parties have been locked in a ferocious political battle with the opposition regularly calling a series of strikes, *hartals* and blockades which have led to widespread violence, disruption and instability. The opposition party refused to participate in the 2014 elections, and has since thrown its energy into mobilising a movement to oust the government. This has resulted in increased levels of disruption and violence, and an escalation in the use of state forces to suppress all forms of opposition, often labelling it 'terrorism'. As we submit this report, the situation remains precarious and the future very uncertain.

9. The role of civil society and the room for manoeuvre in this period of turbulence is equally uncertain. Any opposition is perceived as a direct threat, including non-partisan opposition.

The phrase attributed to the Food Minister reproduced at the head of our report gives some indication of the levels of mistrust, antagonism and suspicion.

10. The prevailing political and structural conditions have profound implications for the MFS 11 evaluation, and makes the task of identifying and making sense of casual links between SPO activities and observed outcomes extremely challenging. In short, the scope for effective and impactful SPO activity over the past two years has been very limited. In log frame terms, the right hand 'assumptions' column has overwhelmed the implied causation through a theory of change between inputs, outputs and outcomes.

11. The Netherlands has a long tradition of public support for civilateral development cooperation, going back to the 1960s. The Co-Financing System (*Medefinancieringsstelsel*, or 'MFS') is its most recent expression. MFS II is the 2011-2015 grant framework for Co-Financing Agencies (CFAs), which is directed at achieving a sustainable reduction in poverty and is the successor to MFS I, which covered 2007-2010. A total of 20 consortia of Dutch CFAs have been awarded €1.9 billion in MFS II grants by the Dutch Ministry of Foreign Affairs (MoFa). The MFS II Evaluation consists of a baseline (2012) and follow up survey (2014) to a) assess the effectiveness, efficiency and relevance of development interventions funded by MFS II; b) develop and apply innovative methodologies for the evaluations of development interventions; c) provide justified recommendations that enable Dutch CFAs and/or their Southern partners to draw lessons for future development interventions.

12. The MFS II Evaluation covers three priority results areas: a) MDG achievement, b) Capacity Development and c) Strengthening Civil Society.

13. Over the period under review, MFS II supported just over 60 SPOs in Bangladesh. For our Evaluation, 4 projects were pre-selected for the MDG component, 5 pre-selected for Capacity Development and we selected 16 for Strengthening Civil Society. The selected SPOs capture a range of development interventions, different scales of operation and varying levels of MFS II funding and support.

14. In our evaluation, we have adopted an important distinction, which is applicable to the NGO sector more generally. We therefore distinguish between NGO strategies of intermediation and mobilisation. In the former, NGOs act on behalf of or represent the interests of their respective beneficiaries or clients. This strategy comes into play when NGOs fill gaps in public services. In the mobilization strategy, beneficiaries themselves should have the capacities developed to represent themselves directly. This strategy comes into play when

NGOs aim to compel duty bearers to be more accountable to citizens, i.e. transform political structures. Over time in Bangladesh, NGOs have tended to veer more towards the intermediation strategy, partly because it reflects programme opportunities and partly because mobilisation strategies require more time and resources.

15. For the MDG component, 'before-after', 'project-control comparison', and 'difference-in-differences' methods were used to assess the impacts of the projects. This was complemented by group discussions and individual interviews. Where possible, we adopted control/comparison groups. For the Capacity Development component, our methods were anchored in an intensive case study approach, which consisted of scoring against 5 organisational capabilities and an inductive contribution style analysis, which built on reports of positive and negative impact of SPOs. In the Strengthening Civil Society, we applied CIVICUS scores to all selected SPOs and then focussed on developing 5 'thick case studies' using contribution analysis. In cases where SPOs were selected for more than one of the components, we joined up our analysis.

16. One of the Evaluation's aims was to develop and apply innovative methodologies for the evaluations of development interventions. The MDG component has followed a rigorous control group analysis and adopted standard statistical techniques. Findings were triangulated with qualitative interviews and observations. For the capacity development component, the innovation of the methodology lay in the combination of an inductive organisational assessment and a contribution analysis anchored in impact analysis. Both exercises were highly participatory and involved a wide range of stakeholders. In many ways this approximates a more sophisticated 'most significant change' type approach. The value of the approach is that it can be used at the end of projects but also during project implementation. This form of assessment not only evaluates capacity but in its implementation, actually contributes significantly to capacity development. The Strengthening Civil Society component combined CIVICUS scores and detailed 'thick' case studies. In Bangladesh there are no national CIVICUS studies and therefore it proved difficult to benchmark MFS SPO results. The case studies were built around a contribution analysis approach and proved to be insightful. In particular out attempt to numerically test alternative assumptions was innovative and contributes to the growing literature on 'contribution analysis'. Again the approach was high participatory; and again is agile enough to be implemented during as well as at start/end points of a project. In both capacity development and strengthening civil society components, we successfully incorporated deep qualitative observations in a rigorous, systematic and transparent manner. These approaches could be used in future development interventions assessments.

17. The four projects evaluated under the MDG component all resulted in clear positive changes in the lives and livelihoods of beneficiaries. These positive changes include increased incomes; reduced levels of poverty; improved educational attainment; greater access to sanitation; and higher scores recorded under empowerment of women. Beyond these outcomes, there have also been notable improvements in more sensitive areas such as reduced dowry payments; knowledge around early marriage and pregnancy; awareness of gender equality, as well as the rights and entitlement of young women and girls; and knowledge of sexual reproductive health.

18. Our evaluation of the Capacity Development component resulted in a more mixed picture, and a more difficult one to assess. Whilst on the one hand, there were numerically insignificant changes to the overall aggregate scores of the five capabilities (adapt and renew; act and commit; deliver on development objectives; relate to external stakeholders; achieve coherence), there were some changes for some SPOs in the capabilities' sub-items. Given the short timeframe of the review, this is not an unusual outcome and should not be seen as a negative assessment of MFS II support. Indeed in general we observed good levels of capacity in the SPOs we visited. It is also possible that in some cases, MFS II funding may not have made much of a contribution to this existing capacity. However, our capacity development analysis revealed some interesting observations around 'reverse capacity development' which reinforces the idea of capacity maturity among SPOs, and some provoking insights into the consequences of withdrawing support from SPOs.

19. Achieving observable impact in strengthening civil society is a lengthy process and of course as an outcome, is more likely to be affected by the external environment. In general the CIVICUS scores over the 2012-2014 period show a positive trend, and SPOs demonstrate particular strengths in civic engagement, practice of values and perception of impact. Even in cases where SPOs take risks in pursuit of rights based agendas, the scores are positive. Furthermore SPOs that are more "membership based or membership owned", tend to score higher than other SPOs. This we believe is because the processes of including target groups in analysis and strategy is relatively easier and the costs associated with it are lower. Scores tend to decline or stagnate in cases where funding has either stopped completely or has been reduced significantly. The one average CIVICUS score, which declined was environment. This would initially reinforce our analysis that SPOs are currently operating under hostile conditions. The case studies are rich in detail and in general point to the significance of successfully negotiating with local socio-political in order to implement programmes.

Moreover it is clear that MFS II is supporting some innovative programme developments such as Girl Power which engage with deep structural/cultural inequalities.

20. The assessment was asked to evaluate the effectiveness, efficiency and relevance of development interventions funded by MFS II. The efficiency question referred to the MDG component. We examined efficiency in broad terms, i.e. we assessed whether the intended output had been achieved within the budget and project time frame. We can confirm that all of the SPOs achieved their planned outputs. We are therefore confident to state that the SPOs have been efficient. For the four MDG projects, two (A1 and A4) will only be completed in 2015. It therefore does not make much sense to carry out further efficiency analysis. For project A3, the MFS II budget was very relatively small (around 10%) and the project was complex involving significant social mobilisation ambitions. As such again it did not make much sense to pursue a detailed quantitative efficiency test. For the final project (A2), the project had been completed before the baseline had been carried out. On all MDG projects, we carried rigorous Difference in Difference analysis. These allow us to infer some statistically significant positive outcomes ~~given~~ despite the short span of evaluation period in question, which in turn allow us to indicate that outputs have been effective. Our best analysis of the efficiency of the capacity development and strengthening civil society components is that in general there is good evidence of progress towards planned outputs or that planned outputs have been achieved. On the whole, we consider this level of progress positive. It is of course impossible to make any summary statement about the relevance of the different SPO interventions. The range of activities supported through MFS II is quite broad and there are a large number of SPOs supported. All of the projects we assessed, seem to be well connected to a MDG theme, and there is a mixture of more 'traditional' activities (support for livelihoods) with more innovative ones (Girl Power). Many of the latter in particular could be considered 'path breaking' in Bangladesh.

21. Finally the review was also asked to provide justified recommendations that enable Dutch CFAs and/or their Southern partners to draw lessons for future development interventions. Specific recommendations appear in the technical papers and so we confine ourselves here to some broader observations

   I. Given the political landscape in which SPOs have had to operate over the past two years, the fact that they have achieved positive results in all three components is an indication of effectiveness, resilience and innovation. In general, we observed positive results for SPOs adopting intermediation as well as mobilisation strategies in delivering planned outputs. Almost all sectors in Bangladesh have suffered as

result of the ongoing political tensions and turmoil. The NGO sector is not immune to the same setbacks and frustrations, and it is therefore to their credit that they have been able to operate successfully.

II.   The nature of the CFA-SPO relationship and the levels of funding commitments have a strong influence upon the SPOs and their capacity to achieve expected outcomes. Here, we argue, lies a core problem of donor resolve and morality – a problem which was brought home to us during the evaluation. SPOs in Bangladesh take far greater and higher risks than donors. Where long term stability and support are not signalled, SPOs are exposed and the effectiveness of any development investment is jeopardised. One clear recommendation therefore is that partnerships with SPOs need to be long-term. This does not preclude performance assessments but does imply a commitment which will enable meaningful capacity development and strengthening civil society.

III.   We have attempted to engage directly with the question of attribution. In social sciences, this is a complex and challenging question. In Bangladesh, the funding support to SPOs is in some cases relatively modest. Moreover in many cases, MFS II offers modest support to quite mature SPOs with large programmes and long standing histories of successfully implementing development projects. In cases when either or both of these conditions occur, tracing impact and asserting attribution are complex tasks. We observed in too many cases, that project design was carried out without thinking sufficiently about impact monitoring. As a result we are convinced that the fuller impacts of some implemented projects are not captured. We would recommend that impact considerations are fully embedded into project design and that this takes place at the very start of any project proposal – and certainly before the project starts.

IV.   The observation that the MFS II portfolio in Bangladesh consists of relatively modest amounts of funding provided to mature SPOs with established project portfolios, leads to a second more strategic decision about whether future investments should be 'spread thinly' or 'concentrated' in fewer areas of intervention. On the one hand, by spreading thinly and investing in established large programmes, MFS II has in some regards 'picked good winners'. On the other hand, the contribution of MFS II in impact terms is not always easy to discern. We do not feel in a position to make specific recommendations in this

regard but feel it is a key strategic decision which requires deliberate consideration in the future.

V. Dutch CFAs have a very good reputation in Bangladesh and are seen as effective development partners. For this reason perhaps, and at a very general level, we observed that the SPO projects were well designed, relevant to country context, and in some cases very innovative.

VI. We observed a range of practices in terms of the quality of the relationship between CFAs and SPOs, with examples of excellent collaboration but also of poor communication and weaker partnership. The structure which brings CFAs together in alliances can allow for a sharper development focus around core priority themes and as such, can enhance mutual learning and development effectiveness. We have been able to observe this in our Evaluation. The alliance structure can also however become quite messy with partners in Bangladesh not entirely clear about lines of communication, mutual obligations and ultimately accountability.

VII. The commitment to MDG delivery, capacity development and strengthening civil society meant that in principle, there were three separate streams of funds to support activities pertaining to the three components. In most cases this did not happen in reality. Often funding for capacity development and strengthening civil society were subsumed under other activities or funding streams. In the end it was not possible to separate the three components out. In the future, if there is a commitment to a number of results priority areas, it is important from the outset to have greater clarity about the funding of each priority. This is especially relevant when relatively modest amounts of funding are provided.

VIII. There is an expectation that SPOs 'owned' their theories of change and were familiar with the logical connections between inputs, activities, outputs and outcomes. In too many cases, we observed that SPOs were not clear about theories of change, and were not able to clarify relations between MFS II funding, CFA involvement and the development/articulation of their theories of change. This is not a criticism of the SPOs but an argument which reinforces the need for greater support for capacity development.

IX. The commitment to strengthening civil society is a key component of MFS II. We were however surprised at how little there was in terms of training or capacity

building in this regard. This is an area where CFAs actually have expertise and it is an area where the alliance structure might well be suited. We would recommend that in the future, more attention is given to building capacity to strengthen civil society.

X.   Finally, we want to end with a summary statement. We have observed that longer term relationships and partnerships lead to more effective outcomes and satisfaction. We observed this even in cases where long term partnership came with reduced financial commitments. It is important, in attribution terms, to capture the effects of these longer-term commitments and partnerships. **In our view: the overall MFS11 objective of strengthening civil society as a building block for structural poverty reduction is best served through long-term, regular and flexible support for SPOs.** In our evaluation we have seen that CFAs are in a strong position to deliver on this.

2. Relevant Country Context

"Civil society members only offer advice. They are like a cancer on the society. This parasite ... the cancer named civil society must be uprooted from the society"[2]

2.1 Introduction

The Baseline report offered a summary of context for that time (2012) which was more descriptive than analytical. For this final report, a more analytical approach is expected in order to understand the 'space' or 'room for manoeuvre' for civil society to flourish with the support of international donors like the Dutch government, through their network of CFAs. In 'logframe' terms, this might be considered as the 'assumptions' column, which frames the prospects of outputs leading towards preferred or intended outcomes.

In important respects, the context for civil society in Bangladesh has changed significantly even in the two year research period 2012-14. The political context has changed dramatically and will continue to shape the next 4 years, but with uncertain outcomes (see later part of this context section). Let us first revisit the longer term context within which more recent changes have occurred. This involves reminding the reader of some of the trend analysis in the earlier baseline report.

Bangladesh has a population of about 150 million with an area of only 144,000 square kilometres which makes the country the most densely populated country in the world barring a few small city states like Singapore. The Bangladesh economy has experienced both macroeconomic stability and modest economic growth following its transition to a democratic process in the early 1990s. The economy registered an average GDP growth of around 6 per cent in recent years (Table 1). However, the rate of inflation has gone up to the level of two digits in recent times, affecting lives and livelihoods, particularly of the poor and the vulnerable.

The incidence of poverty (including moderate and extreme poverty) has declined in Bangladesh over the past several years (Table 2). As the estimates indicate, income poverty has declined from 56.6% in 1991-92 to 40.0% in 2005 and 31.5% in 2010. Similarly, extreme poverty has also declined substantially during the same period. However, nearly one-third of

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[2] On 9 February 2015, local media reported that the Food Minister of the Government of Bangladesh had made this statement at a programme in Dhaka. See http://www.thedailystar.net/frontpage/omg-63877

the population of 150 million people in Bangladesh still lives below the national poverty line and extreme poverty remains at 17%, according to the 2010 Bangladesh Household Income Expenditure Survey (BBS 2010). With such a high incidence of poverty, the government as well as non-government organizations and development partners are active in implementing various anti-poverty and social programs to help the poor and the poorest.

2.2 Macro-economic stability, MDG progress and challenges

Nevertheless, Bangladesh has huge potential and has consistently managed strong growth rates over the last 10-15 years. In our 2012 report, we referred to some exciting indicators of this potential including Goldman Sachs listing Bangladesh in their 'Next 11' economies (DFID 2011); and the World Bank's *Ease of Doing Business Survey* ranking Bangladesh 122nd out of 183 countries, and 5th of the 8 south Asia countries (World Bank 2012). The *Doing Business* 2015 data for Bangladesh is not so positive. It falls to 176th place out of 189 economies and is now 7th of the 8 South Asian countries. (World Bank 2015). Over the years this ranking has been gradually deteriorating: 110 in 2009 to 118 in 2011 to 122 in 2011. The cost of starting a business, problems associated with construction permits and protecting investors are all areas which cause concern. According to the 2012 Index of Economic Freedom, Bangladesh's poor business environment is undermined by a corrupt and inefficient regulatory regime which is heavily politicised (Heritage Foundation 2012).

Foreign investments remain relatively low but on the rise with success in the garment, jute, leather, frozen fish and seafood sectors. Revenues from remittances are highly significant. In 2011 they constituted 10% of GDP, and according to 2012-2015 data from the Bank of Bangladesh, they continue to increase, exceeding many foreign exchange inflows, including official development assistance and net earnings from exports. Present levels of political disputation and violence will likely act as a depressor on this potential.

Broad-based private sector led growth and macroeconomic stability have enabled Bangladesh to make considerable development progress. It is ranked 142 out of 187 countries in the 2014 Human Development Index, up 4 places since 2011 and representing between 65% and 70% change against its comparable 1980 value. The general consensus is that Bangladesh has met MDG1 of halving extreme poverty by 2015; MDG2 on universal primary education has been achieved even if drop-out rates remain high; MDG 3 on gender parity in education is well on track; and infant mortality has declined significantly.

However there remain key challenges:

- The population continues to grow while land reduces. With a projected 0.5 metre rise in sea levels, Bangladesh is likely to lose 11 % of its land by 2050 (UNDP 2011);

- High levels of poverty persist with 32% of the population classified as poor, and 17% classified as extreme poor (BBS 2010);

- The country has not performed well in redressing inequality. In 2010, the inequality of per-capita income stood at 0.458, in 2005 it was 0.467. This is likely to impact Bangladesh society as it moves to Middle Income Country status;

- The spatial distribution of poverty is uneven and highly significant (BBS 2009, Ali 2009);

- Bangladesh is highly vulnerable to natural disasters and already experiences the negative impacts of climate change. The fourth IPPC Assessment report predicts significant increases in flooding and droughts in the future;

- Continuing political turmoil involving widespread disruptions to economic activity.

2.3 Agriculture and Food Security

While the overall contribution of the agricultural sector to the national economy has fallen as the industrial, construction and service sectors have grown, its overall significance should not be underestimated. The sector remains extremely important for ensuring food security and because it engages around 65% of the country's workforce. The World Bank Poverty Assessment Report 2000-2010 (2012) attributes the greater proportion of poverty reduction to agricultural labour and recent rises in real wage rates. Although Bangladesh has significantly increased its domestic food production, inadequate food access remains a major problem. Thus Bangladesh remains a highly food insecure country and is ranked 70th out of 81 countries in the 2011 Global Hunger Index (IFPRI 2011), with 16% of the population classified as undernourished (FAO *et al* 2010). Incidences of food insecurity are not evenly spread across the population and reflect social and cultural norms. Thus higher levels of underweight, stunting, wasting and anaemia deficiency are found consistently among women, adolescent girls and young children. A key uncertainty in current food security assessments is the impact of the latest round of food price increases.

2.4 Tracking social indicators[3] and MDGs

Bangladesh is a signatory to the Millennium Declaration at the Millennium Summit held in September 2000 along with 189 nations. The Summit adopted eight specific goals, known as

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[3] Most of the studies published in the last 2 years report on official data available up to 2010. This is when Bangladesh published its last Household Income and Expenditure Survey.

'Millennium Development Goals' (MDGs), for human development and poverty reduction. The government also prepared earlier the Poverty Reduction Strategy Papers (PRSPs) and a sixth Five Year Plan with the primary objective of reducing poverty by half by 2015. The government is committed to bring about changes in the social development of the poor that goes much beyond meeting material needs alone.

Current status and changes over time (1990 to 2007/10) of selected social indicators in Bangladesh are presented in Table 3. **Child nutritional status** reveals that a high proportion of children in the country are currently suffering from malnutrition. It is true for both the measures of underweight (41%) and stunted (43%). In both measures, rural children are lagging far behind than their urban counterparts. Trends however show improvement for both underweight and stunted children over the same period. The percentage of children underweight has declined from 68 in 1990 to 41 in 2010. Likewise, the percentage of children stunted has declined from 64 to 43 during the same period.

The **mortality indicators** have improved over the last 2 decades though they are still fairly high. Under-five Mortality has declined from 151 in 1990 to 73 in 2010. Infant mortality has also declined from 94 to 41 during the same period. Access to safe drinking water is satisfactory at its current state (97.8). However, arsenic contamination is now a great threat to safe water and therefore the definition of access to 'safe water' needs to be reviewed and re-estimated given the arsenic contamination in the water. Only about 54.1% of the total population has access to a sanitary toilet is still very poor.

Bangladesh has invested considerably in its **health sector** and this has contributed to some success in relation to MDGS 4, 5 and 6. Over the last decade, approximately 3.2% of GDP has been spent on health and the per capita health expenditure is US$ 12 (GoB 2009). One of the main challenges remains the scarcity of health professionals especially nurses; and where capacity exists, it is significantly biased to urban centres. Government sources have acknowledged the inequity in health care expenditure with the poorest spending less on health; as well as the spatially unequal distribution of health provision (GoB 2009). Nevertheless, Bangladesh is on track to meet the under-five and infant mortality and children's immunization MDG targets, although the former will be impacted if children's malnutrition rates deteriorate. There has always been serious concerns about Bangladesh' track-record on improving maternal health. A recent survey however shows progress over the last decade, giving rise to cautious optimism (GoB 2010). While there is also evidence of reductions in prevalence of TB and malaria, it is clear that this MDG remains a challenge.

There appears to be a rise in dengue fever, with debilitating consequences especially after first onset.

Though the **literacy rate** has increased from 32.4% in 1990 to 57.91% in 2010, it is still fairly low compared to other developing countries. While male literacy remains higher than for females, the rate of progress of female literacy is much higher implying convergence between the two in this respect. Net primary school enrolment has also improved significantly over the last decade. While the net primary enrolment was 60 in 1990, it was about 85 in 2010. There is little difference between boys and girls in this respect, with girls' enrolment now just higher than for boys. Increasing attention is now focussing on 'schooling' (i.e. quality) as opposed to 'enrolment'. In this, Bangladesh's performance is not as strong.

The HDR 2013 results for g**ender equity** in Bangladesh are especially encouraging with new maternal mortality rates indicating significant improvements on its Gender Inequality Index. This puts Bangladesh among the strongest improving countries in terms of ensuring equity for women. Bangladesh however remains a highly patriarchal society, resulting in considerable gender gaps in almost all development indicators, discrimination at all levels of society, and constraints for women accessing/ controlling resources that would reduce their vulnerability. Women have low levels of protection in the family as they do not have equal rights in marriage, divorce, guardianship, custody or inheritance. Women in Bangladesh also have low levels of physical protection, with violence against women being a common but largely under-reported occurrence. Early marriages and dowry practices are major factors in domestic violence, and there are increasing reports of sexual harassment, rape and assault occurring in work places and institutional settings. The number of reported cases of acid throwing has also been increasing at an alarming rate. Traditional norms and social practices place further constraints on women's participation in activities outside of the home. Although the Constitution affirms equal rights, local norms bear strongly on the ability of women to access employment and education opportunities, and to take on visible or public roles either in politics or in business.

2.5 Social Protection

Bangladesh has a long history of implementation of anti-poverty programmes. Rural Public Works Programmes (RPWP) has been an important policy instrument for the government since the early 1960s to augment employment and income of the rural poor during the lean agricultural season. It has been in operation in one form or other with varying degrees of emphasis for a long time. These have morphed into several other programmes including the

Food for Work (FFW), Vulnerable Group Development (VGD), construction and maintenance of rural infrastructure, directed at generating employment opportunities for the rural poor.

The government is currently implementing over 100 different social protection programmes (including social safety nets) through 24 different ministries/departments in order to support the disadvantaged people including women, children, elderly, and disabled. These programs include: cash transfer programs; food security programs; micro credit for self-employment; and funds for poverty alleviation. In order to support these programmes, an allocation of nearly Tk.226 billion was made in the financial year 2011-12, which accounts for about 14 % of the national budget and 2.5% of the country's GDP. Some of the important cash transfer programs include: 100 days employment generation scheme, old age allowance, widow allowance, disability allowance. Major food assistance programs include: Food for Work, VGD, Vulnerable Group Feeding (VGF), and others. There are also other conditional cash transfer programmes especially connected to the expansion of education and primary school enrolment. Both government and the NGO sector are involved in such CCTs.

Various studies point out that the existing social safety net programs (SSNs) in Bangladesh provide limited coverage which cannot cope with the magnitude of extreme poverty and marginality that exists in the country. The SSNs cover about 15 million people – well short of the 24 million people who belong to the 'extreme poor' category. Furthermore, the SSNs cover mostly the rural poor, whereas the number of urban extreme poor is also large and the nature of urban poverty is more severe than rural poverty in certain respects. This plethora of programmes is currently under review with the intention of streamlining and targeting them more precisely upon the poor.

2.6 Anti-poverty: the rationale for NGOs

The NGO sector in Bangladesh is famous worldwide for its involvement in poverty reduction programmes particularly through microfinance, group mobilisation and income and employment generation support. While it is true, as noted above, that local government structures provide social safety net schemes, these are easily distorted in their purpose through capture by local elites using funds for patronage. With Bangladesh's poor record on governance, corruption, social and political rights, alongside intense need and historical dependence upon donors, development NGOs (e.g. the SPOs of the CFAs supported by the Dutch aid programme) have an anti-poverty stance as their major rationale for existence, attracting donor support as a means to avoid aid being misused by successive unaccountable

governments. Hence the relation between government and NGOs has always been inherently tense and problematic (see below). Ironically, development NGOs have usually prospered better under military and technocratic regimes than democratic ones as the former regimes have needed legitimation outside party politics and mechanisms to reach out to the countryside, and more latterly urban slums.

2.7 Socio-political context for civil society

Since its independence, Bangladesh has experienced a dramatic transition from a predominantly agrarian society, characterised by patron-client relations comprising landlords, tenants and high proportion of landless labourers. While remaining predominantly rural, it now has a few large urban centres, with the capital, Dhaka, reaching mega-city status, accompanied by an increasing density of infrastructure through road networks which link the countryside to cities, and economic activity to ports and exports (especially through the rapid rise of the garments industry). However, Bangladesh retains a poor record on governance, corruption (ranked second by Transparency International), social and political rights. Accountability of duty bearers to citizens is very weak. Its organisational culture is dominated by 'deep structures' derived from its recent agrarian past (see Wood 2000, 2011, 2012). Large kinship groups straddle government and private sectors, with an element of rotation as incumbent governing political parties are voted out of office. Official decisions cannot be protected from private interests, with many appointments and transactions hidden from view.

Civil society organisations are as embedded as other institutions (government and private) in the social imperatives of these deeper structures, needing to honour expectations and obligations from within large kin groupings and friendship networks. Civil society organisations thus have a major challenge in confronting problems of governance, rights and entitlements, when they themselves can be shown to be contaminated. However, beneath this general picture, the experience is varied, with some NGOs professionalising their activities and practices often at the behest of their international donors. They are subject to regular audit and review where problems are exposed. They have received advice and training in their own recruitment practices and MIS, as well as M&E (capacity building). Thus in the NGO sector more specifically, there remain some strong examples of success, alongside examples of failure and collapse, as deep structures have effectively captured their mission.

The capacity of government to regulate the sector, for example through the NGO Affairs Bureau, is undermined and de-legitimated by corruption at the highest levels of government itself. This leaves a fundamental problem in society regarding the accountability of NGOs.

The better funded and operationally significant NGOs have thus tended to be more accountable to their donors than to their clients or other members of Bangladesh society (Devine 2006, 2009). This has been a source of great resentment among politicians, who perceive NGOs as loose cannons without statutory responsibilities. Even 'successful' NGOs struggle against this criticism and therefore need political allies and friends, which draws them into the deep structures problem. There is, therefore, fluidity in state-civil society relationships in Bangladesh, especially with the 'sub-sector' of development NGOs. While a few may be sufficiently large, like BRAC, to be able to manage these aspects of the hostile environment, especially as some politicians seek legitimacy through association, the majority, often regional and local ones, face a daily contestation of principles and values between the clashing expectations of deep structures and internationally set standards of professionalism. The SPOs supported by Dutch aid via CFAs fall into this category.

Bangladesh has had a relatively short and turbulent political history, but also a rich history of civil society organization and activity including village based co-operatives, religious organizations, business associations, professional groups, trade unions, peasant organizations, student groups and the media). However it is the NGO sector which has come to dominate recent discussions on civil society. NGOs have operated in Bangladesh since Independence in 1971, but over the last 30 years have grown dramatically due to the influence and support of foreign aid and the limited success of the government to reduce poverty and provide social services (Devine 2003). Today there are over 26,000 legally registered NGOs in Bangladesh, making it one of the largest NGO sectors in the world. Most of these are local and voluntary, but some have multi-million pound budgets and manage large commercial ventures.

Since the early 1980s, development oriented NGOs in Bangladesh, significantly funded by external donors, have re-structured civil society away from a more indigenous array of professional, labour union, peasant association and other sectional interest groups which previously negotiated with the state within a corporatist framework. Southern Partner Organisations-SPOs [4](in MFS11 language) have, in effect, re-defined civil society towards a combination of service delivery, social mobilisation, lobbying and advocacy wherein educated activists (increasingly professionalised) have mobilised resources to act on behalf of poor clients towards government (in terms of rights and entitlements) and policy choices (in terms of public resource distribution).

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[4] SPO is an unfamiliar term in Bangladesh and people refer much more to NGO. To be consistent with the MFS II language we will use SPO when relevant/possible to refer to the NGO activities funded by MFSII. Outside of this we use the term NGO as it is broadly understood in Bangladesh.

Some nationalist critiques of this process have argued that these externally funded SPOs are, in effect, crowding out more indigenous forms of social capital, by introducing a Western 'de Tocquevillian' agenda in which civil society acts as a corrective to the inherent unaccountability of the state. This agenda constructs civil society more in terms of **mobilisation**, advocacy and lobbying. More especially in Muslim Bangladesh, an inclusive notion of '*ummah*' offers an ontological alternative by seeing the domains of state and civil society as permeable, rather than separated, in which civil society is constructed more in terms of **intermediation**, through service delivery. Over the years, there has been a general shift within the NGO community from mobilisation to intermediation (Devine 2003). From a western, liberal-democratic, pluralist perspective, Bangladesh certainly has a poor record on governance, accountability, corruption, social and political rights in which elites 'police' a limited access (see North, Wallis and Weingast 2009, Wood 2012, Wood 2014) of ordinary people to state mobilised resources and privileges.

Thus, while Bangladesh is perceived as a world leader for its NGO sector involvement in poverty reduction programmes, the sector also attracts hostility from some elites and political leaders in national and local government when it moves beyond services into wider civil society strengthening, and especially so in sensitive MDG issues like gender, maternal rights as well as governance and broader rights based agendas like AOSED and SUPRO. While the country shows significant improvement in the Gender Equality Index, especially through the maternal mortality MDG, Bangladesh remains a highly patriarchal society, resulting in considerable gender gaps in almost all development indicators, including low levels of protection within their own families.

Civil society activity in Bangladesh operates in a hostile political environment characterized by partisanship, patronage, corruption, and a winner-takes-all mentality. The major political parties provide an arena for elite competition via patronage distribution (Wood 2012). Civil society activity is not autonomous from this political culture, and the most significant civil society organizations (labour unions, student groups, business communities, trade unions, lawyers, doctors and the press) are all internally split according to their political affiliations (Devine 2010). This creates conflict within civil society, as well as between civil society and the state. Co-opted in this way, the governance potential of civil society activities is significantly reduced.

Within civil society, NGOs are exposed to higher levels of suspicion because they have access to external resources, and are associated with' international agendas'. As the NGO

sector has grown, questions about their transparency, accountability and effectiveness have intensified. The relation between government and NGOs is inherently tense. NGOs operate in over 80% of rural villages and are present in most urban centres. Their development activities directly benefit over 35% of the entire population and in some cases, the NGO sector overshadows government departments. For some, the fact that NGOs successfully provide core social services is positive and contributes to the development aims of the government. However others argue that reliance on NGOs encourages the creation of a 'franchised parallel state' (Wood 1997); and that contrary to popular belief, NGOs are less effective than government in delivering social services (Chowdhury and Mukhopadhaya 2011). A more nuanced analysis suggests that NGO command over resources and their membership base make them an easy target for partisan co-optation (Devine 2010).

In this context, SPOs have to make a calculation about where on a continuum between philanthropic services and engineering structural and value change they wish to place themselves. Sexual reproductive health offers a particular challenge in this respect—see, for example, the SPO cases of BNWLA and DSK.

While for some SPOs, this is an either/or choice, for others an engagement in service delivery also offers a legitimacy to participate more radically and critically in a mobilisation agenda to add to a stronger societal demand for good governance and the implementation of statutory rights, free of the rent seeking behaviour of government officials. The SPOs selected for this study represent a range of stances, though all: address some of the MDGs; have a need to strengthen their own capacities; and to varying extent engage in civil society strengthening. But they vary in other ways, as they face other contextual dilemmas. A key distinction exists between the strategies of intermediation and mobilisation. **Intermediation** entails a representation of the interests of poor, uneducated, illiterate and socially isolated clients by SPO personnel acting on behalf of those clients (sometimes through the creation of networks of intermediary CSOs) and engaged in direct service delivery. **Mobilisation** is based more upon the idea that such poor clients should have their capacities developed to represent themselves directly. Of course, a 'mobilising' NGO finds it difficult to stand back to allow that to happen, so that intermediation can happen by default. (Unfortunately the CIVICUS indicators tend to blur this important strategic distinction in the civil society strengthening process.)

SPOs themselves are not insulated from prevailing cultural norms and organisational practices and thus not liberated to pursue an unambiguous de Tocquevillian agenda. They are embedded as other institutions (government and private) within the social imperatives arising

from the deep structures derived from the country's recent agrarian past, needing to honour expectations and obligations from within large kin groupings and friendship networks. Developing a professional capacity to act independently of these norms alongside the relative autonomy offered by external donor funds provides some room for manoeuvre while also attracting criticism for bringing foreign values and funds into a domestic political process. They are also increasingly perceived as non-accountable domestically (just like government!), subject only to review by donor funders. This has prompted increasing attempts by government to regulate the sector, for example through the NGO Affairs Bureau (NAB), though it is not clear whether this option to 'license' the sector simply adds to rent seeking opportunities. A very recent development is the creation of an NGO Commission, located above the NAB in the government structure. This is viewed by many as opening up further possibilities for rent-seeking by government officials and their political leaders. More locally and perhaps informally, local actors take advantage of the 'sanctioning power' of institutions such as the NAB and the NGO Commission. It is therefore now more common to hear of reports of NGOs worried that local elite might arbitrarily submit reports to authorities, which have no material foundation but could have potentially irretrievable damage.

The relation between NGOs and other civil society organizations also generates tension. The private sector sees NGOs as market rivals, progressive forces see them as subverting genuine grassroots activism, and conservative forces are wary of the progressive elements of NGO work. NGOs have been accused of 'crowding-out' and ignoring other civil society organizations. Meaningful alliances between NGOs and civil society actors are very few and sporadic. Furthermore NGOs compete with each other and rivalry is not uncommon. This weakens the scope for creating greater impact. There is therefore fluidity in state-civil society relations, especially in respect of externally funded NGOs. The continuing political attack upon the Grameen Bank (not strictly an NGO but certainly a significant civil society institution) is evidence of this tension. To offset this dangerous exposure, CSOs in Bangladesh beyond NGOs (labour unions, student groups, business communities and the press) are all vulnerable to political capture, and all are internally split according to their political affiliations between the two main competing parties (or sets of elites). Thus development NGOs (i.e. SPOs of MFS11) with their command over resources and membership base are also easy targets for partisan co-optation. This can be reinforced by the internal competition between NGOs, sometimes in the quest for external funding, which further weakens the collective efficacy of the sector to pursue MDGs and civil society strengthening.

2.8 State and Civil Society during the MFS 11 Study Period

The precise political conditions of the 2 year study period (2012-14) represent a particular stage in the turbulent history of the country, with its roots in the heritage of liberation from Pakistan over 40 years ago. The present ruling party, Awami League, considers itself to be the true movement of liberation. That struggle importantly emphasised the ethnicity of Bengalis and secular democratic conditions in contrast to the political use of Islam to transcend the real nationalist divide between West and East Pakistan following the Partition of India. But the material conditions of liberation entailed a destroyed infrastructure, a decimated intellectual leadership, a famine and thus widespread poverty leading to uncontrollable anarchy in the countryside. The attempt to manage that situation through the formation of a <u>de facto</u> one-party state (the BAKSAL coalition led by the Awami League in a form of executive presidential rule) in January 1975 resulted in a series of violent coups and counter coups between August-November 1975, before the martial law regime of General Zia Rahman emerged. He had been leader of the militia loyal to Bangladesh independence as part of the land invasion by India troops, which liberated the country from the occupying Pakistan forces. This potted history is necessary, because to legitimise his regime, he formed the Bangladesh National Party (BNP). After his assassination in May 1981, General Muhammed Ershad led the successor military regime, himself in turn forming the Jatiyo Party to legitimate his regime. Thus in the successful struggle against the Ershad regime in December 1990, there were two main parties: Awami League and BNP. These contested the elections in February 1991 with a surprise victory of BNP. After a personal period in jail, Ershad and his party re-emerged in subsequent elections, mainly propping up the Awami League. At the end of the BNP government (2001-6) there was sufficient internal political chaos (violence and political murders between the contending parties) to prompt a military coup and a 2 year interim, bureaucratic 'caretaker' government supported by the military. The elections in 2008, held under interim government electoral supervision, produced a comfortable win for the Awami League. But towards the end of this term of office (2012), the ruling Awami League used its large majority in the *Jatiyo Sangsad* (Parliament) to pass a constitutional amendment abolishing the principle of 3 month interim governments neutrally supervising elections, to be applied to the January 2014 election. The BNP struggled against this amendment throughout the study period (2102-14). Powerless in the Parliament, it took its struggle again to the streets with *hartals* and blockades, resulting in both sides indulging in violence through bombs and murders of opposing party officials. The BNP refused to contend the January 2014 election, resulting in a broadly uncontested overwhelming 'victory' for the Awami League. It has since justified this 'democratic coup' as a necessary defence against anti-nationalist, pro-Islamic fundamentalist, anti-secular forces, arguing that the BNP is essentially a front for these conservative forces, citing evidence of its previous coalitions with the Jamaat-e-Islami

party. As the first year of this government was 'celebrated' and 'contested' during January 2015, resulting a resurgence of violence, widespread disruption and continuing instability, entailing an escalation in the use of state forces to suppress opposition, labelling it as 'terrorism'.

It has been remarkable that progress on MDG indicators has occurred at all during this period, and that a policy momentum towards the eradication of extreme poverty has been sustained. Other economic indicators have also just remained generally positive (inflation, real wages, remittance flows, inward investment and so on). However the recent political eruptions, on top of those during 2012 and 2013, reveal the precarious condition of the society. The quote cited at the top of our reports attributed to the Food Minster is indicative of the situation facing civil society actors in general.

For civil society activity, and crucially for this study, it means that any causal link between an SPO's capacity (as measured by the 5 capabilities, see below) and civil society strengthening (as measured by the CIVICUS indicators, see below) is severed by the extreme 'noise' offered by this recent history of disruptive politics since 2012. This happens in several ways. **First**, in its nervousness about opposition threats, the ruling party in the state has significantly closed down space for most of civil society activity, except that sanctioned or supported by the ruling party. This applies to the media, to public meetings, to access to politicians and government officials, to donor led forums and so on. There are spies everywhere, and arbitrary arrests and some disappearances at the hands of the Rapid Action Battalion (RAB). Thus risks of 'normal' civil society mobilisation are high. **Second**, NGOs in general and the SPOs of MFS II find it difficult to prevent their campaigning and lobbying activity from being perceived as taking a 'for or against' political position in relation to the main contending parties. While this may be more of an immediate problem in relation to the present ruling party, everyone in Bangladesh is aware that things change, coups can happen, open elections become possible with anti-incumbent voting. In such a multi-period game, taking overt positions even against the opposition may backfire, so NGOs and other parts of civil society shy away from overt positions at all. This drives them towards more technocratic performance, towards more intermediation service delivery roles, trying to stay as uncontroversial as possible. There is also a fear that 'false accusations' quickly result in SPOs being closed down altogether, and donors withdrawing their support. **Third**, under these conditions of mutual suspicion, civil society organisations are highly vulnerable to political capture. It is exceedingly difficult to steer a political neutral course. And if organisations are genuinely seeking to be neutral, then political parties set up their own front organisations in these sectors to crowd out the ones they cannot control. Student movements are the most

famously captured in these ways and rely heavily upon the patronage and protection of a parent political party. Of course, at present, only one party is calling the major shots, as it were. However to repeat, anyone with experience of Bangladesh sees the multi-period game. But the dangers of a single ruling party persistently in office, deploying the legal and extra-legal levers of state will anyway lead to fascist conditions and oblige the co-option of all major civil society organisations—i.e. the realist analysis of Gramsci rather than the normative analysis of de Tocqueville (Wood 2014).

These prevailing political and structural conditions have profound implications for the MFS II exercise. Put simply the scope for significant civil society strengthening as a function of enhanced capabilities through capacity building has been very limited over the study period and the prognosis is not good either. This conclusion obviously also restricts the prospect of attributing (through process tracing and contribution analysis) successful change to the variable of CFA support and Dutch government funding. In log frame terms, the right hand 'assumptions' column has overwhelmed the implied causation through a theory of change between inputs, outputs and outcomes.

Table 1: Selected Macroeconomic Indicators in Bangladesh

Indicators	Year				
	1994-95	1999-00	2004-05	2007-08	2010-11
Real GDP growth rate (%)	4.93	5.94	5.38	6.2	6.7
Per capita GDP (in US$)	-	368	449	559	772
Inflation (CPI-%)	8.66	2.79	6.48	9.9	8.8
National savings as % of GDP	19.1	23.1	26.5	30.2	28.8
Gross investment as % of GDP	19.1	23.0	24.4	24.2	25.2
Tax revenue as % of GDP	7.9	6.8	8.7	8.8	11.9
Export as % of GDP	9.1	12.2	14.4	17.5	20.6
Import as % of GDP	15.4	17.8	21.9	24.5	27.1
Remittances (billion US$)	-	-	-	7.9	11.66
Sectoral share of agriculture to GDP (%)	26.03	25.58	21.91	20.83	20.01

Source: Bangladesh Economic Survey (various years), Ministry of Finance, GoB.

Table 2: Incidence of Absolute and Hardcore Poverty in Bangladesh

Year	Based on CBN method		Based on DCI method	
	Upper poverty line	Lower poverty line	Absolute poverty (2,122 K. cal)	Hardcore poverty (1,805 K. cal)
2010	31.5	17.6	-	-
2005	40.0	25.1	40.4	19.5
2000	48.9	34.3	44.3	20.0

1995-95	50.1	35.1	47.5	25.1
1991-92	56.6	41.0	47.5	28.0

Source: Household Income and Expenditure Survey 2005, 2010.

Table 3: Selected Social Development Indicators in Bangladesh, 1990-2010

Indicators		Year				
		1990	**1995**	**2000**	**2003/05**	**2010/11**
% Underweight	Rural	-	-	53.9	48.8	38.7
	Urban	-	-	43.1	42.2	28.0
	National	68	56.3	50.8	47.5	36.4
% Stunted	Rural	-	-	51.1	44.3	42.7
	Urban	-	-	40.4	37.6	36.2
	National	64	54.6	48.0	43	41.3
Total Fertility Rate		4.3	3.5	3.0	2.56	2.1
Under 5 Mortality Rate (per 1000)		151	125	92	88	48
Infant Mortality Rate (per 1000)		94	71	57	53.3	31
Maternal Mortality Rate (per 100,000)		478	447	400	391	-
Access to safe Drinking Water		89	97	97.5	97.4	97.8
Access to Sanitary Toilet		21	38	43.4	53.2	51.5
Literacy Rate (7+)	Male	38.9	-	49.5	52.8	54.1
	Female	25.5	-	40.1	44.5	49.4
	Both	32.4	-	44.9	48.8	51.8
Net Primary enrolment rate	Boys	60	82	81	81.1	92.2
	Girls	59	82	83	84.4	97.3
	Both	60	82	82	82.8	94.8
Contraceptive Prevalence Rate		40	49	52	53.4	61.2
Rate of Immunization (DPT 3): 12-23 Months		62	69	74.4	81.0	93.2
Severe Malnutrition (MUAC < 12.5 cm): 12-59 months	Boys	-	-	3.6	3.6	-
	Girls	-	-	5.7	4.8	-
	Both	11	11	4.7	4.2	-
Net Secondary Enrolment		31.47	43.24	45.39	47.75	53.7
Boys-Girls Ratio in Primary		-	1.103	1.036	1.1098	-
Boys-Girls Ratio in Secondary		1.23	1.096	0.866	-	-

Source: BDHS (various years), MICS (various years), BANBEIS (various years), BER (various year), Population Census 2011.

3. Key information on projects/SPOs, selection of SPOs for process tracing/contribution analysis

3.1 MDG Component

The aim of the MDG was to assess the contribution of MFS II funding to the achievement of specific MDG goals. The four SPOs involved in the MDG component study had been pre-selected and research questions had been pre-defined by the Dutch Ministry of Foreign Affairs (MoFA). Although the SPOs in the study aim for results on more than one MDG, as part of the pre-selection process one MDG theme was randomly selected as the main focus for the evaluation. A baseline survey was carried out on all the SPOs in 2012 and two years later a follow up assessment was carried out. Further details of the methodology and analysis for the MDG component are provided in section 4 below.

Bangladesh has a population of about 160 million with an area of only 144,000 square kilometers which makes the country the most densely populated country in the world barring a few small city states like Singapore. However, the Bangladesh economy has experienced both macroeconomic stability and modest economic growth following its transition to a democratic process in the early 1990s. The Bangladesh economy has registered an average GDP growth of around 6 per cent in recent years.

As stated above in section 2, the incidence of poverty (including moderate and extreme/hardcore poverty) has declined in Bangladesh over the past several years: income poverty has declined from 56.6 percent in 1991-92 to 40.0 percent in 2005 and 31.5 percent in 2010. Similarly, extreme poverty has also declined substantially during the same period. However, nearly one-third of the population still lives below the national poverty line. With such a high incidence of poverty, the government as well as the non-government organizations and development partners are active in implementing various anti-poverty and social programs to help the poor and the poorest in the country. This progress has been supported by significant progress across a range of MDG indicators (see section 2 above).

In this circumstances, several poverty reducing, livelihoods improvement, human and social development and social mobilization type interventions have also been/are being implemented in Bangladesh with support from Dutch Government. The present evaluation is, therefore, designed to assess the impact of MFS II funded projects on MDG outcomes in Bangladesh.

A total of four projects were pre-selected for evaluation under the MDG sub-component. The names of the projects and partners and reference to MDGs are presented in the following matrix. A brief description of project specific contexts is also presented below.

Table 4: Projects and Partners

Projects	Partners	Consortium	Total Budget Of which MFS11 %	MDGs/Themes
A2. Sustainable Livelihoods of the Poor Women	Unnayan Shahojogy Team (UST)	ICCO Alliance	E105000 100%	1 (eradicate extreme poverty and hunger)
A3. Rural Development Programme	Nijera Kori	ICCO Alliance	E2,711,870 11%	1 (eradicate extreme poverty and hunger)
A1. Girl Power Programme	Bangladesh National Women Lawyers' Association (BNWLA)	Child Rights Alliance	E233,679 90%	3 (promote gender equality and empower women)
A4. Unite for Body Rights – CHC Project	Christian Hospital Chandraghona (CHC)	SRHR Alliance	E950,000 52.6%	4, 5 and 6 (4: reduce child mortality; 5: improve maternal health; 6: combat HIV/AIDS, malaria and other diseases)

Project A2: Achieving Sustainable Livelihoods of the Poor Women

The project started in October 2009 and was completed in May 2012. It was an independent project and not a follow-up or continuation of another project. The project was implemented by Unnayan Shahojogy Team (UST), a SPO which works mainly in rural, vulnerable areas in Bangladesh. The main objective of the project was to i) assist people to create opportunities to be involved in sustainable income earning activities through mobilizing local resources; ii) provide support for vulnerable people, making them aware of the adverse impacts of climate change and preparing them to adapt well to changing circumstances; iii) organize more poor people of the working area as *samities* (groups) in order to provide them with development education and to facilitate the delivery of social and economic services so that they can build more resilient and sustainable livelihoods.

The project had 13,558 beneficiaries. Most of them were poor and extreme poor women in five villages of one upazila (sub-district) of Barguna district. The project entailed an initial

assessment to identify the poor/extreme poor in the respective villages. Then female members of the identified households were initially selected as potential members for the project. Then the formation of the groups (*samities)* was made one after another until the intended numbers of beneficiaries had been allocated to a group. Other project outputs included savings mobilization, training, capital support, seeds and plants distribution, production activities, and building liaisons with government and other agencies. The total project budget was EURO 105,000 which was fully funded by MFS II.

UST believes in people's power and also believes that it is people themselves who must find a way of achieving sustainable development. Following this perspective, UST tries to use the strength of local people by mobilizing them into groups and providing them support so that they themselves can get involved in various activities to achieve sustainable development.

The activities carried out under the project were aimed at improving the capacity of beneficiaries to carry out various production activities, enabling knowledge transfers on various social issues and early warning system and rescue and evacuation, establishing linkages with other agencies to achieve improved livelihoods and food security for beneficiaries.

The project managed to implement all the activities as planned. Although the project is located in one of the most disaster-prone areas of the country, no major local hazards occurred during the two years of the project.

Project A3: Rural Development Program – Ensuring democracy, accountability and rights

The project started in September 2010 and was completed in March 2013. This was the continuation of an earlier project of the southern partner. In fact, this is the core programme of the SPO (Nijera Kori) and as such has been implemented since the partner started activities in the locality, i.e. 1980. The project was initiated by the SPO, which works mainly among the poor people in rural communities in Bangladesh. The main objectives of the project were i) to unite people, both women and men who have long been victims of exploitation, social marginalization, oppression and poverty; ii) to enable people thus united to understand and develop awareness about their rights, causes of problems, and responsibilities; and iii) to empower people to take up challenges on their own to create better and more meaningful lives for themselves and their immediate community.

Landless and the marginal farmers, sharecroppers, day labourers, indigenous people, and fisher folk were the beneficiaries of the project. This project had 232,283 group members in 1,363 villages from 37 upazilas (sub-districts) located in 17 of a total of 64 districts in the country. An initial assessment was carried out to identify who could be the potential members/beneficiaries of the project. Those identified were then motivated to form groups of 16-30 members each. Most of the potential members of the villages were included in groups. The groups come together then as a village committee.

Project inputs included mobilizing beneficiaries into groups; assisting them to form village, union and upazila level committees; giving inputs including training so that beneficiaries could lead and manage the groups and the committees; providing support and training to help develop autonomous landless organizations; helping landless groups gain access to khas lands5 including dealing with land registrations and providing legal aid; identifying suitable income earning activities and helping beneficiaries take advantage of these by providing training, support funds and so forth.

The activities carried out under the project helped beneficiaries have better access to land and other collective community resources, and capacity to manage those resources. The important point to note here is that the evaluation of this project enabled us to assess the impact of social mobilization on MDG outcomes. The total project budget was EURO 2,711,870, of which 11% was provided by MFS II.

The project implemented all the activities as planned. The major challenge of the project, however, was the displacement of beneficiaries through both a rise in rural-urban labour migration as well as the eviction of poor people from marginal land.

Project A1: Girl Power Project
The project started in January 2011 and is expected to continue until December 2015. This is an independent project and was initiated through the support offered by MFS II. The main objectives of the project are to i) increase capacity of right holders (girls and young women) to protect themselves from gender-based violence; ii) strengthen civil society organizations in policy lobbying and advocacy to establish rights and justice for girls and young women; and iii) improve legal protection system for girls and young women.

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5 *Khas* land is government owned land which is usually distributed among selected beneficiary groups including the poor

Girls and young women aged 10-24 years are the beneficiaries of the project. The project targets 6,500 girls and young women aged 10-24 years as beneficiaries, and is implemented in different slums in 5 zones of Dhaka city. The implementing organization (Bangladesh National Women Lawyers' Association - BNWLA) initially identified communities, which are more vulnerable and disadvantaged. Then a list of intended beneficiaries (around 25 for each group) was prepared with the support of local CSOs who have long been working with the respective communities.

The activities carried out under the project included identifying vulnerable locations and within these the most vulnerable girls and young women; providing support to the girls and young women so that they can organize their own groups; conducting orientation sessions for girls and young women on child rights, child protection and communication; conducting life skills training (e.g. karate); producing research reports on livelihood linkages and support requirements; providing livelihood training, and support for self-employment; conducting mass awareness campaigns at community levels on issues of violence, child marriage and child protection; establishing and servicing girls and young women forums and facilitating their meetings; and organizing annual conventions.

The activities are implemented in a range of communities and the lead implementing organization (Bangladesh National Women Lawyers' Association - BNWLA) collaborates with local CSOs to identify and support girls and young women. The total budget for the project is EURO 233,679, of which 90% is provided by MFS II

So far, the project has implemented all its planned activities. The major challenges of the project, however, are that beneficiary girls and young women live in fragile communities. As such they are constantly exposed to various dangers and the task of retaining them in the forum/network is a challenge. Once a young women/girl leaves the forum/network, it is often quite difficult to find them again.

The implementation of the project activities is directly monitored by the Dutch SPOs through its representative office in Bangladesh (Plan Bangladesh). Quarterly reports are produced and delivered. Regular meetings are also organized to discuss progress and any problems. Visits to the beneficiaries' communities are also made.

Project A4: Unite for Body Rights – Christian Hospital Chandraghona (CHC) Project

The project started in January 2011 and is expected to be completed in December 2015. Like the previous one, it is an independent project and was initiated with the support of MFS II. The main objectives of the project are: i) to increase utilization of comprehensive SRHR services; and ii) to increase delivery of comprehensive sexuality education.

Young (aged 10-24 years) and poor people from 14,000 households who lack and/or cannot access SRH education and services are the beneficiaries of the project. The project is implemented in the Kaptai upazila of Rangamati district. The recipients of SRH services are mainly those who come to Christian Hospital Chandraghona (CHC) for services. Community people, especially the youth and adolescents, are also advised to contact the UBR representatives at the CHC for any advice/support related to SRH. For Comprehensive Sexuality Education (CSE), a group of 10 boys and 10 girls (20 in total) have been chosen from grades seven to nine from each of the educational institutes of the sub-district. These are meant to disseminate knowledge to other youths through peer education system. Teachers of the same educational institutes and the respective community leader have also been chosen for orientation workshops.

The implementing organization of the project, the Christian Hospital Chandraghona (CHC), is more than one hundred years old, and has been delivering reproductive and other health services to the people living in Kaptai and adjacent areas. Under the UBR project, CHC has set up a new office in the hospital with a dedicated team of health professionals and administrative staff. The activities that are being carried out by CHC under the project include:

- Provide an ante-natal, post-natal and delivery care to an increasing number of patients, particularly to those who are below 25 years of age;
- Provide services related to SRH (e.g., MR, D&C, SRH related surgeries, contraceptive support, etc.) to an increasing number of patients below the age of 25;
- Provide training and support to young counselors; and
- Form groups of boys and girls aged 10-24 years from different educational institutions of the sub-district, and provide training for Comprehensive Sexuality Education (CSE).

The project has so far implemented all its planned activities. However, the issues that the project is dealing with are sensitive given the socio-cultural context of the country. Even

though CHC has been working at the community level for many years. However it has not traditionally focused on sexual health and rights, especially amongst the youth and adolescents. It is therefore important that the project activities, especially the CSE component are implemented carefully because of its sensitive nature. The implementing organization seems to have achieved this successful. The hospital is very well regarded locally.

The implementation of project activities is monitored directly by the Dutch SPO through its representative in Bangladesh. Periodic reports are produced and delivered. Regular meetings are also organized to discuss progress and potential problems. Occasional visits to the respective communities are also made. The total budget of the project is EURO 950,000 of which 52.6% is funded by MFS II.

3.2 Capacity Development Component

The aim of the Capacity Development component was to assess the contribution of MFS II funding to capacity building in five SPOs. The SPOs had been pre-selected and research questions had been pre-defined by MoFA. A baseline survey was carried out on all the SPOs in 2012 and two years later, a follow up assessment was carried out.

The capacity development component adopted an organisational assessment tool to evaluate five key capabilities: i) to adapt and self-renew; ii) to act and commit; iii) to deliver on development objectives; iv) to relate to external stakeholders; v) to achieve coherence. Workshops were carried out with SPO staff to identify specific indicators against each of these capabilities. Progress over the two year period was then assessed using these indicators. Other components of the evaluation included an organisational timeline, an impact grid and alternative explanation testing. Details are provided in section 4 below.

A total of five projects were pre-selected for evaluation under the CD sub-component. The names of the projects and partners are presented in the following matrix. A brief description of the partner NGO and specific contexts is also presented below.

Table 5: Projects and Partners

Projects	Partners	Consortium	CFA
Organisational Capacity Development	Centre for Disability in Development (CDD)*	ICCO Alliance	Light for the World
Organisational Capacity Development	An Organisation for Social-Economic Development (AOSED)*	WASH Alliance	SIMAVI
Organisational Capacity	Practical Action	WASH Alliance	WASTE

Development	Bangladesh (PAB)		
Organisational Capacity Development	Sushasoner Jonny Procharavizan (SUPRO)*	Impact Alliance	Oxfam Novib
Organisational Capacity Development	Village Education Centre (VERC)	Communities Change Alliance	Cordaid

* Shared with Civil Society Strengthening Component

Centre for Disability in Development (CDD)

The Capacity Development project started in 2011 and will continue into 2015. CDD is supported by Light for the World through Prism a member of the ICCO Alliance. Light for the World (LFTW) funding is aimed at strengthening the capacity of CDD and local partners towards mainstreaming disability. The cooperation started in 2003 and the end date is undefined as they are hoping to move to a strategic partnership after the 2015 funding has ended. The main concentration of support during this project period has been to help prepare funding proposals to broaden CDD funding base and provide a consultant to facilitate the process of developing a theory of change and a strategic master plan. These were still in the process of being finalised at the time of the evaluation.

An Organisation for Social Economic Development (AOSED)

AOSED was supported by Simavi (Dutch Wash Alliance) form January 2011 till the end of 2013. Following a mid-term review and discussions between Simavi and AOSED, a decision was taken not to continue with funding. There are contrasting and contentious views on the decision to discontinue funding (see relevant sections in the technical paper). AOSED is engaged primarily in water programmes in South Western Bangladesh based in Khulna. The group was founded in 1999/2000 with an emphasis on natural resources tied to concerns over livelihoods, climate change and focused on water related issues compounded by being in an area with coastal, delta, agricultural and drinking water challenges. AOSED has been relatively successful in supporting a participatory approach to water rights in many communities in the region. The SPO argues that water is a right, not just a commodity, which needs to be managed in the public interest (which does not assume that there are not costs to be met in doing so). In the baseline exercise in 2012, AOSED was optimistic and organisationally it was looking towards a positive future by planning an expansion in its work as well as organisational improvements. On our visits in 2014, we encountered several major problems linked to the decision not to continue funding. This decision had a very negative impact on AOSED because the MFS II support was its only major source of funding. Although at the time of our evaluation a VSO volunteer arrived funded by Simavi it was not possible to assess her contribution to capacity development.

Practical Action Bangladesh

The Capacity Development Project led by the Dutch WASH Alliance funding to Practical Action Bangladesh is through a Dutch NGO – WASTE the total amount of funds in relation to Practical Action Bangladesh overall budget is 3%. The cooperation between the two organisations began in 2005 is expected to end in 2015. However they are working on developing other programmes and projects and are expecting a longer-term relationship. The MFS II project period funded a continuous process of Capacity Development support since 2005. In November 2012, the Wash Alliance supported a joint process of developing a Theory of Change for the Bangladesh Wash Alliance of which all members of the Urban and Rural Wash Alliances participated (the contract was managed by ICCO). Simavi and the Wash Alliance Country Coordinator attended the activities to encourage participation. Other capacity development inputs have been provided to the Bangladesh Wash Alliance and some specific capacity development inputs were designed for Practical Action Bangladesh during the project period.

Sushasoner Jonny Procharavizan (SUPRO)

SUPRO is an organisation with some 600 organisational members throughout Bangladesh. SUPRO is in essence a capacity building organisation which aims to improve the lobbying and campaigning work of its members. Oxfam/Novib has supported SUPRO, since 2006 and plans to continue at least until the end of the current MFS II. Oxfam/Novib has also introduced SUPRO to an international network working on taxation issues. The major weakness of SUPRO is that it is financially overly dependent on Oxfam/Novib. SUPRO's aim is to both develop a stronger civil society voice as well as build on certain campaigns common to all the members. In some ways it explicitly aims to both strengthen civil society and build the capacity of various levels within Bangladeshi society, from its own members (mainly local NGOs), the grass roots groups with which their members work and local government officials both elected and unelected. As can be seen from our review SUPRO can indeed claim several areas of success for example in its fair taxation and other programmes. This has been achieved through the legitimacy of its widespread membership, which has strengthened it relationships with government and other stakeholders locally. The Oxfam/Novib contribution to SUPRO has been crucial to its success.

Village Education Centre (VERC)

VERC is one of the oldest groups in Bangladesh founded in 1977. VERC took its capacity development work directly into villages working with the rural poor, starting with women's literacy, children's creativity programmes, health, sanitation and human development.

VERC's strength lies in its training services, with a commitment to quality materials and trainers. To date, they claim to have provided training to 100,000 people. VERC is well regarded throughout Bangladesh; it has led the development of many now accepted approaches to non-formal education, water and sanitation. It has increasingly realised that it needs to work with government not ignore them as perhaps happened in the past. The relationship with Cordaid goes back many years and is seen to have been productive for VERC, although it has to be said that this is because of many years of engagement not specifically anything which may have happened in the last couple of years. Thus the concept of MFS II to look at capacity development within this time period misses the point for such a large well-established agency with long term relationships and partnerships. Some of the major changes in VERC's approach are, they claim, the result of Cordaid's funding and ideas, but often these happened more than 10 years ago when the funding was a far greater proportion of VERC's income; currently accounting for less the 3%.

3.3 Civil Society Strengthening Component

Unlike the other two components, the Strengthening Civil Society component did not have pre-selected SPOs but did have pre-selected questions, defined by MoFA. We selected 16 SPOs to carry out a baseline (2012) and follow-up assessment (2014). The main criteria used to select the 16 SPOs were i) MDG focus; ii) size and geographical representation; iii) CFA partnership representation. To facilitate the baseline and follow-up assessment, we adopted the CIVICUS methodology and in between these two points, we incorporated a contribution analysis of five detailed case studies. See section 4 below for further details on the methodology.

Three of the selected SPOs were also involved in the capacity development component (AOSED, SUPRO and CDD). Overviews of each of these organisations are provided in the previous section. In these cases, we looked to see if and how performance in one component might impact on another component.

Table 6: Selected SPOs for Strengthening Civil Society (SCS) component:

	CFAs	MDG 1	MDG 2	MDG 3	MDG 4, 5, 6	MDG 7 a, b	MDG 7 c	Good govern.
ADD	Communities of				X	X		

	change							X
ASK	Impact			X				X
AOSED	WASH alliance					X	X	
Aparajeyo	Childs right alliance		X	X				X
ACD	Childs right alliance							
BNN	Press Freedom		X	X				X
BWLA	Childs right alliance							X
Caritas	Communities of change	X	X		X	X		
CDD	ICCO alliance				X			X
CSS	Woord in DAAD	X	X		X			X
DSK	SRHR Alliance				X		X	
FPAB	SRHR Alliance		X	X			X	
PAB	WASH alliance	X						
SUPRO	Impact		X					X
Uttaran	WASH alliance					X	X	
VARD	Communities of change				X	X		

* MDG 7 a, b: Sustainable living environment and biodiversity

**MDG 7c: Drinking water and sanitation

Both **ACD** and **Aparajeyo** (the two remaining SPO case studies not overlapping with the capacity development component) are implementers of the same *Girl Power Project* (GPP), a five-year (2011-2015) project funded by Plan International Bangladesh. The overall aim of the project is to promote equal rights and opportunities for girls and young women and eradicate gender-based violence. There are four main areas of engagement:

1. Civil society level. Main activities include forming and strengthening CSOs around issues related to violence against young women and girls including training on child protection and advocacy around gender violence;

2. Institutional level. Main activities here include promoting greater awareness and building capacity of government officials around gender equality, especially for young women and goals

3. Socio-cultural level. Activities here include forming local groups capable of protecting children and ensuring gender equality and protection

4. Individual level. Activities here include training and skills formation of girls and young women, creation the "Girls Forums", child protection committees, karate classes, birth registration amongst other things.

Through **ACD**, the Girl Power Project is implemented in 5 Upazilas within Rajshahi District (north west of Bangladesh), and targets over 6,000 girls and young women between the ages of 10 and 24; 25 CSOs; 120 duty bearers and 100 CBOs. Since Rajshahi is flanking the Indian

border, ACD also implements activities to stop child trafficking. The total value of the grant is 21,279,024 Taka (approximately 240,000 euros), which constitutes the largest grant held by ACD.

Through **Aparajeyo** Bangladesh, the Girl Power Project is implemented in urban settings in five of the Southern wards of Dhaka city. The project has 6,250 direct beneficiaries (girls and young women). Aparajeyo provides and delivers services directly to the beneficiaries themselves with no intermediary institution. The contribution of GPP in Aparajeyo Bangladesh's total budget is 4.46%.

4. <u>General evaluation approach and key indicators (methodology)</u>

The study seeks to evaluate the contribution of the MFS II round of Dutch government funding via CFAs to Southern Partner Organisations (SPOs) in Bangladesh over the period 2012-2014. The evaluation comprises 3 components:

- the achievement of selected Millennium Development Goals (MDGs) via SPOs;
- the contribution of both funding and CFA support to the organisational capacity of SPOs to engage in both service delivery (i.e. towards MDGs via **intermediation**) and in forms of social **mobilisation** to strengthen the place of civil society in the overall development of the society;
- the outcomes of SPO activity in terms of indicators about strengthening civil society which might be traced back to MFS II support.

The study proceeded through a baseline exercise in 2012, followed by an endline study in late 2014. The quantitative data were collected for comparison at 2 fixed points (late 2012 and late 2014). Between these two points, additional intensive case studies were carried out, using a combination of quantitative indicators, qualitative descriptions and observations for contribution analysis.

For the MDG study, 4 SPOs were pre-selected as part of the initial contract for this study, reflecting different MDGs, scale of operation and proportions of budget supported by MFS11 (see below MDG summary for more details on these variables and methodology, calibrated to each SPO project).

Before-after and project-control comparisons through difference-in-differences methods (by initially taking double differences in means or proportions and then by undertaking difference in difference regressions for some selected indicators for validation of the results obtained) were used here to assess the impacts of the projects. In addition, group discussions and individual interviews were also carried out to understand the underlying causes. The study drew sample households/respondents from both the project beneficiaries and the control/comparison groups. This enabled us to make comparisons of outcomes before and after the implementation of the project, and between beneficiaries and control/comparison households over the same period.

Where data are available for both 'before' and 'after' the implementation of the project and also for both the 'project' and 'control' respondents, the difference-in-difference method itself is expected to produce robust results. These conditions were met in all four cases. Although we considered including 'matching methods', these would not have improved the robustness and comprehensiveness of 'difference in difference'. We carried out difference-in-difference analyses by initially taking double differences in means or proportions as applicable (see Table 9 through to Table 13) and then by carrying out difference-in-difference regressions for some of the indicators to validate the results. The regressions are reported in Appendix 1, Table 5.1 to Table 5.5 of the Technical Report). Furthermore, we triangulated difference in difference findings with key stakeholders through qualitative interviews.

For projects A2 and A3, the implementing SPOs used certain inclusion criteria to select beneficiaries. Although beneficiaries are reported as individuals (i.e. poor women in project A2 and poor and landless in project A3), in project terms activities are often aimed at household units and not only individuals. Thus for example income generating activities are usually arranged at a household level not an individual one. In order to carry out our analysis, we sampled households with beneficiary members. As such for most of our data, the basic unit of analysis is the household. In some questions, we have disaggregated to reach individual level analysis (e.g. schooling, training etc.). In selecting the sample households from the two projects, we adopted the same criteria used by the SPO. In this way our sample is a robust representative of project beneficiaries. In the first stage therefore, a census was carried out in the respective villages to collect household information based on some key household and individual indicators. Then a list of eligible households was prepared and this

was used to randomly sample households for the study.6 The same technique was applied for both the beneficiary and the control/comparison groups for both projects (A2 and A3).

For A1 and A4, the sample of beneficiaries was chosen randomly from among the project beneficiaries. The selection of control/comparison groups was not as easy as the previous two projects. However we made every effort to identify control/comparison groups for both projects using the same criteria that were used by the SPOs to select their target beneficiary groups. The basic feature of the beneficiaries and the control/comparison groups was that they both live in similar geo-physical, political and cultural settings and are from similar socioeconomic locations.

For two projects (A2 and A1), the control/comparison groups were chosen from the same villages/communities and for the remaining two projects (A3 and A4), the control/comparison groups were selected from neighbouring villages/communities. The nature of A3 and A4 means that contamination (i.e. spill over of benefits) could easily occur since there are elements of community focused approach of the intervention. In these cases, we deliberately sought control groups from nearby but not the same villages. The selection of the households/respondents was made in line with the way (using the same criteria) beneficiaries were selected.

The table below presents the size of the sample of both beneficiary and the control/comparison groups for each of the projects.

Table 7: Sample size beneficiary and control groups for each project

Projects	Sample size: Beneficiary	Sample size: Control/ comparison
A2. Sustainable Livelihoods of the Poor Women	150	100
A3. Rural Development Program	200	100
A1. Girl Power Program	200	100
A4. Unite for Body Rights – CHC Project	150	100
Total	700	400

Four sets of questionnaires were developed to collect information. The first set of questionnaires was used for Projects A2 and A3 to collect information from respondent households. The second set of questionnaires was used for Project A1 to collect information from respondent girls and young women. The third and fourth sets of questionnaires were

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6 Our reporting of data therefore focuses on sampled households. Where the data refers to individuals as opposed to households, we make this clear.

used for Project A4 to collect information from both the respondent households and adolescent boys and girls. The questionnaires included variables related to demographic, socio-economic, gender relation, women empowerment, sexual and reproductive health, and relevant other issues. Further information on MDG methodology can be found in the Technical Report, Appendix 2.

For the capacity development study, 5 SPOs were pre-selected for intensive case study treatment as part of the initial contract for the study. In conformity with the whole MFS 11 cross country study, 5 organisational capabilities were each scored on a 5 point scale at two fixed points in 2012 and 2014. Workshops were carried out with SPO staff to identify specific indicators against each of these capabilities. During workshops, the team also worked with the SPOs to produce timelines and impact grids. The former helped identify key milestones and donors, which then provided evidence of organisational change.

On top of this, in the follow-up assessment, the team introduced an impact grid exercise to help identify key impact narratives (positive and negative). The key impact narratives were then followed up through field visits, interviews and so forth in order to assess the significance and weight of the impact and evaluate the contribution of MFS II funding and support. Follow up on the impact grids aimed to test therefore alternative explanations of change.

Holistic organisational assessment tools are most useful for organisations seeking to self-assess their capabilities. However when using them to draw plausible linkages between an external agencies' output work (i.e. capacity building) and resulting internal (SPO level) outcome change (i.e. capacity development) there are potential flaws. This is particularly the case where the external agency does not have significant influence over the local organisation in all its areas (as was the case with some of the SPOs pre-selected for this component). Thus the tool may show significant changes but these may not be traceable to the external agency. Contribution analysis does not really overcome this flaw with the reduction of information to two over simple ratings: capability and contributions. Within each capability, the spectrum of activity can be wide with gains and losses attributable to different variables of which the external agency is only one. There is also the inherent problem of positive bias in self-reporting, especially in Bangladesh where auto critiques simply provide openings for enemies (see context section above).

There has also been a problem of inherent perverse selection. The choice of SPOs to examine (note these were pre-selected) in relation to MFS 11 was oriented more towards those with

significance: larger, more likely impact (especially on MDGs), and with longer established profiles and reputation. Thus they already had capacity, and indeed more capacity than their supporting CFAs to engage with the complex political and socio-economic context of Bangladesh where transparency of process and set up has to give way to deep structures replete with patronage and personalised loyalties. This is a subtle cultural environment in which crude, measures of organisational capacity can be seriously misplaced. Dutch CFAs seek to operate in a liberal-democratic pluralist political framework and 'capacities' are derived from that premise. These are not the qualifications which lead to sustainability of primary purposes and organisational existence in Bangladesh. In other words, the notion of 'capacity' in the five capability model developed by ECDPM do not engage with the capacities needed for survival and effectiveness in the patron-client, *mastaanised* context of Bangladesh where even the regulatory authority, the NGO Affairs Bureau, expects to receive rent to permit an SPO to exist and function (see context section above).

Finally the core methodological problem in relation to process tracing is the misplaced syllogism between capacity enhancement of a SPO and any changes on that SPO's immediate environment/community. Process tracing is best applied when there is a reasonably sure case for believing that a change has happened. Thus it may be valid to identify a change in capacity and then seek to investigate contributory factors. It may be equally valid to identify changes at community level and seek to investigate what role (if any) was played by the SPO. But to put these results together may be stretching the evidence too far. In such cases we would be looking to assess a change at community level, identify the contribution not just of the SPO but of changes in the SPO's relations with the community, and then go further back to establish the contribution of the Dutch agency to those changes in relations. In our opinion, successive leaps of this kind introduce too much margin for error, and making decisions based on these findings would be fraught with difficulties.

In other words, process tracing may be a valid methodology for assessing the contribution of the SPO to an observed change. It may also be a valid methodology for assessing the contribution of an external agency to capacity change within a supported organisation. But if you try and put the two together you may end up with a case where the potential margin for error is far higher than the degree of change witnessed. Further information on capacity Development methodology can be found in the Technical Report, Appendix 3.

For the **civil society strengthening** component, in conformity with the whole MFS II cross country study, 5 CIVICUS aggregate indicators were scored at two fixed points in 2012 and 2014 for a sample of 16 SPOs drawn from a total SPO population of 60 to represent size,

significance, MDG sector, geographical spread and CFA range. Within each of these 5 aggregate CIVICUS indicators, there were up to 6 sub-indicators to contribute to the aggregate indicator score. The scores in 2012 and 2014 reflected a combination of 'judgements' based upon qualitative interviews and dialogue by a trained team of interviewers supervised by the academic leaders from Bath, their own standardising judgments, self-reporting, and triangulation with other stakeholders. In addition to this 16 SPO Q-squared exercise, 5 of the 16 SPOs were selected (again reflecting sector and significance) for intensive case study process tracing for contribution analysis, conducted by the academic supervisors from Bath.

The CIVICUS exercise provided snapshots of performance at specific points. We wanted to look more at process and understand how impact was achieved (or not) and also test the claimed impact contributions of SPOs. To do this, we identified 5 SPOs in the follow up study to carry out more detailed and in-depth case studies. This entailed a focused field trips and interviews with various stakeholders. In carrying out the case studies, we also developed a systematic contribution analysis, which enabled us to test SPO contributions to strengthening civil society.

Like process tracing, contribution analysis is a theory based impact evaluation which explores attribution (cause-effect) questions through a logical argumentation in order to assess the contributions a policy/programme makes to observed changes in outcomes. Contribution analysis does not prove causality but seeks to reduce uncertainty about the difference a programme may or may not be making. This approach follows 6 key steps: a) establish a cause-effect issue; b) develop a postulated theory of change in relation to the cause-effect; c) gather evidence on the theory of change; d) construct a contribution story or narrative, and challenges to it; e) seek additional evidence; f) revise/confirm contribution narrative.

As indicated above, we selected 5 SPOs for contribution analysis. Typically this involved field visits of 3-4 days by the research team and subsequent iterations with the evolving contribution. During this time, we also conducted the CIVICUS questionnaire. As will be seen in the technical reports, the contribution analysis exposed the research team to a more complex policy environment in which it was observed the coexistence of multiple interventions targeting the beneficiaries of CFA supported SPO interventions; multiple partners and stakeholders contributing to the observed changes associated with the SPO intervention; a dynamic and fast moving environment which impacted the ability of different actors to implement activities and the feasibility of these actions resulting in change. In short,

contribution analysis forced the research team to deal with greater complexity in assessing change and the contribution of SPO interventions.

As indicated in our baseline and again above, the contribution analysis represented our attempt to incorporate 'thick case studies' into our analysis in order to complement the 'thinner cases' provided by CIVICUS analysis. With this aim in mind, the contribution analysis proved successful and enabled us to go beyond some of the inevitable limitations of the CIVICUS approach.

5. <u>Summary of results and analysis (by component)</u>

5.1 MDGs

Below we provide a summary of projects, partners, consortium membership, budget size and MDG focus. These have all explained in detail in relevant sections above.

Table 8: Projects and Partners

Projects	Partners	Consortium	Total Budget Of which MFS11 %	MDGs/Themes
A2. Sustainable Livelihoods of the Poor Women	Unnayan Shahojogy Team (UST)	ICCO Alliance	E105000 100%	1 (eradicate extreme poverty and hunger)
A3. Rural Development Programme	Nijera Kori	ICCO Alliance	E2,711,870 11%	1 (eradicate extreme poverty and hunger)
A1. Girl Power Programme	Bangladesh National Women Lawyers' Association (BNWLA)	Child Rights Alliance	E233,679 90%	3 (promote gender equality and empower women)
A4. Unite for Body Rights – CHC Project	Christian Hospital Chandraghona (CHC)	SRHR Alliance	E950,000 52.6%	4, 5 and 6 (4: reduce child mortality; 5: improve maternal health; 6: combat HIV/AIDS, malaria and other diseases)

5.2 Key Findings (Major Impact)

In order to understand the results, it is important to reiterate that:

1. the evaluation period covers the 2012-2014 period. All the selected MDG projects have however been or are being implemented over a longer time period;
2. the baseline survey was carried out after all the projects had been started. Indeed the baseline was carried out after one project (A2) had been completed. Our baseline therefore may not be an accurate reflection of the beneficiary baseline. This is evidenced above in *inter alia* Table 3 and discussed in footnote 5 of the Technical Report;
3. the end-line survey was completed before two projects (A1 and A4) had been completed;
4. two of the four projects (A1 and A4) are 'new' or 'innovative' in Bangladesh and are 'culturally sensitive';
5. although both A1 and A4 were pre-selected to assess impact on selected MDG outcomes, we have considered a wider range of socio-economic and rights, awareness and empowerment related indicators precisely because the projects are innovative and culturally sensitive.

In summary, the results obtained through our evaluation have to be read with the above points in mind. Moreover the results should be read and interpreted in conjunction with results obtained for other indicators indicated in (5) above. Our overall observations on findings are:

(a) not all indicators demonstrate significant improvement over the period under consideration;

(b) however there have been some significant improvements in some indicators and these are also attributable to project interventions. This would indicate that although our assessment period is short (two years) there is good evidence that project outcomes are moving in the 'right' direction;

(c) our data largely shows consistent results between different related indicators. Thus for example where we see improvements in the percentage of people moving out of extreme poverty or always in deficit category, we also see a 'deterioration' in the percentage of people in moderate poverty or occasional deficit category. This simply indicates improvement or mobility at the lowest end but not much beyond this level;

(d) results are also consistent with what the projects expected in terms of results.

In order to see whether and to what extent the achievements are due to project interventions, a difference-in-difference method has been applied in the four projects under consideration. The difference in difference takes into account the counter-factual, and hence, provides the net impact of project intervention upon the lives and livelihoods of project beneficiaries. The results are presented below in Tables 9 through to 13 including standard errors of differences

in means and proportions with associated t-values in parentheses in the last column7. Whether the results are statistically significant or not have also been identified in the table with ** as significant at 5% level and * as significant at 10% level. In order to check the robustness of the results obtained through taking double differences of means or proportions of the variables under consideration, we have also carried out difference-in-difference regressions. The results are presented in Appendix 1 (Table 5.1 to Table 5.5) in the Technical Report.

Regression results confirm the findings obtained through taking double differences of means or proportions as reported in Tables 9 through 13. Although the magnitude of the findings are somewhat different in the regressions results8, the statistical significance remains the same. In considering results, we need to keep in mind the framework of evaluation of the projects, namely:

(a) the evaluation covered a two year period (2012-2014) while all of the projects had been or are being implemented over a longer time span; and

(b) the baseline was carried out after all the projects had started;

(c) Project A2 had been completed before the baseline was carried out.

The projects for the MDG component had been preselected and so the team had no control over points a to c. We should however consider the results and their statistical significance keeping the lack of uniformity of the assessment framework in mind.

Project A2: Achieving Sustainable Livelihoods of the Poor Women

Given the remarks above, the results for Project A2 indicate that it has been able to contribute significantly to improvements in land holding and also improvements in poverty status (Table 9). Improvements clearly attributable to projects have also been noted in the areas of crisis coping mechanisms (i.e. able to use savings rather than reducing consumption and withdrawing children from school and sending them to work); access to various public services (public health, land office, micro finance institutions, etc.); and satisfaction with the

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7 (i) Standard Error of the difference between means is calculated as:
$SE_{diff} = SQRT [(SE_1)^2 + (SE_2)^2]$
Where, SQRT = square root, SE_1 = standard error of mean in sample 1, and SE_2 = standard error of mean in sample 2.

(ii) Standard Error of the difference between proportions is calculated as:
$SE_{diff} = SQRT [((p_1(1-p_1))/n_1) + ((p_2(1-p_2))/n_2)]$
Where, SQRT = square root, p_1 = proportion in sample 1, p_2 = proportion in sample 2, and n_1 and n_2 are sample size in samples 1 and 2 respectively.

8 The regressions results are different because they only take into account the matching cases. Difference in Difference in means or proportions instead take into account all cases.

same services. The project has also contributed in undertaking collective community activities and women empowerment (Table 9)

The reduction in the percentage of people self-reporting themselves as 'extreme poor' is clearly a headline result. This is consistent with the design of the project which intended to identify income earning opportunities for poor women. This has been successful and resulted in increased incomes and expenditures (Table 6 in the Technical Report). The SPO also works on a model which organises beneficiaries into self-help groups or *samities*. One of the aims of the *samity* model is to promote collective action and lobbying especially around access to key services. The findings from Table 9 as well as our qualitative interviews indicate that this has been a successful strategy, and that respondents are significantly more satisfied with key services. Finally, there are some important results in terms of women's empowerment with women beneficiaries reporting more decision-making power at household and community levels, and greater levels of mobility.

Project A3: Rural Development Program – Ensuring democracy, accountability and rights
Accounting for counter-factuals, Project A3 has contributed to improving education levels (i.e. completed years of schooling), land holding, and improvement in poverty status (Table 10). Improvements attributable to project interventions have also been noted in the areas of being able to save money (total amount), access to various public services with satisfaction, participation in organizations, and empowerment of women in respect of increased decision-making abilities (Table 10).

Project A3 is implemented by one of the oldest SPOs in Bangladesh and the project area is an area where the SPO has been working almost since its establishment. The SPO is known for its strong rights based approach and its focus on securing access to public land and resources, as well as key social services. This is in short a social mobilization organisation and the closest we have to a membership based organisation. Significant results in increased land ownership (usually khas or government owned land distributed to the poorest), increased savings (supported by membership of *samities*), access to key public services (health) and satisfaction with these (the legal system) are all very consistent with the SPO's approach and its track record. At the same time, the positive results related to household participation in external organisations and the significant results in terms of increased female participation and decision-making within households and the community reflect again the SPO's track record in a rights focussed development agenda and its support for poor women.

Project A1: Girl Power Project

As indicated above, Project A1 is a new or innovative kind of project in Bangladesh9. Its focus on gender-based violence also means that the project engages with culturally sensitive issues. However, as observed from difference-in-difference analyses, the project has been able to raise awareness as well as participation and decision-making abilities of beneficiary girls and young women. Importantly it has also had a significant impact in reducing key violations of rights related to gender based violence such as torture, loss of dignity and so forth (Table 11). Beneficiary levels of education have also increased, and beneficiary households' economic status has improved. Improvements attributable to project interventions have also been noted in the areas of sharing household responsibilities with other members (i.e. not burdening young girls only with roles traditionally given to females such as caring for household members which then prevents them from following other activities such as schooling) and access to media. Some improvements have also been noted in raising awareness about consequences and risks of early marriage, dowry, early pregnancy, etc. The project has also contributed to improved understanding and practices among the beneficiary girls and young women in relation to gender equity, participation in household decision making, mobility, and rights.

Project A1 had not been completed before we carried out the end-line survey. As indicated above, this meant that the SPO was still carrying out key project activities. At one level this could help explain why there are significant differences in some of the questions around awareness raising, and why there are significant results in areas such as spending time at school and less time doing 'traditional female roles' such as food preparation and fuel collection alone. Some of the questions around 'decision making' especially within households and communities do not give significant results. Our qualitative interviews would suggest that this might reflect the fact that the project engages with culturally sensitive issues around gender roles and responsibilities, and that the beneficiaries are adolescent girls who traditionally in Bangladesh refer mostly to male guardians for key decisions.

Project A4: Unite for Body Rights – Christian Hospital Chandraghona (CHC) Project

Project A4 is also a new and somewhat innovative intervention that has been undertaken to improve awareness and services about sexuality and reproductive health among adolescents. Like Project A1, it therefore engages with issues which are very culturally sensitive.

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[9] By new or innovative, we refer to the fact that there are not many similar programmes in the country, and also the implementation of such programmes are challenging in the social, cultural, religious context of Bangladesh.

The double difference analysis shows significant impact at household levels on health status, food security, views on the quality of services from the hospital, use of ante and post-natal services (Table 12). In terms of the adolescents, the analysis shows significant impact on awareness of risks and consequences of early marriage, pregnancy and dowry; knowledge of family planning methods and pregnancy as well as sexual and reproductive health; the consequences of non-registration of births; equality between men and women in relation to wages, food consumption, inheritance, education, medical care, and participation in committees (Table 13).

Again project A4 was still being implemented when we carried out the surveys. Our qualitative interviews confirmed our quantitative analysis in that there was a strong endorsement of the effectiveness and comprehensiveness of the different trainings and awareness raising activities around health and sexual and reproductive rights. These activities were still being offered when we carried out the survey. At the household level, beneficiary households reported improved health status, and use as well as satisfaction with hospital services. The hospital has been servicing local communities for many years. It has a very strong reputation as a good hospital. The results seem to confirm this, and pick up on this reputation.

Table 9: Sustainable Livelihoods of the Poor Women (Project A2)

Indicators	Difference in difference (2014-2012)			Standard Error (t-value)
	Program	Compari-son	Double difference	
Land ownership (in decimals)				
- Average homestead land	0.27	0.03	0.24**	0.10 (2.42)
Economic status - self assessment (% of households)				
- Extreme poor	-27.83	-13.8	-14.03**	0.05 (2.82)
Crisis coping mechanisms at household level. Multiple responses (%)				
- Use of savings	3.12	-11.62	14.74**	0.03 (4.22)
- Reduces food consumption	-41.68	-32.23	-9.45	0.06 (1.54)
- Reduces other expenses	-24.33	-18.53	-5.8	0.05 (1.12)
- Withdraw of children temporarily from school	-2	0	-2*	0.01 (1.78)
- Sending children to work	-7.1	2.83	-9.93**	0.03

				(3.76)
Proportion of households accessing services (% of households)				
- Public health service	11.24	4.4	6.84**	0.03 (2.10)
- Land office	8.5	-1.3	9.8**	0.03 (3.92)
- Micro finance institutes/NGOs	72.06	28.6	43.46**	0.06 (7.52)
- Services from Union Parishads	6.83	5.8	1.03	0.03 (0.33)
Level of satisfaction (% of those households which accessed a service)				
Public health service				
- Fully satisfied	4.64	0.89	3.75*	0.02 (1.94)
Public education				
- Partially satisfied	14.59	1.16	13.43**	0.03 (4.44)
Land office				
- Fully satisfied	11.76	-3.19	14.95**	0.03 (4.79)
Micro finance institutes/NGOs				
- Fully satisfied	-0.54	-5.88	5.34**	0.02 (2.20)
Social safety net program				
- Neither satisfied nor dissatisfied	-2.33	-16.45	14.12**	0.04 (3.62)
Police				
- Partially satisfied	-42.9	-60	17.1**	0.06 (2.71)
Court				
- Partially satisfied	16.17	-11.93	28.1**	0.04 (6.41)
Union Parishad				
- Partially satisfied	-19.1	-36.47	17.37**	0.06 (3.02)
Reasons for not being able to access services (% of households who had tried but failed)				
- Due to poverty	-22.86	0	-22.86**	0.03 (6.80)
- Because of being female	4.76	-5.36	10.12**	0.03 (3.58)
Involvement with collective community activities? (% of households)				
- Yes	1.2	-5.2	6.4**	0.02 (2.68)
Female participation in household decision making (% of households)				

- Not at all	-1.35	1.4	-2.75*	0.01 (1.84)
- Can do alone	12.09	9.7	2.39	0.04 (0.61)
- Along with husband	-15.23	-13.6	-1.63	0.04 (0.36)
- Along with household members	4.4	2.5	1.9	0.02 (0.84)
Female participation in decision making of village/community (% of households)				
- Not at all	-20.39	-16.6	-3.79	0.05 (0.77)
- Can do alone	12.15	3.3	8.85**	0.03 (2.80)
Female participation in choosing family planning methods (% of households)				
- Can do alone	0.59	-4.5	5.09**	0.02 (2.35)
Female participation in decision making around children's' education (% of households)				
- Not at all	-1.26	4.1	-5.36**	0.02 (2.46)
- Can do alone	2.51	-5.1	7.61**	0.03 (3.01)
Female participation in decision making around children's' marriage (%of households)				
- Not at all	0.62	4.1	-3.48*	0.02 (1.67)
- Can do alone	-0.01	-4.4	4.39**	0.02 (2.14)
Female able to go to relatives house (% of households)				
- Can do alone	3.43	-0.9	4.33**	0.02 (2.50)
Female able to go to the hospital (% of households)				
- Not at all	-22.59	-20.2	-2.39	0.05 (0.45)
- Can do alone	6.73	1.9	4.83**	0.02 (2.00)

Table 10: Rural Development Program (Project A3)

Indicators	Difference in difference (2014-2012)			
	Program	**Compari-son**	**Double difference**	**Standard error (t-value)**
Education (% of all members aged 15 years and above)				
- Average years of schooling (15 years of age and above)	0.26	0.15	0.11**	0.02 (4.68)

Land Ownership (in decimals)				
- Average homestead land	0.68	-0.25	0.93**	0.03 (27.08)
- Average cultivable land	1.87	-0.15	2.02**	0.15 (13.49)
- Permanently leased in khas land	3.42	-0.40	3.83**	0.12 (30.86)
Economic status - self assessment (% of households)				
- Poor	-5.02	5.18	-10.2**	0.03 (3.83)
Savings of households (in Taka)[10]				
- Average amount of savings in last year	1435.8	246.2	1189.6**	194.98 (6.10)
Proportion of household accessing services (% of households)				
- Public health service	4.83	-11.91	16.74**	0.03 (0.03)
- Land office	2.09	0.47	1.62	0.01 (0.01)
- Services from Union Parishads	34.66	31.78	2.88	0.06 (0.06)
Level of satisfaction (% of those households who accessed services)				
Public education				
- Fully satisfied	7.54	-12.42	19.96**	0.04 (5.37)
Land office				
- Fully satisfied	0.79	0	0.79	0.01 (1.3)
Court				
- Fully satisfied	10.03	0	10.03**	0.02 (4.60)
Household current involvement with club, organization, cooperative society, UP committees or any other organization (% of households)				
- Yes	2.01	-1.82	3.83**	0.02 (2.33)
If yes, degree of participation in those activities (% of those involved)				
- Key role in the decision making	16	-14.29	30.29**	0.04 (7.04)
Household current involvement in self-help groups (% of households)				
- Yes	2.28	-0.93	3.21**	0.01 (2.25)
If yes, degree of participation in this activity (% of those involved)				
- Participate in the discussion actively	36.63	0	36.63**	0.03 (10.48)

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[10] 1 US $ = 80 Taka

Received training from NGO or other organization during last 5 years (% of households)				
- Yes	3.67	-1.01	4.68**	0.02 (2.80)
Female participation in village/community decision making (% of households)				
- Can do alone	9.22	0	9.22**	0.02 (4.39)
Female participation in decision making around children's' education (% of households)				
- Can do alone	-10.46	-19.36	8.9**	0.04 (2.01)
Female operating business/income generating activates (% of households)				
- Can do alone	13.73	5.73	8.0**	0.03 (2.38)

Table 11: Girl Power Program (Project A1)

Indicators	Difference in Difference (2014-2012)			Standard error (t-value)
	Program	Compari-son	Double difference	
Schooling (years)				
Average completed years of schooling	1.93	0.91	1.02**	0.02 (44.92)
Household expenditure (in Taka)				
Average monthly expenditure of the household	2913.1	1775.0	1138.1**	57.60 (19.75)
Food condition (% of households)				
Always in deficit	-6.64	-8.32	1.68	0.03 (0.54)
Sometimes in deficit	-31.77	-13.75	-18.02**	0.05 (3.92)
Water fetching (in minutes)				
Time (minutes) spent per day to collect water	-9.94	-10.75	0.81**	0.27 (3.00)
Care giving (in minutes)				
Average time (in minutes) spent daily to care for children, ill and older members of household	24.81	49.88	-25.07**	1.75 (14.34)
Access to the following Media for information/communication (% of respondents)				
Cell phone	0.37	-5.51	5.88**	0.03 (2.06)
Radio	4.71	2.95	1.76	0.03 (0.52)

Consequences of early marriage (Multiple Responses - %)				
Harmful effect on health	17.22	6.81	10.41**	0.04 (2.93)
Adverse impact on education	0.47	-0.23	0.7	0.01 (1.06)
Can't look after family properly	1.95	-1.98	3.93**	0.02 (2.43)
Can't take proper care of children	3.03	2.52	0.51	0.02 (0.27)
Types of risk for early pregnancy (Multiple Responses - %)				
Death of mother	15.92	3.16	12.76**	0.03 (4.17)
Death of children	24.68	17.94	6.74	0.05 (1.44)
Poor health of mother and children	33.2	18.96	14.24**	0.05 (2.89)
Weak/sick child	39.58	34.75	4.83	0.06 (0.86)
Decision making around buying daily food and necessities for the household (% of respondents)				
Jointly with other male members of the household	18.08	14.14	3.94	0.04 (0.93)
All members of the household	22.03	11.11	10.92**	0.04 (2.64)
Able to go to the hospital (% of respondents)				
Can go alone	20.41	7.22	13.19**	0.04 (3.53)
Able to go to get services from different sources (% of respondents)				
Can go alone	-0.96	-4.9	3.94*	0.02 (1.87)
Received training from any NGO or other organization during last 2 years (% of respondents)				
Yes	17.38	-15.16	32.54**	0.04 (7.61)
Received training during last 2 years (no. of training days)				
Self-defence training	1.26	-1	2.26**	0.01 (294.79)
Awareness and protection of right	4.09	2.4	1.69**	0.02 (93.07)
Management and technical skill	5.66	1.86	3.8**	0.01 (291.27)
Types of violation of rights experienced (Multiple Responses - %)				
Negligence or discriminatory behaviour from family	28.25	36.4	-8.15	0.05 (1.49)
Physical torture	-10.5	12.6	-23.1**	0.04 (6.14)
Having involuntarily pregnancy or abortion	-1.3	0.46	-1.76*	0.01 (1.73)
Abuse for giving birth of a girl-child	0	2.66	-2.66*	0.01

Indicators				
				(1.79)
Mental torture/abuse	-11.57	-16.54	4.97	0.04 (1.21)
Deprived of social status/dignity	-28	-19.1	-8.9*	0.05 (1.84)
Faced social deprivation/discrimination	-21.3	-19.1	-2.2	0.05 (0.47)

Table 12: Unite for Body Rights – CHC Project (Household) (Project A4)

Indicators	Difference in difference (2014-2012)			Standard Error (t-value)
	Program	Compari-son	Double difference	
Health status (% of all members)				
- Physically fit for work	3.11	-18.16	21.27**	0.04 (5.28)
Immunization (% of households with under 5 children)				
- % of household with children aged<5 years having vaccines for measles?	20.02	4.1	15.92**	0.04 (4.27)
Food availability during last year (% of households)				
- Always in deficit	2.33	1.12	1.21	0.02 (0.76)
- Sometimes in deficit	-2.45	11.87	-14.32**	0.03 (4.21)
Response on the Quality of Service: Christian Hospital Chandraghona (CHC) (% of respondents who received services)				
- Good service delivery	12.64	-4.5	17.14**	0.03 (5.14)
- Good behaviour of doctors/service providers	12.54	-4.5	17.04**	0.03 (5.12)
- Good behaviour of the support staff	7.03	-4.5	11.53**	0.03 (4.01)
- Cleanliness	27.32	-4.5	31.82**	0.04 (7.79)
- Confidentiality of treatment	24.27	-4	28.27**	0.04 (7.22)
- Good quality of food	14.28	-4	18.28**	0.03 (5.40)
- Little waiting time	-1.24	-4.5	3.26	0.02 (1.47)
- Availability of service providers	4.17	-4.5	8.67**	0.03 (3.40)
- Availability of Medicines	-0.74	-4	3.26	0.02 (1.60)
- Availability of medical equipment	1.51	-4	5.51**	0.02 (2.56)

- Good quality of treatment	4.17	-4	8.17**	0.02 (3.28)
Response on Cordiality of CHC personnel (% of respondents)				
- Doctors	21.11	-5	26.11**	0.04 (6.72)
- Nurses	8	-4.5	12.5**	0.03 (4.22)
- Technicians	5.08	-4.5	9.58**	0.03 (3.57)
- Ward boys	-4.2	-4.5	0.3	0.03 (0.12)
- Administrative staff	5.18	-4.5	9.68**	0.03 (3.60)
Use of Antenatal care (% of respondents)				
- % of respondents who needed antenatal care during pregnancy?	29.44	-7.58	37.02**	0.04 (8.30)
Post-Natal Care (% of respondents)				
- % of respondent who needed post-natal care after delivery?	38.35	2.4	35.95**	0.04 (8.66)

Table 13: Unite for Body Rights – CHC Project (Adolescents) (Project A4)

Indicators	Difference in difference (2014-2012)			Standard Error (t-value)
	Program	Compari-son	Double difference	
Awareness Related Information:				
Opinion about early marriage (% of respondents)				
- Harmful	9.2	-7.74	16.94**	0.03 (4.90)
Consequences of early marriage (Multiple Responses, %)				
- Early pregnancy	14.64	-2.48	17.12**	0.03 (5.40)
- Can't adjust with husband properly	18.3	7.55	10.75**	0.04 (2.70)
Opinion about early pregnancy (% of respondents)				
- Risky	9.19	-7.04	16.23**	0.03 (4.82)
Types of risk for early pregnancy (Multiple Responses, %)				
- Death of mother	1.9	-27.11	29.01**	0.04 (6.52)
- Death of children	8.15	-21.01	29.16**	0.05 (6.47)
- Weak/sick child	23.09	14.6	8.49**	0.05 (1.78)

Opinion about dowry during marriage (% of respondents)				
- Shameful/unlawful	7.04	-16.68	23.72**	0.04 (5.72)
Opinion about birth registration (% of respondents)				
- Necessary	2.86	-14.07	16.93**	0.04 (4.67)
Mode of washing hands after defecation (% of respondents)				
- With soap	3.54	-11.83	15.37**	0.03 (4.44)
Is there any law to protect from violence against women? (% of respondents)				
- Yes	12.6	3.06	9.54**	0.03 (3.07)
Opinion about comparative wage of men and women in the work place (% of respondents)				
- Both equally	5.67	-13.85	19.52**	0.04 (5.11)
Opinion about boys and girls food consumption in the family (% of respondents)				
- Both equally	-0.01	-13.05	13.04**	0.03 (3.98)
Opinion about distribution of inherited properties between men and women (% of respondents)				
- Both equally	82.87	58.86	24.01**	0.06 (4.27)
Opinion about education provision for boys and girls (% of respondents)				
- Both equally	97.86	84.15	13.71**	0.04 (3.68)
Opinion about medical treatment for boys and girls (% of respondents)				
- Both equally	0.66	-10.3	10.96**	0.03 (3.63)
Opinion about comparative participation of boys and girls in local association/club/committee (% of respondents)				
- Both equally	67.9	57.64	10.26**	0.06 (1.70)
Knowledge about Family Planning Methods (% of respondents)				
% of respondents who had heard about family planning methods	20.58	-10.25	30.83**	0.04 (7.10)
Views on usefulness of family planning methods: (Multiple responses, %)				
- Increase the solvency of the households	6.86	-24.48	31.34**	0.05 (6.77)
- Advantageous to educate the children	-9.08	11.7	-20.78**	0.04 (5.39)
- Children have better health and nutrition	3.89	-0.37	4.26**	0.02 (2.61)
- Mother's health and nutrition is ensured	24.14	17.58	6.56	0.05 (1.31)
Views about problems of family planning methods: (Multiple responses, %)				

- Side effects	8.6	33.6	-25.0**	0.05 (4.91)
- Risk of infertility	19.68	35.7	-16.02**	0.06 (2.86)
- Husband does not like them	13.01	31.03	-18.02**	0.05 (3.45)
Opinion about giving birth in quick succession (Multiple responses, %)				
- Benefits of a large family	-8.91	3.89	-12.8**	0.03 (4.37)
- Leads to poor health of mother and children	10.43	-10.21	20.64**	0.04 (5.43)
- Economic burden	27.97	-3.27	31.24**	0.04 (7.93)
- Inadequate birth spacing	23.97	13.48	10.49**	0.05 (2.22)
- Don't know	1.52	12.92	-11.4**	0.03 (3.36)
Knowledge about specific family planning methods (% of respondents)				
- Pill/edible tablet	-3	-22.6	19.6**	0.04 (4.58)
- Emergency pill	4.66	17.38	-12.72**	0.04 (3.15)
- IUD/Copper T	26.72	-3.72	30.44**	0.04 (7.72)
- Injection/Depo	11.13	-7.75	18.88**	0.04 (5.26)
- Condom	17.06	-1.7	18.76**	0.03 (5.83)
- Implant/Norplant	28.07	-4.61	32.68**	0.04 (8.00)
- Safe period	14.81	-8.48	23.29**	0.04 (5.98)
- Azol	4.97	-2.8	7.77**	0.02 (3.31)
- Ligation/Tubectomy	10.08	4.28	5.8*	0.03 (1.88)
- Vasectomy/NSV	27.62	-11.19	38.81**	0.05 (8.31)
Knowledge of options available to deal with unexpected pregnancy (% of respondents)				
- MR /Menstruation regularization	13.25	-2.84	16.09**	0.03 (5.15)
- Abortion	4.91	-33.81	38.72**	0.05 (7.90)
- Consultation with doctors	-12.79	5	-17.79**	0.04 (5.27)
- Do not know	-5.31	28.8	-34.11**	0.05 (7.20)
MR Related Awareness (% of respondents)				
% of the respondents who have heard about MR	5.71	-12	17.71**	0.04 (4.86)

Knowledge about minimum period (weeks) of going for MR after becoming pregnant (% of respondents)				
- Up to 8 to 10 weeks when provided by specialized provider (correct response)	-1.47	-13.08	11.61**	0.03 (3.41)
- Others (incorrect response)	-2.75	-5	2.25	0.02 (0.91)
- Do not know	4.13	18.08	-13.95**	0.04 (3.44)
Knowledge about the source of MR services (% of respondents)				
- Qualified doctor	-21.33	-60.91	39.58**	0.06 (6.90)
- Nurse/Paramedic	-37.87	-10.45	-27.42**	0.05 (5.66)
- Family welfare centre (FWC)	-2.53	0	-2.53**	0.01 (2.04)
- Trained health worker	-3.88	-10.44	6.56**	0.03 (1.97)
- Pharmacist	0.64	-2.9	3.54**	0.02 (2.03)
- Others	55.41	87.5	-32.09**	0.05 (6.33)
- CHC	8.92	0	8.92**	0.02 (3.97)
Source of knowledge about MR (% of respondents)				
- CHC-UBR training	35.92	-17.1	53.02**	0.05 (10.08)
- School	14.08	14.75	-0.67	0.04 (0.15)
- Friends/family	-5.49	3.53	-9.02**	0.03 (3.56)
- Community meetings	-15.8	-2.9	-12.9**	0.03 (3.90)
- Health centre	-1.97	9.68	-11.65**	0.03 (3.79)
- Health worker	8.59	4.79	3.8	0.03 (1.25)
- NGO	1.79	0	1.79*	0.01 (1.71)
- Poster/leaflet	0.45	22.17	-21.72**	0.04 (5.33)
Awareness about STD, HIV and Safe Sex (% of respondents)				
% of the respondents knows about STD	15.21	-12.37	27.58**	0.04 (3.89)
% of the respondents knows about HIV	1.34	-30.98	32.32**	0.04 (0.35)
% of the respondents knows about safe sex	29.35	-9.81	39.16**	0.04 (7.94)
Actions when faced with problems related to puberty, sexual and reproductive health (Multiple response, %)				
- consult with CHC/UBR representative	49.19	-6.6	55.79**	0.05 (12.08)

-	discuss with class mates/friends	14.05	-11.72	25.77**	0.04 (6.20)
-	discuss with family member	5.9	-7.98	13.88**	0.03 (4.31)
-	discuss with others	5.54	1.97	3.57	0.02 (1.59)
-	Not to discuss with anybody and keep quite	-2.1	0	-2.1*	0.01 (1.86)
-	Do not know	-3.93	20.89	-24.82**	0.04 (5.86)
Is there any institution available in your area which provides advice/counselling services related to puberty, sexual and reproductive health (% of respondents)					
-	Yes	31.15	6.88	24.27**	0.04 (5.51)
Types of institutions available (Multiple responses, %)					
-	CHC/UBR	50.12	-74.1	124.22**	0.06 (21.42)
-	Public health centre	45.34	46.77	-1.43	0.06 (0.23)
-	Private organization	21	-0.76	21.76**	0.03 (6.56)
-	Others	6.1	0	6.1**	0.02 (3.23)
-	Do not know	-29.03	9.59	-38.62**	0.05 (8.43)

5.3 Capacity Development

This was measured between baseline and end line across the following 5 organisational capabilities on a 1(low) to 5(high) scale developed by ECDPM:

- To adapt and renew
- To act and commit
- To deliver on development objectives
- To relate to external stakeholders
- To achieve coherence

Table 14: Summary of aggregated scores across the 5 capabilities for each organisation

Organisation	Baseline aggregated score 2012	End line aggregated score 2014	Capability Change
PAB	4.12	3.96	Decrease of 0.16
CDD	3.7	4.5	Increase of 0.80

AOSED	2.8	2.98	Increase of 0.18
SUPRO	3.18	3.74	Increase of 0.56
VERC	3.4	3.88	Increase of 0.48

For Practical Action Bangladesh and AOSED, the difference between these scores over the time period is insignificant. While more significant for CDD, SUPRO and VERC, there are internal variations. The MFS II financial contribution to CDD and VERC was 4-6% and 3% respectively over the period. Only SUPRO results with 95% funding from MFS II can therefore be realistically attributed to MFS II support via Impact Alliance (Oxfam-Novib). The qualified successes of CDD and VERC are more attributed to longer standing relationships with donors: for CDD the ICCO Alliance (Light for the World); and for VERC, CordAid.

While there is less change to attribute for the cases of Practical Action Bangladesh and AOSED, each has a specific story. Practical Action Bangladesh is part of Practical Action UK and thus supported closely as part of that international structure, requiring less organisational capacity development support from WASH Alliance (WASTE), and indeed the internal structure of WASH Alliance, with Simavi in the lead, was according to some in Practical Action Bangladesh, difficult to navigate. AOSED was 100% funded by MFS II at the beginning of the period, but had its funding discontinued in 2013. It claims to have experienced problems of capacity support from Simavi – a claim Simavi contends. What is clear is that AOSED was in need of strong and sustained capacity development and it is not clear that the appropriate levels were provided. Simavi has continued its capacity development support (although it has discontinued funds) by recruiting a VSO volunteer for AOSED. It is too early to see how successful this will be.

Thus from these 5 cases, the positive contribution story for MFS II really only applies to SUPRO in terms of linking capacity outcomes to direct capacity building interventions. However the positive CDD and VERC outcomes can be plausibility linked to longer standing relations with Dutch agencies (for CDD LFTW prior to ICCO, and CordAid respectively), with MFS II providing the opportunity for a continuing Dutch agency engagement, albeit minor in terms of funding. The success of CDD and VERC in diversifying their funding sources and thus enhancing their sustainability can be seen as a function of long term support from inception to a weaning off dependency. This conclusion is also consistent with the notion that change is more a function of long term relationships rather than recent, shorter ones, and that the creation of stable, flexible partnerships may be much more conducive to

capacity development than more targeted capacity building – at least for more well-established and mature organisations such as those covered in this evaluation.

Turning to SUPRO, there were positive responses from its major stakeholders, evidenced through improved relationships with local government across the country and evidence of joint events, campaigns, etc. (see Tax campaign and SUPRO members joining government health and education committees). SUPRO has also made steady progress over time both in terms of its own institutional development but also its impact in its priority areas. It is worth noting the slow steady growth of partners, and that the founders and majority of Council members are not from the Dhaka NGO elite, but represent the 45 districts of Bangladesh.

With this mixed picture, what overall conclusions can be drawn?

With the exception of SUPRO and AOSED, much of the MFS II funding was a small proportion of the total incomes of the local partners (SPOs), though often a function of longer term, prior relationships with Dutch aid via INGOs. Thus in this period, the SPOs were already positively reflecting diversification of income flows and thus sustainability by reducing the risk of over-dependency. While this pattern may undermine the desire to measure and attribute the impact of MFS II over a two year (2012-2014) precise period, the value of Dutch aid itself is not necessarily undermined.

It seems clear that the 2 year time period for measurement and attribution of change could not be expected to reveal significant impact upon the 5 capabilities, since these two years are for some SPOs nested within longer relations going back a decade or more, like between VERC and Cordaid. Cordaid is credited by informants as having introduced new ideas to VERC, especially a shift from group to community based strategy. Again this is not a negative statement on MFS II per se, merely a logical observation that in the context of longer standing relationships, only incremental shifts could possibly be detected. For the larger measured increases, there are aggregate capability improvements between 14 (VERC) and 21% (CDD), but the most reliable attribution is SUPRO at 17% due to its funding dependency.

A further problem derived from the measurement methodology is again not necessarily a poor reflection on the CFA-SPO relationship. The MFS II templates for capacity development measurement (from within a Theory of Change perspective) assumed that specific objectives were consciously elaborated for each Dutch supported project, along with the related assumption that all projects fitted at least one or more of the three key areas (components): contribution of MDGs; civil society strengthening; and SPO capacity development. Many of

the funded projects did not actually have concrete goals in these areas, especially the second two. Thus under capacity development, few of the cases had mutually agreed objectives sufficiently explicit to permit confident contribution analysis to an objective. There is simply a loose correlation between some SPO improvement and some CFA participation via present MFS II funding and history.

Interestingly there is some evidence of reverse capacity development where an SPO was part of another well-established INGO than the MFS II CFA. Thus CDD draws strongly for its approach from its connections to ADD, and has thus been able to share ideas about practice with its CFA—Light for the World. At the same time, CDD has been assisted in proposal writing, which has improved its non-MFS II funding during the measurement period. Practical Action Bangladesh, as part of Practical Action UK, has access to wider experience and has been able to feed that back to WASH Alliance and WASTE. At the same time, WASTE has contributed some innovative ideas such as the diamond model of business on the faecal sludge and management services. The Practical Action Bangladesh connection to WASTE has assisted the Practical Action Bangladesh profile and contributed to its access to both government and Melinda Gates Foundation funds.

5.4 Civil Society Strengthening

In comparison with other funders who do not incorporate a strengthening civil society component to their funding, the MFS II scheme is largely recognized as a more holistic way of influencing local stakeholders' mindsets and institutions. At the same time, the most significant changes observed within the SPOs themselves across the two-year period are hard to interpret because achieving observable impact through civil society strengthening requires both sufficient money and time. Therefore the major findings highlighted below, based on the two rounds of CIVICUS scoring, must be interpreted carefully and contextualized.

In general, as Table 15 shows, the funded SPOs scored increasingly high on *civic engagement*, *practice of values* and *perception of impact* with average scores improving from 1.3 to 1.5, 1.6 to 2 and 1.8 to 2. The overall absence of changes in the *level of organization* indicates that the SPOs have reached a level of maturity and have stable relationships with other relevant actors. This lack of improvement may also suggest that the SPOs, on average, are not proactive in engaging with a large number of networks and umbrella institutions.

Table 15: Summary of CIVICUS scoring against 5 aggregate headings 2012-2014

	Average 2012	Average 2014
CIVIC ENGAGEMENT	1.3	1.5
LEVEL OF ORGANISATION	1.5	1.5
PRACTICE OF VALUES	1.6	2
PERCEPTION OF IMPACT	1.8	2
ENVIRONMENT	1.6	1

Table 16 summarizes the average CIVICUS scoring per SPO, and detailed scoring by each of the 16 SPOs for each sub-indicator of the 5 aggregate indicators can be found at Appendix 1. The range of interventions delivered by the 16 SPOs is broad. Some SPOs (for example the Girl Power Project implemented by ACD, Aparajeyo and BNWLA or the health services and activities delivered by Caritas, CSS, DSK, FPAB or VARD) seek to transform mindsets in order to achieve better gender equity through direct service provision. Other SPOs adopt a rights-based approach to transform political structures and enforce constitutional rights (AOSED, CDD, ADD, SUPRO and UTTARAN). The former are often referred to as 'intermediation' SPOs in that they aim to fill the gaps in public services whereas the latter, 'mobilisation' SPOs adopt a far-reaching strategy that aims to compel duty bearers to be more accountable to citizens in the longer-term. Furthermore our summary analysis indicates that SPOs that are "owned" by their representative members (normally under the guise of a "grassroots platform" or a membership based organisation) score higher than other SPOs. This we argue is because the processes of including target groups in the analysis are easily implemented and costs associated with it are lower.

However, unlike the capacity development component the 'strengthening civil society' component's outcome is less under the control of the SPO and more likely to be affected by the external environment in which the SPO operates. This has been a major factor in the precise period of this study as indicated in the 'relevant context' section of this overview paper. This externality is unambiguously and consistently revealed by the drop across the 16 SPOs in the disaggregated and aggregated *environment* scores from 1.6 to 1.0.

Even without political disturbances and violence, Bangladesh is a difficult environment for new NGOs or mature NGOs willing to work on new issues. Well-known NGOs have long-established personal relationships built across civil society to policy-making, and the strength of these relations can create barriers to entry for newer NGOs who want to build ties across different dimensions of civil society. This reflects some element of the social capital problem

whereby the intense strength felt by those on the 'inside' results in those outside being excluded.

However laid on top of this inherent structural problem of the exclusion of new entrant SPOs, the conditions for a flourishing civil society in general and the NGO environment in particular has been affected by political turmoil and disturbance affecting the country since September 2013 in the run-up to the January 2014 'election' in which the opposition coalition refused to participate because a neutral caretaker government had not been installed. This disruption took the form of *hartals* and blockades and street violence alongside killings not only of political adversaries but also civil society actors (such as NGO activists, leaders and journalists). This situation has returned one year later as we finalise the report (see 'relevant context' above). Significantly, the closing down of political space means that freedom to critique policy and openly advocate on rights issues is curtailed. Public criticism can be perceived as an attack upon the government. Thus SPOs supported by MFS II have had to be very cautious in pursuing their missions over the last 2 years because they fear reprisals if their civil society behaviour is identified as pro—opposition or anti-government. Certainly we conclude that the tense political climate at local and national levels has affected the room for manoeuvre for some of the SPOs in our sample, especially those with a more mobilization agenda (SUPRO, ASK, AOSED, Bangladesh News Network for example).

Under these conditions there is a core problem of donor resolve and morality. There has been a long standing problem in Bangladesh of donor volatility in the context of partner NGOs which take risks in pursuit of rights based agendas. In a hostile socio-political environment at local as well as national levels, where vested interests around rent-seeking are challenged and exposed, opponents of NGOs and CSOs assess the sustainability of their civil society actions. They ask: Will those annoying NGOs survive? Can individuals be bought off? Is their donor support precarious and thus their agendas and challenges able to be discounted? If long term, stable support is not signalled and actually available, then donors can rightly be accused of unethically exposing their local partners to high levels of risk in the pursuit of donor agendas. Donors of course are insulated from the same risk.

It is not surprising to see that a few SPOs scorings have declined as for some of them the funding has either stopped completely or been significantly reduced (i.e. BNN, AOSED and Practical Action Bangladesh). The interruption of financial support in some cases when the SPO was highly dependent on MFS II, significantly affected the internal capacities of SPOs and their ability to plan strategically and engage with relevant stakeholders. We also need to factor in a more 'normal' institutional cycle in which funding supports more obvious early

activity (e.g. participating in or conducting civil society studies, data gathering and production of dissemination materials), followed by less fund dependent activity in later stages of sponsorship like dissemination through ongoing presence of staff in relevant networks as well as workshops, seminars and conferences.

Thus the role of the CFAs and the nature of their relationships and commitment levels to the funded SPOs have a strong influence upon the efficacy of their financial contribution towards the expected outcomes of the partner SPO. A long-term, regular, flexible grant support combined with co-operative and mutually supportive long-term relationships not only creates a favourable learning environment where SPOs can learn and develop sustainable strategies (for example Light For The World and CDD), but it also signals strength and continued presence to both cooperating and hostile actors in their field of operation. On the other hand, a tenuous and unpredictable 'distance' between the CFA and its SPO can perversely signal precariousness rather than independence and self-determination, thus weakening rather than strengthening the civil society context for that SPO. Tenuous and unpredictable flows of funding and other support can also entail weak monitoring and follow-up systems that support the strategic thinking of the SPO management. Uncertain financial relations, a lack of longer-term commitment to a partnership, and insufficient high-quality strategic support can jeopardize the SPOs' capacities to plan sustainable activities and increase their 'political' reliance on donors thereby putting them at risk. We have observed elements of this in AOSED and Practical Action Bangladesh.

Shifting the focus of analysis from the risky, politicised rights domain towards the more technical, apolitical end of the policy agenda, there is an attribution problem in trying to trace the impact of small financial support upon big expectations for policy impact—the leverage efficiency calculation. For our sample, the percentage of MFS II funding to its SPOs has often been diluted by multiple sources of funding and consequently difficult to track for impact. For an SPO to have impact upon either the strength of civil society activity in its sector, or upon government policy more directly, long term relations between its staff and other established stakeholders in its 'environment' is required. Those staff need to be well educated as well as activists, they need to have credibility in order to have reputations which can be converted to influence. They have to be respected professionals, and thus adequately and securely rewarded. That entails significant levels of funding, often way beyond the MFS II/CFA flow. And if the NGO is isolated (geographically) or new to the field there is a need for further financial support to sustain and deepen impact (for example ACD). Ambitions in most of these SPO sectors cannot be realised on the cheap. And small donors cannot expect to exercise much leverage, unless their present reduced funding has followed on from much

longer and generous relationships. The Dutch relationship to Nijera Kori could be considered in this way.

The openness of the institutional landscape in specific thematic sectors can vary significantly and therefore determine NGO outcome achievements in terms of influence on other institutions' practices and policy. For example working in the sector of gender issues (such as ACD and Aparajeyo) might be slightly more *open* to changes than budget and taxation issues, such as SUPRO for example (which clearly challenge long-established structures and mindsets of the political elites). It is interesting in the presently charged political climate that the governing party, despite closing down the space for civil society and other democratic processes, remains strongly focussed upon poverty eradication and reaching other MDGs. For the first time, a background paper on extreme poverty has been requested as an input into the upcoming 7th Five Year Plan. Thus service delivering NGOs find they have more uncontroversial room for manoeuvre. The partial exception is that this government frowns upon micro-credit and MFIs, politically pursuing the Grameen Bank for malfeasance while grudgingly permitting the microfinance sector to continue. There has been a past history of pro-poor budget critique undertaken by campaigning NGOs (Proshika and Unnayan Shammanay) which has contributed to a receptivity about poverty eradication, but contemporary budget criticism is now a more difficult prospect.

In terms of the primary MFS II concern with civil society strengthening, SPO mobilisation and intermediation activities are mainly focussed upon participating in campaigns as sole or co-organisers, on convening stakeholders from across different parts of civil society and government often at local levels (districts, *upazilas* and *union*- the primary level of local government), on attending seminars and conferences which attract press coverage, alongside actual service delivery in some sectors. Not many of them produce longer term reports, op-eds and published studies based upon analysis of their frontline experience. They are not research organisations, communicating in different ways to a wider population. Many would like to have this capacity and extend this element of their portfolio, publishing from their knowledge and experience in working with civil society in particular thematic sectors and geographical locations. There is also the rapidly expanding potential of social media, although even now the governing party is trying to close down some of this social media space, using the threat of terrorism as an alibi. For 'terrorism' read 'opposition parties' denied legitimate political space to organise, protest and compete.

Finally there is the SPO size variable which reappears in the capacity building summary analysis below. Large-scale, international NGOs (as SPOs for MFS II like Practical Action

Bangladesh) tend to be well-connected with other large scale funding agencies (either INGOs or donors through core funding or projects) and therefore have high standard reporting and accountability mechanisms since relationships with donors tend to be highly formalized. Even large, indigenous NGOs like Nijera Kori (included only in the MDG component) have long experience as part of wider networks positively affecting their ability to participate in wider forums which include the influencing of government and donors themselves as well as their peers across civil society.

In smaller NGOs, a handful of senior staff carry the capacity burden to develop their networks and be active on national discussion platforms. A lot of their fund raising capacity, practice of values and advocacy influence relies upon this small, often 'founding' leadership for mission achievement. Thus the ability of SPOs to use MFSII funding is critical to gather sufficient internal resources to retain good quality strategic managers. These smaller SPOs rely heavily upon them to maintain and develop relevant capacity to engage in nation-wide dialogues and build long-term personal linkages with other institutions. This is essential for their sustainability and the effectiveness of their intervention either as mobilisation or intermediation SPOs. In another language, there is a single point of business failure for the smaller SPOs, and over the last few decades, we have witnessed this problem many times over.

Table 16: SPOs civicus aggregated changes 2012-2014

ACD	ADD	AOSED	Aparajeyo	ASK	BNWLA	CARITAS	CDD	CSS	DSK	FPAB	BNN	Practical Action	SUPRO	UTTARAN	VARD
+0.2	0	-0.4	0	+1.2	+0.4	0	+0.2	+0.1	0	-0.2	-0.2	+0.2	0	0	-0.2

6. Overall Assessment (answering evaluation questions by component)

6.1 Conclusion 1: Conclusions to the three components

6.1.1 MDG Component

Relevance of the Results

Achieving improvements in livelihoods; access to services and institutions; and women empowerment were among the main objectives of projects A2 and A3. As we have observed from both the analyses of changes over time and difference-in-difference, both projects have been quite successful in achieving the desired objectives. In this respect, the results have been relevant to the objectives of projects.

For project A1, the objectives were to empower girls and young women by raising awareness, increasing participation, improving rights and nurturing empowerment. In terms of achieving stated objectives, the project results are very positive and relevant. Similarly, results achieved under project A4 are also relevant to the objectives stated for the project.

Efficiency of the Projects

Before evaluating the efficiency of the projects, we will review the intended outputs of the projects. Table 17 presents the outputs per project. An examination of the intended and actual outputs for each of the projects reveals that all of the planned outputs have been produced/achieved by the respective SPOs/NGOs. The implementation of project activities has also been successful.

As we have also observed from results, the outputs produced/achieved under the projects have also been quite successful in achieving the desired objectives of the projects. This indicates a level of project efficiency.

Footnote 5 in the Technical Report explains in some detail some of the challenges of targeting. In our analysis, it is clear that there is an inevitable slip in targeting. This is not uncommon in Bangladesh. So for example for project A2, we found that not all beneficiaries were poor or extreme poor at baseline. This could be seen as a case of mis-targeting. On the other hand we also saw in Project A3 that projects can have positive externalities with benefits reaching people who were not necessarily targeted. This is a contrasting example to project A3. In our view, the question of targeting is problematic anyway. In many cases, the

difference between an eligible beneficiary and an ineligible one is, in livelihood terms, quite negligible.

Table 17: Outputs per Project

Projects	Outputs
Project A2: Sustainable Livelihoods of the Poor Women	1. Formation of women *samities* (groups). 2. Organizing meetings and sessions to raise awareness among the target group beneficiaries on food security, disaster preparedness, and hygiene related issues. 3. Providing training to the beneficiary women on livestock rearing, vegetable gardening, nursery development, seed management, organic farming and leadership management. 4. Women group members received capital support.
Project A3: Rural Development Program	1. Formation of landless groups. 2. Providing training to the landless groups on various issues. 3. Conduct joint economic activities. 4. Providing major empowerment support activities to the landless groups.
Project A4: Unite for Body Rights – CHC Project	1. Number of SRH outpatient treated. 2. Number of SRH inpatient treated. 3. CSE (Comprehensive Sexuality Education) groups formed. 4. CSE sessions organized in schools.
Project A1: Girl Power Program	1. Groups of girls and young women identified as the target group. 2. Organizing training for the girls and young women on "life skills". 3. Organizing mass awareness through TFD (Theatre for Development) live performance. 4. Organizing child rights and child protection orientation sessions for government officials, local government representatives and CBOs.

Discussion

Before discussing the design and suitability of the projects, it is important to note the relation between evaluation period (i.e. 2012 through to 2014) and project implementation. Some of the projects started and were completed before the MFS II study (e.g., Projects A2 and A3), while others (e.g., Projects A1 and A4) started before the study but will be completed after the study deadline. So, we should bear in mind that the baseline does not fully capture the baseline situation as most of the projects started before the baseline survey was conducted (i.e. the baseline might already have captured some project impact) and the final follow up survey also does

not fully capture the project impact since two of the projects will continue beyond 2014. So the interpretation of results, design and suitability should be considered with this in mind.

All four projects have been/are being implemented properly and have also produced positive results for their beneficiaries. All the projects were relevant and suitable for the environment, although it was challenging to implement projects A1 and A4 because of the sensitive nature of the interventions. Project A2 has been implemented in an adverse geographical region of the country (i.e. coastal areas). Project A3 has also demonstrated the positive impact of social mobilization on livelihoods improvements and MDG outcomes.

Regarding impact evaluation, our conclusion is that impact evaluations need to be designed alongside project design so that randomized controls as well as proper baseline and follow up surveys can be conducted in order to capture the fuller impact of implemented projects.

MDG Evaluation Conclusion

The results obtained through the present evaluation of four MDG projects can be summarized as follows:

- The projects have been/are being implemented properly;
- All the projects produced good and positive results;
- Some key results are attributable to project intervention;
- The results obtained are relevant not only to project objectives, but also to the country context;
- The projects were implemented efficiently;
- The interventions provide important insights into the wider attempt to reduce poverty in Bangladesh. If anything more interventions like the ones carried out by the SPOS will be needed in the future.

Answers are also provided for the evaluation questions on a scale of 1 to 10, with 1 being "not at all" and 10 being "completely agree" with the following statements, for the projects under consideration.

Table 18: Summary Evaluation Scores: MDG component

Statements regarding Evaluation Questions	Projects			
	A2	A3	A1	A4
The project was well designed	10	10	9	10
The project was implemented as designed	10	10	10	10
The project reached all its objectives	9	9	9	10
The observed results are attributable to the project interventions	8	8	8	9
The observed results are relevant to the project beneficiaries	10	10	10	10
The project was implemented efficiently	9	9	9	10

6.1.2 Capacity Development Component

To remind the reader, a total of five projects were pre-selected for evaluation under the capacity development sub-component. The concluding findings in relation to the evaluations questions are below.

Centre for Disability in Development (CDD) Findings

Overall the capacity development support provided to CDD has been effective and relevant. The Capability organisational assessment compared to the baseline assessment has highlighted improvement in all five capabilities and the organisational time line has highlighted growth in the organisation. The impact grid stories of change and contribution analysis have indicated impact of its work which can be traced back to the MFS II funding.

The strategic relationship between CDD and LFTW - two organisations with similar goals, vision and Theory of Change - has contributed to the appropriate provision of capacity building support that is both useful and strategically well placed. There was also a reverse Capacity Development process from CDD to LFTW that strengthens the value of their long term strategic partnership. This relationship is all the more remarkable in that LFTW only provides between 4-6% of the overall budget of CDD. The two organisations have a strong long term partnership where both see they are learning from each other as both bring strengths to the relationship.

An Organisation for Socio-Economic Development (AOSED) Findings

Despite a positive start, the relationship between Simavi of the Dutch Wash Alliance and AOSED has not ended well. The decision not to continue funding has been a difficult one and has led to a situation in which both organisations have quite different views on the reasons for

discontinuation. In terms of capacity building at the time of the end study, one would have to conclude that the decision to discontinue funding has negatively impacted on AOSED's capacity. However Simavi have recently contracted a VSO from the Netherlands to work with AOSED on its organisational strengthening. This had just started at the time of the evaluation, and therefore we are unable to comment on the suitability or effectiveness of such support. That AOSED managed to obtain funding and support from other donors and research organisations to continue its work and that it survived a real funding crisis is credit to the organisation and its leadership.

Practical Action Bangladesh Findings

The Capacity development support from the Dutch Wash Alliance has been to the Bangladesh Wash Alliance of which Practical Action Bangladesh is a member. As indicated above, Practical Action Bangladesh also received other capacity development inputs – some of which were specific to the organisation. However the number of staff members who accessed Wash Alliance support was very small and this has implications in terms of impact on the organisation overall. Practical Action Bangladesh receives the majority of its capacity development support from Practical Action HQ and the Practical Action Alliance family. This is the major source of capacity development inputs for Practical Action Bangladesh, and any WASTE capacity development contribution has to be understood in this light. As indicated above however, staff at Practical Action Bangladesh were appreciative of some WASTE support such as the diamond business model developed by WASTE on the faecal sludge management services.

It has been difficult to assess the effectiveness, efficiency and relevance of the capacity development support provided by WASTE and further support from the Wash Alliance. There was no real significant change between baseline and end-line assessments with a slight overall decrease of 0.6%. The narratives however do signal some improvements in the capabilities where scores have reduced. What was identified throughout the end-line self-assessment was that Practical Action Bangladesh has not particularly solved any of the problems identified in the baseline. The researchers would like to note this may be due to a weakness in the methodology when there is a high staff turnover and no real continuity between baseline and end line assessments.

Practical Action is a large international NGO based in the UK. Although the UK based staff who work on the MFS II project are aware of what the Dutch funding supports, once you

interview other members of staff particularly at senior level you find that this is one of many projects they have to oversee. That is not to say they were not cooperative, they provided any information requested however the real understanding of the MFS II funded projects lies in the heads of a few key project staff.

Sushasoner Jonny Procharavizan (SUPRO) Findings

SUPRO is an impressive organisation comprising of a large number of members who contribute their time and other resources to SUPRO's programme, whilst also gaining from the capacity building provided through SUPRO. They have had significant successes in several of their major campaigns including improved accountability of various local government programs and the fair tax campaign. The support from Oxfam/Novib has been crucial to this success - both the financial support plus enabling SUPRO to link to international campaigners on tax for example. The only concern is whether SUPRO can find alternative support post MFSII, given its excessive financial reliance on Oxfam/Novib.

Village Education Centre (VERC) Findings

VERC is credited for leading the way for many years in Bangladesh on informal education. Cordaid has been an active supporter for many years and VERC will point to many areas of key successes brought about through that support over this time in helping them develop organisationally and in their mode of work. However most of these changes were in the past and although VERC recognises this, it is hard to see how the same level of interaction could have been continued by Cordaid once the financial and other support were significantly reduced under MFS II, to barely 3% of VERC's overall income. Although nominally designated for capacity building there is little hard evidence that this was actually spent as a designated fund, rather than a general contribution to their positive capacity building work with communities, teachers, and local officials.

6.1.3 Civil Society Strengthening Component

It is difficult to summarise findings of strengthening civil society across 16 SPOs carrying out quite a diverse range of projects and activities. As indicated above, we have seen across our 16 sample SPOs an average increase in civic engagement, practice of values and perception of impact. There has been no movement on level of organisation and a decrease in the score related to environment (see Table 17).

The lack of change in the score related to the level of organisation is not a major concern. Many of the SPOs funded under MFS II are mature organisations and have good established practices. The decline in the environment score is more difficult to interpret. On the whole, it

seems that the low score picks up on the fact that the SPOs are not involved in studies on civil society in Bangladesh. To a great extent this is beyond their control. It highlights however a real lack of investment across the development sector for good quality research into civil society activity in Bangladesh. Given the overall political context we have sketched out above (see context section), we can only highlight the need to support and the value of more research into this area. Included in the same score is a sub-item on influencing civil society. Here the scores across the SPOs are generally low (with few exceptions across SPOs). Our sense is that the move from mobilising orientations to intermediation ones also means that SPOs may become less interested in certain aspects of civil society strengthening. This is not unique to MFS II supported SPOs. Finally the low score on environment inevitably reflects aspects of the hostile context in which all the SPOs operate.

The increased average scores across civic engagement, practice of values and perception of impact are quite remarkable given the context over the past 2 years. The environment for SPOs is particularly hostile. What the three themes have in common is SPO outreach and external engagement with target groups, other IOs, public and private sector representatives. Attributing the positive change to MFS11 funding however is not easy for a number of reasons. First, most if not all the SPOs do not separate out their budgets and activities so that the strengthening civil society component can be isolated from other activities. Second, as indicated above, the levels of funding to SPOs are in most cases relatively small and the amount then dedicated to strengthening civil society even smaller. This again is not necessarily a bad approach to follow. In many cases, it makes perfect sense to make contributions to mature SPOs who can be effective in their interventions. It does however make the question of attribution difficult. Whilst we have some cases where the level of funding makes attribution calculations slightly easier (e.g. SUPRO), in other cases, MFS II has bought into significant civil society strengthening leverage despite making relatively small investments.

Our contribution analysis (i.e. thick cases) takes us some way forward in assessing plausible contributions of SPOs to observed changes. In all five cases, we examined in detail the contribution stories and assessed alternative explanations. In three of the cases (ACD, CDD and Aparajeyo) our analysis concluded that contribution of the SPO to the observed change was plausible even when the contribution of other external actors is acknowledged. In some cases, the SPO is forging new areas for development intervention and as a result making important contributions to fashioning future discourse on civil society priorities. In one of our cases (SUPRO) the overall contribution was deemed to be plausible. However given that SUPRO is a platform spread nationally, the contribution is commingled and variable. The

final case of AOSED was challenging because funds were not continued and the project had stopped at the time of evaluation.

The main MDG targets, represented across the spread of SPOs considered under CS strengthening are related to health, gender and governance. The MDG achievements across the **health** themes (4-child mortality, 5-maternal health and 6-reduced vulnerability to disease) indicate a mixed picture nationally. The number of underweight children, under five mortality rates and infant mortality rates have been reduced through successful campaigns for immunization at birth in hospitals. However, child stunting and under nutrition rates remain alarmingly high nationally (reaching 15% and 50% in some regions, respectively). Child stunting, malnutrition and under nutrition vary significantly across regions with strong regional disparities. For example, in the Sylhet division (NE of the country), 51.3% of children suffered from stunting and 39.5% were underweight. Thirty-nine out of 64 districts in Bangladesh have stunting rates above 40%, the World Health Organisation critical threshold level for stunting and 55 districts are above the WHO critical threshold level for underweight which is 30%. This overview leads to the conclusion that the themes under which the SPOs are operating are highly relevant to the country context and speak to challenges which persist and threaten Bangladesh's future development progress. The CIVICUS scores do not allow us to make a judgement on the direct impact on particular MDGs. However those working on health related issues have on average improved their CIVICUS scores in terms of civil society strengthening. This we would argue implies a positive step which will enable future progress in health related MDGs.

As far as the **gender** MDG targets are concerned, recent data indicated that Bangladesh was performing strongly, especially in terms of closing gender gaps at the "bottom" (primary education) and at the "top" (political voice/representation). However since 2012, Bangladesh has not progressed the momentum built up over the past decade or so. Although Bangladesh has reached gender parity in primary education (in fact the gender disparity favours girls!), the Gender Parity Index (GPI) for tertiary education has moved from around 0.30 between 2001 and 2008 to 0.39 in 2010 to 0.66 in 2011 and to 0.73 in 2012. Initiatives such as the 'Asian University for Women' in Chittagong, an increase in the number of scholarship and stipends for girl students, and the opening up of technical and vocational education are all intended to improve GPI. It is generally believed that poverty and hidden costs of tertiary education for girls contribute to ongoing gender disparity. Women's representation in the political sphere appears promising (with women's participation rate in the Parliament increasing from 12.7% in 1991-95 to 18.6% in 2008 and 20.0% in 2014). These rates however must be interpreted in

the context of policy of increasing reserved seats for women (reaching 50 in 2014). The Speaker of the National Parliament, the Prime Minister, the leader of the opposition and the Deputy leader of the house are woman.

In the strengthening civil society component, we were able to look closely at MFS II supported interventions to improve gender equality through the Girl Power Project (GPP) implemented by 2 of our 'thick' case study SPOs (ACD and Aparajeyo) and 1 'thin' case study BNWLA. The overall aim of these projects is to reduce gender-based violence (child marriage and domestic violence against young women and girls). The efforts made by the SPOs to build strong linkages with civil society in this challenging area are promising. The supervision of their work and the support provided by Plan International appears to be efficient at creating an intervention that produces relevant outcomes for its beneficiaries. The programme's contribution to gender empowerment at the national scale is difficult to estimate and trace precisely because of all the reasons listed in the previous paragraph. However the civil society strengthening component of the GPP certainly contributes to creating dispersed pockets of activity and a web of progressive communities which are aware of and proactive against child marriage and gender-based violence. The project is effective in addressing underlying socio-cultural factors that make women vulnerable. In many ways, these are 'beacon' projects opening up new space for civil society intervention. As such they are highly relevant. However tackling these kinds of issues and contributing to more impact requires long-term commitment from the SPOs and external funding agencies such as MFSII. In general, the political environment around such issues remains (often) relatively open, so that the challenges faced by NGOs is to make local government representatives more accountable for policies regarding rights of women. This refers in particular to common practices such as child marriage, dowry, and weak legal and social protection in the event of divorce and abandonment.

In various parts of this narrative report, we have referred to the worsening governance situation in Bangladesh. At one level all civil society strengthening can be seen as an attempt to improve governance and the fact that we have high average scores across CIVICUS indicates that the SPO interventions have been effective and their activities are relevant. With SUPRO and ASK we had two cases of SPOs where improved and more accountable **governance** structures were the formal and direct aim of the intervention. Here we found the interventions to be highly relevant, and highly valued by a wide range of external stakeholders as well as by beneficiaries. The relevance of the types of interventions by SPOs like SUPRO and ASK are highly relevant to the broader development agenda (which the MDGs symbolise)

but are increasingly neglected. This reflects our more general observation about the difference between the mobilisation and the intermediation role of SPOs, and the increasing tendency to invest resources and energy in the latter to the detriment of the former. Although these SPOs have achieved different Civicus scorings (ASK +1.2 and SUPRO 0) they are both considered valuable interventions that should be further supported by the MFSII scheme.

6.2 Conclusion 2: Linking context to findings and evaluation questions

Several factors interfere with straight answers to the evaluation and attribution questions which are intrinsic to the programme relationships between CFAs and SPOs partners in the MFS11 phase. These have been: longstanding status of the SPO prior to MFS11 involvement; size and scale of the SPO in relation to either the funding scale or experience of the CFA to provide additionality; the proportion of funding and thus financial dependence of the SPO on its partner CFA in this phase; the maintenance of the funding flow during the period of measurement; turnover among CFA staff which has weakened support relationships and trust; stronger organisational links between the SPO and other donor or 'parent' INGOs rather than with the CFA, with influences therefore attributed to those links; and clashes of perception about issues of probity, corruption and competence. All of these issues limit the plausibility of attribution between inputs, outputs and outcomes.

Nevertheless, the overall picture of the relationship between the CFAs and their partner SPOs during this MFS II period has been broadly positive rather than negative, with a few exceptions. The clearest link would appear to be in relation to the MDG outcomes, though again there is variation in the proportion of funding from CFA to SPO (from 100% to 11%). It also seems clear in the case of the MDGs that the CFA chose wisely in terms of collaboration, even if they were the 'junior' partner (e.g. in relation to Nijera Kori), indicated by design, competence, efficiency and efficacy. The capacity development picture has been clouded by funding suspensions and SPOs with much stronger links elsewhere, or long standing reputations and competences to which little additionality was possible. The picture is still more occluded in civil society strengthening, partly because the linkages between inputs, output activity and outcomes, especially between outputs and outcomes, is intrinsically bound to be a function of the behaviour of other players and stakeholders, but also substantially due to other externalities over which the CFA-SPO relationship has little control. This is where we focus these final remarks, linking the more precise evaluation questions to the wider context of political changes affecting civil society in Bangladesh over this study period drawn from

knowledge outside or beyond the findings arising from the prescribed methodologies of this study.

Perhaps the **first** observation is the MDG 'success' noted above is part of a **wider picture of improvements** across many of the MDGs from 2000 onwards, as noted in the earlier section of this narrative paper under 'relevant country context'. Many in Bangladesh and the development community more widely express surprise at the relative success in the country, despite severe ongoing problems of governance, political disruption, corruption and rent-seeking at all levels in which NGO providers can also be implicated. These results are partly a function of rapid demographic change, entailing urbanisation (now @28% of the population) which has a positive effect upon most income and livelihood indicators. Partly therefore the growth of an educated middle class concerned about overall progress in the society, as a defence of their own more precise interests. Partly a function of relative homogeneity ethnically and religiously, thus reducing 'horizontal' exclusions. Partly a function of poorer people being part of wider kinship and clan groups from whom relief can be expected. Partly a function of both internal and international migration, entailing remittances. Partly a function of a substantial aid presence with some conditionality and enclave forms of management to insulate programmes against excessive domestic rent-seeking. Partly a function of domestic elites wishing to be judged and measured against the more global standards of social policy implied by the aid presence. And thus partly a function of government action as well an intermediation NGOs.

A **second** observation which applies across all 3 components is the **saturation of the civil society landscape in terms of formal organisations**. This is not a comment about the quality or efficacy of civil society in Bangladesh, but about the plethora of organisations large and small across the country. This does not just apply to NGOs, of which there are tens of thousands in the country, but to other civil society entities as well (e.g. professional associations, public sector unions, the media and so on). In this formally observable even measurable sense, one could say that Bangladesh enjoyed strong social capital in the American political science use of the term, to which little can be added by outsiders. Indeed the more thoughtful donors and visiting intellectuals to Bangladesh consider themselves to be learners from Bangladesh rather than contributors to it. This is quite a challenge to the concept of 'contribution analysis'!

Thirdly, obviously in a development NGO sense, Bangladesh has been a world leader in the creation and sometimes innovation of these organisations. However only a small fraction of these NGOs receive official donor or INGO funding. Many others are funded through private

charities and foundations often from abroad, with very different standards, objectives and accountability mechanisms. Many are founded by retirees from politics, bureaucracy and business using their own funds and those of friends to lever in dimensions of external support. In some senses the NGOs are privileged in the broader civil society and not trusted nor particularly respected by it. Their reputation abroad can be stronger than at home. So, **strong NGOs do not necessarily lead to strong civil society, and indeed might even weaken it or crowd it out**. There is a clear sovereign argument to that effect within the country. So 'changes' in civil society in the evaluation questions are not about some automatic linear progressive progression.

There is therefore **fourthly** ongoing **contestation within the notion of civil society**, regardless of whether the state, in the form of the ruling party or military, is controlling the space for it. This contestation is presently enriched by the rise of Islamic organisations and movements, not least through the rapid rise of *madrassas*. These are crucial mobilisers of opinion about rights and appropriate cultural reference points for preferred behaviour (e.g. about women) at odds with the more secular narratives of western donor sponsored NGOs (see Wood 2009). This is a significant 'change' in civil society in Bangladesh, between the contested identities of being Bengali or Muslim, a change intensified over the last 2 years of the study period, affecting negatively the space or landscape for the client SPOs of Dutch CFAs, or at least sharpening the 'strengthening' agenda in opposition to an *ummah* and millenarian framing of the idea of civil society.

And **fifthly**, the significant **noise** across the political landscape and thus the conditions for civil society over the two year interval period of this study, described earlier in the 'relevant context' section, overall weakens the explanatory and attribution links between inputs, outputs and outcomes in the extended results chain between MFS11 funding, CFA and SPO partners, and traceable outcomes.

Table 19: Summary of CIVICUS scoring 2012-2014

Org	Year	Civic Engagement.	Need of target	Participation of target	Dialogue with GoB	Sectoral user group	Level of Organisation	Interest of IOs	Links with relevant org.	Links with networks	Information sharing	Resource base	Practice of Values	Soc. Org. strategic	Soc. Org. IO	Respect of code of	NGO management	IOs' code of conduct	IOs' accountability to	Perception of Impact	Relation public . Sector	Relation private. sector	Target group satisfied	Pub./priv. satisfied	Policy influence	Environment	Defining civil society	Context analysis of CS	Studies on CS	Aggregated differences
ACD	2012	1	1	1	1	1	2	2	2	2	2	2	2	2	3	2	1	2	1	2	2	1	3	1	2	2	2	2	1	+0.
	2014	2	2	2	2	1	2	2	2	2	2	3	2	2	3	3	2	1	1	2	3	0	3	2	2	2	2	2	1	2
ADD	2012	1	1	2	1	1	2	2	1	1	2	2	1	1	1	1	1	1	1	2	2	1	2	0	3	2	2	2	2	0
	2014	2	2	2	1	2	2	3	1	1	2	3	2	1	0	2	2	2	NA	2	2	2	2	2	2	0	0	1		0
AOSED	2012	1	2	1	1	0	1	1	1	2	0	1	1	1	1	1	1	1	1	2	2	1	2	2	1	2	2	2	1	-
	2014	1	2	2	0	0	0	2	0	0	0	0	2	1	NA	3	2	NA	NA	1	2	1	1	2	1	0	0	2	0	0.4
Aparaj-eyo	2012	1	1	1	1	1	2	2	2	2	1	3	2	2	2	2	1	1	1	1	1	1	1	1	1	2	2	2	1	0
	2014	1	2	1	1	1	2	2	2	2	1	3	2	2	2	2	1	1	1	1	1	2	1	2	2	2	2	2	1	
ASK	2012	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	+1.
	2014	2	2	1	3	2	2	2	1	1	2	2	3	3	2	3	3	2	3	3	3	2	3	2	3	1	2	1	0	2
BNN	2012	1	1	0	2	1	1	1	1	1	0	0	1	0	1	1	1	0	0	2	2	2	2	2	2	1	1	2	1	-
	2014	1	1	1	0	0	0	1	0	0	1	0	1	2	0	1	1	2	NA	2	2	2	3	2	0	1	0	0	2	0.2
BWLA	2012	1	0	0	3	2	1	0	2	2	1	2	2	1	2	2	1	1	2	3	1	2	2	2	2	2	2	2	2	+0.
	2014	2	2	1	2	2	1	2	1	1	1	3	2	3	2	2	3	3	3	3	3	2	2	3	1	2	2		0	4
Caritas	2012	1	1	1	1	1	1	1	1	1	1	3	2	2	1	2	2	1	1	2	2	2	2	2	2	1	0	0	0	0
	2014	1	2	1	2	0	1	1	1	1	1	3	2	2	NA	3	2	NA	NA	2	2	2	3	2	2	1	2	2	0	
CDD	2012	1	2	2	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	1	0	+0.
	2014	2	2	1	2	3	2	2	1	1	3	2	2	1	3	3	2	2	2	2	2	2	2	2	1	2	1	1		2
CSS	2012	1	1	1	1	1	2	1	2	1	1	2	2	1	1	2	2	2	1	2	1	2	1	2	2	1	1	1	0	+0.
	2014	1	2	2	0	0	1	2	1	0	1	2	2	2	1	2	3	2	2	2	2	2	3	2	0	1	2	1	0	1
DSK	2012	1	1	1	1	1	1	1	0	1	1	1	2	1	1	2	2	2	2	1	1	0	2	1	0	2	2	2	1	0
	2014	1	2	1	0	1	2	2	1	1	1	3	2	2	1	2	2	3	0	2	2	2	2	2	1	0	0	1	0	
FPAB	2012	2	2	2	1	1	2	1	3	2	1	2	1	1	1	2	1	0	1	2	2	1	2	1	2	2	2	2	1	-
	2014	1	2	1	2	0	2	3	2	2	1	3	2	1	1	2	2	2	1	2	2	2	2	2	2	0	1	1	0	0.2

PAB	2012	1	2	1	1	1	2	1	2	2	2	2	2	2	2	2	2	2	1	1	1	1	1	1	0	2	1	2	2	+0.
	2014	2	2	2	1	0	2	2	2	1	2	2	2	2	2	3	2	2	1	2	2	3	2	3	1	1	2	1	0	2
SUPRO	2012	2	2	2	2	2	1	2	2	2	1	0	2	2	2	2	2	2	2	2	1	2	2	1	2	2	2	1	0	
	2014	2	2	2	2	2	1	2	1	1	1	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	1		
Uttaran	2012	2	2	2	1	1	2	2	1	1	2	2	1	1	1	2	1	1	1	2	2	1	2	1	1	2	2	2	2	+0.
	2014	2	3	2	2	2	3	2	1	1	2	2	2	2	2	2	2	2	2	2	2	3	2	2	2	2	2	2	2	2
VARD	2012	2	2	2	1	1	2	2	1	1	2	2	1	1	1	2	1	1	1	2	2	1	2	1	1	2	2	2	1	-
	2014	2	3	2	2	2	2	2	1	1	2	2	2	2	2	2	2	2	2	2	2	3	2	2	2	2	2	2	2	0.2

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JOINT MFS11 EVALUATION BANGLADESH

TECHNICAL PAPERS

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The report is the result of a collaboration between three institutions: University of Bath, INTRAC and Bangladesh Institute of Development Studies.

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Technical papers

A) MDG projects

Achievement on MDGs in Bangladesh: MFS II Joint Evaluations

1. Introduction

Bangladesh has a population of about 160 million with an area of only 144,000 square kilometers which makes it the most densely populated country in the world barring a few small city states like Singapore. However, the Bangladesh economy has experienced both macroeconomic stability and modest economic growth following its transition to a democratic process in the early 1990s. The Bangladesh economy has registered an average GDP growth of around 6 per cent in recent years.

The incidence of poverty (including moderate and extreme/hardcore poverty) has declined in Bangladesh over the past several years. Official estimates indicate that income poverty has declined from 56.6 percent in 1991-92 to 40.0 percent in 2005 and to 31.5 percent in 2010. Similarly, levels of extreme poverty have also declined substantially over the same period. However, nearly one-third of the total population still lives below the national poverty line. With such a high incidence of poverty, the government as well as non-government organizations and development partners have been active in implementing various anti-poverty and social development programs to help the poor in the country.

Bangladesh is a signatory to the Millennium Declaration at the Millennium Summit held in September 2000 along with 189 nations. The Summit adopted eight specific goals, known as 'Millennium Development Goals' (MDGs), for human development and poverty reduction. The Government had also prepared Poverty Reduction Strategy Papers (PRSPs) and a Five Year Plan, all committed to reducing poverty by half by 2015. The Government is also committed to promoting changes in the lives of the poor that go beyond meeting material needs alone.

Support from the Dutch Government has contributed to efforts to reduce poverty, improve livelihoods, promote human and social development and support progressive social mobilizations. The present evaluation is, therefore, designed to assess the impact of Dutch funded projects on MDG outcomes in Bangladesh.

2. Context

A total of four projects were pre-selected for the MFS II evaluation under the MDG sub-component. The names of the projects, implementing SPOs, CFA partners and the main MDG

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reference are presented in Table 1. A brief description of the project specific contexts is then presented below.

Table 1: Projects and Partners: For MDGs

Projects	Partners	Consortium	MDGs
A2. Sustainable Livelihoods of the Poor Women	Unnayan Shahojogy Team (UST)	ICCO Alliance	1
A3. Rural Development Program	Nijera Kori	ICCO Alliance	1
A1. Girl Power Program	Bangladesh National Women Lawyers' Association (BNWLA)	Child Rights Alliance	3
A4. Unite for Body Rights – CHC Project	Christian Hospital Chandraghona (CHC)	SRHR Alliance	4, 5 and 6

Project A2: Sustainable Livelihoods of the Poor Women

The south-western part of Bangladesh is situated along the Bay of Bengal and Barguna is one of the south western districts where the majority of people face endemic poverty, manifested in high levels of landlessness, unemployment, illiteracy, malnutrition and vulnerability to frequent natural disasters. Over 90% of the people of this area depend on agriculture or fishing. There are very few alternative sources of income for the poor, particularly for extreme poor women. The area is also characterized with low soil productivity and less cropping intensity because of high and frequent levels of salinity intrusion. Cyclones and storm surges are also common in the area. The impacts of climate change make the people living in the area highly vulnerable.

Women in the project area are more vulnerable than men and this is evidenced in their lower levels of literacy, and higher levels of mortality and poor health conditions. The prevalence of dowry, divorce and polygamy is much higher in the area compared to the other parts of the country. Women have very little access to decision making processes because of patriarchal norms and male domination. The project implemented by Unnayan Shahojogy Team, set out to support sustainable livelihoods of poor women in five selected villages of the district.

Project A3: Sustainable Livelihood Program

The southern NGO (Nijera Kori) responsible for implementing this project is well established in the area and has a track record of working with the poor, especially those who depend on manual labour to earn a living. Most of these project working areas are close to sea coasts and river basins. Nijera Kori also works in some areas where the majority of inhabitants belong to vulnerable occupational and ethnic communities. The project aims to reach the poor and the marginalized groups in the society. It was implemented in selected villages of 17 districts of 4 administrative divisions in the country.

Project A1: Girl Power Program

Girls and young women in Bangladesh suffer from various forms of abuse and violence. They are also discriminated socially as well as by law. There is an imbalance in gender specific expectations found in family spheres as well as in wider society. Boys are often given priority when it comes to access to education and investment, while girls are often asked to carry out household work. In addition, religious and cultural beliefs impose social restrictions on girls, limiting their mobility and participation. Despite their enormous strength and potential, the contribution of girls and young women to families and societies is highly underestimated. The project by BNWLA is implemented in selected areas of Dhaka city (the capital) and seeks to reduce gender based violence against girls and young women.

Project A4: UBR - CHC Project

Sexual and reproductive health of adolescents and youths is an area which has not received much attention in Bangladesh. However STIs, HIV/AIDS, abortions, cases of sexual violence, and suicidal cases are on the rise among adolescents, and in particular among girls. Teenage pregnancies and early marriages diminish the chances of girls having a decent, respectful and economically productive life. In Bangladesh, about half of girls under the age of 18, still give birth to their first child. Without adequate public investment in SRHR, the health and wellbeing of young people is threatened. Poor people are often denied their entitlements and have even less access to sexual and reproductive health and education services. Government services offer low quality whilst private services remain inaccessible due to high costs.

Kaptai is one of the remote Upazilas (sub-districts) in Bangladesh and is relatively far behind in respect of education, health and socioeconomic conditions. Furthermore, infrastructural development is weak in the area. Early marriage is a common phenomenon here, and the SRHR situation is worse than what is generally observed in Bangladesh. The project implemented by CHC is intended to increase the utilization of comprehensive SRHR services, and to increase delivery of comprehensive sexuality education.

3. Project Description

This sub-section briefly presents the implementation status and MDG relevance of the selected projects.

Project A2: Achieving Sustainable Livelihoods of the Poor Women

The project started in October 2009 and was completed in May 2012. It was an independent and new project in the sense that it was not a follow-up or the continuation of a previous project. The project was implemented by a SPO called Unnayan Shahojogy Team (UST), which works mainly in rural and vulnerable areas in Bangladesh. The project was expected to deliver multi-dimensional impacts on the lives and livelihoods of project beneficiaries.

The main objectives of the project were:

- To help people create opportunities and be involved in sustainable income earning activities through mobilizing local resources;
- To provide support for vulnerable people, making them aware about the adverse impacts of climate change and preparing them to adapt well to the changing circumstances; and
- To organize more poor people of the working area into *samities* (groups) in order to provide them with development education and to facilitate the delivery of social and economic services so that they can build more resilient and sustainable livelihoods.

The project had 13,558 beneficiaries. All were extreme poor women living in five villages of one upazila (sub-district) of Barguna district. An initial assessment was carried out to identify the extreme poor in the respective villages. Then female members of the identified households were initially selected as the potential members for the project. The women were then invited to form into groups (*samities).* This process continued until the intended numbers of beneficiaries had been allocated to a *samity*.

UST believes in people's power and also believes that it is people themselves who must find a way of achieving sustainable development. Following this, UST tries to use the strength of local people by mobilizing them into *samities* and providing them support so that they themselves can get involved in various activities to achieve sustainable development.

The outputs achieved by the project included: formation of *samities*, savings mobilization, training, capital support, distribution of seeds and plants, support for production activities, and strengthened links with government and other agencies.

As planned, the activities carried out under the project helped improve the capacity of beneficiaries to carry out various production activities; transfer knowledge on various social issues and on early warning systems and rescue and evacuation; establish links with other agencies to achieve improved livelihoods and food security.

The project implemented all its activities as planned. Although the project is located in one of the most disaster-prone areas of the country, no major local hazards occurred during the two years of the project.

The total project budget was EURO 105,000 which was fully funded by MFS II. No additional costs were required either from the Dutch SPO or other local partners as the project was implemented within its budget limit.

Project A3: Rural Development Program – Ensuring democracy, accountability and rights
The project started in September 2010 and was completed in March 2013. This was the continuation of an earlier project implemented by the SPO. In fact, this is the core programme of the SPO (Nijera Kori) and as such has been implemented since it started its activities in the local area in 1980. Like the previous project, the MFS II project also had multi-dimensional impacts on the lives and livelihoods of the project beneficiaries. The main objectives of the project included:

- To unite people, both women and men who have long been the victims of exploitation, social marginalization, oppression and poverty;
- To enable people, united in groups, to understand and develop awareness about their rights, causes of problems, and responsibilities; and
- To empower people to take up challenges within their own areas to create better and more meaningful lives for themselves and their immediate community.

Landless and the marginal farmers, sharecroppers, day labourers, indigenous people, and fisher folk were the beneficiaries of the project. This project had 232,283 group members in 1,363 villages from 37 upazilas (sub-districts) located in 17 of a total of 64 districts in the country. An initial assessment was carried out to identify potential members/ beneficiaries of the project. Those identified were then motivated to form groups of 16-30 members each. Most of the potential members of the villages were included in groups. The groups came together then as a village committee.

The inputs that were provided and the activities that were carried out under the project included the following:

- Mobilize target people into groups;
- Assist groups in forming village, union and upazila level committees;
- Assist beneficiaries to lead the groups and the committees through a democratic management structure;
- Facilitate the development of autonomous landless organizations;
- Help landless groups to gain access to *khas* lands[1] and also to provide then with legal support as and when required; and
- Provide the groups, committees and organization the necessary support so that they can find a way to be involved in various income earning activities and can challenge the idea that development is the result of microcredit alone[2].

Nijera Kori works with disadvantaged and excluded rural communities through conscientization, capacity development, advocacy and social mobilization to ensure the empowerment of the poor, equity and social justice. At the core of its conscientization activities are a series of issue based training and group workshops which cover a range of social and economic issues including: food sovereignty, gender rights, reproductive health, land rights, right to information, rights of indigenous people, and climate change. The organization also supports landless groups in organizing collective economic activities, which both build on and contribute to group solidarity. Individual groups mobilize group savings and manage funds with support from project staff. The project also provides a range of critical welfare services to the landless communities including legal aid services for the landless, in particular to support the victims of false law suits and those suffering persecution due to their involvement in social mobilization. As an integral part of its social mobilization work, the project supports cultural activities to create awareness among members and non-members alike. The organization complemented its grassroots social mobilization work through on-going coalition building and advocacy at both local and national levels.

The activities carried out under the project helped the beneficiaries secure better access to land and other collective community resources, and increased their capacity to manage those resources. By being organized, the beneficiaries have also been able to raise their voice

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[1] *Khas* land is government owned land which is usually distributed among selected beneficiary groups including the poor

[2] The SPO is known nationally as being 'against' development approaches that are based primarily or solely on microcredit provision.

against discrimination and violation, and to have better access to other services available in the area. All of this helped beneficiaries build stronger and more resilient livelihoods.

The project implemented all its activities as planned. The major challenge of the project, however, was the displacement of beneficiaries because of a rise in rural-urban labour migration as well as the eviction of poor people from marginal land.

The total project budget was EURO 2,711,870, of which 11% was provided by MFS II. No additional costs were required as the project was implemented within its budget limit.

Project A1: Girl Power Project

The project started in January 2011 and is expected to continue until December 2015. This is an independent project initiated through the support offered by MFS II. Although the main focus of the project is to empower girls and young women, it aims to support multi-dimensional impacts for its beneficiaries.

The main objectives of the project include:

- To increase the capacity of right holders (girls and young women) to protect themselves from gender-based violence; and
- To strengthen civil society organizations so that they can influence policy through lobby and advocacy to establish rights and justice for girls and young women; and to improve the legal protection system for girls and young women.

The project targets 6,500 girls and young women aged 10-24 years, and is implemented in different slums in 5 zones of Dhaka city. The implementing organization (Bangladesh National Women Lawyers' Association - BNWLA) initially identified communities which are more vulnerable and disadvantaged. Then a list of intended beneficiaries (around 25 for each group) was prepared with the support of local CSOs who had experience of working with the respective communities.

The implementing organization of the project set up a separate unit in its office with a dedicated team of staff to support the effective implementation of project activities. Activities carried out under the project include:

- Identify vulnerable locations;
- Identify the most vulnerable girls and young women in the selected locations and organize them in groups;

- Conduct orientation sessions for selected girls and young women on child rights, child protection and communication;
- Conduct life skills training (karate) for selected girls and young women;
- Produce reports on livelihood linkages and support requirements
- Provide support for livelihood training;
- Provide support for self-employment;
- Conduct mass awareness at community levels on issues of violence, child marriage and child protection;
- Form girls and young women forums and facilitate forum meetings; and
- Organize annual conventions.

The activities carried out under the project help develop positive attitudes towards girls and young women among parents, community members, CSOs, media, as well as local and central government officials. The project has also been able to raise the awareness levels of girls and young women. Beneficiaries are now comparatively better able to protect themselves from violence and discrimination, make livelihood choices of their own, and participate in social and community lives.

The project has so far been able to implement all of its activities as planned. The major challenges of the project are that the beneficiary girls and young women live in fragile communities. As such they are constantly exposed to various dangers and the task of retaining them in the SPO supported forum/network is a challenge. Once a young women/girl leaves the forum/network, it is often quite difficult to find them again.

The implementation of the project activities is directly monitored by the Dutch SPOs through its representative office in Bangladesh (Plan Bangladesh). Quarterly reports are produced and delivered. Regular meetings are also organized to discuss progress and any problems. Occasional visits to the beneficiaries' communities are also made.

The total budget for the project is EURO 233,679, of which 90% is provided by MFS II. No additional cost is required as of now because the project is being implemented within its budget limit.

Project A4: Unite for Body Rights – Christian Hospital Chandraghona (CHC) Project

The project started in January 2011 and is expected to be completed in December 2015. Like Project A1, this project is an independent and new project, initiated with the support of MFS II. Although the main focus of the project is sexual and reproductive health, it also contributes to multi-dimensional impacts for beneficiaries.

The main objectives of the project include:

- Increased utilization of comprehensive SRHR services; and
- Increased delivery of comprehensive sexuality education.

Young people (aged 10-24 years) and poor people from 14,000 households who lack and/or cannot access SRH education and services are the beneficiaries of the project. The project is implemented in Kaptai upazila of Rangamati district. The recipients of SRH services are mainly those who come to CHC for medical or health services. Community people, especially the youth and the adolescents, are also advised to contact UBR representatives at the CHC for any advice/support related to SRH. For Comprehensive Sexuality Education (CSE), a group of 10 boys and 10 girls (20 in total) have been chosen from grades seven to nine from each of the educational institutes of the sub-district. They disseminate knowledge to other youths through peer education system. The teachers from the same educational institutes and the respective community leaders have also been chosen for orientation workshops.

The implementing organization of the project, Christian Hospital Chandraghona (CHC), has been delivering reproductive and other health services to the people living in Kaptai and adjacent areas for over 100 years. Under the UBR project, CHC has set up a new office in the hospital with a dedicated team of health professionals and administrative staff. The activities carried out by CHC under the project include:

- Providing ante-natal, post-natal and delivery care to patients, particularly to those who are below 25 years of age;
- Providing services related to SRH (e.g., MR, D&C, SRH related surgeries, contraceptive support, etc.) to patients below the age of 25;
- Providing training and support to young counselors; and
- Forming groups of boys and girls aged 10-24 years from different educational institutions of the sub-district, and Providing training for Comprehensive Sexuality Education (CSE);

The activities carried out under the project help develop awareness and knowledge on issues related to SRHR among the youth in particular, but also among teachers, service providers and the wider public. The project also provides better SRH services including counselling to

communities in general, and to youth in particular. All these contribute to better health outcomes, especially in relation to sexual and reproductive health.

So far the project has been able to implement all its activities as planned. However, the issues that the project is dealing with are sensitive given the socio-cultural context of the country. Although CHC has been working at the community level for many years, it had not worked specifically on sexual health and rights, especially amongst the youth and adolescents. Care therefore is needed in implementing these new activities especially the CSE component.

The implementation of project activities is monitored directly by the Dutch SPO through its representative in Bangladesh. Periodic reports are produced and delivered. Regular meetings are also organized to discuss progress and potential problems. Occasional visits to the respective communities are also made. The total budget of the project is EURO 950,000 of which 52.6% is funded by MFS II. No additional funds have been necessary so far since the project is being implemented within budget.

4. Data Collection

Data for the MDG component were collected in 2012 (baseline) and 2014 (end-line). The study drew sample households/respondents from both project beneficiaries and the control/comparison groups.

Selection of Respondents

For projects A2 and A3, the implementing SPOs used certain inclusion criteria to select beneficiaries. Although beneficiaries are reported as individuals (i.e. poor women in project A2 and poor and landless in project A3) in project terms activities are often aimed at household units. Thus for example income generating activities are usually arranged at a household level not an individual one. In order to carry out our analysis, we sampled households with beneficiary members. As such for most of our data, the basic unit of analysis is the household. In some questions, we have disaggregated to reach individual level analysis (e.g. schooling, training etc.). In selecting the sample households from the two projects for the present study, we adopted the same criteria used by the SPO. In this way the sample is a robust representative of project beneficiaries. In the first stage therefore, a census was carried out in the respective villages to collect household information based on some key household

and individual indicators. Then a list of eligible households was prepared and this was used to randomly sample households for the study. [3]

The same technique was applied for both the beneficiary and the control/comparison groups for both projects (A2 and A3). However since project A2 was implemented in only five villages, the entire village was used for sample selection purposes. We were able to select both control and comparison households from the same villages because the villages in this instance were unusually large and scattered. This is a common enough feature in coastal areas but far less common in-land. For project A3, a two-stage random sampling technique was used to select the sample households as the project was implemented in several villages of 17 districts across the country. In the first stage, five beneficiary and five control/comparison villages were chosen from which the sample households were then chosen randomly using the procedure referred to above.

For A1 and A4, the sample of beneficiaries was chosen randomly from among the project beneficiaries. The selection of control/comparison groups was not as easy as the previous two projects. However we made every effort to identify control/comparison groups for both projects using the same criteria that were used by the SPOs to select their target beneficiary groups.

The basic feature of the beneficiaries and the control/comparison groups is that they both live in similar geo-physical, political and cultural settings and are from similar socioeconomic background (see Table 4 below).

For two projects (A2 and A1), the control/comparison groups were chosen from the same villages/communities and for the remaining two projects (A3 and A4), the control/comparison groups were selected from neighbouring villages/communities. The nature of projects A3 and A4 means that contamination (i.e. spill over of benefits) could easily occur since there are elements of a more community focused approach in the interventions. In these cases, we deliberately sought control groups from nearby but not the same villages. The selection of the households/respondents was made using the same criteria adopted to select beneficiaries.

Table 2 below presents the size of the sample of both beneficiary and the control/comparison groups for each of the projects.

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[3] Our reporting of data therefore focuses on sampled households. Where the data refers to individuals as opposed to households, we make this clear.

Table 2: Sample size beneficiary and control groups for each project

Projects	Sample size: Beneficiary	Sample size: Control/ comparison
A2. Sustainable Livelihoods of the Poor Women	150	100
A3. Rural Development Program	200	100
A1. Girl Power Program	200	100
A4. Unite for Body Rights – CHC Project	150	100
Total	700	400

Survey Instruments

Four questionnaire sets were developed to collect information for both the baseline and the final follow-up surveys. The first questionnaire set was used for Projects A2 and A3 to collect information from respondent households. The second questionnaire set was used for Project A1 to collect information from respondent girls and young women. The third and the fourth questionnaire sets were used for Project A4 to collect information from both the respondent households and adolescent boys and girls. The questionnaires included variables related to demographic, socio-economic, gender relations, women empowerment, sexual and reproductive health, and relevant other issues.

Data Cleaning and Quality Check

In the process of collecting, organising and analysing our data, the following steps were taken to ensure data cleaning and quality:

- Editing of the questionnaire by the enumerator themselves immediately after administering the interviews;
- Close monitoring of the interviewing process by the senior lead research supervisor;
- Verifying and editing the completed questionnaires by the supervisor;
- Completing data entry, generating descriptive statistics for all variables to check for any outliers in the data or mistakes in data entry;
- Carrying out consistency checks to ensure the quality of data.

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Key Features of Project Beneficiaries as well as Control/Comparison Households at Baseline

In this sub-section, we present some of the key features of the beneficiary as well as control/comparison households from the baseline studies of the four projects. In the first table (Table 3), we present characteristics of respondents corresponding to Projects A2 and A3. The second table (Table 4) presents data from respondents related to Projects A1 and A4.

It is worth mentioning at the outset that the data indicates that project beneficiaries and the control/comparison groups shared similar patterns and characteristics. The exception to this was 'awareness' and 'access related indicators' for Projects A1 and A4 (Table 4). When we carried out the baseline survey, the projects activities had started. As such at the baseline period, beneficiaries had and were still participating in awareness training activities. This would have resulted in higher levels of awareness.

The data suggests that around three-fourths of the households of Projects A2 and A3 (|Table 3) were food-deficit households at the baseline point, and the majority were also poor on the basis of poverty line based calculations[4]. The households also had no or very little land to cultivate, low levels of literacy, limited access to utilities and services, and have faced some form of crisis in recent years. The data also indicates that women's participation in collective community activities was also relatively poor.

It is observed from Project A1 that although there are already some high levels in respect of knowledge and awareness of girls and young women on some social issues. In other issues, response levels are lower. We assume the higher response rates reflect the fact that the project started 2011 – two years before the baseline. The majority of respondents also indicated that they had been victim of incidences of violence in recent years, but only half of them sought justice/remedies.

A similar pattern is also observed for project A4. Some high responses are noted among adolescent boys and girls at the baseline in respect of knowledge and awareness regarding some social issues. This we assume is because the baseline came after the start of the project. However responses levels are low in respect of awareness of MR, safe sex, counseling services – key indicators of sexual and reproductive health and rights.

Table 3: Key Features of Beneficiary and Control/Comparison Households at Baseline: Projects A2 and A3

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[4] Calculations are based on Cost of Basic Needs approach.

(% of respondents unless otherwise indicated)

Indicators	Project A2		Project A3	
	Beneficiary Households	Control/ Comparison Households	Beneficiary Households	Control/ Comparison Households
Poor households (based on expenditure data)	70.4[5]	74.8	57.6	68.5
Food deficit households	78.1	69.2	73.4	75.0
Average cultivable land (in decimals)	8.6	8.2	3.9	4.8
Literacy rate[6] (for 15 years old and above)	41.2	35.3	39.9	36.1
Access to sanitary toilet	12.3	3.7	17.9	12.1
Households with electricity connection	7.1	3.7	14.3	31.5
Households which faced crisis during last 3 years	77.4	65.4	67.4	62.0
Women who participate in village development/other meetings alone	36.8	19.6	20.4	2.8

Table 4: Key Features of Beneficiary and Control/Comparison Households at Baseline:

Projects A1 and A4

(% of respondents unless otherwise indicated)

Indicators	Project A1		Project A4	
	Beneficiary Households	Control/ Comparison Households	Beneficiary Households	Control/ Comparison Households

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[5] We appreciate the comment of one reviewer who pointed out that if 70% of a sample of 150 beneficiary housholds are poor, this means that only 105 housholds were poor at baseline. This implies 45 households were not poor and therefore not representative of the intended 13,558 poor female beneficiaries. What the data in table 3 tells us is that although the project targeted poor and extreme poor women, it is clear that not all of its beneficiaries are poor or extreme poor. This is a targeting problem and not an uncommon problem in Bangladesh. This discussion also links back to our explanation of how we sampled households which refpresented the targetted individual beneficiaries for projects A2 and A3. Furthermore, Project A2 had been completed before we started our baseline. We would not expect the baseline results to mirror beneficiary baseline positions.

[6] Literacy rate usually refers to ability to read and write relatively simple things such as names.

Age of the respondents (years)	15.1	16.2	-	-
Married respondents	16.67	18.46	-	-
Currently at school	63.64	61.03	-	-
Carry out water fetching responsibilities alone or with other female members of the household	83.84	85.47	-	-
Knowledge about minimum age of marriage for girls	96.0	80.91	-	-
Holding the view that early marriage is harmful	88.89	82.05	90.8	88.1
Holding the view that early pregnancy is risky	84.34	81.20	90.1	86.2
Holding the view that dowry during marriage is shameful or unlawful	70.71	67.52	90.2	86.3
Holding the view that inheritance between men and women should be equal	76.26	72.65	61.0	63.7
Holding the view that boys and girls should participate equally in collective community activities	65.15	57.26	74.5	64.1
Holding the view that girls/young women can participate in meetings alone	29.80	26.50	-	-
Holding the view that girls/young women can go to the hospital alone	10.66	13.08	-	-
Faced violence during the last 2 years	60.61	58.12	70.1	67.48
Respondents sought justice against the violence they faced	53.72	37.50	35.5	17.27
Heard about family planning methods	-	-	78.7	79.3

Heard about MR	-	-	37.6	24.5
Heard about STD	-	-	69.5	56.6
Heard about HIV-AIDS	-	-	87.2	90.6
Have knowledge about safe sex	-	-	56.0	42.5
Have knowledge about counseling providing institutions available in the area	-	-	42.1	21.0

5. Analyses and Results

5.1 Analytical Approach

The assessment of impacts of an intervention on target beneficiaries requires both quantitative and qualitative information. This study includes statistical analyses using both baseline and follow-up surveys. The summary indicators reflect the MDG relevance of each project, and were taken into consideration for the present evaluation. These indicators are compared over time and across households (i.e., programme beneficiaries versus control/comparison groups). In addition to this quantitative approach, qualitative methods have also been used to understand the processes that underpin changes (or the lack of changes) in the lives of programme beneficiaries.

The evaluation has been carried out in several steps. First, the inputs for the implementation of the project were considered. Second, outputs achieved against the original plan, and which are quantifiable, were examined. Third, attempts were made to investigate the overall outcomes of the project at the beneficiary level. The diagram below presents the framework of our evaluation:
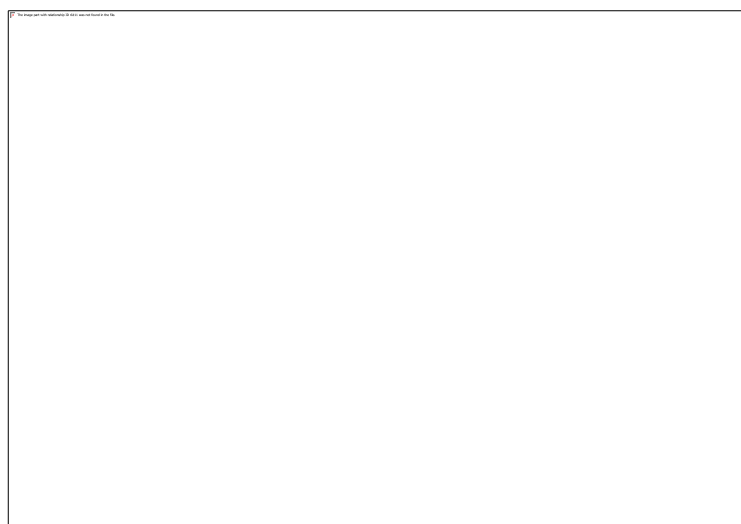
5.2 Methods Used

A range of evaluation methods has been used in the evaluation including Before-After comparison of project beneficiaries; Project-Control comparison through Difference-in-Difference analysis; Focus group interviews; and Individual interviews. Since the study has both baseline and follow-up surveys and data has been collected from both project and the control/comparison households, we were able to make comparisons of outcomes before and after the implementation of the project, as well as between beneficiaries and non-beneficiaries. This allowed us to make a meaningful assessment of impacts of project activities on the lives and livelihoods of the beneficiaries. In addition, focus group and individual interviews enabled us to better understand the underlying causes of any changes associated with the projects. The table below presents the methods and techniques used to evaluate the impacts of each of the projects taking into consideration the different MDG focuses.

Where data are available for both 'before' and 'after' the implementation of the project and also for both the 'project' and 'control' respondents, the difference-in-difference method itself is expected to produce robust results. These conditions were met in all four cases. Although we considered including 'matching methods', these would not have improved the robustness and comprehensiveness of 'difference in difference'. We carried out difference-in-difference analyses by initially taking double differences in means or proportions as applicable (see Table 10 through to Table 13b) and then by carrying out difference-in-difference regressions for some of the indicators to validate the results. The regressions are reported in Appendix 1, Table 5.1 to Table 5.5). Furthermore, we triangulated difference in difference findings with key stakeholders through qualitative interviews.

Table 5: Methods and Techniques Used

Projects	Major methods and techniques	Supplementary methods/techniques	Justification

A2. Sustainable Livelihoods of the Poor Women	Before-after comparison, Project-control comparison through Difference in Difference	Focus group/Group interviews	Both projects were supported to contribute to MDG-1 and there are commonalities between the two projects. It was possible to find meaningful comparison groups for both projects with similar geo-physical and socio-economic backgrounds. It was therefore possible to use the d-in-d method in both projects.
A3. Rural Development Program	Before-after comparison, Project-control comparison through Difference in Difference	Focus group/Group interviews	
A1. Girl Power Program	Before-after comparison, Project-control comparison through Difference in Difference	Focus group/Group interviews	These two projects are different from Projects A2 and A3 in respect of focus, target group and implementation strategies. However we used the same methods as above.
A4. Unite for Body Rights – CHC Project	Before-after comparison, Project-control comparison through Difference in Difference	Focus groups/Group interviews	

5.3 Results: Changes Overtime

In order to understand the results, it is important to reiterate that:

1. the evaluation period covers the 2012-2014 period. All the selected MDG projects have however been or are being implemented over a longer time period;

2. the baseline survey was carried out after all the projects had been started. Indeed the baseline was carried out after one project (A2) had been completed. Our baseline therefore may not be an accurate reflection of the beneficiary baseline. This is evidenced above in *inter alia* Table 3 and discussed in footnote 5;

3. the end-line survey was completed before two projects (A1 and A4) had been completed;

4. two of the four projects (A1 and A4) are 'new' or 'innovative' in Bangladesh and are 'culturally sensitive';

5. although both A1 and A4 were pre-selected to assess impact on selected MDG outcomes, we have considered a wider range of socio-economic and rights, awareness and empowerment related indicators precisely because the projects ae innovative and culturally sensitive.

In summary, the results obtained through our evaluation have to be read with the above points in mind. Moreover the results should be read and interpreted in conjunction with results obtained for other indicators indicated in (v) above. Our overall observations on findings are (a) not all indicators demonstrate significant improvement over the period under consideration;

(b) however there have been some significant improvements in some indicators and these are also attributable to project interventions. This would indicate that although our assessment period is short (two years) there is good evidence that project outcomes are moving in the 'right' direction;

(c) our data largely shows consistent results between different related indicators. Thus for example where we see improvements in the percentage of people moving out of extreme poverty or always in deficit category, we also see a 'deterioration' in the percentage of people in moderate poverty or occasional deficit category. This simply indicates improvement or mobility at the lowest end but not much beyond this level;

(d) Results are also consistent with what the projects expected in terms of results.

Project A2: Achieving Sustainable Livelihoods of the Poor Women

For project A2, the intervention has brought about some positive changes in the lives and livelihoods of the beneficiary households over the 2012-2014 period. The key important improvements are presented in Table 6. As observed, the average monthly household income has gone up from US$ 68.5 to US$ 108.7, and the average monthly household expenditure has also gone up from US$ 76.3 to US$ 108.8.

The food security situation among beneficiary households has also improved to some extent. Thus the proportion of food deficit households has reduced from 33.6 percent in 2012 to 13.5 percent in 2014. However, the proportion of those with occasional deficits (i.e., sometimes in deficit) has gone up by about the same proportion. This means that there has been some improvement in the food security situation in the sense that a proportion of 'always in deficit 'households has now moved into a situation of 'sometimes in deficit'.

The average cultivable land has also increased by about 5 decimals per household over the period being assessed. Literacy rates have also improved from 41.2 percent in 2012 to 58.2 percent in 2014. Improvement in literacy should however be read with caution for two reasons. First, the definition of literacy normally used in Bangladesh (and so is in this study) captures those who can just read and write simple things such as names and so forth. Importantly, improvement in literacy does not imply an increase in years of schooling. We can therefore have improvements in literacy without formal schooling. Second, although we observe an improvement in literacy amongst beneficiaries, a similar improvement can also been seen amongst control households. Moreover our analysis finds a statistically insignificant improvement in literacy among the project beneficiaries in comparison to that of the control/comparison households. This is presented in the difference-in-difference results discussed in the following section. Moreover, if look at the average years of schooling, we observe 0.6 years of improvement in average years of schooling for beneficiaries over the 2012-2014 period. This reinforces the argument that literacy rates do not necessarily reflect school enrolments.

For Project A2, access to sanitary toilet and electricity has also improved substantially over the period in question. While access to sanitary toilet was only 12.3 percent in 2012, it is now 82.6 percent in 2014. Similarly, while only about 7.1 percent of the households had electricity connection in 2012, it is now 39.7 percent in 2014. This is not atypical in a project which focuses its activities in a very select number of villages. Villages in coastal areas tend to have less sanitary facilities, electricity and infrastructure. If a SPO arrives and begins substantial work, it is not uncommon to see big differences in these kinds of amenities and services. This is verified even in our control groups where there are significant positive changes (Table 10). The control groups come from the same villages and therefore would also benefit from certain 'public good' developments.

Access to public services and women empowerment scores have also improved. About 29.5 percent of the beneficiary households now have access to social safety-net programmes compared to 23.3 percent in 2012. Women's decision-making abilities have also improved. While only about 6.5 percent of the women could make household decisions alone in 2012, the corresponding figure is now 18.6 percent in 2014. Again many of these changes can be attributed to the fact that a relatively remote location is now being targeted by a SPO. However in this case the same improvements are not seen in the control group (Table 10). This is because these improvements are less 'public good' and more related to SPO affiliation.

Details of changes over time in respect of other indicators are presented in Appendix 1, Table 1.1 to Table 1.14

Table 6: Key Findings – Changes Over 2012-2014: Project A2

Indicators	Baseline'12	Now'14
Average monthly household income (US$)	68.5	108.7
Average monthly household expenditure (US$)	76.3	108.8
Always in food deficit households (%)	33.6	13.5
Sometimes in food deficit households (%)	44.5	64.7
Average cultivable land (in decimals)	8.6	13.4
Literacy rate ([7]15 years and above) (%)	41.2	58.2
Average years of schooling (15 years and above) (years)	2.6	3.2
Access to sanitary toilet (%)	12.3	82.6
Households with electricity connection (%)	7.1	39.7
Access to social safety-net programmes (%)	23.3	29.5
Women alone can make household decisions (%)	6.5	18.6

Project A3: Rural Development Program – Ensuring democracy, accountability and rights

For project A3, the interventions have brought some positive changes in the lives and livelihoods of the beneficiary households (Table 7 below). The project is not a direct livelihood support programme, but more of a social mobilization programme. As such any impact of the project on the lives and livelihoods of beneficiaries is actually an impact of social mobilization on livelihoods improvements/MDG outcomes.

Income and expenditure levels of beneficiary households have increased substantially. While the average monthly household income has increased from US$ 57.4 in 2012 to US$ 92.1 in 2014, the average monthly household expenditure has also increased from US$ 75.6 to 90.4 over the same period. Food security at the household level has also improved, with 'always in food deficit' declining from 31.6 percent to 19.4 percent over the two year period. The average amount of cultivable land has also increased from 3.9 decimals in 2012 to 5.8 decimals in 2014, and access to natural resources has also improved. Access to permanently leased in khasland has increased from 3.4 decimals per household to 6.8 decimals per household during the same period. Accessing natural resources and khas land is one of the key activities for which the SPO is famous, and is one of the flagship activities of its rights based, moblisation focused approach.

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[7] See footnote 6

Improvements have also been noted in educational attainment. Adult literacy has improved from 39.9 percent in 2012 to 48.7 percent in 2014. Improvements have also been noted in respect of access to sanitary toilet and electricity connection among the beneficiary households. Details of changes in respects of other indicators are presented in Appendix 1, Tables 2.1 to Table 2.14.

Table 7: Key Findings – Changes Over 2012-2014: Project A3

Indicators	Baseline'12	Now'14
Average monthly household income (US$)	57.4	92.1
Average monthly household expenditure (US$)	75.6	90.4
Always in food deficit households (%)	31.6	19.4
Average cultivable land (in decimals)	3.9	5.8
Permanently leased in khasland (in decimals)	3.4	6.8
Literacy rate[8] (15 years and above) (%)	39.9	48.7
Average years of schooling (15 years and above) (years)	2.4	2.7
Access to sanitary toilet (%)	17.9	58.4
Households with electricity connection (%)	14.3	28.9

Project A1: Girl Power Project

For project A1, awareness of girls and young women has improved in respect of early marriage, dowry, early pregnancy, equal rights of boys and girls, education, participation, rights and violation of rights (Table 3). Key changes over the 2012-2014 period are presented in this sub-section while further details of other criteria can be found in Appendix 1, Tables 3.1 to Tables 3.14.

The average completed years of schooling has increased by about 2 years over the last two years which indicates a zero dropout from school among beneficiary respondents. The proportion of marriages where dowry was paid has also reduced from 23.1 percent of marriages in 2012 to 16.6 percent in 2014. The health status of girls as well as their contribution to household income have also improved over the two years.

Not surprisingly, the levels of awareness, participation and mobility of girls and young women have improved over the two year period under review (see Table 8). This is to be expected given that the project was still running when we carried out the end-line survey. Beneficiaries reported that the SPO offered a range of continuous awareness raising activities.

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[8] see footnote 6

As such, one would expect to see some positive difference whilst the project is still being implemented.

Table 8: Key Findings – Changes Over 2012-2014: Project A1

(% of respondents except where otherwise stated)

Indicators	Baseline'12	Now'14
Average completed years of schooling (years)	5.3	7.2
Proportion of marriages where dowry was paid	23.1	16.6
Health status: physically fit for work	43.9	57.6
Girls' contribution to household income (as a % of total income)	20.8	36.2
Water fetching when respondent goes completely alone	34.8	12.9
Knowledge about minimum marriage age for girls	68.9	99.4
Holding the view that early marriage is harmful	88.89	96.1
Holding the view that early pregnancy is risky	84.34	98.9
Holding the view that dowry during marriage is shameful/unlawful	70.71	97.2
Holding the view that inheritance rights of men and women are equal	76.26	92.09
Holding the view that boys and girls have equal rights to participate in collective community activities	65.15	90.4
Girl/young women can participate in meetings alone	29.80	40.7
Girl/young women can go to hospital alone	10.66	31.1

Project A4: Unite for Body Rights – Christian Hospital Chandraghona (CHC) Project

For project A4, awareness levels around sexual and reproductive health and services have improved substantially among beneficiary adolescents. They are now better aware about various health indicators and also claim to have better access to appropriate services (Table 9). Again one would expect this positive result since the project was still being implemented when we carried out the end line survey. Once again awareness raising activities is a core component of the project and so as long as it is being implemented, one would expect increased levels of awareness among beneficiaries.

All of the respondents now consider early marriage as harmful, early pregnancy as risky and dowry payment during marriages as shameful and unlawful. Knowledge about family planning methods, MR, STD, etc. has also increased over the same period. About 85.3 percent of the respondent adolescents now have knowledge about safe sex. The same figure for 2012 was only 56.0 percent. Similarly, the proportion of adolescents who now know about counseling providing institutions available in the area has increased from 42.1 percent in 2012

to 73.3 percent in 2014. Details of changes in respect of other indicators are presented in Appendix 1, Table 4.1 to Table 4.5).

Table 9: Key Findings – Changes Over 2012-2014: Project A4

(% of respondents unless otherwise stated)

Indicators	Baseline'12	Now'14
Holding the view that early marriage is harmful	90.8	100.0
Holding the view that early pregnancy is risky	90.1	99.3
Holding the view that dowry during marriage is shameful/unlawful	90.1	97.1
Holding the view that inheritance rights of men and women are equal Both equally	0.7	83.6
Holding the view that boys and girls have equal rights to participate in local associations/clubs	2.1	70.0
Heard about family planning methods	78.7	99.3
Heard about MR	37.6	43.3
Heard about STD	69.5	84.7
Have knowledge about safe sex	56.0	85.3
Knows about counselling providing institution available in the locality	42.1	73.3

5.4   Attribution of Achievements to Respective Projects

In order to see whether and to what extent the achievements are due to the project interventions, a difference-in-difference method has been applied in the four projects under consideration. The difference in difference takes into account the counter-factual, and hence, provides the net impact of project intervention upon the lives and livelihoods of project beneficiaries. The results are presented below in Table 10 through to Table 13b including standard errors of differences in means and proportions with associated t-values in parentheses in the last column[9]. Whether the results are statistically significant or not have

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[9] (i) Standard Error of the difference between means is calculated as:
$SE_{diff} = SQRT [(SE_1)^2 + (SE_2)^2]$
Where, SQRT = square root, SE_1 = standard error of mean in sample 1, and SE_2 = standard error of mean in sample 2.

(ii) Standard Error of the difference between proportions is calculated as:
$SE_{diff} = SQRT [((p_1(1-p_1))/n_1) + ((p_2(1-p_2))/n_2)]$

also been identified in the table with [**] as significant at 5% level and [*] as significant at 10% level. In order to check the robustness of the results obtained through taking double differences of means or proportions of the variables under consideration, we have also carried out difference-in-difference regressions. The results of these are presented in Appendix 1, Table 5.1 to Table 5.5.

Regression results confirm the findings obtained through taking double differences of means or proportions as reported in Tables 10 through 13b. Although the magnitude of the findings are somewhat different[10] in the regression results, the statistical significance remans the same. In considering these results, we need to keep in mind the framework of evaluation of the projects, namely:

(a) the evaluation covered a two year period (2012-2014) while all of the projects had been or are being implemented over a longer time span; and
(b) the baseline was carried out after all the projects had started;
(c) Project A2 had been completed before the baseline was carried out.

The projects for the MDG component had been preselected and so the team had no control over points a to c. We should however consider the results and their statistical significance keeping the lack of uniformity of the assessment framework in mind.

Project A2: Achieving Sustainable Livelihoods of the Poor Women
Given the introductory remarks above, the results for Project A2 indicate that it has been able to contribute significantly to improvements in land holding and also improvements in poverty status (Table 10). Improvements clearly attributable to projects have also been noted in the areas of crisis coping mechanisms (i.e. able to use savings rather than reducing consumption and withdrawing children from school and sending them to work); access to various public services (public health, land office, micro finance institutions, etc.); and satisfaction with the same services. The project has also contributed in undertaking collective community activities and women empowerment (Table 10)

Where, SQRT = square root, p_1 = proportion in sample 1, p_2 = proportion in sample 2, and n_1 and n_2 are sample size in samples 1 and 2 respectively.
[10] The regressions results are different because they take into account only the matching cases. Difference in Difference in means or proportions instead take into account all cases.

The reduction in the percentage of people self-reporting themselves as 'extreme poor' is clearly a headline result. This is consistent with the design of the project which intended to identify income earning opportunities for poor women. This has been successful and resulted in increased incomes and expenditures (Table 6). The SPO also works on a model which organises beneficiaries into self-help groups or *samities*. One of the aims of the *samity* model is to promote collective action and lobbying especially around access to key services. The findings from Table 10 as well as our qualitative interviews indicate that this has been a successful strategy, and that respondents are significantly more satisfied with key services. Finally, there are some important results in terms of women's empowerment with women beneficiaries reporting more decision-making power at household and community levels, and greater levels of mobility.

Project A3: Rural Development Program – Ensuring democracy, accountability and rights
Accounting for counter-factuals, Project A3 has contributed to improving education levels (i.e. completed years of schooling), land holding, and improvement in poverty status (Table 11). Improvements attributable to project interventions have also been noted in the areas of being able to save money (total amount), access to various public services with satisfaction, participation in organizations, and empowerment of women in respect of increased decision-making abilities (Table 11).

Project A3 is implemented by one of the oldest SPOs in Bangladesh and the project area is an area where the SPO has been working almost since its establishment. The SPO is known for its strong rights based approach and its focus on securing access to public land and resources, as well as key social services. This is in short a social mobilization organisation and the closest we have to a membership based organisation. Significant results in increased land ownership (usually *khas* or government owned land distributed to the poorest), increased savings (supported by membership of *samities*), access to key public services (health) and satisfaction with these (the legal system) are all very consistent with the SPO's approach and its track record. At the same time, the positive results related to household participation in external organisations and the significant results in terms of increased female participation and decision-making within households and the community reflect again the SPO's track record in a rights focused development agenda and its support for poor women.

Project A1: Girl Power Project

As indicated above, Project A1 is a new or innovative kind of project in Bangladesh11. Its focus on gender-based violence also means that the project engages with culturally sensitive issues. However, as observed from difference-in-difference analyses, the project has been able to raise awareness as well as participation and decision-making abilities of beneficiary girls and young women. Importantly it has also had a significant impact in reducing key violations of rights related to gender based violence such as torture, loss of dignity and so forth (Table 12). Beneficiary levels of education have also increased, and beneficiary households' economic status has improved. Improvements attributable to project interventions have also been noted in the areas of sharing household responsibilities with other members (i.e. not burdening young girls only with roles traditionally given to females such as caring for household members which then prevents them from following other activities such as schooling) and access to media. Some improvements have also been noted in raising awareness about consequences and risks of early marriage, dowry, early pregnancy, etc. The project has also contributed to improved understanding and practices among the beneficiary girls and young women in relation to gender equity, participation in household decision making, mobility, and rights.

Project A1 had not been completed before we carried out the end-line survey. As indicated above, this meant that the SPO was still carrying out key project activities. At one level this could help explain why there are significant differences in some of the questions around awareness raising, and why there are significant results in areas such as spending time at school and less time doing 'traditional female roles' such as food preparation and fuel collection alone. Some of the questions around 'decision making' especially within households and communities do not give significant results. Our qualitative interviews would suggest that this might reflect the fact that the project engages with culturally sensitive issues around gender roles and responsibilities, and that the beneficiaries are adolescent girls who traditionally in Bangladesh refer mostly to male guardians for key decisions.

Project A4: Unite for Body Rights – Christian Hospital Chandraghona (CHC) Project
Project 4 is also a new and somewhat innovative intervention that has been undertaken to improve awareness and services about sexuality and reproductive health among adolescents. Like Project A1, it therefore engages with issues which are very culturally sensitive.

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[11] By new or innovative, we refer to the fact that there are not many similar programmes in the country, and also the implemention of such programmes are challenging in the social, cultural, religious context of Bangladesh.

The double difference analysis shows significant impact at household levels on health status, food security, views on the quality of services from the hospital, use of ante and post-natal services (Table 13a). In terms of the adolescents, the analysis shows significant impact on awareness of risks and consequences of early marriage, pregnancy and dowry; knowledge of family planning methods and pregnancy as well as sexual and reproductive health; the consequences of non-registration of births; equality between men and women in relation to wages, food consumption, inheritance, education, medical care, and participation in committees (Table 13b).

Again project A4 was still being implemented when we carried out the surveys. Our qualitative interviews confirmed our quantitative analysis in that there was a strong endorsement of the effectiveness and comprehensiveness of the different trainings and awareness raising activities around health and sexual and reproductive rights. These activities were still being offered when we carried out the survey. At the household level, beneficiary households reported improved health status, and use as well as satisfaction with hospital services. The hospital has been servicing local communities for many years. It has a very strong reputation as a good hospital. The results seem to confirm this, and pick up on this reputation.

Table-10: Sustainable Livelihoods of the Poor Women (Project A2)

Indicators	Difference in difference (2014-2012)			
	Program	Compari-son	Double difference	Standard Error (t-value)
Education (% of all members aged 15 years and above)				
- Literacy rate12 (15 years of age & above)	17.01	14.36	2.65	0.05 (0.57)
Land ownership (in decimals)				
- Average homestead land	0.27	0.03	0.24**	0.10 (2.42)
Access to the natural resources available in the locality (% of households)				
- Access to Khasland	74.73	70.47	4.26	0.06 (0.74)
- Access to open water bodies	49.07	46.7	2.37	0.06 (0.37)
Sanitation and Electricity (% of households)				

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[12] See footnote 6

- Access to sanitary toilet	70.39	68.3	2.09	0.06 (0.35)
- Proportion of households with electricity connection	32.64	26.3	6.34	0.06 (1.10)
Food availability during last one year (% of households)				
- Surplus	3.83	1.4	2.43	0.02 (1.26)
Economic status - self assessment (% of households)				
- Extreme poor	-27.83	-13.8	-14.03**	0.05 (2.82)
Crisis coping mechanisms at household level. Multiple responses (%)				
- Use of savings	3.12	-11.62	14.74**	0.03 (4.22)
- Reduces food consumption	-41.68	-32.23	-9.45	0.06 (1.54)
- Reduces other expenses	-24.33	-18.53	-5.8	0.05 (1.12)
- Withdraw of children temporarily from school	-2	0	-2*	0.01 (1.78)
- Sending children to work	-7.1	2.83	-9.93**	0.03 (3.76)
Proportion of households accessing services (% of households)				
- Public health service	11.24	4.4	6.84**	0.03 (2.10)
- Land office	8.5	-1.3	9.8**	0.03 (3.92)
- Micro finance institutes/NGOs	72.06	28.6	43.46**	0.06 (7.52)
- Services from Union Parishads	6.83	5.8	1.03	0.03 (0.33)
Level of satisfaction (% of those households which accessed a service)				
Public health service				
- Fully satisfied	4.64	0.89	3.75*	0.02 (1.94)
Public education				
- Partially satisfied	14.59	1.16	13.43**	0.03 (4.44)
Land office				
- Fully satisfied	11.76	-3.19	14.95**	0.03 (4.79)
Micro finance institutes/NGOs				
- Fully satisfied	-0.54	-5.88	5.34**	0.02 (2.20)
Social safety net program				
- Neither satisfied nor dissatisfied	-2.33	-16.45	14.12**	0.04

				(3.62)
Police				
- Partially satisfied	-42.9	-60	17.1**	0.06 (2.71)
Court				
- Partially satisfied	16.17	-11.93	28.1**	0.04 (6.41)
Union Parishad				
- Partially satisfied	-19.1	-36.47	17.37**	0.06 (3.02)
Reasons for not being able to access services (% of households who had tried but failed)				
- Due to poverty	-22.86	0	-22.86**	0.03 (6.80)
- Because of being female	4.76	-5.36	10.12**	0.03 (3.58)
Storing rice/seed for use during disasters? (% of households)				
- Yes	12.03	8.1	3.93	0.04 (1.04)
Involvement with collective community activities? (% of households)				
- Yes	1.2	-5.2	6.4**	0.02 (2.68)
Female participation in household decision making (% of households)				
- Not at all	-1.35	1.4	-2.75*	0.01 (1.84)
- Can do alone	12.09	9.7	2.39	0.04 (0.61)
- Along with husband	-15.23	-13.6	-1.63	0.04 (0.36)
- Along with household members	4.4	2.5	1.9	0.02 (0.84)
Female participation in decision making of village/community (% of households)				
- Not at all	-20.39	-16.6	-3.79	0.05 (0.77)
- Can do alone	12.15	3.3	8.85**	0.03 (2.80)
Female participation in choosing family planning methods (% of households)				
- Can do alone	0.59	-4.5	5.09**	0.02 (2.35)
Female participation in decision making around children's' education (% of households)				
- Not at all	-1.26	4.1	-5.36**	0.02 (2.46)
- Can do alone	2.51	-5.1	7.61**	0.03 (3.01)

Female participation in decision making around children's' marriage (%of households)				
- Not at all	0.62	4.1	-3.48*	0.02 (1.67)
- Can do alone	-0.01	-4.4	4.39**	0.02 (2.14)
Female able to go to the market to sell/buy products (% of households)				
- Not at all	-19.74	-19.7	-0.04	0.05 (0.01)
- Can do alone	13.37	7.4	5.97	0.04 (1.58)
Female able to go to relatives house (% of households)				
- Can do alone	3.43	-0.9	4.33**	0.02 (2.50)
Female able to go to the hospital (% of households)				
- Not at all	-22.59	-20.2	-2.39	0.05 (0.45)
- Can do alone	6.73	1.9	4.83**	0.02 (2.00)
Female able to go to get services from different sources (% of households)				
- Can do alone	7.07	5.1	1.97	0.03 (0.65)
Female's decision on spending from own earning (% of households)				
- Can do alone	2.18	0.9	1.28	0.02 (0.85)
- Along with husband	1.89	-3.53	5.42**	0.02 (2.53)

Table-11: Rural Development Program (Project A3)

Indicators	Difference in difference (2014-2012)			Standard error (t-value)
	Program	Compari-son	Double difference	
Education (% of all members aged 15 years and above)				
- Average years of schooling (15 years of age and above)	0.26	0.15	0.11**	0.02 (4.68)
Land Ownership (in decimals)				
- Average homestead land	0.68	-0.25	0.93**	0.03 (27.08)
- Average cultivable land	1.87	-0.15	2.02**	0.15 (13.49)
- Permanently leased in khas land	3.42	-0.40	3.83**	0.12

				(30.86)
Electricity (% of households)				
- Proportion of households with electricity connection	14.65	13.36	1.29	0.04 (0.31)
Economic status - self assessment (% of households)				
- Poor	-5.02	5.18	-10.2**	0.03 (3.83)
Savings of households (in Taka)13				
- Average amount of savings in last year	1435.8	246.2	1189.6**	194.98 (6.10)
Proportion of household accessing services (% of households)				
- Public health service	4.83	-11.91	16.74**	0.03 (0.03)
- Land office	2.09	0.47	1.62	0.01 (0.01)
- Services from Union Parishads	34.66	31.78	2.88	0.06 (0.06)
Level of satisfaction (% of those households who accessed services)				
Public education				
- Fully satisfied	7.54	-12.42	19.96**	0.04 (5.37)
Land office				
- Fully satisfied	0.79	0	0.79	0.01 (1.3)
Court				
- Fully satisfied	10.03	0	10.03**	0.02 (4.60)
Household current involvement with club, organization, cooperative society, UP committees or any other organization (% of households)				
- Yes	2.01	-1.82	3.83**	0.02 (2.33)
Household current involvement with any collective community activity (% of households)				
- Yes	-10.13	-5.55	-4.58	0.03 (1.47)
If yes, degree of participation in those activities (% of those involved)				
- Key role in the decision making	16	-14.29	30.29**	0.04 (7.04)
Household current involvement in self-help groups (% of households)				
- Yes	2.28	-0.93	3.21**	0.01 (2.25)

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[13] 1 US $ = 80 Taka

If yes, degree of participation in this activity (% of those involved)				
- Participate in the discussion actively	36.63	0	36.63**	0.03 (10.48)
Received training from NGO or other organization during last 5 years (% of households)				
- Yes	3.67	-1.01	4.68**	0.02 (2.80)
Female participation in household decision making (% of households)				
- Can do alone	-6.66	-9.14	2.48	0.03 (4.77)
Female participation in village/community decision making (% of households)				
- Can do alone	9.22	0	9.22**	0.02 (4.39)
Female participation in choosing family planning methods (% of households)				
- Can do alone	-11.54	-17.53	5.99	0.04 (1.38)
Female participation in decision making around children's' education (% of households)				
- Can do alone	-10.46	-19.36	8.9**	0.04 (2.01)
Female participation in decision making around children's' marriage (% of households)				
- Can do alone	-7.04	-9.23	2.19	0.03 (0.65)
Female operating business/income generating activates (% of households)				
- Can do alone	13.73	5.73	8.0**	0.03 (2.38)
Female able to go to the market places to sell/buy products (% of households)				
- Can do alone	0.07	-0.85	0.92	0.01 (1.01)
Female able to go to get services from different sources (% of households)				
- Can do alone	2.88	1.95	0.93	0.02 (0.51)

Table-12: Girl Power Program (Project A1)

Indicators	Difference in Difference (2014-2012)			Standard error (t-value)
	Program	Compari-son	Double difference	
Schooling (years)				

Average completed years of schooling	1.93	0.91	1.02**	0.02 (44.92)
Health status (% of households)				
Physically fit for work	13.69	10.11	3.58	0.04 (0.97)
Household expenditure (in Taka)				
Average monthly expenditure of the household	2913.1	1775.0	1138.1**	57.60 (19.75)
Food condition (% of households)				
Always in deficit	-6.64	-8.32	1.68	0.03 (0.54)
Sometimes in deficit	-31.77	-13.75	-18.02**	0.05 (3.92)
Water fetching (in minutes)				
Time (minutes) spent per day to collect water	-9.94	-10.75	0.81**	0.27 (3.00)
Fuel collection (% of respondents)				
Jointly with other female members of the household only	-22.9	-20.44	-2.46	0.04 (0.58)
Food preparation (% of respondents)				
Jointly with other female members of the household only	6.19	11.96	-5.77	0.04 (1.38)
Care giving (in minutes)				
Average time (in minutes) spent daily to care for children, ill and older members of household	24.81	49.88	-25.07**	1.75 (14.34)
Access to the following Media for information/communication (% of respondents)				
Cell phone	0.37	-5.51	5.88**	0.03 (2.06)
Radio	4.71	2.95	1.76	0.03 (0.52)
Consequences of early marriage (Multiple Responses - %)				
Harmful effect on health	17.22	6.81	10.41**	0.04 (2.93)
Adverse impact on education	0.47	-0.23	0.7	0.01 (1.06)
Can't look after family properly	1.95	-1.98	3.93**	0.02 (2.43)
Can't take proper care of children	3.03	2.52	0.51	0.02 (0.27)
Opinion about early pregnancy (% of respondents)				
Risky	14.53	12.74	1.79	0.04 (0.45)
Types of risk for early pregnancy (Multiple Responses - %)				

Death of mother	15.92	3.16	12.76**	0.03 (4.17)
Death of children	24.68	17.94	6.74	0.05 (1.44)
Poor health of mother and children	33.2	18.96	14.24**	0.05 (2.89)
Weak/sick child	39.58	34.75	4.83	0.06 (0.86)
Opinion about dowry during marriage (% of respondents)				
Shameful/unlawful	26.47	24.4	2.07	0.05 (0.41)
Mode of washing hands after defecation (% of respondents)				
With soap	1.69	1.4	0.29	0.01 (0.20)
Opinion about violence against women (% of respondents)				
Guilt/Crime/Illegal	1.52	0.7	0.82	0.01 (0.71)
Is there any law to protect from violence against women? (% of respondents)				
Yes	19.23	18.06	1.17	0.05 (0.26)
Is there any Government /Non-Government program to help oppressed young women and girls? (% of respondents)				
Yes	5.63	4.82	0.81	0.03 (0.32)
Comparative participation of men and women in income generating activities (% of respondents)				
Both equally	12.65	12.36	0.29	0.04 (0.08)
Comparative participation of boys and girls in the local association/club/committee (% of respondents)				
Both equally	26.07	21.68	4.39	0.05 (0.89)
Comparative participation of boys and girls in collective community activities (% of respondents)				
Both equally	25.25	22.54	2.71	0.05 (0.55)
Decision making around own education (% of respondents)				
All members of the household	44.25	38.78	5.47	0.06 (0.96)
Decision making around own marriage (% of respondents)				
Jointly with other male members of the household	20.34	14.14	6.2	0.04 (1.44)
All members of the household	65.54	63.64	1.9	0.06 (0.34)
Decision making around buying important/expensive goods for the household (% of respondents)				

Jointly with other male members of the household	35.59	30.3	5.29	0.05 (0.97)
All members of the household	43.5	42.42	1.08	0.06 (0.19)
Decision making around buying daily food and necessities for the household (% of respondents)				
Jointly with other male members of the household	18.08	14.14	3.94	0.04 (0.93)
All members of the household	22.03	11.11	10.92**	0.04 (2.64)
Decision making around spending from own income (% of respondents)				
All members of the household	25	23.08	1.92	0.05 (0.39)
Decision making around participating in samity/committees (% of respondents)				
Jointly with other male members of the household	25.29	22.34	2.95	0.05 (0.60)
All members of the household	38.51	37.23	1.28	0.06 (0.23)
Able to participate in /attend meetings (% of respondents)				
Can do alone	10.88	6.83	4.05	0.03 (1.26)
Able to go to relatives house (% of respondents)				
Can go alone	18.46	13.28	5.18	0.04 (1.24)
Able to go to the hospital (% of respondents)				
Can go alone	20.41	7.22	13.19**	0.04 (3.53)
Able to go to get services from different sources (% of respondents)				
Can go alone	-0.96	-4.9	3.94*	0.02 (1.87)
Received training from any NGO or other organization during last 2 years (% of respondents)				
Yes	17.38	-15.16	32.54**	0.04 (7.61)
Received training during last 2 years (no. of training days)				
Self defence training	1.26	-1	2.26**	0.01 (294.79)
Awareness and protection of right	4.09	2.4	1.69**	0.02 (93.07)
Management and technical skill	5.66	1.86	3.8**	0.01 (291.27)
Experienced violation of rights during the last 2 years (% of respondents)				
No	19.8	18.96	0.84	0.05 (0.18)
Types of violation of rights (Multiple Responses - %)				

Negligence or discriminatory behavior from family	28.25	36.4	-8.15	0.05 (1.49)
Physical torture	-10.5	12.6	-23.1**	0.04 (6.14)
Having involuntarily pregnancy or abortion	-1.3	0.46	-1.76*	0.01 (1.73)
Abuse for giving birth of a girl-child	0	2.66	-2.66*	0.01 (1.79)
Mental torture/abuse	-11.57	-16.54	4.97	0.04 (1.21)
Deprived of social status/dignity	-28	-19.1	-8.9*	0.05 (1.84)
Faced social deprivation/discrimination	-21.3	-19.1	-2.2	0.05 (0.47)

Table-13a: Unite for Body Rights – CHC Project (Household) (Project A4)

Indicators	Difference in difference (2014-2012)			Standard Error (t-value)
	Program	Compari-son	Double difference	
Health status (% of all members)				
- Physically fit for work	3.11	-18.16	21.27**	0.04 (5.28)
Immunization (% of households with under 5 children)				
- % of household with children aged<5 years having vaccines for measles?	20.02	4.1	15.92**	0.04 (4.27)
Food availability during last year (% of households)				
- Always in deficit	2.33	1.12	1.21	0.02 (0.76)
- Sometimes in deficit	-2.45	11.87	-14.32**	0.03 (4.21)
Response on the Quality of Service: Christian Hospital Chandraghona (CHC) (% of respondents who received services)				
- Good service delivery	12.64	-4.5	17.14**	0.03 (5.14)
- Good behavior of doctors/service providers	12.54	-4.5	17.04**	0.03 (5.12)
- Good behavior of the support staff	7.03	-4.5	11.53**	0.03 (4.01)
- Cleanliness	27.32	-4.5	31.82**	0.04 (7.79)
- Confidentiality of treatment	24.27	-4	28.27**	0.04 (7.22)

Indicators				
- Good quality of food	14.28	-4	18.28**	0.03 (5.40)
- Little waiting time	-1.24	-4.5	3.26	0.02 (1.47)
- Availability of service providers	4.17	-4.5	8.67**	0.03 (3.40)
- Availability of Medicines	-0.74	-4	3.26	0.02 (1.60)
- Availability of medical equipment	1.51	-4	5.51**	0.02 (2.56)
- Good quality of treatment	4.17	-4	8.17**	0.02 (3.28)
Response on Cordiality of CHC personnel (% of respondents)				
- Doctors	21.11	-5	26.11**	0.04 (6.72)
- Nurses	8	-4.5	12.5**	0.03 (4.22)
- Technicians	5.08	-4.5	9.58**	0.03 (3.57)
- Ward boys	-4.2	-4.5	0.3	0.03 (0.12)
- Administrative staff	5.18	-4.5	9.68**	0.03 (3.60)
Use of Antenatal care (% of respondents)				
- % of respondents who needed antenatal care during pregnancy?	29.44	-7.58	37.02**	0.04 (8.30)
Sources of antenatal care (% of respondents who needed antenatal care)				
- Christian Hospital Chandraghona (CHC)	2.51	0.34	2.17	0.01 (1.58)
Post-Natal Care (% of respondents)				
- % of respondent who needed post-natal care after delivery?	38.35	2.4	35.95**	0.04 (8.66)

Table-13b: Unite for Body Rights – CHC Project (Adolescents) (Project A4)

Indicators	Difference in difference (2014-2012)			
	Program	Compari-son	Double difference	Standard Error (t-value)
Awareness Related Information:				
Opinion about early marriage (% of respondents)				
- Harmful	9.2	-7.74	16.94**	0.03 (4.90)

Consequences of early marriage (Multiple Responses, %)				
- Early pregnancy	14.64	-2.48	17.12**	0.03 (5.40)
- Can't adjust with husband properly	18.3	7.55	10.75**	0.04 (2.70)
Opinion about early pregnancy (% of respondents)				
- Risky	9.19	-7.04	16.23**	0.03 (4.82)
Types of risk for early pregnancy (Multiple Responses, %)				
- Death of mother	1.9	-27.11	29.01**	0.04 (6.52)
- Death of children	8.15	-21.01	29.16**	0.05 (6.47)
- Weak/sick child	23.09	14.6	8.49**	0.05 (1.78)
Opinion about dowry during marriage (% of respondents)				
- Shameful/unlawful	7.04	-16.68	23.72**	0.04 (5.72)
Opinion about birth registration (% of respondents)				
- Necessary	2.86	-14.07	16.93**	0.04 (4.67)
Mode of washing hands after defecation (% of respondents)				
- With soap	3.54	-11.83	15.37**	0.03 (4.44)
Is there any law to protect from violence against women? (% of respondents)				
- Yes	12.6	3.06	9.54**	0.03 (3.07)
Opinion about comparative wage of men and women in the work place (% of respondents)				
- Both equally	5.67	-13.85	19.52**	0.04 (5.11)
Opinion about boys and girls food consumption in the family (% of respondents)				
- Both equally	-0.01	-13.05	13.04**	0.03 (3.98)
Opinion about distribution of inherited properties between men and women (% of respondents)				
- Both equally	82.87	58.86	24.01**	0.06 (4.27)
Opinion about education provision for boys and girls (% of respondents)				
- Both equally	97.86	84.15	13.71**	0.04 (3.68)
Opinion about medical treatment for boys and girls (% of respondents)				
- Both equally	0.66	-10.3	10.96**	0.03 (3.63)

Opinion about comparative participation of men and women in income generating activities (% of respondents)				
- Both equally	72.86	63.41	9.45	0.06 (1.62)
Opinion about comparative participation of boys and girls in local association/club/committee (% of respondents)				
- Both equally	67.9	57.64	10.26**	0.06 (1.70)
Knowledge about Family Planning Methods (% of respondents)				
% of respondents who had heard about family planning methods	20.58	-10.25	30.83**	0.04 (7.10)
Views on usefulness of family planning methods: (Multiple responses, %)				
- Increase the solvency of the households	6.86	-24.48	31.34**	0.05 (6.77)
- Advantageous to educate the children	-9.08	11.7	-20.78**	0.04 (5.39)
- Children have better health and nutrition	3.89	-0.37	4.26**	0.02 (2.61)
- Mother's health and nutrition is ensured	24.14	17.58	6.56	0.05 (1.31)
Problems of family planning methods: (Multiple responses, %)				
- Side effects	8.6	33.6	-25.0**	0.05 (4.91)
- Risk of infertility	19.68	35.7	-16.02**	0.06 (2.86)
- Husband does not like them	13.01	31.03	-18.02**	0.05 (3.45)
Opinion about giving birth in quick succession (Multiple responses, %)				
- Benefits of a large family	-8.91	3.89	-12.8**	0.03 (4.37)
- Leads to poor health of mother and children	10.43	-10.21	20.64**	0.04 (5.43)
- Economic burden	27.97	-3.27	31.24**	0.04 (7.93)
- Inadequate birth spacing	23.97	13.48	10.49**	0.05 (2.22)
- Don't know	1.52	12.92	-11.4**	0.03 (3.36)
Knowledge about specific family planning methods (% of respondents)				
- Pill/edible tablet	-3	-22.6	19.6**	0.04 (4.58)
- Emergency pill	4.66	17.38	-12.72**	0.04 (3.15)
- IUD/Copper T	26.72	-3.72	30.44**	0.04 (7.72)
- Injection/Depo	11.13	-7.75	18.88**	0.04 (5.26)

-	Condom	17.06	-1.7	18.76**	0.03 (5.83)
-	Implant/Norplant	28.07	-4.61	32.68**	0.04 (8.00)
-	Safe period	14.81	-8.48	23.29**	0.04 (5.98)
-	Azol	4.97	-2.8	7.77**	0.02 (3.31)
-	Ligation/Tubectomy	10.08	4.28	5.8*	0.03 (1.88)
-	Vasectomy/NSV	27.62	-11.19	38.81**	0.05 (8.31)
Knowledge of options available to deal with unexpected pregnancy (% of respondents)					
-	MR /Menstruation regularization	13.25	-2.84	16.09**	0.03 (5.15)
-	Abortion	4.91	-33.81	38.72**	0.05 (7.90)
-	Consultation with doctors	-12.79	5	-17.79**	0.04 (5.27)
-	Do not know	-5.31	28.8	-34.11**	0.05 (7.20)
MR Related Awareness (% of respondents)					
% of the respondents who have heard about MR		5.71	-12	17.71**	0.04 (4.86)
Knowledge about minimum period (weeks) of going for MR after becoming pregnant (% of respondents)					
- Up to 8 to 10 weeks when provided by specialized provider (correct response)		-1.47	-13.08	11.61**	0.03 (3.41)
-	Others (incorrect response)	-2.75	-5	2.25	0.02 (0.91)
-	Do not know	4.13	18.08	-13.95**	0.04 (3.44)
Knowledge about the source of MR services? (% of respondents)					
-	Qualified doctor	-21.33	-60.91	39.58**	0.06 (6.90)
-	Nurse/Paramedic	-37.87	-10.45	-27.42**	0.05 (5.66)
-	Family welfare centre (FWC)	-2.53	0	-2.53**	0.01 (2.04)
-	Trained health worker	-3.88	-10.44	6.56**	0.03 (1.97)
-	Pharmacist	0.64	-2.9	3.54**	0.02 (2.03)
-	Others	55.41	87.5	-32.09**	0.05 (6.33)
-	CHC	8.92	0	8.92**	0.02 (3.97)
Source of knowledge about MR (% of respondents)					

-	CHC-UBR training	35.92	-17.1	53.02**	0.05 (10.08)
-	School	14.08	14.75	-0.67	0.04 (0.15)
-	Friends/family	-5.49	3.53	-9.02**	0.03 (3.56)
-	Community meetings	-15.8	-2.9	-12.9**	0.03 (3.90)
-	Health centre	-1.97	9.68	-11.65**	0.03 (3.79)
-	Health worker	8.59	4.79	3.8	0.03 (1.25)
-	NGO	1.79	0	1.79*	0.01 (1.71)
-	Poster/leaflet	0.45	22.17	-21.72**	0.04 (5.33)
Awareness about STD, HIV and Safe Sex (% of respondents)					
% of the respondents knows about STD		15.21	-12.37	27.58**	0.04 (3.89)
% of the respondents knows about HIV		1.34	-30.98	32.32**	0.04 (0.35)
% of the respondents knows about safe sex		29.35	-9.81	39.16**	0.04 (7.94)
Actions when faced with problems related to puberty, sexual and reproductive health ?(Multiple response, %)					
-	consult with CHC/UBR representative	49.19	-6.6	55.79**	0.05 (12.08)
-	discuss with class mates/friends	14.05	-11.72	25.77**	0.04 (6.20)
-	discuss with family member	5.9	-7.98	13.88**	0.03 (4.31)
-	discuss with others	5.54	1.97	3.57	0.02 (1.59)
-	Not to discuss with anybody and keep quite	-2.1	0	-2.1*	0.01 (1.86)
-	Do not know	-3.93	20.89	-24.82**	0.04 (5.86)
Is there any institution available in your area which provides advice/counseling services related to puberty, sexual and reproductive health (% of respondents)					
-	Yes	31.15	6.88	24.27**	0.04 (5.51)
Types of institutions available (Multiple responses, %)					
-	CHC/UBR	50.12	-74.1	124.22**	0.06 (21.42)
-	Public health centre	45.34	46.77	-1.43	0.06 (0.23)
-	Private organization	21	-0.76	21.76**	0.03 (6.56)
-	Others	6.1	0	6.1**	0.02

				(3.23)
- Do not know	-29.03	9.59	-38.62**	0.05 (8.43)

5.5 Relevance of the Results

Achieving improvements in livelihoods; access to services and institutions; and women empowerment were among the main objectives of projects A2 and A3. As we have observed from both the analyses of changes over time and difference-in-difference, both projects have been quite successful in achieving the desired objectives. In this respect, the results have been relevant to the objectives of projects.

For project A1, the objectives were to empower girls and young women by raising awareness, increasing participation, improving rights and nurturing empowerment. In terms of achieving stated objectives, the project results are very positive and relevant. Similarly, results achieved under project A4 are also relevant to the objectives stated for the project.

5.6 Efficiency of the Projects

Before evaluating the efficiency of the projects, we will review the intended outputs of the projects. Table 14 presents the outputs per project. An examination of the intended and actual outputs for each of the projects reveals that all of the planned outputs have been produced/achieved by the respective SPOs/NGOs. The implementation of project activities has also been successful.

As we have also observed from results, the outputs produced/achieved under the projects have also been quite successful in achieving the desired objectives of the projects. This indicates a level of project efficiency.

Footnote 5 explains in some detail some of the challenges of targeting. In our analysis, it is clear that there is an inevitable slip in targeting. This is not uncommon in Bangladesh. So for example for project A2, we found that not all beneficiaries were poor or extreme poor at baseline. This could be seen as a case of mis-targeting. On the other hand we also saw in Project A3 that projects can have positive externalities with benefits reaching people who were not necessarily targeted. This is a contrasting example to project A3. In our view, the question of targeting is problematic anyway. In many cases, the difference between an eligible beneficiary and an ineligible one is, in livelihood terms, quite negligible.

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Table 10: Outputs per Project

Projects	Outputs
Project A2: Sustainable Livelihoods of the Poor Women	1. Formation of women *samities* (groups). 2. Meetings and sessions organised to raise awareness among target group beneficiaries on food security, disaster preparedness, and hygiene related issues. 3. Training provided to beneficiary women on livestock rearing, vegetable gardening, nursery development, seed management, organic farming and leadership management. 4. Women group members received capital support.
Project A3: Rural Development Program	1. Formation of landless groups. 2. Training provided to the landless groups on various issues. 3. Joint economic activities conducted. 4. Major empowerment support activities provided to the landless groups.
Project A4: Unite for Body Rights – CHC Project	1. Number of SRH outpatients treated. 2. Number of SRH inpatients treated. 3. CSE (Comprehensive Sexuality Education) groups formed. 4. CSE sessions organized in schools.
Project A1: Girl Power Program	1. Groups of girls and young women identified as target group. 2. Training organized for girls and young women on "life skills". 3. Mass awareness through TFD (Theatre for Development) live performance organised. 4. Child rights and child protection orientation sessions organized for government officials, local government representatives and CBOs.

6. Discussion

Before discussing the design and suitability of the projects, it is important to reiterate that the evaluation period (i.e., 2012 through 2014) was not fully in line with the implementation of the respective projects. All of the projects had started before our

baseline survey and one had finished before our baseline; two projects (Projects A1 and A4) have a completion date which is after our end-line survey. As a consequence, none of our MDG project baseline fully capture the baseline situation of the project beneficiaries, and by implication, some of our baseline data may already contain some impact. Equally, end line survey does not fully capture project impact for the two projects which have yet to complete. Finally, the present evaluation captures only the changes/improvements that happened over a two year period (i.e., between 2012 and 2014) even if most of the projects have been or are being implemented over a longer time span. So, the interpretation of results, and the design and suitability questions should be discussed keeping this overall observation in mind.

All four projects have been/are being implemented in line with plans and have also produced some positive results for their beneficiaries. All the projects were relevant and suitable for the environment, although it was challenging to implement projects A1 and A4. As mentioned earlier, these two are quite innovative in Bangladesh and somewhat culturally sensitive, especially Project A4. These kinds of initiatives need to be increased as they deliver immediate tangible benefits but also wider societal impact. Project A2 has been implemented in an adverse geographical areas which is particularly prone to climate change induced impacts. In Bangladesh there is an increasing awareness that ecologically vulnerable areas have relatively higher densities of extreme poor populations. Projects with a strong focus on these kinds of geographical areas are more than likely to be increasingly relevant in future attempts to reduce poverty in Bangladesh. Project A3 reminds us of the potential effectiveness of social mobilization for livelihoods improvements and MDG attainment. There has been a shift away from these kind of approaches among the development community in Bangladesh. Our findings suggest that these approaches continue to be relevant.

Regarding impact evaluation, our main recommendation and conclusion is that it should be designed alongside project design so that randomized control as well as proper baseline and follow up surveys can be conducted in order to capture the fuller impact of implemented projects.

7. Conclusion

The results obtained through the present evaluation of four MDG projects can be summarized as follows:

- The projects have been/are being implemented properly;
- All the projects produced good and positive results;
- Some key results are attributable to project intervention;
- The results obtained are relevant not only to project objectives, but also to the country context;
- The projects were implemented efficiently;
- The interventions provide important insights into the wider attempt to reduce poverty in Bangladesh. If anything more interventions like the ones carried out by the SPOS will be needed in the future.

Answers are also provided for the evaluation questions on a scale of 1 to 10, with 1 being "not at all" and 10 being "completely agree" with the following statements, for the projects under consideration.

Table 11: Evaluation scores for projects A1, A2, A3, A4

Statements regarding Evaluation Questions	Projects			
	A2	A3	A1	A4
The project was well designed	10	10	9	10
The project was implemented as designed	10	10	10	10
The project reached all its objectives	9	9	9	10
The observed results are attributable to the project interventions	8	8	8	9
The observed results are relevant to the project beneficiaries	10	10	10	10
The project was implemented efficiently	9	9	9	10

B) Capacity Development

AOSED - struggling with a rights based approach

List of abbreviations

AOSED   An Organization for Socio Economic Development

BDT	Bangladeshi Taka
CIP	Country Investment Plan
FYP	Five Year Plan
GBM	Ganges–Brahmaputra–Meghna
GoB	Government of Bangladesh
KWASA	Khulna WASA
MDGs	Millennium Development Goals
MIC	Middle Income Country
MOEF	Ministry of Environment and Forests
NFP PoA	National Food Policy Plan of Action
NGO	Non Governmental Organization
PAC	Pani Adhikar Committee
PSF	Pond Sand Filtering
PRSP	Poverty Reduction Strategy Paper
UP	Union Parishad
VC	Vice Chancellor

1. Introduction

The predicted world population increase is likely to take place in developing countries where access to safe drinking water, food security, and health facilities are not sufficient for the most vulnerable. In the global development agenda sanitation and water management have become increasingly important, with agricultural water management now seen as needing to be coordinated with and integrated into overall water management together with sustainability, public health, and environmental protection. Specific technologies can help create artificial water storage (dams or embankments for instance) to save water in times of water excess and access to water in times of water shortage. Creation of water sources must be carefully planned and regulated to avoid adverse side effects or negative implications on the environment and ecosystem and health of water consumers. Access to fresh water is threatened by different factors which often vary according to the locality and the water use purposes. Beside surface water, underground water, the main source of drinking water, is not an infinite source and neither is it shielded from pollution. Underground water too is exposed to contamination from agriculture and by aquifer depletion due to groundwater withdrawals in excess of groundwater recharge.

The way in which water is supplied and managed in Bangladesh is critical for the country's development. Increasingly recognized as a central public concern, managing this essential natural resource is important because of the rising demand for better access to drinkable water

in both urban and rural areas of the country. In rural areas access to drinkable water is essential for good harvest yields and fisheries and people's health. The situation in certain parts of the country is very particular because the water resource is exposed to both natural and man-made pollution. Bangladesh, often described as the country of rivers, suffers from pollution caused by the disposal of effluents and chemicals, salinity intrusion in the coastal area and natural arsenic contamination. The availability of freshwater, or "*mishti pani*" is highly seasonal, i.e. monsoon dependent. Water in some regions of the country underpins livelihood rhythms, and often disrupts them with both floods and droughts in a yearly cycle. The situation often swings between water excess and water scarcity. Water is essential for cleaning, cooking purposes and for human consumption, especially during the dry season. The urban demand comes from both households and industrial needs. For some people in Bangladesh, the quest for drinkable water is a daily challenge and burden. Sources of reliable and affordable clean, uncontaminated water are scarce and the most isolated, marginalized and the poorest are the ones who suffer the most from this shortage. This entails various socio-economic, cultural, political and environmental implications for populations concerned.

Firstly this paper will briefly introduce the geological and environmental context of Bangladesh's waters. Secondly the role of the government of Bangladesh (GoB, henceforth) and the role of the non-governmental organizations (NGOs) regarding water management issues will be discussed in the first section of the paper this paper. The third section presents the methodology employed to conduct this study. Based on the data and information gathered, the third section of the paper describes the specificities of the Khulna region's water issues and maps out the local stakeholders. It then goes on to analyzing the case of AOSED, a well-established NGO working on water rights in the region of Khulna.

This section is organized as follows:

1- the context in which AOSED operates is briefly introduced. It presents the conceptual and factual linkages between access to water and poverty in Bangladesh.

2- The MFS-II funded project implemented by AOSED is described.

3- The data collection methods for the Strengthening Civil Society component and the Capacity Development component are in attached in an annex.

4- The result of the follow up study on the Strengthening Civil Society component are described and CIVICUS index scorings analysed for each of the five disaggregated dimension as well as the contribution analysis of AOSED.

5- Results of the Capacity development component are analysed.

6- The conclusion summarizes the main findings across components and offers brief reflections on AOSED's project design for each of them.

2. Context

In the run up to becoming a middle income country (MIC) Bangladesh will be soon be faced with considerable challenges, which will make its citizens increasingly vulnerable to issues related to water. There are a number of factors to be considered including the growing population trend[14] and urbanization trend – both of which increase the demand for better water infrastructure; climate change (sea intrusion, natural disasters, increasing salinity); deteriorating access to increasingly scarce natural resources (water and land); vulnerability to price shocks, (as illustrated in 2008); persistent poverty (leading to poor access to food); and one of the highest malnutrition rates in the world. The GoB considers the fight against food and nutrition insecurity a key strategy in its quest to become a MIC.

A. *The geological context of Bangladesh*

Bangladesh's landscape is shaped by three of the largest river systems in the world carried from the adjoining mountains of the Himalayas, the Ganges–Brahmaputra rivers. The Ganges–Brahmaputra–Meghna (GBM) river systems drain a total area of about 1.72 million km^2 (Ahmad et al., 2001) in India, China, Nepal, Bhutan and Bangladesh, henceforth the name Ganges–Brahmaputra–Meghna river basin. What is critical here is that about 93 % of the surface water of the river systems comes from outside the country (Ahmad et al., 2001) which gives rise to an element of uncertainty in the quantity of water available from the surface water system. On the other hand the groundwater is another important source of drinking water, which during the monsoon season is regularly renewed with heavy rainfalls and floods.

B. *Water, poverty and development*

The way in which the GoB references water issues across strategic documents such as the country investment plan (CIP), PRSP and Sixth FYP reflects the multifaceted water concerns in the country. The Government of Bangladesh Poverty Reduction Strategy Paper (PRSP) emphasizes the importance of water resources management in order to achieve sustainable economic growth and development goals (Government of Bangladesh, 2005). Economic growth can enable or accelerate the poverty reduction process but not on its own. For the well-being of all citizens to improve, the GoB must ensure that economic gains are redistributed across different strata of the population so they can meet basic human needs. To date only around half of the population has access to basic health care, and poor sanitation and nutrition are major causes of illness (such as diarrhea) and a significant cause of children

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[14] Bangladesh's population is still growing by over 2 million people per year

mortality. GDP growth estimates rely on an agricultural sector growth which is heavily water-dependent.

In the CIP and FYP, the GoB presents agriculture, food security and nutrition as major priorities directly linked with water access, management investments and infrastructure. In other words, it is recognized by the GoB that water issues are critical for other sectors such as public health, human development, agriculture[15], sustainable environmental conservation, food production and security. GoB sets the country's development priorities making a direct fundamental link between agriculture, poverty reduction and food security. The NFP PoA and CIP have been designed on the basis of sectoral policy documents, such as the Flood Action Plan, National Water Policy (in 1999), Food and Nutrition Policy (in 1997), National Plan of Action for Nutrition (in 1997) the Livestock Sector Road Map (in 2006), the Fisheries Sector Road Map (in 2006), and the National Disaster Management Plan (in 2007-2015) which are also in line with GoB's Climate Change Strategy and Action Plan of 2009. Achieving food security through sustained or increased wheat and rice production is heavily dependent upon irrigation and access to affordable, good quality water.

The GoB demonstrated to the international community its commitment to resolving water issue through the Millennium Development Goals (MDGs). The objective is to improve public health by reducing waterborne diseases and contamination of surface and groundwater. The seventh MDG calls for countries to cut by half the percentage of their population living without safe drinking water and basic sanitation. The Poverty Reduction Strategy Paper (PRSP) envisages reducing the infant mortality rate from the 2000 benchmark value of 66 to 37 by 2010 and 22 by 2015. So far, Bangladesh has made significant progress with the open defecation rate reducing it by 28 % between 1990 and 2011, and increasing the proportion of the population with access to drinking water sources between 1995 and 2011 by 23 %. The lack of access to drinking water has severe effects on health, livelihoods, vulnerability, education and incidentally poverty for the local population. The Bangladesh Ministry of Environment and Forests (MOEF) describes the salinisation of groundwater stores and fluctuation of soil salinity as a "major concern", and has stated that this problem is a leading cause of soil degradation.

3. Project description

For the above reasons, AOSED developed a project that takes leverage on local knowledge to ensure peoples' rights to access safe drinking water named *Sustainable Effort to Ensure*

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[15] See programme 2 of the CIP: "Improved Water Resource Management and Infrastructure for Irrigation Purposes"

Access to Safe Drinking Water in Southwest Bangladesh, sponsored by the Dutch WASH Alliance, SIMAVI, which started in January 2011.

Under this project, a Civil Society Organization - Panni Adhikar Committee (PAC) - was formed by AOSED at district, Upazila and union levels to raise people's voice on water rights and water resource conservation. PAC is a civil-society based pressure group that aims to protect people's rights and sensitize the local community and decision makers about responsible water access, use and management.

The major activities of the project are summarized below:

- Data Base Preparation
- Formation of Paani Adhikar Committee-PAC (Water Rights Committee)
- Capacity building of PAC members
- Training & workshop for Unit/union level PAC
- Awareness raising & Media Campaign
- Training on PSF & latrine maintenance
- Awareness materials develop and   Awareness raising
- Awareness raising meetings/events at union level
- Formulation and compilation of Peoples' recommendation/demands
- Grassroots Advocacy and persuasion
- Grassroots Initiative (repair and rehabilitation of water points)

4. Data collection and analytical approach

The methodologies used for the CD and Civil Society Strengthening components are all annexed to this report in Annex 4.

5. Results

A. Civil society strengthening component

This section focuses on the analysis of AOSED's institutional case study. The case of AOSED is a particular case of an SPO which was highly dependent on a single source of funding (the MFS II funding) and is now experiencing severe financial as well as institutional stress because the funding has been discontinued. The section begins by briefly introducing the SPO, presenting a descriptive analysis of the CIVICUS scoring, and explaining significant changes observed. The second part contextualizes AOSED's work within the political

economy of Khulna's civil society and water management. It assesses the contribution made by the SPO to achieving its intended outcome by focusing on AOSED's theory of change and carrying out a contribution analysis.

Presentation of AOSED

As mentioned in the earlier sections, the Southwest Bengal delta region of Bangladesh contains a unique and fragile ecosystem. Human actions (development of agriculture, embankments), natural climatic calamities and hazards (such as cyclones, tides and floods) have affected the natural resources available in the region. Unprecedented changes in natural systems have caused severe damages to the ecosystem, watershed and to the water-dependent livelihoods of the poor. The water issues have direct implications for local occupations and employment, health (especially that of women and children), which can create or increase households' vulnerability and create poverty pockets.

In 1999 a group of young people decided to establish AOSED (An Organization for Socio-Economic Development') in order to take on a mandate to preserve the environment, ecology and biodiversity and to ensure people's constitutional rights to access safe drinking water (especially in rural and isolated areas). In line with this objective, AOSED worked on rights issues, sanitation and hygiene as well as environment conservation and climate change matters. AOSED emphasises the need to design and implement projects and programmes that are in line with its values and mission. AOSED managed throughout the years to maintain a focus on water rights and is strongly committed to approaching the water access issue in Khulna from a rights-based perspective. In Khulna, AOSED has built up a reputation as an organization leading the fight to defend access to safe water rights in the region.

SIMAVI began MFS II funding to AOSED in 2011 and this continued until December 2013[16]. Two other SPOs in the region were also supported under the WASH alliance programme (2010-2013), i.e. Uttaran and JJS. In fact Simavi has actually been supporting AOSED since 2008. The MFS II project was therefore a consolidation of an older relation involving SIAMVI and AOSED. The objective of the WASH alliance programme was to increase the use of safe water and sanitation amongst 105,658 poor and socio-economically marginalized people of Satkhira, Khulna and Bagerhat Districts. The main stakeholders of the projects were the beneficiaries, members of civil society and local government institutions,

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[16] There is a real difference of opinion regarding the funding commitments to AOSED. On the one hand, SIMAVI is clear that the funding was initially for three years and it was always the intention then to have a mid term review before proceeding with further finding commitments. AOSED believes it had a funding commitment until 2015.

and the Government of Bangladesh. Providing support to community people of the target area by taking proactive measures for the provision of safe water and sanitation facilities, the SPOs also aimed to make local Government Institutions (in 9 Unions and 4 Upazillas) more responsive to the demands of the community people to have access to safe water and sanitation facilities so that the level of co-operation from relevant service providers (public sector and private sector) and civil society organizations increased and better addressed local communities' needs. Following the mid-term report, SIMAVI discontinued MFS II funding to AOSED. There is some disagreement about the reasons for this. On the one hand, SIMAVI claims that the quality of AOSED's work was not strong and there were concerns regarding AOSED's capacity to manage finances. It is clear that SIMAVI reviewed all three SPOs and only AOSED's funding was discontinued. There is evidence that SIMAVI held discussions about discontinuation of funding over a period of 9 months. AOSED on the other hand claims that funding was cut suddenly and that the decision was not based on performance. During our review, we heard from a range of stakeholders that AOSED had been performing well. In any case, the decision to discontinue funding has had an impact on AOSED. In effect the reduction in funds amounts to approximately 80% of its original planned turnover. This has been offset slightly through the development of new business which accounts for around 40% of planned turnover. The implications of this funding decision is analysed further below.

CIVICUS index, change analysis

The Civicus indicators were used to assess AOSED's work. The analysis derived from the application of this method is reported in this section and constitutes the basis for the scoring results. Overall, the SPO's average score across the different CIVICUS dimensions slipped from 1.6 to 1.4. It is a minor fall given the significant impact that the interruption of funding had on the organization as a whole. The relative resilience of AOSED civil society engagement scoring stands as strong evidence of the SPO's commitment and successful networking within local civil society in Khulna. Compared with baseline results, the follow up results indicate that the SPO however now struggles to maintain its relationship with and participation in national forums, networks and policy-making processes. This, we argue, is a result of the decision to discontinue funding.

The SPO's strategic management has become increasingly centralized and top-down with the executive director being responsible for all major decisions regarding the SPO's projects and communication strategy. The internal human resource management and AOSED's practice of values have improved despite the decision to discontinue funding. Our view is that the lack of funds squeezed the financial room for manoeuver and pushed the staff to increase its efficiency and led to a reduction of staff members.

Table 12**: Civicus scores AOSED 2012-2014**

Baseline 2012	Follow up 2014	Question
1	**1**	**CIVIC ENGAGEMENT**
2	2	To what extent do NGOs include needs of target groups in analysis and planning?
1	2	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
1	0	What % leaders are members of a formal dialogue platform with local-national government representatives?
0	0	What % of leaders are members of a sectoral user group?
1	**0**	**LEVEL OF ORGANISATION**
1	2	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs
1	0	What % of relevant organizations (national or international) of the sector is the NGO linked to?
2	0	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
0	0	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
1	0	To what extent is the NGO resource base diversified?
1	**2**	**PRACTICE OF VALUES**
1	1	To what extent are social organs involved in strategic management of the NGO?
1	NA	To what extent are social organs involved in strategic management of the intermediate organization?
1	3	To what extent are codes of conduct respected within the NGO
1	2	To what extent can social organs (right holders) ask NGO management to be accountable to them?
1	NA	To what extent are codes of conduct respected within IOs?
1	NA	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**1**	**PERCEPTION OF IMPACT**
2	2	What level of intensity of relationship exists between public sector actors and NGO/IO?
1	1	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
2	1	To what extent are target groups satisfied with social services delivered by NGO?
2	2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
1	1	To what extent has NGO played a role influencing relevant policy changes?
2	**0**	**ENVIRONMENT**
2	0	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
2	2	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle

1	0	To what extent is NGO involved in studies on civil society?

The connectedness of the SPO staff members (with knowledge based organizations, public actors, politicians, hospitals and so forth), their commitment to accomplish their organizational mission, the strength of institutional knowledge on issues related to water, and general good reputation of AOSED in the locality are important strengths and opportunities for AOSED to draw on to re-strategize and rejuvenate itself through better planning.

In terms of civic engagement the data gathered indicates that despite AOSED's networking capacities and efforts, AOSED's strategic communication plan and advocacy to influence national or policy is a major weakness of AOSED. In Bangladesh national policies are mostly designed in a top-down and Dhaka-centred manner. AOSED's lobbying activities are strong locally but inefficiently designed and geographically isolated from other regional initiatives and Dhaka-based forums. Although it made significant effort to design bottom-up, participatory mechanisms to raise the voices and demands of their beneficiaries, local government officers are often incapable of responding effectively to demands as they have little control over budget spending and no control over national policy and strategic development plans. Locally however, the executive director of AOSED managed to establish stable relationships with major political party representatives who show an interest in AOSED and are aware of the challenges of water supply. Some of these political parties (i.e. The Workers' party and Awami league party) have used AOSED's publications in their political manifestoes, and this is an important achievement. In the absence of funding support, the executive director struggles to keep these relationships active and cannot afford to develop or extend their advocacy network base outside the Khulna region[17]. The media reporters interviewed during our research reported that the window for publishing news articles about the water situation is limited and that Khulna water issues are rarely given priority in the national news. Confined to the region, the voice of AOSED has difficulty reaching wider forums or platforms that could influence policy-making processes.

As mentioned previously, AOSED was a pioneer in the region working on water rights issues. To some extent, according to stakeholders interviewed, AOSED is still one of the leading NGO focusing on improving access to and the quality of public services for the rural population in the Khulna region. Although a few organizations work on water issues in the area, such as WaterAid, Uttaran (although not much in Khulna town), Save the Children, World Vision, AOSED is known for its commitment to the mission of improving the public

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[17] AOSED for example is not a member of the Water Forum

supply of water in the longer-term, rather than just providing direct hardware support. The financial distress faced by the organization since it lost more than 80 % of its funding source seriously constrained the activities of the SPO and impinged on salary payments and staff turnover which gradually affected the human and organizational capacity of the SPO. Salaries perceived by remaining members of staff (including the executive director) are relatively low and the executive director had not managed to receive his full salary during the six to eight months prior to the end study in September 2014).

Analysis of data collected from project staff members and finance, accounting and HR officers strongly highlights a wide-spread anxiety among staff arising from the fact that AOSED's relief effort is relatively small compared to other SPOs (exacerbated by the discontinuation of funding), and that its relationship with local stakeholders, notably with beneficiary groups, will be negatively affected. The relationship with beneficiaries is threatened because AOSED's projects are disappearing. At the same time, good quality expert technical support for AOSED's Pond Sand Filtration (PSF) technology is rare and expensive (again exacerbated by the remoteness of its operational area). There is a real risk that the community's efforts to maintain the facilities may not be sufficient or sustainable. The issue of sustainability of the intervention and institutional capacity to sustain the impact of the intervention by the community was always a strategic concern for SIMAVI. With the discontinuation of funding, this again has come to the fore.

Moreover, as is the case for many NGOs based outside Dhaka, the relationships AOSED established with local government officials through training relies on individuals and their commitment to each other. Since AOSED's funding was withdrawn and because the turnover of civil servants is frequent, there is a risk that the learning and awareness of local government representatives on water issues will disappear in the region and in a short period of time. Despite the critical lack of financial support, the executive director confirmed his determination to address water issues in the region from a right-based perspective and to advocate for sustainable solutions rather than quick relief interventions. The sustainability of funding and interventions are central challenges for AOSED.

AOSED's contribution analysis

The political economy of water in Khulna

The specificity of the water situation of the coastal areas of Bangladesh particularly in the region of Khulna involves mainly problems of drinking water scarcity during the dry season, water excess during the rainy season, natural arsenic contamination, and increased salinity. In the region under study AOSED chose to work in the Dacope upazila, which is particularly

affected by flood, salinity and sedimentation and the formation of dry land. Our analysis confirms that the question of sustainability is at the heart of the water management issue in the region. This section briefly describes the situation in urban Khulna city and the situation in the coastal belt in more detail.

A review of secondary literature and data gathered show that the livelihoods of the communities living in the coastal region are constrained by the tidal routines of the Bay of Bengal. They are marked by huge quantities of water, notably from the river systems, during certain times of the year and extreme scarcity of fresh water during other times due to a saline waterfront penetrating inland from the sea. Data collected from respondents (UP chairman, Vice Chancellor (VC) of Khulna University of Engineering and Technology and the Pani Adhikar Committee members) confirms the findings emerging from secondary literature analysis which indicates that the local communities rely essentially on surface water and rain water harvesting during the rainy season[18]. A study found that in this coastal region extracting surface water in the upstream reduces the groundwater level (Khuda, 2001) and increases water salinity levels.

Sustained access to clean water within Khulna city, the third largest city of the country, is problematic. With only 17% of Khulna city's inhabitants having access to piped water supply, the largest part of the population use shared public taps and private tube wells. The existing water systems and facilities are in poor condition and this affects the quality of water supplied. ADB reports that the urban households who are connected to the network can only access water supply 5.3 hours per day and most of them (59 %) reported that the water is dirty. For these urban households, accessing clean water is a daily issue and a burden that is particularly handled by women.

The neighboring mangrove forests combined with flows of rivers continuously transform the morphology of the coastline through sedimentation processes. The Sundarbans[19] supports large groups of fish, shrimp, and edible crab and also supplies food and cash to the coastal communities. The creation of embankments started in the late 1960s[20], and was a man-made solution to mitigate the impact of seasonal water scarcity in the region and enable the development of small ponds also used as fisheries. This water logging also transforms arable land into dry land. The fisheries resources are still being exploited on the basis of maximum

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[18] The nutritional content of rain water is much lower than that of fresh water

[19] The Sundarbans mangrove forest was declared as ''Reserve Forest'' in 1875 under British India and as such fishing activities within Sundarbans is controlled by the Forest Department.

[20] These constructions were community based such as the Costal Embankment Project 1960-1972

sustainable yields, a strategy which can jeopardize the sustainability of the ecosystem's natural resources. Both UNESCO and the Asian Development Bank have shown an interest in supporting the conservation of the Sundarbans[21] but as yet there is no comprehensive fisheries management system implemented in the region. Despite existing ratified regulations for the protection of the natural aquatic resources, abuses are still observed. The availability of arable land and forest land is reducing day by day due to the progression of the salinity into the land (through embankments) and the sedimentation process. The ecosystem surrounding Khulna depends on natural water management (*nodi shashon* in Bangla), which calls for new technologies to solve the water issue in the region[22].

New agricultural systems were put into place in the region with new seeds, new technologies, new pesticides and fertilizers. These responded to an increasing demand for development of the shrimp farming industry, particularly within the last 20 years. This led to an over-exploitation of ponds and water bodies which, it is argued, jeopardizes the viability of the delicate ecosystem (Hoq, 2007). Shrimp farming became the main income generating activity in coastal Bangladesh and one of the fastest growing export industries in Bangladesh. According to a recent study inland aquaculture produces an estimated 850,000 million tons of fish annually (World Bank, 2006) and the business of shrimp farming has become very lucrative for large-scale farmers. Open access has contributed to over-exploitation in capture fishery and created social conflict in land use with rice production, especially for poor small-scale rural farmers (Chowdhury, 2010) who cannot compete against demands nor invest in the technology. Some of them are forced to move and become landless. The intense use of the land for shrimp farming negatively affects forest biodiversity, food, fodder, medicine and this technological shift contributed to changing the type of landowner and land use in the area significantly.

Technology and land use changes have negative implications for surface fresh water quality as a result of runoff effects of chemical fertilizers, pesticides, discharged untreated waste and industrial effluent (Karim 2006). The contamination of small ponds is further aggravated during the dry season when the surface water is not renewed and the pollutants not diluted (i.e. it becomes more condensed). Poor surface water quality greatly affects local communities' health condition and environmental sustainability of land and water bodies.

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[21] UNESCO made it a World Heritage Site in 1999
[22] Information collected from Shameem, Executive director of AOSED and Professor Dilip Kumar Datta

Because surface water is scarce and its quality changeable, the development of tube wells was for decades promoted as the solution to enable intensive irrigation and safe drinking water for both rural and urban households. The demand for water in urban and rural places is huge in places where surface water is scarce and the overexploitation of groundwater resources contributes to depleting this resource by lowering the water table and increasing saline or arsenic intrusion. One Professor of Environmental Sciences interviewed for this study explained that the risk is that if farmers continue to depend on shallow tube wells, the rate of groundwater abstraction will increase, leading to increased arsenic abstraction with possible negative impacts for crops. Saline soils' fertility status is significantly affected by this process and this impacts crop production (Haque, 2006). Approximately 12,000km2 of arable land in coastal and offshore areas is adversely affected by salinity[23]. A World Bank study found that the effect of saline water intrusion is seasonal and that it is at its minimum during the monsoon when the GBM Rivers discharge about 80% of annual fresh water flow. However during the winter months the saline front infiltrates inland (World Bank, 2000). The predicted implications for food safety of irrigating with arsenic contaminated water are under-studied and although sustainable long-term solutions need to be found, urgent short-term needs need to be met. Environmental degradation caused by the intrusion of saline water is a major problem.

AOSED's theory of change

With the participation of the staff members of AOSED, the research team developed AOSED's theory of change. This representation of AOSEDs activities, outputs and outcomes helps summarize the intended contribution to impact access to safe drinking water. The use of the theory of change in this case was helpful to understand links between intervention, context and outcomes. It is far more than a description of the programme as it delves into the logic, rationale and thinking behind the programme. It pushed staff members to reflect on the logic behind each intervention and unpack assumptions and drivers of change. After laying out the conceptual, theoretical and intended causal linkages, the challenges, threats and risks associated with the activities implemented in the context of operation were discussed (see below).

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[23] Ministry of Environment and Forest, Government of the People's Republic of Bangladesh (2005) National Adaptation Programme of Action (NAPA) for the UNFCCC

Table 13: AOSED's theory of change

Input	Output	Outcome	Impact	Mission
Training and creation of women WASH committee at village-level	Understand needs of village women to design activities Promoting WASH practices and hygiene at the household level	To design relevant activities and reduce people's vulnerability to drinkable water scarcity	The vulnerability of beneficiary households towards health issues and water contamination is reduced	ENSURE EQUAL ACCESS
		Households have more hygienic practices and WASH		
Creation of Union and Upazila level WASH committee	The communication between Local Government officials and citizens on WASH facilities and budgetary issues	Government officials and representatives are aware of local problems related to water	Government representative are more inclined to ensure a need-based water budget and policy in their respective union/upazila	TO SAFE
Seminar and workshop and training delivered to local government	Local government officials are more sensitive and informed about the water problems in their union and more likely to properly use their budget	Local government officials can discuss on water related issues with WASH committees	Better use of existing resources for improved access to water	DRINKING WATER FOR ALL
Seminar, chairing meetings and workshops with political parties representatives	Local political actors are knowledgeable about the water issues in the rural and urban areas of Khulna	Local political actors endorse water issues in their political agendas	In the long-term, water facilities, policies and budget will be more significant	

Source: the author

One of the strong values of AOSED is working at the grassroots level. One the their major accomplishments is the creation of the Wash Committees at the village level composed of village members who want to secure better access to drinking water and have received training on hygiene practices related to water use. These grassroots organisations help AOSED design their activities based on the needs of the communities and through them AOSED implemented some community-managed water point management systems for which they provided direct hardware support. The hardware support, i.e. pond sand filtering (PSF), was provided to the communities as an investment of AOSED and of the community resource mobilization. This built a sense of ownership and responsibility regarding the device and despite the interruption of AOSED's transfers and support, the community keeps a payment system to maintain the filtering system.

The leaders of the village-based WASH committees compose the "Pani Adhikar Committees", started in 2004. The purposes of the formation of this grassroots organization are to raise awareness and develop educational materials on water usage for local communities. They are a link between village level issues and upazila and union level government officers. They formulate demands to them and build up their awareness. The role of AOSED was to initiate these committees, provide them with leadership training so they mobilize local government and local communities around water issues and become advocates. From the data gathered during focus group discussions in Dacope, it appears that the Pani Adhikar Committees maintain good relationships with local government and members of civil society. Given that the issue of water is wide-spread across the region, the PAC get easy support from the community and the local leaders. People get easily mobilized around the issue. The role of the committee is to keep the local government representatives and the media informed about the water issues faced by citizens, and lobby for better policies and infrastructures. The staff members have strong long-standing relationships with the communities, especially in Dacope. The discontinuation of MFS II funding threatens to disrupt the regularity of their interactions and joint actions due to the remoteness of the upazila. As a consequence, it is possible that the movement will also suffer and become weaker.

The Upazila Chairman of Dacope Upazila, described the water management situation in the region as "fragile and complex" in that it has multiple ramifications for health, sanitation and poverty. Dacope is very remote and difficult to access and due to two daily tidal waves, the saline water levels and front are rising. The government, he said, does not have sufficient capacity to address the issue and solve the problem. Nine pond treatments were given to each of the unions within the upazila (and allegedly there was a commitment to provide 9

additional ones). This is not sufficient to address the water demand in the upazila, and this has implications especially for rice and vegetable harvesting. A few respondents confirmed that in the region, rice fields could only produce one harvest (compared to the three produced in many other regions of Bangladesh). Accounts collected from respondents generally indicate that the situation used to be better about 30 years ago and that water issues were not so constraining for people's livelihoods[24]. The cyclone *Aila* and perhaps the evolution of climate change are often presented as the most significant explanation for the worsening situation. The chairman of the UP recognized the efforts made by AOSED in implementing three PSFs in the last 3 years and the repairing of others but worries about how interruption of their work will affect the water situation for their beneficiaries.

The government representatives and key local stakeholders interviewed for this study reported that the government of Bangladesh together with a few external investors and stakeholders, planned to develop a water supply network in Khulna city. KWASA- the Khulna WASA[25] will invest 25,000 million BDT (from the Japan International Cooperation Agency, the Asian Development Bank and the GoB) to install and expand a more sustainable water supply in urban Khulna city. Given that Khulna city mainly relies on the use of groundwater, the project aims to introduce surface water to avoid excessive groundwater abstraction, as explained in earlier section. The plan has been designed so that the installations of facilities take into consideration salinity intrusion due to sea level rise. Water supply in the city is expected to be improved by 2015 and distribution networks will be completed in 2017. This initiative is likely to improve the condition of urban households whilst that of the rural households is less certain, particularly in remote and poor areas.

The impacts and implication of lack of access to water have important urban/rural differences. Groups of respondents[26] expressed their worry that the demand for supply of drinking water will be addressed by commercial private sector companies rather than public investment in rural areas. They mentioned that glasses of water are for sale in the bazaar (price varying from 2 to 10tk according to the remoteness of the location from fresh water sources and the season). The people interviewed commonly reject this commercialization process and fear its institutionalization. The poorest who cannot afford to walk to remote water points or buy

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[24] Information collected from the field staff who have lived in the area, the PAC, the beneficiaries, members of the WASH committee, Sheikh Alam (Dr) Head of Bangladesh Medical Association and Awami League representative.

[25] The Government of Bangladesh established the Khulna Water Supply and Sewerage Authority (KWASA) in February 2008. KWASA is the third Water Supply and Sewerage Authority (WASA) in the country, following the Dhaka WASA and the Chittagong WASA.

[26] The political parties representatives, the PAC, Sheikh Alam, UP Chairman, AOSED staff members, VC of KUET and media

drinkable water, are according to respondents in Dacope[27] queuing up to access any type of surface water available (especially during the dry season) however dirty or smelly it may be.

A number of respondents raised an important effect of water shortage, under-reported in the academic literature, which is the effect on gendered livelihoods and the education of children. In fact a large number of respondent groups said that the primary direct sufferers from drinking water shortage is women. Women are, by tradition, responsible for collecting and harvesting the water necessary for the household consumption. In the Upazila and the areas around Khulna it is therefore common to see groups of women, walking long distances along the main roads with heavy water buckets sitting on their hips. Women beneficiaries interviewed said that these walks generally take up to 4 or 5 hours, cover dangerous terrains, and can be as long as 4 to 5 kilometers. The weight of the container can vary between 5 to 8 kilos[28]. Many of the women suffer from acute physical pain due to the frequent walks to water points. When they reach an age at which this physical effort is too demanding, girls in the households are requested to engage in water collection and often drop out of school to do so. Some of the women interviewed explained being assaulted or threatened by men during this time outside the house.

Women WASH committee members and beneficiaries interviewed in Dacope reported being satisfied with the training they received and that they themselves passed on their learning regarding hygiene and water usage to other neighboring households. They reported that the learning received from AOSED regarding hygiene practices and sanitation in particular enabled them to reduce the frequency of water-borne diseases and infections (which often worsen rapidly given the lack of access to health services in their locality). Even though AOSED has stopped providing them support the members continue to collect small payments from neighboring households and WASH committee members to pay a technician to fix the PSF.

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[27] PAC and WASH committee members

[28] Most of them use clay pots to store water and only a few use tin and plastic containers for water storage.

Table 14: AOSED's alternative explanation table

Alternative Explanation	Influencing factors	Type of rival	Certainty	Robustness	Range	Prevalence	Evidence	Score
Inputs of local government	**Institutional** UP Chairperson endorsement and functioning standing Committee **Interpersonal** Local government and NGO have good working relations	Direct rival	**Medium** Local UPs passively supports the achievement of the outcome but their resources are limited.	**Low** A number of verbal sources confirm UP's achievement in outcome.	**Low** Outcome is one of many infrastructural development by UP.	**Low** Support is not always consistent and with localized impact.	**Low** Media evidence and interview sources. Few other reliable data sources. Overall a relatively passive contribution, especially in terms of right issues.	1
Pani Odhikar Committee	**Institutional** POC is mandated to work towards water rights **Interpersonal** Good relationships with AOSED and GoB representatives. **Personal** AOSED initiated POC in Khulna.	Commingled	**Medium** POC represents joint action of diverse stakeholders.	**Low** Only AOSED and POC identify POC as significant mechanism for outcome achievement.	**Medium** Outcome is a priority but localised intervention.	**Low** Action is very inconsistent, geographically limited. Low leadership.	**Low** Some media coverage confirm that POC is active.	1
Other NGOs (uttaran,	**Institutional**	Rival	**Medium** Many NGOs locally claim	**Medium** NGOs have their own	**Medium** Water issues are in some	**Low** The number of NGO focusing on	**Medium** Mostly NGO reports, some	2

JJS)			to contribute to better access to water in the region as the situation is famously bad in Khulna.	MEs, reports, external evaluations. These vary in quality but claims are strong	ways or another addressed by many NGO programmes in the coastal region so many can claim contributing (directly or indirectly) to be better access to safe water.	water rights is limited. And there is little joint action and effort to target the issues beyond programmes.	corroboration form media and civil society leaders	
Local Media	**Interpersonal** Local media and NGOs have good working relations	Implementation	**Low** Media's contribution is limited because the reporters are under pressure to produce diverse news items (i.e. not just water issues).	**Low** Media reports are only source of evidence	**Low** Regardless of individual motivations, outcome is not priority.	**Low** No evidence that media priorities the outcome nor pursue this in other contexts/environments	**Low** Media coverage but media makes no claim to be a major driver of change.	0

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B. Capacity Development Component

Overview changes

In 2012, AOSED was optimistic and organizationally it was looking towards a positive future by planning an expansion in its work as well as organisational improvements. However, during a mid-programme visit in early 2014 the evaluation team encountered several major problems faced by AOSED linked to the change in its funding base, which was particularly severe due to its earlier dependence on one donor and the decision to discontinue MFS II funding. The decision to discontinue MFS II funding meant that AOSED lost around 80% of its original turn over. By the time of the evaluation team's last visit in October 2014, new support had been obtained from several major donors, which meant that total turnover was only reduced by 40%. However, this does mean that any changes over the period 2012-2014 need to be seen within this context.

Overall, there was no major change in the capabilities assessment between the baseline and the end line, although there were some minor improvements, one of which involved the capacity to raise financial resources.

The capabilities assessment score for C1.4 (Capacity to raise financial resources) increased from 2 to 2.5. The reason given for this change in score was that by 2014, AOSED was no longer dependent on a single donor and had managed to attract support from new donors. However this appears to be largely due to the decision to discontinue MFS II funding, rather than any capacity building supported provided SIMAVI.

Although capacity building support provided by SIMAVI included the salary of a communications officer, this appears to have had a limited impact on the increase in fundraising capacity identified in the capabilities assessment. This is because AOSED failed to attract any new donors while the post was funded by MFS II. Instead it appears that discontinuation of MFS II funding forced AOSED to find other donors to ensure the continuation of some of its work. As stated above, AOSED managed to obtain some new donor support following the withdrawal of MFS II, and limited the reduction in turnover to 40%.

Although there are some signs that AOSED has survived the funding crisis, the sustainability of its programmes will depend on finding further funding support. It is hoped that the recent arrival of a VSO volunteer late in 2014 supported by Simavi will increase the fundraising

capacity of AOSED, however it is too early to determine whether this has contributed to any changes.

Whilst there were some observed improvements in capacity in other areas (e.g. capacity to engage in strategic learning, capacity to engage with equity and inclusion, capacity to engage with private and academic institutions) no plausible linkages between these changes and SIMAVI's support could be identified. In these cases looking for alternative explanations would be a pointless exercise as even if all alternative explanations were disproved there will still be no plausible argument to link the changes to the work of SIMAVI.

Although the initial programme of work by AOSED seemed to be well designed overall, the capacity development element was clearly lacking. The discontinuation of MFS II funding further limited the potential for capacity development. Staff members of AOSED and others argued that the earlier funding of SIMAVI had allowed for an increase in its overall programme, the upgrading of many more facilities and committees, and the strengthening of the organisation's reputation. However the discontinuation of funding meant that AOSED faced big challenges with its image and commitment of AOSED as well as trust and relationship with community people. It struggled to pay staff salaries as well as maintain communication with community people after funding was discontinued.

In conclusion, the very slight increase in fundraising capacity identified in the capabilities assessment seems to have resulted from the decision to discontinue MFS II funding, which forced the organisation to find new donors to ensure the continuation of its work, rather than capacity building supported provided by SIMAVI. The organisation is still in a very precarious funding position, and it appears that the decision to discontinue funding limited any early potential for capacity development in other areas.

Detailed analysis

The following report is primarily based on a series of exercises in Khulna with AOSED members, staff and peers in the region. We started by revisiting the organizational capabilities by using the 5Cs methodology. First we held a workshop with staff (see list of participants in Appendix 5.1). In this workshop we explored the organisational assessment, first by reminding people of the criteria used last time and then we reviewed the organisation in these terms. Two Groups were created and when they reported back they had to negotiate a final score. We then briefly compared changes over the time since the benchmark discussing reasons for the changes even further. This was closely allied to a revision of the time line allowing an update to this year and again with discussion of changes and in their case

challenges. An impact matrix was also constructed with participants looking at positive impacts in the region of AOSED's work. Although many comments were made regarding the previous theory of change, they had not really reached a stage of changing it although their overall principles of change were clearly articulated through these processes. Individual interviews were also held with the CEO, finance head, VSO volunteer and the VSO regional representative[29].

A second workshop (focus group discussion) brought together members of water committees, mainly office holders in their own committees, some peers from similar agencies including JSS which had been the other member of the local wash programme, the local VSO regional representative, academics and media specialists etc. (See Appendix 5.1). Some individual interviews were also held with some of these participants. A further field trip was postponed due to hartals (national strikes) which made travel unsafe plus some flooding in rural areas leaving roads under water and some areas cut off. Key questions we asked included their views of AOSED and its role locally, some issues specifically about the water committees and how they functioned, the influence of AOSED locally, comments both on the capacity of AOSED and their capacity development with other groups in the region. Later the Bangladesh based coordinator of the Bangladesh wash Alliance was interviewed in Dhaka, as this group is the mirror of the Dutch Wash Alliance.

Organisational assessment

The scoring is a result of the AOSED staff; both for the 2012 and 2014 results. The comments are also from AOSED so represent their perspectives on changes and current status of the organisational capabilities. The researcher comments are from the research team.

Table 15: Capability rankings of AOSED – Baseline vs. End-line

Organisational Capability of AOSED				
Capability Ranking of AOSED – Baseline Vs End-Line				
Remark	E-line	B-line	**Capability to act and commit**	**C1**
Same	2.5	2.5	**Capacity to plan strategically and translate plans into action**	**C1.1**
AOSED practices participatory planning process. AOSED developed its operational plan for a short period of time on an ad-hoc basis. They have a yearly plan, half-yearly				Baseline

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[29] When SIMAVI decided not to continue funding AOSED, it agreed to support a VSO placement at AOSED in order to help the SPO.

plan, quarterly plan, monthly plan, and activity based plan. AOSED has planning documents. The major limitations of AOSED planning process are; i) No long term strategic planning, and ii) Inadequate follow-up during implementation.				
□ Thematic Areas is there in AOSED, however, no strategic plan □ All plan and decisions is made on the basis of organizational thematic areas, which is considered as long term plan □ Project or opportunity based planning Scaled down projects				End-line
Same	2.5	2.5	**Capacity to recruit, motivate and enthuse effective staff**	**C1.2**
AOSED has a written recruitment procedure; however AOSED is not practicing the procedure in every single cases of new recruitment. AOSED also has its own tool for annual staff appraisal, but the tool is not used on regular basis. On the other hand, insufficient funding has restricted AOSED in using staff appraisal system appropriately with further supports like, rewarding and staff development. AOSED is very sincere in raising staff motivation, but low structure of staff salaries is a crucial factor that has generated negative influence on staff motivation and enthusiasm. As a result, due to insufficient financial support, a good number of AOSED staff has left the organisation.				Baseline
□ Policy of recruitment is there □ Induction of new staff conducted □ With the discontinuation of funding, staff took up to 50% salary cuts, the Executive director took out a personal loan to help keep organisation working. □ Less salary (dropped from their original salary due to crisis), less capacity staff Organization cannot stick on its salary structure, have to adjust with donors proposal				End-line
Increased	3.0	2.5	**Capacity to maintain effective operational systems**	**C1.3**
AOSED has its guideline to run its own system, particularly in the field of management practices, financial practices, procurements, gender sensitivity, salary structure, and information system etc. But the systems are not adequately practiced within the organization				Baseline
□ All necessary policies are available, but needs to update □ Policy is not in practice particularly issues related to fund due limitation of funding Inadequate monitoring on implementation of policy				End-line
Increased	2.5	2.0	**Capacity to raise financial resources**	**C1.4**
The financial resources of the organisation are not at all adequate. At present, there is a single project funded by Dutch government through WASH alliance (Simavi). AOSED capacity to raising financial resources needs to be strengthened				Baseline
□ Could not reach the bench mark of financial transaction a year □ Reduce of SIMAVI Fund from 80% to 12% Annual turnover reduced by 40% from 2012 to 2014, thus made up for some of the Simavi reduction				End-line
Same	3.0	3.0	**Capacity of leadership to lead and inspire**	**C1.5**
Leadership of AOSED is trusted and accepted within the organisation. Decision making				Baseline

			process is highly participatory, and sometimes it takes long time to come to a consensus. Second line leadership in mid-level management position is not up to the mark	
			☐ Participation in decision making ☐ Overload increases leadership skills of staff ☐ Staff are engaged in different training Responsibility given according to staff capacity	End-line
	13.5	12.5	**Total (C1.1-C1.5)**	
	2.7	2.5	**Average total**	

Comparison notes: Although there seems to be no written strategic plan, the basic philosophy and aims of AOSED are very clear, with a future where the state takes over water management linked to community participation. Planning around this strategy however has been disrupted because of the discontinuation of funds.

Clearly many plans or policies have not been followed up: with no funds, salaries and other benefits have had to be cut. Surprisingly AOSED managed to retain as many staff as they did and to continue to develop new programmes as well as maintain some minimal programme with the older partners.

Basic systems were maintained although for reasons related to fund discontinuation, some things could not be kept up or developed.

The discontinuation of funding means that AOSED lost around 80% of its original turn over. Other support was found which meant that total turnover was only reduced by 40%. New partners have emerged around research, and some pilot studies have been deemed successful enough to lead to a scaling up of funding from the Japanese. Other work is linked to Unicef and local universities etc.

AOSED managed to keep working and to retain staff and maintain a high reputation locally and nationally which says something very positive about the leadership of this relatively small organisation.

	E-line	B-line	**Capability to adapt and self-renew**	**C2**
Same	**2.5**	**2.5**	**Capacity to use M&E for learning and improvement**	**C2.1**
AOSED is maintaining project based M&E System, which is not very much structured. There is no central M&E system available in AOSED which could be used for learning and improvement. AOSED organized regular sharing sessions among the staff members for reviewing progresses, identifying lessons and challenges, discussing monitoring findings, taking corrective measures and re-planning where necessary				Baseline
M&E is improved				End-line
Increased	**3.0**	**2.5**	**Capacity to engage in strategic learning**	**C2.2**
For strategic learning, AOSED has some innovative practices like, i) setting-up Primary Information Baskets to preserve case studies, good practices, major achievements from on-going activities, ii) organising review forums, such as daily meeting for staff				Baseline

members, Water Rights Committees, WASH Committees, sharing innovations, PSF Maintenance Committee, local resource mobilisation, people's participation etc., and iii) audio-visual documentation				
Organization has started daily meeting to discuss on learning and other management practices				End-line
Same	**3.0**	**3.0**	**Capacity to adapt, assess and anticipate external trends**	**C2.3**
AOSED identified various issues related to external trends through different initiatives, such as, i) review and reflection within organisational staff, ii) external document review, iii) access to secondary information, iv) participation in external workshops, seminars, conferences etc., v) internet, electronic and print media				Baseline
Organization tries to maintain a view of external trends, is well networked locally, nationally and internationally				End-line
Same	**3.0**	**3.0**	**Capacity to encourage and accept flexibility and creativity**	**C2.4**
One of the major practices is to take participants' opinions on various issues. Moreover, there will be new vegetables, collaborative activities, and participatory research				Baseline
☐ Flexibility and pragmatic response to real issues in field as they arise within general mandate ☐ Developed capacity women's groups within water management committees although not foreseen in original project. Respond to needs not just projects				End-line
	10.5	11	**Total (C2.1 – C2.4)**	
	2.8	2.7	**Average total**	
Comparison notes: Due to the funding crisis, less was achieved than hoped and this is to be understood although with minimal resources they have tried to maintain some learning and the new research programmes should help to develop ideas even further.				
	E-line	B-line	**Capability to deliver on development objectives**	**C3**
Same	**3.0**	**3.0**	**Capacity to deliver on planned products and services**	**C3.1**
AOSED used to deliver its product and services according to the respective project proposal. All necessary decisions and taken in the monthly meeting, and organisational goal and vision are kept into mind while initiating any project. There is no operational guideline, which needs to be developed				Baseline
Meet weekly and monthly plans and report on achievements 100% and more with aim to achieve sustainability				End-line
Increased	**4.0**	**3.0**	**Capacity to engage with equity and inclusion**	**C3.2**
AOSED identified some special groups of people to engage with equity and inclusion. People with disabilities will be one group to be included, but AOSED will have to design their future programs as well as Policies. Another group, Women is getting				Baseline

advantaged in all aspects to engage with equity. Finally, there is another groups called Dalits, which has to be engaged for equity and inclusion				
From recruitment also take into account equity and ethnic gender balance etc. Try to ensure inclusion of minorities in all projects, gender, ethnic, etc. Using rights based approach as guiding concept				End-line
Same	**3.5**	**3.5**	**Capacity to engage with relevant Institutions**	**C3.3**
At present, AOSED established effective linkages with DPHE, Local Government Institutions, WAPDA and WASA. In future, AOSED has to explore with more organisations to develop new linkages				Baseline
Despite being a small organization in this region, AOSED is seen as leader on water rights even by larger organisations. Also local government has asked advice also line ministries and universities etc.				End-line
Same	**2.0**	**2.0**	**Capacity to support other organisations through capacity building (*Note there was some debate on this definition within AOSED*)**	**C3.4**
The capacity building initiatives from AOSED to other organization has been limited with three different categories, such as, Community Based Organisation (CBO), Civil Society Organisation (CSO), and community people				Baseline
See c3.4 and 5, and debates on definition and a misunderstanding led to little discussion and no score so finally they agreed to leave it unchanged				End-line
Same	**3.5**	**3.5**	**Capacity to mobilise the community to achieve development ends**	**C3.5**
No score in the original baseline				Baseline
Included in all programmes as part of basic approach see above C3.4				End-line
	16	15	**Total (C3.1 – C3.5)**	
	3.2	3	**Average total**	
	E-line	B-line	**Capability to relate to external stakeholders**	**C4**
Decreased	**3.0**	**3.5**	**Capacity to engage with Government at different levels**	**C4.1**
Comparison notes: At one level AOSED punches above its weight in national and some international arenas (networks, conferences etc.) and their approach to building and strengthening water committees etc. is a core part of their business, in the past year obviously with more limited means at their disposal. Focus groups and interviews all confirmed admiration for AOSED and its approach to water management and its ability to lobby at the highest levels as well as continue to engage with communities locally .				
At present, AOSED is maintaining a warm relationship with Government at different levels. As a result, government officials will participate in AOSED programmes, seminars, meetings etc.				Baseline
☐ Local government officers involved in activities and political leaders				End-line

Political leaders involved in planning events plus gov't officers				
Same	**3.0**	**3.0**	**Capacity to engage with partners, networks and alliances**	**C4.2**
AOSED develop partnership with few organisations with limited scope of work. These are- Membership of SUPRO, UN Observer, Member of Asia Pacific Water Forum, FANCA, ADB in Bangladesh				Baseline
Membership three or four local/national networks plus other national level groups				End-line
Decreased	**3.0**	**3.5**	**Capacity to linked with international agencies**	**C4.3**
AOSED has better linkages with different international agencies. They are) Both Ends, ii) CANCA, iii) FANCA, iv) JICA, v) Fulki University				Baseline
See time line for examples international conferences etc. and new research programmes with national and international partners				End-line
Same	**3.5**	**3.5**	**Capacity to be accountable to service users/primary stakeholders**	**C4.4**
There are many examples of taking the opinions from primary stakeholders, and accordingly considered their recommendations				Baseline
☐ In procurement for construction community members represented Wash committee formed by primary beneficiaries				End-line
Increased	**3.0**	**2.5**	**Capacity to deal with peer organisations**	**C4.5**
AOSED has taken initiatives to create better understanding with the peer organisations				Baseline
☐ Sanitation fair ☐ Some competition when some projects taken by a peer! Coastal water group all orgs				End-line
Increased	**3.5**	**3.0**	**Capacity to engage with private and academic institutions**	**C4.6**
AOSED has established productive linkages with two academic institutions. One is Khulna University from whom AOSED took assistance on publication, research information, intellectual support, lab use, data sharing etc. Another one is University of Engineering and Technology (KUET)- from whom AOSED took assistance on scientific analysis and mechanical research etc.				Baseline
☐ See time lines universities/ research, also schools around campaigns Less private / corporate funding or collaboration				End-line
	19.0	19.0	**Total (C4.1 – C4.6)**	
	3.1	3.1	**Average Total**	
	E-line	B-line	**Capability to achieve coherence**	**C5**
Increased	**3.5**	**3.0**	**Capacity to develop and maintain shared vision and values**	**C5.1**
Comparison notes: Again AOSED has had success in engaging with many external stakeholders from communities through to international networks and policy fora.				
AOSED has well defined and written vision and values, and all staff members are				Baseline

maintaining it on regular basis				
Projects always fit with major themes and vision, consistently				End-line
Same	2.0	2.0	**Capacity to develop and use theories of change**	**C5.2**
The theory of change is just practice in this two days' workshop, but it was there within the ideas and practices of AOSED				Baseline
Need to explore more as it is a new idea, and agencies often have different ideas				End-line
Increased	4.0	3.0	**Capacity to develop and maintain a clear identity**	**C5.3**
AOSED has two registration, one is from NGO Affairs Bureau (NGOAB) and Joint Stock Company under Not for Profit. AOSED has its own constitution, its profile and website				Baseline
Clear agreement main objectives of organisation around safe water etc. passed the google test, meaning it is recognised internationally as a lead thinker on community based water strategies				End-line
Same	3.0	3.0	**Capacity to maintain coherence across all parts of organisation**	**C5.4**
AOSED has three separate units, finance section, programme section and human resource unit. Cross functional relationship and coordination among these three units as well as with top management is up to the mark. However, AOSED needs balancing of skills within these three units.				Baseline
☐ Thematic coherence But need better M&E to ensure consistency between projects and sometimes procedures				End-line
Increased	3.0	2.5	**Capacity to maintain well defined set of operating principles**	**C5.5**
AOSED is practicing the operating principals, but not defined in writing				Baseline
See examples manuals for PSF etc.				End-line
	15.5	13.5	**Total (C5.1 – C5.5)**	
	3.1	2.7	**Average Total**	
	Comparison notes: The basic approach of AOSED is a simple and coherent view of water management from surface, drinking, irrigation, sea, river, ponds etc. as a whole in this water logged part of the country. That it also believes the state should eventually absorb a responsibility for this whole range of water based issues and challenges is also clear.			

Figure 1: Comparison of baseline and end-line scores across all five capability areas for AOSED 2012-2014
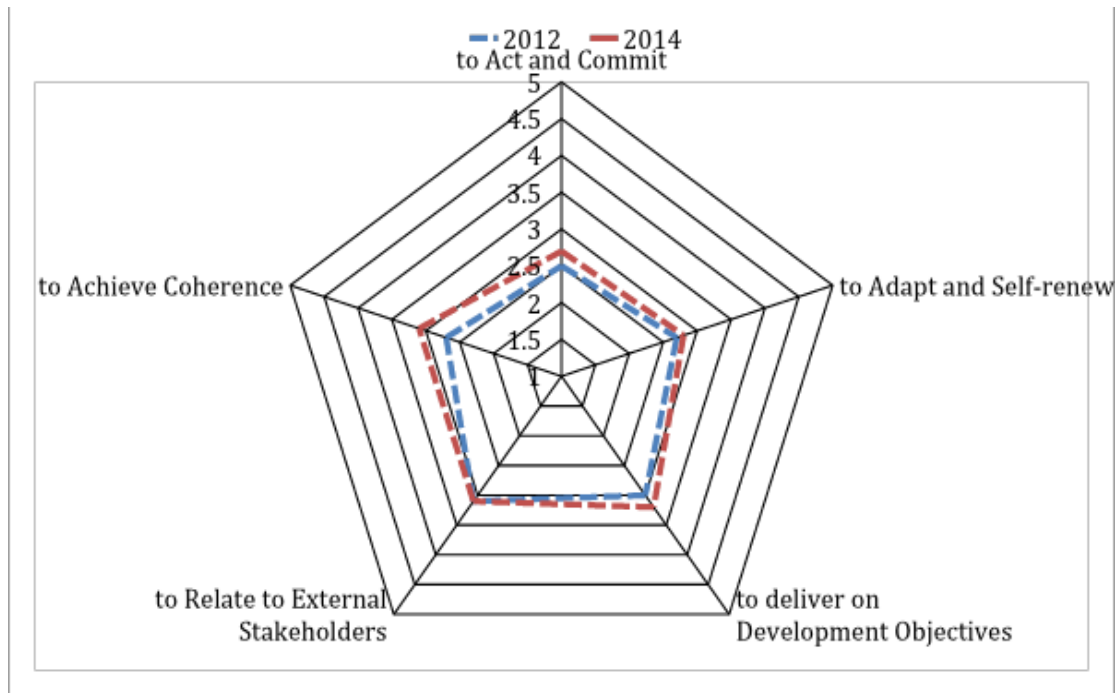
Overall there was not a great change in the basic OCAT between the baseline and the end line. There were some minor improvements, but as noted the main story was the decision to discontinue funding. AOSED seemed well respected locally, indeed is seen a major lead agency in this region and also has a national and international reputation. There are some signs that AOSED has survived the funding crises but the sustainability of its programmes will depend on future funding support. In terms of capacity development, the recent arrival of a VSO volunteer supported by Simavi, is a good development.

Timeline of AOSED

The new time line was produced during the workshop in AOSED in September 2014 , Because the original was completed before the end of 2012, we allowed participants to include anything new from their reflections about 2012, continuing then to add material for 2013 and 2014 (of course only up to the time of the workshop).

Table 16: Developed during OCAT Baseline Workshop

2002	2001	2000	1999

• Solid waste management project • Getting membership of FAN (South Asian River soldiery)	• RDSP Project in DACOPE • Different Day Observation based on Rights issue • Campaign on Save Chara River • Solid waste collection from household for youth uniformity	• Membership with networks & alliance • Formation of CDP • Organising peoples movement against SHELL and KEARN • Campaign on Save Sundorban • Organized social movement against shrimp culture • Solid waste collection from household for youth uniformity	• Solid waste collection from household for youth uniformity • Formation of para (Unit) based cultural group • Participation in movement for landless • Participation in social plantation
	• Research initiatives by IRRI and BIRRI –Petra Initiatives • Instable political situation • Chara River leased by Government	• Initiative for networking by Proshika • Initiative for withdrawn oil and gas from Sundorbon • Increased salinity cause of shrimp culture	• Cadre (terror) based politics • Political reformation in freedom inspiration
PRIZOM Bangladesh	DFID through BRRI, Action Aid	Small funding from Proshika and Own funding, service charges and small donation from youth	Own funding, Service charges Tk.10/HH, Small donation from youths
2006	**2005**	**2004**	**2003**
• Started tiny **linkage with SIMAVI** • Submission concept note inn assistance with BOTH ENDS • Campaign against aggression of multinational company to protect massive using of chemical fertilizer	• Solid waste management project • Capacity building Grassroots Partners Project • SSOQ Partnership project: Shrimp sell of quality • **Membership of SUPRO** • Fund searching	• Solid waste management project • Campaign on sovereignty of food • DC office decided not to lease river next • **Mangrove Action project** • Capacity Building Grassroots partners Project • **Getting membership** : Climate Change Action Network, End Water Poverty, and WSSCC	• **Submission concept note to CARE RVCC project on climate change issue** • Took a strategic decision not to take any informal Fund from SHELL, Kearn and Multi National Company • Started communication with BOTH ENDS (DUTCH) • Solid waste management project
• **Request for EOI** from SIMAVI • **Call for proposal** from Action Aid	• **Fund Crisis**	• **Threat from unauthorized occupation** of rivers • Aggression of multinational company in agriculture	• **Call for proposal** on climate change Issue
Own funding	Own Funding	CIDA, , PRIZOM Bangladesh, Action Aid	CIDA through CARE, PRIZOM
2011	**2009-2010**	**2008**	**2007**
• **Sustainable Effort to ensure Drinking Water and Sanitation** • **Coastal Water**	• Grassroots Initiative to Solve Safe Water Crisis Project • **Sustainable School**	• Grassroots Initiative to Solve Safe Water Crisis Project • **Participation in World Water Week with Scholarship**	• Formation of PAC (Water Rights Committee) • **Registration from**

Convention ● City water Governance ● Formation of Bangladesh Youth Forum on Water Justice ● Scholarship on CB BOTH ENDS	Sanitation ● SIDR Sanitation ● Initiative of Coastal water Convention ● **Participation in COPE-13 in Bali Indonesia** ● **Participation in World Water Forum in Istanbul**	● Voter Awareness program ● Scholarship from BOTH ENDS ● Membership of Campaign for Ruler Livelihood Program	NGO Bureau ● **Grassroots Initiative to Solve Safe Water Crisis Project**
K-WASA formed	Crisis for safe water and sanitation in south coastal region	● Natural Disaster like SIDR, ● Crisis for safe water and sanitation in south coastal region ● Invitation from World Water Weak	
SIMAVI, Own Fund	SIMAVI	SIMAVI, Asia Foundation Rupantor, Oxfam	Own Funding **SIMAVI**

Table 17: Updated during OCAT Workshop under Final Evaluation

2014	2013	2012
Milestones ☐ **Approval of Funding from JICA**- For scaling up of TSS project ☐ **New Projects**- Managed Aquifer Recharge (MAR) and Campaign for Save Water Rights ☐ **New CB Project Started-** VSO (Model Villages on WASH) ☐ **Campaign on-** Water and Agriculture- OXFAM and GROW ☐ **VSO volunteer to start**	**Milestones** ☐ **New proje**ct- TSS pilot project ☐ **AOSED won Best Poster Award** in World Water Week ☐ **ASOSED maintained necessary communication for new funding**- Awarded Managed Aquifer Recharge (MAR) Project from Zoology Department of DU ☐ **Organized a Campaign Program** on Rights of Open Water Body with OXFAM Funding	**Milestones** ☐ **AOSED maintained necessary communications for new funding**- KUET and FUKUI University Japan with TSS launched a new pilot project ☐ **AOSED acquired recognition from NGO Community in globally and nationally**- AOSED selected as a Member of NGO Coalition (Butterfly Effect- 60 members) under World Water Forum, got membership in CFGN and became the secretary in this region ☐ **An Outcome of Rights Movements**- Cancellation of lease agreement of the public ponds of Khulna Zila Parishad
External Factors ☐ **Uncertainty of Funding-** Discontinuation of funding ☐ of SIMAVI's Support on Sustainable Effort to ensure Drinking Water and Sanitation	**External Factors** ☐ Relationship with Academic Institutions	**External Factors** ☐ Positive Initiative of Khulna Zila Parishad in canceling Leasing Agreement of public ponds
Donors	**Donors**	**Donors**

☐ SIMAVI- Dutch, ☐ OXFAM, ☐ JICA, ☐ XminY- Solidarity Fund, ☐ UNICEF	☐ SIMAVI ☐ OXFAM, ☐ FUKUI University-Japan	☐ SIMAVI ☐ Own Fund, ☐ Both Ends

The recent time line updates illustrate the move from dependence on one donor source (SIMAVI) to a more diversified resource base. It also shows new ideas and products being developed over the past few years.

Table 18: AOSED impact grid with stories of change

Legend- Impact Stories

Positive Impacts- not due to MFS II funding under SIMAVI Project

1. **Pond leasing of Khulna Zilla Parishad has stopped** through advocacy of AOSED

2. AOSED succeeded to build ownership among its employees, as a result, **have less staff turnover**

Negative Impacts- not due to MFS II funding under SIMAVI Project

3. Present financial crisis forced AOSED to **discontinue all sorts of its publications**

4. AOSED **didn't have any project with GOB**

Positive Impacts- due to MFS II funding under SIMAVI Project

5. After discontinuation of MFS II funding, AOSED faced severe financial crisis and could not ensure regular salary of its staff members. Although, **AOSED has managed to retain maximum staff till now**

6. PSF (Pond Sand Filter) Management Committee in MSF II working areas requested AOSED to shift MFS II funding from constructing new PSF to repairing previously constructed PSFs which were destroyed due to disaster. As a result, AOSED acted accordingly. At present, about **10,000 people taking Safe Drinking Water through 25 PSFs** in MFS II project areas, and for future maintenance of the PSFs, **villagers started raising fund from their own contribution**

7. MFS II funding created scope for AOSED to develop relationship with different national and international organizations, as a result, **AOSED obtained new projects**

Negative Impacts- due to MFS II funding under SIMAVI Project

8. AOSED **faced big challenge with its image and commitment of AOSED as well as trust and relationship with community people** as a consequence of the decision to discontinue funding.[30]

9. AOSED struggled to pay staff salaries as well as maintain communication with community people after funding was discontinued.

Initial analysis

The biggest story dominating AOSED is the decision to discontinue its MFS II funding. AS indicated above, there are real differences in articulating the reasons for this decision. SIMAVI carried out a mid-term review of the three partner SPOs (AOSED, Uttaran JJS). In the end, Uttaran's funding was continued whilst that of JJS and AOSED was discontinued. The evaluation team asked to see the mid-term report but SIMAVI declined share it. There are a number of reasons for the discontinuation of finds, but the main one is AOSED was, according to SIMAVI, not performing properly. AOSED on other hand felt that there was an in principle commitment to fund beyond the midterm report. It also claims that there was a clash of culture with SIMAVI's vision of intervention sustainability (which focuses on access to affordable but not necessarily free access to water) not aligning with AOSED's right-based approach (concerned about access requiring payments). Both parties have also different views on the timing of the discontinuation. AOSED claims it was carried out suddenly. SIMAVI has been able to provide evidence that negotiations took place over a period of approximately 9 months. AOSED was asked to submit a proposal following the

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[30] Again it is important to note that there are differing views on the process leading to discontinuation. AOSED claims the decision to discontinue was sudden. Documentary evidence provided by SIMAVI indicate that discontinuation happened after a period or around 9 months negotiation/preparation

midterm report and SIMAVI seem to have been active in supporting the proposal[31]. However in the end, both parties could not agree on the direction of the new proposal and the proposal was eventually not accepted. Finally, AOSED claims that they did not see the midterm report but again there is documentary evidence AOSED commented on the report.

The differences of opinion are many. The research team tried its best to clarify different questions as much as possible. Both views – although opposing and in principle mutually exclusive – may of course co-exist. What is very clear however is that the process of discontinuing funding has been an unhappy and torturous one, which entailed a series of less than perfect practices and has impacted very significantly on AOSED. Both parties may feel that they communicated clearly. It is obvious that communication was not effective.

Staff members of AOSED and others argued that the earlier funding of SIMAVI had allowed for an increase in its overall programme, the upgrading of many more facilities and committees, and the strengthening of the SPO's reputation,. When the research team made an interim visit to AOSED (June 2014), things looked bad for them, but by the time of our last visit (October 2014), new support had been obtained from several major donors and the outlook was more positive. A few days before our final visit, a VSO volunteer arrived from the Netherlands ostensibly to help AOSED with a range of issues. This was supported by SIMAVI. Most people were pleased to see the new volunteer and hoped that she could help with issues around communications, fundraising etc. Despite the VSO presence, there is no doubt that the overall fall out of the decision to discontinue funding has not been positive for anyone including arguably the Bangladesh WASH alliance.

Alternative explanations for selected perceived changes

Due to the conflicting versions of events between AOSED and Simavi, it is difficult to identify any contributions to the capacity development of AOSED and the communities it has worked with. It is clear that communities and other peer reviewers felt that there was an improvement in water provision in the first part of this period through the 25 PSF (pond sand filters) directly attributable to the programme. This would not have happened without the programme as there was no alternative programme available in this region. Indeed when the current programme ended no alternative provider took its place. There is no other "alternative explanation "for one of the main successes of the programme. Other successes raised however are difficult to assess because of the polarised versions from the two main agencies (AOSED and Simavi), further investigation has not led to any greater clarity.

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[31] Simavi was active in trying to introduce a new form of programme planning using theory of change

CD discussion

As far as the interaction with civil society is concerned, the results show the resilience of AOSED in the face of a significant financial shock. Although it appears that the decision to discontinue funding affected the internal capacity of the organization, its relationship within the local context and its reputation remain relatively unharmed. However, the data collected indicates strong threats that could jeopardize the outcome of the intervention in the longer term. For example, the lack of networking with Dhaka-based institutions, the lack of follow-up on PSF maintenance, the difficulties of accessing beneficiaries living in remote places and the commercial pressures put on water supply in Khulna. This reflects a weak strategic vision and a fragile context for AOSED to pursue a water rights agenda. AOSED's strong and ambitious commitment to improve the legal framework on water rights, seems to be out of its reach given the difficult political environment around the issues, given its geographical and institutional isolation and given the fragility of its internal capacity.

Initially AOSED was able to expand its programme into a large number of communities and can point to several areas of success both in helping practical water solutions (filters, etc.) and some changes in local policies (ponds, etc.). The strength of water committees seemed to be developed but the funding decision to discontinue funding has weakened previous gains in both policy and practical delivery areas of AOSED's work.

Although the initial programme of work by AOSED seemed to be well designed overall, the capacity development element was clearly lacking. Initially it was quite limited and included the salary of a communications officer. If the role of this was to find alternative funding, then in the short term this failed in the eyes of SIMAVI who were looking for sustainability in terms of attracting other donor support. Since the discontinuation of MFS II funding, AOSED has managed to obtain some new donor support although not for all of its original community based work. The second capacity development contribution from SIMAVI is the VSO volunteer and obviously it is too early to judge the impact of this input as she arrived literally during our last visit.

This was not the easiest of evaluations because of the tension and uncertainty surrounding the decision to discontinue the funding. If our research question had been on the achievements in both direct water services and policy improvements we would have seen positives through from 2012-13 followed by a sharp drop as funding was withdrawn. Although AOSED has now obtained new donor support, this has not necessarily allowed the continuation of the

previous SIMAVI/MFSII programme hence we can but conclude that this aspect of the work has ended sadly at a lower level than originally planned. However as noted above in the civil society component some aspects of the work of the water committees has continued albeit at a lower level.

6. Conclusion

In AOSED's view, it was unable to complete the planned programme due to the discontinuation of funding. The following table assumes we consider the project from the perspective of the original planned programme.

Table 19:AOSED evaluation scores CD component

Score	
8	The project was well designed
6	The project was implemented as designed
6	The project reached all its objectives
7	The observed results are attributable to the project intervention
7	The observed result are relevant to the project beneficiaries
6	The project was implemented efficiently

As far as the civil society component is concerned the analysis drawn in previous section justifies the scoring outlined in the following table.

Table 20: AOSED evaluation scores CS strengthening component

Score	
7	The project was well designed
6	The project was implemented as designed
5	The project reached all its objectives
6	The observed results are attributable to the project intervention
8	The observed result are relevant to the project beneficiaries
7	The project was implemented efficiently

CDD- an action-policy NGO

List of abbreviations

BBS	Bangladesh Bureau of Statistics
BGMEA	Bangladesh Garments Manufactures & Exporters Association
CBM	Christian Blind Mission
CDD	Centre for Disability in Development
CRP	Center for Rehabilitation of the Paralyzed
DM	Disability Mainstreaming
DPOs	Development Partner Organizations
GDP	Gross National Product
GoB	Government of Bangladesh
HI	Handicap International
JPUF	Jatiyo Protibondhi Unnayan Foundation
LFTW	Light For The World
MDGs	Millennium Development Goals
MoSW	Ministry of Social Welfare
MoF	Ministry of Finance
MoWCA	Ministry of Women and Children Affaires
MoP	Ministry of Planning
NFOWD	National Forum of Organizations working with the Disabled
WHO	World Health Organization

1. Introduction

"In fact we have a moral duty to remove the barriers to participation, and to invest sufficient funding and expertise to unlock the vast potential of people with disabilities."

Professor Stephen W Hawking (WHO 2011, ix)

Eradicating extreme poverty is an increasingly key issue on the development agencies' agendas. As poverty reduces in some countries, donors and government's interest will lie in addressing the causes of extreme poverty. Doing so will certainly involve addressing the systemic and structural barriers standing in the way of different groups of the population – those often excluded by society. Gender and the condition of women have drawn the interest of development agencies for a couple of decades already and efforts to reduce gender

violence and inequalities are reflected in the Millennium Development Goals. The MDGs, the unifying set of developmental objectives for the global community to reduce poverty, ignore disability - an issue which directly affects 10% of the world's population and is associated with 20% of global poverty[32].

Neither the MDGs themselves nor their accompanying sets of guidelines and procedures, strategies and programmes mention disability. Disability is a significant phenomenon that is an integral part of human history and yet popular knowledge on disability relies a lot on make-beliefs ideas (Titumir and Hossain 2005). This desertion from the global development framework perhaps reflects a broader lack of popularity and recognition of this phenomenon within mainstream development.

The causal link between disability and poverty is often blatant, more obvious sometimes perhaps than gender issues. The World Bank data reports that globally, approximately 10-15 % of the world's population lives with a disability and that the disabled constitute the world's largest minority with 80 % of them living in developing countries. An estimated 15-20% of the world's poorest people are disabled and they often have no or low access to poor rehabilitation services. Rehabilitation is the health care provided to people with permanent or temporary disabilities in order to help them learn to overcome or live with their disabilities (Pariot, 2010). It is estimated that for every person disabled, four to five of his/her family members are indirectly affected.

In developing countries government services and public and private facilities do not address issues of disability. The barriers to be overcome are challenging and the most significant barrier is to change popular understanding of disability. This may be explained, as some authors argue, by the low political power of disabled populations for which the necessary welfare is seen as an economic cost with low perceived political benefits or financial returns (Titumir and Hossain 2005). Despite the efforts of international bodies and NGOs, there still remains progress to be made in integrating the disabled to education, health and employment facilities which would allow them to be economically active. The annual opportunity cost (in global GDP) of excluding the disabled from the workforce is between $1.71-2.23tn (ILO, 2007).

The *impaired*, *physically* or *mentally challenged* are often prejudiced against and judged as being inherently less productive due to their perceived limitations. This vision over-

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[32] See http://www.un.org/disabilities/default.asp?id=1470

emphasizes the importance of the constraints themselves and ignores the societal barriers and obstacles that add to the process of exclusion which actually prevents the disables to be educated and be employed (WHO 2011). Re-conceptualising disability issue involves moving away from seeing it as a medical or health disorder that only requires a welfarist response (stipend, health care services, mobility devises, and rehabilitations) and a move towards a more cross-cutting understanding that, based on the Human Rights perspective, calls for more systemic changes and adaptation.

This section is organized as follows:
1- The context in which CDD operates is briefly introduced. It presents the conceptual and factual linkages between disability and poverty in Bangladesh.
2- The MFS-II funded project implemented by CDD is described.
3- The data collection methods for the Strengthening Civil Society component and the Capacity development component are in attached in an annex.
4- The result of the follow up study on the Strengthening Civil Society component are described and CIVICUS index scorings analysed for each of the five disaggregated dimension as well as the contribution analysis of CDD.
5- Results of the Capacity development component are analysed.
6- The conclusion summarizes the main findings across components and offers brief reflections on the project design for each of them.

2. Context

A. *Disability in Bangladesh*

It is difficult to get reliable data on disability in Bangladesh and for decades it was therefore problematic to measure the significance of the phenomenon as most of the disabled population remains confined in their homes and rarely interact with government services, NGOs and public services more generally. As disability is not yet included in any routine data collection in Bangladesh, most of the data comes from WHO Reports, BBS census data or, more recently the Household Income & Expenditure Survey (HIES) which introduced a special module on disability in 2010. The main problems in measuring disabilities and comparing findings across studies are that multiple criteria are used to identify different types of disabilities and the classification of disabilities still assumes homogeneous groups, degrees and forms of functional disability and impairment.

A surprising number was revealed as a result of the 5th Population and Housing Census of 2011 reporting that the proportion of people with disability in Bangladesh was only 1.4 %.

Such a low estimation did not match previous ones generated inter alia by the Bangladesh Bureau of Statistics' (BBS) Household Income Expenditure Survey which reported what was still perceived as a conservative 9.07 %.

According to public civil society actors the BBS study's inaccuracy comes from the lack of rigor of the enumerators and from the narrow definition of disability they used. Dr Nafeesur, chairman of the National Forum of Organisations Working with the Disabled (NFOWD) explained in an interview that the study overlooked major types of disability such as mental and intellectual disabilities, and instead focused on narrow conditions such as autism. This survey has been heavily criticized because it did not cover the whole population, only focused on severely apparent forms of disability, and did not seek 'the invisible ones'. Discussions between research institutions and organizations working with people with disability over the definition of disability and ambiguity around criteria used for categorization are still on going. The most recent estimates published by the World Health Organisation (WHO) suggest that in any country, disability can comprise 15% of the population - a figure which is in line with the World Bank (WB) estimates for Bangladesh.

From the NGOs' point of view, disability can take different forms and therefore incapacitate an individual, and often affect his/her household in different ways. The disabilities encountered generally include visual, speech, sensory, hearing, physical and intellectual (*The Convention on the Rights of Persons with Disabilities*). One individual can often accumulate multiple types of disability and the severity of disability can vary from one person to another. The experience of disability can vary according to the context in which the person lives in but also on whether the person was born with the impairment congenitally (cerebral problems, organs malformation, blindness, autism), or acquired it later on in their life "naturally" (with age for example or suddenly triggered by a disease or an accident such as diabetes, dementia, deafness, sight loss).

There are many ways in which disability can be defined, and as illustrated above, definitions have important implications for policy and intervention. According to the constitutional articles 10, 11, 15, 17, 19, 20, 21, 27, 28, 29, 31, 32, 36: the GoB is bound to protect the rights and dignity of all citizens, equally, without any bias or discrimination. In 1993 the GoB adopted the UN Standard Rules on the Equalization of Opportunities for persons with disabilities. The GoB, under the purview of this constitutional provision, developed a National Policy on Disability in 1995 which was the first official recognition of disability within the country's development agenda. The Disability Welfare Act which identified 10 priority areas of action for the disabled population including disability prevention,

identification, curative treatment, education, health care, rehabilitation and employment, transport and communication, culture, social security, self-help organization was adopted by the national Parliament in 2001 to give the policy a strong legislative foundation stone[33].

In the Disability Welfare Act 2001 (ESCAP 2006, Q 19) persons with disabilities are defined as "[A]ny person who:
a. is physically crippled either congenitally or as result of disease or being a victim of accident, or due to improper or maltreatment or for any other reasons became physically incapacitated or mentally imbalanced, and
b. as a result of such crippledness or mental impairedness, (i) has become incapacitated, either partially or fully; and (ii) is unable to lead a normal life."

(Bangladesh 2001, art. 3, para. I)

The Convention on the Rights of Persons with Disabilities recognized that *disability* has gone through different phases within the development agencies and that the conceptual understanding of it has therefore also evolved. The GoB within the last few decades has made efforts to improve the situation of persons with disability within the country and to defend their rights. Bangladesh ratified the UN Convention on the Rights of Persons with Disabilities (CRPD) on November 30, 2007 and its Optional Protocol on May 12, 2008.

In 2013, the combined efforts of multiple stakeholders contributed to the making of two new laws related to disability. The first one called "Rights and Protection of Person with Disability Act 2013" and the second one "Neuro- Development Disabled Protection Trust Act 2013" are both remarkable achievements and fundamental progressive steps. They show that progress is being made about disability issues in Bangladesh and that civil society actively engages with the issue and manages to make the GoB commit to the execution and implementation of the laws on disability. This despite the fact that 2013 was a year of significant political turmoil and unrest. Nevertheless, existing laws remain inadequate and mostly leaning to a welfarist approach. A few stakeholders view this as a breach of the disabled citizens' constitutional rights but the majority do not consider it a priority and assume that existing services are sufficient to handle what they consider a "health problem".

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[33] Older and relevant legislation and policies include Social Safety Net Program of the Government of Bangladesh since 2003, Program for Education Development Plan - Phase III (PEDP) (started in 2005), National Building Code of 2008, Right to Information Act of 2009, National Education Policy of 2010, National Disaster Action Plan of 2010, Information and Technology Policy of the Government of Bangladesh of 2010, Women Development Advancement Policy of 2011, and the National Child Policy of 2011.

Despite the GoB's progress in the legislation regarding disability, there are still some difficulties in identifying priorities. Mis-conceptions still persist and are reflected in the government structures. Within the GoB the structure in place do not allow disability issues to be tackled in a crosscutting way. According to the allocation of business, the Ministry of Social Welfare (MoSW) is the only government ministry that has in its official mandate the disability issue. His Ministry has therefore, for many years, been the lead in handling the policy issues brought up by civil society actors concerning people with disabilities. Other ministries, apart from a few exceptional project cases, are reluctant to undertake discussions on disability as it is not included in their mandates. This makes it more difficult for civil society actors to raise awareness on the need to address issues related to disability in a more holistic and crosscutting way, across multiple *thematic* ministerial sectors. This results in a lack of inter-ministerial coordination in addressing this right-based issue and leads to improper welfare responses.

The National Forum of Organizations Working with the Disabled (NFOWD, henceforth) is a central player on the disability issue[34]. Since 1991 it is the apex federating body of NGOs working in the field of Disability in Bangladesh in order to uphold the rights and privileges of persons with disabilities. The Forum focuses principally on raising awareness on disability-related issues, coordinating action undertaken by NGOs working with persons with disabilities. It facilitates and encourages internal learning amongst its Disability Partner Organizations (DPOs) and provides an important policy advocacy network for them. It leads the major lobbying activities on disability undertaken with the Ministry of Social Welfare on policy and legal issues. The Forum meets every two months and organizes an Annual General Meeting with all stakeholders.

The NFOWD played a central role in getting the "Rights and Protection of Persons with Disability Act 2013" ratified by the Parliament. Through roundtables, workshops and seminars with the MoSW, and Jatiyo Protibondhi Unnayan Foundation (JPUF, henceforth) notably, it was responsible for drafting the law. For years the network advocated for disability to be recognized as a cross-cutting subject which requires policy change and commitment from multiple ministries such as the Ministry of Health, the Ministry of Finance, the Ministry of Planning and the Ministry of Women and Children affaires to cite just a few. They also advocate for the broader public to understand the social stigma attached to disability and which hampers the daily lives and future of persons with disabilities.

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[34] Registered with the Department of Social Services and the NGO Affairs Bureau of the Government of Bangladesh

Earlier on, in the mid-2000s the NFOWD played an important role in negotiating with the caretaker government to implement disability focal points in the government structure. Fakhruddin Ahmed (Head of Caretaker Government 2007-2008), agreed to implement 46 focal points in total, one under each ministry. The focal points, which may come under one person, meet up quarterly with the Jatiyo Protibondhi Unnayan Foundation an entity located within the Ministry of Social Welfare. This entity function like an NGO and is funded both by GoB and the World Bank. The focal points and the JPUF form together the *National Monitoring Committee.*

Donor funded programmes and projects generally consider disability as an issue that needs to be tackled separately from mainstream approaches to poverty reduction. Unlike gender or ethnic minority discrimination, discrimination against the disabled has not been fully acknowledged by development agencies as a significant issue. More details on this will be given in section four below.

B. Disability and poverty

For many people with disability, the inhabitation often starts within the family. The NFOWD report of 2006 gives ample in-depth details on the dominant cultural mind-set toward disability issues. It appears that tremendous obstacles stem from the understanding of disability and its identification within the family (particularly in the case of mental disorders or behavioural problems). When a family discovers any type of disability in a child, fears, superstitions, repentance arise. Depending on the type of disability the family's main concern is often to protect their child from the outside world and to access affordable and effective treatment, therapy or device that could help their child's development. For a family, a disabled child is more vulnerable to abuses. Newspapers often report on cases of sexual assaults, rapes and violence or tortures perpetrated on disabled persons (NFOWD 2013:14). The time spent on caring for and protecting a disabled child can be overwhelming especially for the mother who is often undertaking this task alone on top of household responsibilities.

As well as short-term risks, parents of disabled children worry about the negative longer-term implications of disability on their child's well-being and on their well-being, especially in poor and extreme poor households. The stigma often does not only affect the child but his/her mother who is often accused of having brought a curse on the family and on their brothers and sisters as it is sometimes believed that "disability" is hereditary, genetic and contagious. Educating, developing the skills, socializing and marrying a disabled child can be challenging as it involves defying long-established beliefs and stigma.

The chances of getting a disabled child educated or skilled are generally very slim and therefore the opportunities for them to find employment are even smaller. People with disabilities have limited opportunities to study and find labour because of the absence of adapted environment (physical accessibility issue) and a common lack of awareness, understanding and knowledge about disabled needs and capacities (in the case of education and work) which stand as major obstacles to disabled people's inclusion into society.

C. Structural and socio-economic barriers to assistance and support

Accessing quality health services is vital for the disabled. However in Bangladesh the provision of such services is mostly insufficient and inadequate. A Handicap International KAP study (2012) found that persons with disabilities primarily find information about available services through neighbours who often run the diagnosis themselves, and then often misdiagnose, and families try to manage disability within the household. Early diagnosis, speech or occupational therapy, physiotherapy, rehabilitation, orthopedic service and devices (prosthetic orthotics and other mobility aid devices), medicine and surgical interventions are crucial for the rehabilitation of persons with disability.

Such services are rare in the country, and difficult for poor households to know about and access. One main reason for this is the lack of qualified medical and para-medical human resources. The scarcity of services at the district level pushes rural households to manage disability within their home and deprive disabled family members from adequate treatment and professional care. Physiotherapists, occupational-therapists are few in the country (see appendixes) and most of the centres they work in are located in the major cities. As a result, the main duty bearers for people with disabilities are the immediate family members, particularly females, and sometimes community members. Appendixes attached to the report show a clear lack of government facilities and human resources trained in this field. The services available at the moment do not match the nature and the scope of the disability issue in the country (WHO Report, HI 2014).

Table 21: Rehabilitation service providers in Bangladesh: the situation at present

Situation	Responsible Entity	Regulatory mechanism
	MoHFW **MoSW**	**Gate- Keeping mechanisms (information, referral and access)**
There is no centralized system of access needs and demands or developing territorial maps of services.	Thana Health Complex District Health authority Divisional Health authority	Evaluation of needs and demands (macro level)
There are no official criteria to access service. People can access physical rehabilitation directly and staff in each centre defines treatment.	MoSW MoHFW	Access criteria to physical rehabilitation services (include orthopedic device and mobility aids)
There are no official needs assessment guidelines and lack of proper referral and orientation procedures. Each physical rehabilitation centre or provider gives treatment, or refers to other services based on their own procedures.	Individual service providers	Assessment of individual needs and orientation to services (micro level)
	MoSW International donors and NGOs Fundraising in private sector	**Service Provider authorized and funding**
MoSW provide registration For NGOs that work in disability sector. There is no specific license needed to provide physical rehabilitation services. The NGO Bureau is responsible for monitoring work through international funding. Any private health clinic needs approval from MoHFW but it is unclear how private physical rehabilitation centres are regulated.	MoSW	Licensing and / or authorization
Ministry of Social Welfare provides funds to NGOs providing disability services in general, but there is no clear funding mechanism to ensure availability of physical rehabilitation services. MoHFW is providing funds for physical rehabilitation services being delivered at different levels by existing health system as well through NITOR	MoSW MoHFW	Government funding
International donors and NGOs funds the majority physical rehabilitation centres and services and most of the Prosthetic Orthotic workshops are dependent of external funds on a project basis.	ICRC, World Bank, WHO, UNFPA, DFID, GIZ, HPNSDP consortium.	International National organization and donor funding
There are no quality standards for the physical rehabilitation sector.	**MoSW** **MoHFW**	**Services Quality standards**
	MoSW **MoHFW**	**Monitoring and evaluation**
MoSW has a data collection system managed	**MoSW**	Data and statistics

		collection procedures
by the Integrated Disability Service Centres IDSCs. These centres monitor and collect data from district and sub-district level, then compile analysis and prepare report at national level use to for decision-making purpose.

International and national NGOs have their own separate monitoring processes and are evaluated by their donors.

MoHFW has not integrated disability and/or physical rehabilitation in its monitoring and data collection system. | **MoHFW** | |
| | **MoSW**
MoHFW | **Information system** |
| There is national information system in the MoSW by which they collect general data on their services from the field and produce a report at national level.
However, this system is not well computerized. There is no information system in the physical rehabilitation sector.

MoHFW does not have an information on physical rehabilitation. | MoSW and decentralized bodies MoHFW | Directories and centralized information of services and their coverage |

Source: Handicap International 2013

3. Project description

Through using MFSII funds and partnership with Light for the World, CDD is responsible for building the capacity of local partner NGOs so that they can mainstream disability in their respective programmes. This includes training on disability, supporting service delivery as well as promoting/professionalising organisational development. As of 2011, it had 350 technical support partnerships with NGOs.

The MFS II project seeks to develop the capacity of 20 local NGO partners on mainstreaming disability. It also proposed to offer programme support for 4 disabled People's Organisations and support the development of Health Alliance Bangladesh.

Project name: Strengthening Capacity of Health Alliance Bangladesh, Local partners and Centre for Disability in Development (CDD) for mainstreaming disability-SCANED rehabilitation and mainstreaming.

Table 22: MFS funding received by CDD since 2011

2015*	2014	2013	2012	2011	
20000	20731	28731	20000	5350	MFSII
10000	10000	10000	10000	0	LFTW

0	0	16570	13557	0	Extra LFTW
30000	30731	55301	43557	5350	total

<div align="right">*not yet finalised</div>

4. Data collection and analytical approach

The methodologies used for the CD and Civil Society Strengthening components are all annexed to this report in Appendixes 3 and 4.

5. Results

A. Strengthening Civil Society Component

Obtaining new rights and enforcing the existing constitutional rights of the *pongu* (physical disability) or *lula* (leg disability), *boba* (mute), *dhenda* (unable hear), *kana* (blind), *bamon* (dwarf), *pagol* or *pagla* or *pagli* (mad- mental illness)[35] within their own families, their communities, their local school, their union and district, their country is a challenging mission. This section provide analyses on:

1- CDD's history and approach to disability
2- CDD's contribution to disability mainstreaming in Bangladesh and reflects on the persisting obstacles and limitations to CDD's actions
3- The contribution of the MFSII funding to CDD's achievements and proposes a new Theory of Change that is specific to the MFSII support.

The history of CDD

In the mid-1990s a few development workers noticed that organizations working for the poor and extreme poor, tended to exclude the disabled almost systematically. According to CDD's senior managers, the most common justifications given for this was that people did not know enough about disability and that institutions in place did not have the skill and capacity to deal with their specific demand. As explained in earlier sections, the limitation of resources restrained most mainstream organizations to initiate or expand rehabilitation and other para-medical services for the disabled and the GoB initiatives were inadequate (Khandakar et al. 2005).

The idea then came to integrate disability within mainstream community. Whilst other NGOs such as microfinance institutions (MFIs) or disaster risk reduction projects were restricted to their particular "project-attached" activities, undertaking an innovative crosscutting approach

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[35] Familiar terms commonly used to describe persons with disabilities in Bangladesh, which have extreme negative connotations

to disability allowed this group of people to make their work relevant to a whole array of development institutions. The novelty of this was that CDD strategically positioned itself as a bridge between the disabled and mainstream development institutions by providing them with the skills and the knowledge they said they lacked. Thus they offered training to staff members and helping them develop adequate capacity to become better-trained rehabilitation workers. Because assistive devices were also not available at the community level, particularly outside major cities, and were in any case, not affordable the populations who were mainly excluded from rehabilitation services were the rural poor.

CDD's mission and values

CDD's mission is to include disability issues in mainstream development and to enable persons with disabilities to obtain equal opportunities and full participation. They refer to this as Disability Mainstreaming (DM). CDD follows clear values in their work according to which they are committed to advocate for disability to be recognized as a cross-cutting development issue as opposed to a health issue, promote equal opportunities and mutual respect, nurture creativeness and professionalism, adopt participatory decision-making inclusive of the target and beneficiary groups and follow procedures which are transparent and accountable.

Community Approaches to Disability in Development

CDD identified the lack of empowerment and the need for the disabled population to "unite" as essential for them to solicit the GoB and request the recognition of their rights as citizens. The Community Approaches to Handicap in Development (CAHD) a framework developed by CDD to address the inclusion of disability issues in development programs is central to the innovative conceptualization of disability developed by CDD. Its popularity got it rapidly accepted by large development agencies like WHO. CAHD recognises that impairment and disability are integral to development issues due to their close connection to poverty, as explained in earlier sections, and aims to incorporate them in mainstream development activities to change negative and unconstructive attitudes towards persons with disability. The KAP approach they use, Knowledge, Attitude and Practice, accentuates the need for better and more knowledge (experience learning, called social communication)[36], to change perceptions and cultural practices. This involves improving the environment within organisations to eliminate the socially constructed barriers that exclude persons with

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[36] Knowledge about causes of impairment, roles of family members and NGO and public institutions in creating barriers and restrictions to participation, activities that can prevent impairment and disability, rehabilitation practices that can minimise the impact of impairment and maximise the personal development of persons with disabilities.

disabilities and trying to minimize the impact of disability on individuals and their kin by preventing disability occurrence and providing needs-based services[37].

A three-level approach

The SPO started developing three main angles of approach through different stakeholders deploying diverse resources and activities. What they call the "primary level" consists in engaging beneficiaries directly through targeted activities and services (more welfare related work). The "secondary level" of action includes the NGO-targeted activities (institutional assessment, staff training, activities' adaptation and awareness raising). CDD for example managed to get MFIs to adapt and tailor their financial products to the needs and capacities of people with disabilities (through adapting repayment schedules, interests etc.)

Lastly, the "tertiary level" consists of engaging with policy actors and advocating for the enforcement of existing policies and advocating for the development of new laws to protect and include persons with disability following a right-based approach. CDD encourages its NGO partners at the local level to engage with district-based government representatives and provides training and awareness raising workshop at the *union parishad* and district level (including some schools) to facilitate and initiate effective dialogues between them and NGOs working with person with disability. Addressing disability from a right-based perspective and moving away from the welfarist approach allows CDD to request better responsiveness and practices from government actors at local and national levels.

Evidence of CDD's effective approach to disability: CDD developed its famous one-stop health project (vans and boats). When the WB approached the Ministry of Planning to develop a project on disability with them, the MoP referred to the CDD project which was rapidly approved and reproduced by the WB and implemented by the Ministry of Social Welfare (not the Ministry of Health). This large-scale project however did not acknowledge the influence of the CDD project.

CDD's contribution analysis

With the participation of the staff members, the research team developed the theory of change for CDD's strengthening civil society component. This represents activities, outputs and outcomes and helps summarize the intended contribution to making society more inclusive of

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[37] Providing basic rehabilitation services in the community and information about other services and transferring skills to family members or caregivers to meet the special needs of persons with disabilities. CDD also provides assistive devices and adapts the working and living environments to make them more accessible.

people with disability. This allowed us to trace links between specific activities and their underlying theoretical logic given the targeted population. It is far more than a description of the programme as it delves into the rationale of programme. It pushed staff members to reflect on the logic behind each intervention and unpack assumptions about drivers of change. After laying out the conceptual, theoretical and intended causal linkages, the challenges, threats and risks associated with the activities implemented in the context of operation were discussed. The linearity of the causal linkages is, naturally, challenged by context-specific dynamics, which are discussed in this section.

CDD addresses its mission by simultaneously educating communities and the broader environment to make society more inclusive of people with disability whilst enhancing persons with a disability's capacities to participate in society. CDD strengthens the civil society at the district and upazilla level in order to make persons with disability more noticeable and their demands heard by government representatives. Since 2004 CDD includes more systematic awareness raising activities for religious leaders, chairmen and local elites. To follow its twin track approach CDD needs to be both well connected to development practitioners and policy makers to make a difference.

CDD benefits from privileged relations with the policy-making bodies and practitioners and uses its networks and knowledge strategically to install change in a challenging political and socio-economic environment. Maintaining long-lasting relationships with the Jatiyo Protibondhi Unnayan Foundation within the Ministry of Social Welfare is essential for sensitizing policy-makers to disability issues in Bangladesh. Noman who worked at the NFOWD for 10 years, the only disability platform officially recognised by the GoB, explains that such relationships are not only helpful but also necessary for the right-based approach to disability to progress in Bangladesh The director of the NFOWD, Dr Nafeesur and the school teachers interviewed reported that schooling disabled children was particularly challenging as the curriculum until recently stated that children with disabilities should not be included within mainstream education because they could "pollute the learning environment of other children". Before 1996, the National Forum did not have many NGO members, as not many NGOs were willing to engage with the issue of disability. Then the NFOWD only had 20 members. With the work of CDD, perceptions started evolving and NGOs that received training were motivated to join the Forum. This resulted in an increase of membership to 389. The contribution of CDD to increasing the number of Forum institution members is broadly

recognized by the NFOWD's senior staff. Out of the 389,[38] members, around 80%, according to Dr Nafeesur, are mainstream development organizations that without CDD's service provision would not have adapted their activities to the disabled or joined the Forum.

The transfer and frequent rotation of government officers make it challenging for CDD to build long-lasting and efficient relationships that result in better facilities, better law enforcement at the district and union level. Disabled Self-Help Groups are encourage to attend the district budgetary meeting and to actively participate in placing specific demands for better facilities and services that suit their needs. The training delivered to the government representatives have to be repeated regularly to ensure that the motivation and dialogue and maintained between NGOs working with disable people and the representative of the state. However although policies and legislation about disability seem to evolve positively, the ways in which the policies are enforced and implemented is not always adequate or sufficient. Dr Nafeesur however insisted that the space for disability in policy is likely to open-up as government officials who benefitted from their awareness raising activities and training on disability issues will gradually reach positions and posts in the government where they could make informed decisions about policies related to disability.

From the SPOs' perspective, CDD represents an institution which provides knowledge and training for free which will enable them to adapt their activities and extend their outreach to a population which had been largely excluded. CDD also helps to create an enabling environment by changing the structural causes of exclusion of persons with disabilities. In a visited study site, CDD plays an important role in training school teachers, and motivating them and the parents of disabled children to include them in the local school. CDD challenged a lot of the superstitions which trigger exclusion and stigma and successfully managed to get seven children admitted to the local school. CDD also trains people within the partner NGO to undertake follow up visits to families where the disabled child is and deal with problems or challenges they encounter to avoid drop-out (exclusion). It was reported that when one disable child would try to attend mainstream education, his/her experience was generally very negative (due to bullying, or not mixing with other pupils, or abuse or maltreatment) and he/she would almost systematically drop out. In the Mohammed Ali Yakoub School and College in Savar every year since 2010 when CDD started working in the area five to seven children are educated in mainstream schools compared to none previous years. The people interviewed (parents, teachers and NGO workers) estimated that in this area, at present approximately 40 % of the families with a disabled child would send him/her to school

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[38] More than 200 institutions have applied for a membership at the Forum and are waiting for a response.

compared to 1 % before. Dr Nafeesur reported that in 2002 there was only 4 % of disabled children enrolled in formal education against 20 % now. He noticed a steady positive trend in this domain as the drop-out rate of children with disability is remarkably low compared to other children with disability (6 % against 20 %).

The limitations to CDD's action are multiple. The CDD senior managers explained that DPOs who receive training from CDD do not always follow CDD's recommendations and advice on organizational re-strategizing. They recognized that although some NGOs made remarkable efforts to adapt their programmes, policies, infrastructures and activities, a large portion of them were either perceiving training as an opportunity to access free skills and knowledge (to apply for new funds) or may have made a few changes but with nor long-term commitment to their disabled participants.

Interviews conducted with the partner organizations workers and families reported that in some instances at school, other families threaten to remove their kids from school if the teachers accept disabled children in the classroom. With this engrained cultural vision of disability, even for the very few disabled people who managed to develop their skills, knowledge or network, often through informal educational paths, identifying employment opportunities is still very challenging. In fact, the study "*Employment Situation on (sic) Persons with Disabilities in Bangladesh*"[39] found that 66 % of their working respondents are self-employed, that the GoB employs 5 % and NGOs 17 %. The rest were employed in the private sector (ESCAP 2006, Q 12.1). In fact, if CDD's network expands greatly there are still nearly 30,000 NGOs committed to reducing poverty but exclude vulnerable disabled populations. These NGOs work in a large range of fields, including social development, education, rights, micro-credit, health services to compensate for the lack of sufficient and adequate public services provided by GoB. The gap between the educational, assistance and policy needs remains great given the diversity of this heterogeneous population's needs.

CDD's functioning relies on external funding. The core, most stable and most significant fund allocations CDD benefits from are: the Christian Blind Mission (CBM)[40], Handicap

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[39] Conducted by an NGO in September 2002, and included 452 persons with disabilities who were employed or had the skills or education essential for employment
[40] An international Christian development organisation, committed to improving the quality of life of people with disabilities in the poorest communities of the world through building the capacity of partner organisations.

International (HI) and Light For The World (LFTW)[41]. All these funders recognize the significance of the disabled population in Bangladesh and the sparse coverage of NGO and public institutions services to disabled people. Their shared objective is to strengthen the capacity of these non-governmental organisations so they can meet the demand of the large disabled population in need of professional services across the country. The analysis presented here focuses on the contribution of the MFSII funds allocated through LFTW to CDD's mission achievement. The main outcomes of this study are the theory of change, the contribution analysis and the civicus scoring.

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[41] LFTW is a European confederation of national development NGOs aiming at an inclusive society, by saving eyesight, improving the quality of life, and advocating for the rights of persons with disabilities in the underprivileged regions of our world.

Table 23: The Theory of Change of CDD

Source: developed by the author from compiled primary and secondary data

Since 2011 MFSII funds 8 % of CDD's total budget that is mainly used of strengthening the organizational capacities of CDD. The funds of MFSII help ensure that the NGOs that are interested in mainstreaming disability into their existing activities receive high-quality training and follow-up support from CDD. CDD has over 350 local partner NGOs located across most of the districts of Bangladesh and close working relationships with a large number of local and national government departments, educational institutions, health organisations and many other service delivery organisations that assist in implementing its programs to benefit persons with disabilities at a local community level. Although MFSII represents a relatively small budgetary contribution in relation to other project-based grants, it is greatly valued by the senior management as a continuous open-budget support, which can be strategically used for internal maturity and sustainability building of CDD's achievements. The funds are used on a need-basis to invite foreign medical trainers to provide training to CDD's trainers. Without this input from highly-qualified medical practitioners, the added-value of CDD's activities with partners NGOs can erode and become irrelevant or inadequate.

As a disability mainstreaming support organisation, CDD over the years has built up a large network of quality relationships with partner NGOs across Bangladesh and, according to Lieke Scheewe the project co-ordinator at LFTW as a *special and strategic partner institution*. The MFSII funding of CDD has moved away from the typical project funding approach grown over the years from a single project to a large support organisation implementing 14 projects and various cooperation and advocacy initiatives. This internal growth as well as the external context has forced the organisation to re-think its strategic orientation. In order to be ready for the fast changing context in international and national development cooperation, including the rapidly evolving disability and development field, CDD has started a process of master planning.

The relationship between LFTW and CDD has evolved tremendously over the last three/four years and transformed into what resembles more like a strategic partnership between two mutually benefitted institutions. Instead of having the common top-down approach to funding project, LFTW and CDD learn from each other, particularly at the organizational development and capacity building level.

For CDD, LFTW supported important fund raising initiatives[42] and contributed to affirming its position and identity as a credible national Disability Mainstreaming NGO in Bangladesh. This involved facilitating internal learning within CDD and knowledge compilation and dissemination through diverse types of media document on disability mainstreaming (in appendix). This organizational support helped CDD engage with regional and international actions and networks[43]. LFTW has enjoyed accessing CDD's accumulated learning on DM and learned considerably from its experience in the field. This partnership, to some extent, strengthened LFTW's organizational identity and reinforced its strategic focus on inclusion and DM.

Over the first two years, the developments of this relationship occurred according to CDD's organizational needs. In the process of learning and adjusting the MFSII funding helped identifying new opportunities to collaborate effectively beyond project-focused monitoring and co-ordinating roles. Now the frame of the partnership has been more clearly developed with clear targets and progress markers on organizational development and capacity building. The MFSII funds have enabled CDD to overcome HR difficulties and retain qualified and expert staffs member who are often reluctant to joining insecure job positions. As other funders provide financial support by project, there was an important lack of Salary support against CDD's Human Resource Department. Securing salaries of highly qualified staff members, and senior managers was considered essential for the good functioning and strategic management of operations and organizational development.

Since 2012 CDD strengthened its joint learning capacity on DM as well as OD, with PNGOs and for itself (through OD consultancies). Getting efficient and deeper strategic organizational involvement from LFTW helped CDD to reflect on future development. LFTW invited foreign consultants and volunteers at CDD to create human resource capacities and support the project management team[44] (solicited for both management and organizational development tasks). It was identified that CDD's dependency on external funding could become problematic as the round of MFSII and LFTW end in 2015. Together with LFTW, CDD developed a strategic master plan that appraises the marketability of CDD's products, knowledge and services. They identify alternatives emerging from the corporate and private sector (either directly or through CSR support) that are being

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[42] Joint proposals with institutional donors like DFID, EU, SSI, where LFW supported with project development consultants.
[43] East African Disability Mainstreaming Network, Asian Disability mainstreaming Network, TLP, and other initiatives like IDDC.
[44] Support in proposal development, report writing, training, administrative support, documentation, budget preparation, financial analysis.

explored[45]. This may be a potential alternative strategy to diversify funding sources and achieve its mission especially with BGMEA.

Taking stock of the institutional landscaping exercise and theory of change analysis, the table below summarises the contribution analysis for CDD and outline the possible alternative explanation for the outcome (for methodological details, see Appendix 4).

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[45] CDD holds meeting with private sector companies and private banks to advocate for using their CSR funds towards the better inclusion of disabled people on the labour market.

Table 24: CDD alternative explanation table

Alternative Explanation	Influencing factors	Type of rival	Certainty	Robustness	Range	Prevalence	Evidence	Score
Inputs of public sector (schools, UP)	**Institutional** UP Chairperson endorsement and functioning standing Committee Schools and CDD have good working relations	Commingled	**Medium** Both Ups and schools feel limited in what they can achieve for disabled people	**Medium** A number of verbal sources sanction UPs and school changes and associate it with CDD's intervention.	**Low** Outcome not a priority for the UP and support from schools depend on their ability to enforce new rules and values within the school without losing pupils.	**Low** Support is not always consistent and with localized impact. Changing practices at school means confronting values and beliefs.	**Low** Media evidence and interview sources with the number of disabled pupils increasing significantly since CDD intervention. No other reliable sources available.	1
IOs/trained NGOs	**Institutional** NGOs have received the mainstreaming disability training	Implementation	**Low** The extent to which the NGOs apply the approach is variable	**Low** Some NGO beneficiary identify CDD as being responsible for the positive change, not really the IO.	**Low** Localised outcome achievement and rarely a genuine core focus for the IOs. The IOs only partially engage with rights-based approach.	**Low** Action is very inconsistent, geographically limited. Low leadership from IOs acting as CDD followers.	**Low** Some media coverage confirm that NGOs are more active but CDD is the recognized pioneer.	1
Other NGOs (CPR, ADD	**Institutional**	Rival	**Medium** Many NGOs	**Medium** NGOs have their	**Medium** Disability is an issue	**Low** The number of	**Medium** Mostly NGO	2

5

etc.)			locally claim to contribute to creating a better environment for the disabled.	own MEs, reports, external evaluations. These vary in quality but claims are strong	addressed by other NGOs through a service delivery oriented approach. The three-tier and rights-based, disability-mainstreaming approach of CDD is unique.	NGOs focusing on disability is limited and there is space for shared learning and mutually beneficial technical-expertise platform and dialogues.	reports, some corroboration form media and civil society leaders.	

CIVICUS change analysis and discussion

The analysis of the change in CIVICUS scoring for CDD for the years 2012 and 2014 are analyzed in this section organized in the five dimensions of the civicus index and listed in table 29.

Table 25: CDD civicus scores 2012-2014

Baseline 2012	Follow up 2014	Questions
2	**2**	**CIVIC ENGAGEMENT**
2	2	To what extent do NGOs include needs of target groups in analysis and planning?
2	2	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
1	2	What % leaders are members of a formal dialogue platform with local-national government representatives?
1	2	What % of leaders are members of a sectoral user group?
2	**2**	**LEVEL OF ORGANISATION**
2	2	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs?
2	2	What % of relevant organizations (national or international) of the sector is the NGO linked to?
2	1	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
2	1	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
2	3	To what extent is the NGO resource base diversified?
8% of NGO's funds		CFA QUESTION: RESOURCE BASE
2	**2**	**PRACTICE OF VALUES**
2	2	To what extent are social organs involved in strategic management of the NGO?
2	1	To what extent are social organs involved in strategic management of the intermediate organization?
2	3	To what extent are codes of conduct respected within the NGO?
2	3	To what extent can social organs (right holders) ask NGO management to be accountable to them?
2	2	To what extent are codes of conduct respected within IOs?
2	2	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**2**	**PERCEPTION OF IMPACT**
2	2	What level of intensity of relationship exists between public sector actors and NGO/IO?
2	2	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
2	2	To what extent are target groups satisfied with social services delivered by NGO?
2	2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
2	2	To what extent has NGO played a role influencing relevant policy changes?
1	**1**	**ENVIRONMENT**

2	2	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
1	1	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
0	1	To what extent is NGO involved in studies on civil society?

Civic engagement- improvement

Overall CDD's civic engagement indicator increased from 1 to 2 (or 1.5 to 2) between 2012 and 2014. It was found that CDD has developed efficient ways of engaging its beneficiaries, linking up with the government and private sector actors. The needs of beneficiaries are adequately taken into account in analysis and planning procedures even if the research team considers that this participation is mainly passive and consultative rather than proactive. Although there is a strong presence of target group representatives in the central office carrying out a range of key responsibilities their inclusion within the planning and strategy defining process seems unsystematic and not monitored properly.

Level of organization- stable

In the light of the civicus results obtained in 2012 and 2014, it is clear that CDD is an important player in the disability network in Bangladesh and a pioneer in the way in which it engages with the issue. It plays an important role within the Disability Forum and Health Alliance Bangladesh together with CSS, TLMB (The Leprosy Mission International, Bangladesh), CDD (Centre for Disability and Development), RDRS, ICDDRB. The National Forum is now rich of CDD's own network. Its particular focus on mainstream disability notably through educational services to avoid the children marginalization and future discrimination (for example, on the labour market) but also fights the social stigmas which are often associated with being mentally or physically disabled (or brother, sister and parents of a disabled person). This can positively affect the opportunities of future adults and their personal development. The interest of beneficiary target groups is well represented by the NGO through schools and other NGOs (through training them on mainstreaming). The increasing number of NGOs interested in disability mainstreaming is evidence that CDD's approach is effective. The emphasis on training other members of civil society (schools, NGOs, media etc.) included in the design of the strengthening civil society component and the particular attention given to mainstreaming rather than isolating disability-related intervention within development explains is the main reason why CDD scores a consistent 2 in 2014 and 2012.

CDD benefits from an increasing number of funding partners: EU, Manusher Jonno, Light for the World, Sightsavers, DfiD, Handicap International, AusAid, Sense international, Operation Cleff

Nonetheless, despite this improvement the research team felt that CDD could improve the way in which it communicated its information within broader networks (national and international). Sharing its knowledge and experience and disseminating material (leaflets or booklets etc…) should hold an important part of CDD's mandate and institutional objective.

Practice of values- stable
The MFS II funding (representing around 8% of the NGO's portfolio), to some extent is responsible for helping CDD develop its strategic vision and enforce its institutional values. CDD is committed to a vision of a more inclusive society in Bangladesh, which is built around a notion of equality and rights-based approach to development (as opposed to service provision). The members of CDD's social organs and senior staff members have good networking capacities built over decades of institutional development. This facilitates greater outreach and coverage for CDD and better ability to mobilise government representatives and civil society organisations. Light for the World contributes to the desired change by providing financial resources that allows CDD to obtain and impart the capacity it needs.

Decision-making within CDD is transparent and the social organs play a clear and well-defined role. The procedures concerning financial management, HR and code of conducts are in place, known and well-enforced within the NGO reflecting a high level of professionalism. CDD tries, as much as possible to enforce thee values within the NGOs it provides training to but it has little control over the way they operate and their management. The level of professionalism, commitment and transparency of these NGOs is varied and the evidence collected show little accountability of NGOs to CDD's social organs.

Perception of impact- stable
CDD's major impact is to sensitise an increasing number of NGOs, government platforms and donor networks to the need for more disability mainstreaming in development. It considerably contributed to increasing the number of NGOs members of the National Forum. CDD as an institution but also as key individuals, is an active advocacy player and has developed the capacity to engage with public sector actors effectively. The intensity of CDD's relationship with them is continuous (especially given that CDD is one of the only disability organizations that does not *only* advocate for more public services but also works with the government to make these changes possible and sustainable in time). CDD has a

clear strategic understanding of what needs to be achieved and of what is required to achieve its outcome (above all, time!).

In the meantime, public sector actors are satisfied with CDD providing free services to the disable and respect its values and objective. CDD is therefore an influential organisation that influences debates and discussions on disability.

Environment - stable

Although CDD's score is stable the research team feels it is appropriate to highlight the fact that CDD could achieve more in terms of civil society analysis. The reason for being stable (at 1) may be that the NGO is entering a niche area involving high levels of technical performance. Its focus is on "doing" rather than analyzing. This, may be a missed opportunity for the NGO to disseminate information on the vulnerable groups it serves and also on the ways in which the NGO successfully empowers relevant civil society actors and transform them into agents of change at the local and national level. This may require a different resource allocation from the MFS II fund if that was going to be a priority for the NGO to conduct research work.

B. Capacity development analysis and results

Overview changes

There are many areas where CDD's capacity appears to have been increased over the past two years. Three of these are covered below.

(1) Capacity to plan strategically and translate plans into action: The capabilities assessment score for C1.1 (capacity to plan strategically) increased from 4 to 4.5. The capabilities assessment score for C1.2 (capacity to translate plans into action) increased from 3 to 4.5. The assessment revealed that CDD has developed a clear strategic plan and Project Implementation Plan guideline. They have a Theory of Change for each project and are in the process of developing an organisational Theory of Change and a Master Plan for the future, which is more long term than a strategic plan.

Light for the World used the MFSII funding to provide a consultant to facilitate the process of assisting CDD develop a Theory of Change and a Master plan. As a result, CDD believes it has gathered better understanding of the Theory of Change methodology from Dutch Consultants. The development of the Theory of Change and the Master Plan can be directly attributed to MFS II funding. The process of developing the Theory of Change and the Master

Plan appears to have contributed to an improvement in strategic planning at CDD, although we are yet to see the full impact as they are not yet complete.

Another factor that might have contributed to this change is the presence of a strong Founder Executive Director, who has a finger on everything that is going on in the organisation and takes a lead role when needed. It has not been possible to fully assess the contribution made by this individual to the change in capacity to plan strategically. During a follow up interview the Founder Director clearly attributed the Master Plan and Strategic Plan to LFTW intervention. However staff members clearly stated that it was his dynamic leadership that allowed them to follow the LFTW directions. It seems likely that both the support provided by LFTW and the strong support of leadership can be seen as <u>necessary but insufficient</u> conditions for the change – neither on their own could have brought about the change, but together they helped facilitate the change.

The capacity to translate plans into action has improved because CDD has improved its overall organisational development capacity, and expanded its funding base including accessing government funding. There is evidence that MSF II funding contributed to the improvement of CDD's relations with government, and to an expansion in its funding base (see points 2 and 3 below).

(2) Capacity to engage with government: Capabilities assessment score for C3.4 (Capability to engage with public institutions) increased from 4 to 5. CDD has been working to change Government Policy towards disability over the past 10 years, and LFTW funding has contributed to this process. At present, CDD is providing disability training to Government ministries and other organisations, and has developed pilot programmes, which the Government has taken over and rolled out across the country. Moreover, CDD provides technical support to the Dept. of Social Services on Disability, and also work closely with the Ministry of Disaster on relief and rehabilitation support to the victims of Rana Plaza disaster. CDD is also building much stronger relationships with Government in order to secure its financial sustainability, as it anticipates that NGOs will have reduced access to external funds in the future. This has led to an increase in funding from government sources.

CDD staff, including the Executive Director, believes LFTW funding over the past 10 years (including the current project period) has contributed to a strengthening of relationships with the Government. MFS II funding through LFTW has also been recognised by the staff as having contributed to CDD's increased capacity to work with Government mechanisms at

both national and local level, providing disability training to Government Officials and sitting on many Government bodies related to the inclusion of disability.

Another factor that may also have contributed to this improvement identified by the Executive Director was the recent Rana Plaza garment factory disaster, where CDD took a leading role in supporting the government with treating victims for no cost. The Executive Director believes both factors have contributed to CDD's increased capacity to engage with government. .

However, LFTW believes that this change is instead the result of a more natural process of capacity development, rather than a direct result of MFS II funding. Although Matthijs Neederveen, Head of Programme Department at LFTW, confirmed that CDD capacity for working with Government has improved considerably, he believes this change is part of more a natural process of CDDs strengthening rather than directly linked to MFSII contribution.

(3) Capacity to raise funds: Although it is not specifically registered in the capabilities assessment scores, CDD has increased its capacity to raise funds, securing a 40% increase in income between 2012 and 2014 from a more diverse range of sources. This has included the procurement of a very large grant from the EU. LFTW provided direct assistance to the development of the EU proposal. LFTW saw this process as an opportunity to help CDD to improve their capacity to raise resources from multilateral donors such as the EU, and provided a range of capacity building support throughout the proposal development. The procurement of the EU grant, which greatly contributed to the increase in funding between 2012 and 2014 and helped increase CDD's capacity to raise resources in the future, can be directly attributed at least in part MFS II funding.

The flexibility of the MFS II funding provided by LFTW allowed CDD to experiment with new ideas and innovations, which enabled it to raise further resources. Consequently it appears that the manner in which MFS II funding was delivered has indirectly contributed to the increased capacity to raise resources.

The increased capacity to raise funds can be seen within the context of overall increases in capacity seen at CDD between 2012 and 2014. Indeed the capabilities assessment shows that there have been improvements across the 5 capabilities, with an average increase of 21.6%. There have been particularly large increases in the capability to act and commit (C1 - increased from 3.6 to 4.5), and the capability to deliver development objectives (C3 -

increased from 3.6 to 4.8). The evaluation shows that MFS funding has made direct and indirect contributions to these increases in capability.

In summary, although LFTW only provides between 4-6% of the overall budget of CDD, the participants were unanimous in stating the capacity building support from LFTW funded by the MFSII project contributed considerably to the overall improvement of the capacity of CDD as an organisation. The Executive Director stated that over the years they had many different partnerships and all had provided capacity building support, however LFTW support is very different because they provide capacity building support to the whole organisation whereas other funders provide support for funded projects only.

LFTW has provided targeted support at the organisational level. This has included funding specific capacity building interventions. This in turn has resulted in clear capacity building outcomes, despite the relatively small contribution of MFS II funding to CDD's overall income. Overall, the evaluation finds that the capacity building support provided by LFTW under the MFSII funding has had a major impact on the overall capacity of CDD. It has directly contributed to the development of a Theory of Change, which has directly improved their ability to plan strategically and has also made some contribution to ongoing improvements in organisational learning.

Although there is debate about whether LFTW support directly contributed to the improvement of CDD's capacity to engage with government, LFTW funded projects appear to have contributed at least in part to this change.

The strategic relationship between CDD and LFTW - two organisations with similar goals, vision and theory of change - has contributed to the appropriate provision of capacity building support that is both useful and strategically well placed. There was also a reverse Capacity Development process from CDD to LFTW that strengthens the value of their long term strategic partnership.

Light for the World's Theory of Change describes a vision for an inclusive society with a strategy to bring about change for persons with disability. CDD's Theory of Change describes a vision for effective participation of persons with disabilities in Society with two strategies to reduce barriers, increase awareness to accommodate participation of persons with disabilities in development programmes and increase mobility, self-esteem of persons with disability to participate (empowerment). The two are very much in line with each other.

Overall Lessons Learned

- The strategic relationship between CDD and LFTW - two organisations with similar goals, vision and theory of change - has contributed to the appropriate provision of capacity building support that is both useful and strategically well placed. There was also a reverse Capacity Development process from CDD to LFTW that strengthens the value of their long term strategic partnership. This relationship is all the more remarkable in that LFTW only provide between 4-6% of the overall budget of CDD.

- Through the capacity building support funded by (MFSII LFTW) CDD has had access to much larger funds through both their assistance to develop the organisation capacity and their help with developing a proposal (including CB support to CDD in order that they are better at proposal writing for the future). There has been a 40% increase in CDD income between 2012 and 2014.

- CDD has grown very quickly over the past three years and have a clear need to do something about organisational level M&E. Rather than develop an M&E system this may be a matter for top level management to sit down with the learning that comes out of project level M&E and strategize that learning. CDD is well placed to influence inclusion within Government policies, during MFSII period there has been considerable growth in Government and CDD relationships which indicates CDD are going to be in a stronger position over the coming years to influence decision making in different Government departments.

5Cs organisational Assessment results

The participants were introduced to the researchers and the methodology that was going to be followed during the evaluation process including an introduction to the 5Cs model. The workshop was going to re- assess the organisation against five capabilities:

- Capability to adapt and self-renew
- Capability to act and commit
- Capability to deliver on development objectives
- Capability to relate to external stakeholders
- Capability to achieve coherence

Participants were then introduced to the ranking process where each capability had an agreed number of indicators that were discussed in turn and ranked from 1-5 identifying evidence for each agreed ranking figure. This was done in small groups and negotiations were held to agree a final ranking figure.

1. No Capacity
2. Some Capacity
3. Average Capacity
4. Good Capacity
5. Full Capacity

Research Question 1: The following section provides descriptive analysis and scoring of relative changes in the five capabilities:

Table 26: Capability rankings of CDD - Baseline vs. End-line

Remark	E-line	B-line	Capability to act and commit	C1
Organisational Capability of CDD				
Capability Ranking of CDD – Baseline Vs End-Line				
Remark	E-line	B-line	**Capability to act and commit**	**C1**
Increased	**4.5**	**4**	**Capacity to Plan Strategically**	**C1.1**
CDD can indicate it has ability in planning strategically, translating that plan into action and adapting to external changes as reflected in the organisational timeline. The comparison of the 2006-2010 strategy and the current strategy indicate the need to include achieving MDGs and UNCRPD. CDD has a strategic plan that supports the theory of change. They can adapt to external and internal influences and modify their strategy and maintaining the CAHD approach. The yearly plan reflects the strategic plan. CDD require no external facilitation in developing the strategic plan				Baseline
CDD has a clear strategic plan and Project Implementation Plan guideline, they have the ability to analyse external factors and translate them into strategy. CDD recognises it is still within a learning process and still needs to transfer strategic knowledge and skills to their partners. The newer staffs of CDD have less understanding on CDD strategic plan than the staff who has been employed for longer.				End-line
Increased	**4.5**	**3**	**Capacity to translate plans into action**	**C1.2**
Though CDD can provide evidence of adequate capacity in planning and putting the plan into action (strategic plan, operational plans and operational reports) they recognise a challenge in their dependency on donor funding which if withdrawn could affect their ability to fully execute the plan. CDD has recognised this limitation and has begun exploring how they will access corporate funding, as reflecting in CDD time line. CDD can provide evidence of achieving outcomes. The				Baseline

service provision of rehabilitation services started because it was needed by the strategic direction. The increase in partners was a strategic decision put into action see timeline. Not all plans are completed due to many factors. 350 CAHD partners, we involve Government both nationally and locally. Funding not always available to translate plans into action. Though CDD has adequate capacity in planning and putting the plan into action, but dependency on donors' funding could pull them back from execution of plan, where large amount of financial involvement requires. CDD has realised the limitation, and starts exploration for accessing corporate funding, which reflects in CDD time line				
CCD has plans for all projects, and organisational development based on CCD capacity, All projects have the skills to translate plans into action and our Donors recognised that capacity. CCD has very strong relationships with partners and donors. CDD have also expanded their funding base and are now accessing Government funds.				End-line
Increased	**4.5**	**2.5**	**Capacity to recruit, motivate and enthuse effective staff**	**C1.3**
CDD has a well-documented HR Policy and procedures, including staff assessment tools and a participatory appraisal process. Recruitment is transparent with a selected interview board personal persuasion will not get a job. There is adequate scope for staff development training, and they have a supportive working environment. Constrains mentioned included no clear job descriptions for different posts. Staff appraisal system can be irregular, no instance of staff rewards in terms of promotion. They have previously faced financial crisis 2006 – 2007 when they managed to maintain provision of staff salary, however after this they changed staff to yearly contracts which has caused some instability. The practice of daily morning meetings has minimised the level of staff dissatisfaction significantly. The work load distribution is not equal. There is an opportunity for PWDs to receive external training if it is linked to the job, regular staff development processes. Staff turnover is quite high by International donors who pay higher salaries. A work friendly environment.				Baseline
Staff drop-out rate[46] is not as high as other comparable organizations; it remains low because they employ people with disabilities who are highly specialised. HR. policies are excellent and include senior management team. CCD has a strong recruitment policy that provides positive discrimination to WWDs. We have our own training venue with excellent training materials and skilled trainers				End-line
Increased	**4**	**3**	**Capacity to maintain effective operational systems**	**C1.4**
CDD has well documented operational policies however some are not used				Baseline

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[46] Although staff claim the turnover rate is low this claim is not borne out with the lack of consistency with staff participation in the two workshops.

effectively. There is no central M&E MIS system. CDD has a very god transport policy but it is not used. All Projects have effective and operational M&E systems and an operational plan available. A mother or father can bring a new baby to the office for the first five years after birth. We always get positive feedback on financial reports. Effective line management. Vehicle support is limited				
CDD has the capacity to deal with more than 300 partners at one time. They have good policies which facilitate excellent operational systems. There is a good management policy, good governance structure and record keeping system. They are currently in the process of developing a unified operational system for all projects' partners				End-line
Decreased	**4.5**	**5**	**Capacity to maintain secure financial resources**	**C1.5**
A zero tolerance finance policy and excellent functions of CDD Financial and Accounting Practices have secured its financial stability. As a result, CDD has been hired by the donors for introducing CDD's technical abilities in financial and accounting practices to other NGOs across Bangladesh. CDD has managed to obtain funding from various bi lateral and multilateral donors on a repeat basis indicating they are able to maintain strong financial resources. Finances are spent according to budget. A good financial data base is in place and annual audits are completed. Staff workload is high and sometimes services provided can be slow. Banking system can slow down processes.				Baseline
CDD has a financial strategy and a financial manual that it uses with a computerised accounts system. CDD has zero tolerance procedures for financial corruption. They regularly have international and national audits. They recognise some areas of improvement however. They have received a good number of projects from different development partners. All staff members are dedicated to different projects. The CDD funds have increased by 40% since 2012 from multiple donors.				End-line
Increased	**5**	**4**	**Capacity leadership to lead and inspire**	**C1.6**
Executive Director received the Magsaysay award motivating staff and recognising CDD work. CDD has a leading role in disability both sector and nationwide. CDD is a member of many disability networks. There is an evident practice for developing leaders within the organisation, a leadership development policy has created the scope for existing staff to rotate into higher positions for limited periods after they have proved their quality of work and commitment. A challenge raised by some staff included the need for increased participation in decision making processes (PWDs). CDD Management structure is flat, decision making processes are participatory. All CDD staff is spokespersons for outside the organisation. No oppression of staff, openness in guiding a personal observation.				Baseline

			Leadership is promoted in CDD. Members of Staff feel they have full freedom to work in an individual decision making level reducing dependency on ED. Staff members are proud to work in CDD. Alternative leadership development process initiated and leaders are being developed at different level across organization. CCD has good relationships with PNGOs and effective communication with done	End-line
	27	21.5	**Total (C1 –C6)**	
	4.5	3.6	**Average Total**	

Comparison notes: Clearly CDD's capability to plan strategically has been strengthened by the OD input to develop a Theory of Change (ToC) and Master Plan supported by LFTW MFSII funding. This is borne out by the average increase in this area. Participants believe they are able to make decisions and take on leadership roles. However the impression that comes across is the Founder Executive Director has a finger on everything that is going on in the organisation and takes a lead role when needed. Inevitably over the coming period a clear succession plan will need to be put in place. Participants were asking for more involvement in decision making processes within the organisation.

In response to the reduced score related to maintaining secure financial resources the management of CDD whilst recognising the research process, would like to state they are confident that over the past two years they have improved considerably in this area. They have had 4 external reviews over the past two years and all 4 have been positive with some recommendations that the organisation has implemented fully.

Remark	E-Line	B-line	**Capability to adapt and self-renew**	C2
Same	3	3	**Capacity to use M&E for learning and improvement**	C2.1
In CDD, the focus of the M&E has been concentrated within levels of different projects PIP not organisational wide. There are scopes to work in development of organisational M&E at the central level through integrating all the projects and programs. Frequent changes in M&E formats due to donor need for new information, makes it difficult for field workers to comply in short time spans. Central M&E system is still being developed. Field workers knowledge level makes it difficult to get the level of information required by donors. Field workers need more M&E training. M&E systems are project based only. Plans are often not changed based on M&E findings. CDD always take external and internal evaluation recommendations to improve the plans. CDD hold regular monitoring and learning workshops. No MIS and professional Documentation process. We change our M&E formats after getting learning from the field. All project based; no general M&E formats to gather learning. Senior management has evolved				Baseline

Each project has an M&E process developed and functioning which generates learning from each project. An Annual learning process on each project is functioning well. Central M&E process developed but not yet functioning there is also an M&E Unit being developed however the appointed member of staff has recently left and they are in a recruitment process currently.				End-line
Increased	4	3	**Capacity to engage in strategic learning**	C2.2
All our learning is strategic as seen in our strategic planning process but we have no structured system to record it. Lack of strategic based learning training. Donor's imposition in strategic planning makes it difficult to engage in strategic learning. No system to ascertain strategic learning from staff. All CDD projects have allocated budgets for staff development. There is no formal needs assessment and system for capacity building staff. Staff does receive training support. Some staffs need more training. Workshops, meetings staff collaboration all lead to strategic learning				Baseline
CDD staff and Partners have access to strategic learning; each project has a yearly learning and sharing workshop. A new learning mechanism development is in process. CDD is going to prepare a master plan for the future, which is more than a strategic plan. CDD work closely with partners in sharing learning				End-line
Same	4	4	**Capacity to adapt in the face of external trends of Opportunities and Threats**	C2.3
All changes brought about are documented in project reports including changes and modifications brought about by external trends and challenges. Regular monthly meetings are held to share challenges and barriers, All stakeholders are involved in making decisions to improve decision making. Focus on Corporate Social Responsibility funding after Government has declared a new CSR Policy and tax relief. Increased collaboration with Government after the ratification of UNCTPD by Bangladesh Government. Staff were retained during funding crisis. Staff offered training following new trends – CBR, UNCRPD				Baseline
A new ToC has been developed and is on-going in its further development. CDD has moved towards the new dimension of Climate Change and Environment aspects with Disability Inclusive Disaster Management. Involvement in post 2015 discussion nationally and internationally at Public and Private sectors				End-line
Increased	5	4	**Capacity to encourage and accept flexibility and creativity**	C2.4
Responsible teams can take and execute plan as they see fit. Creative activities are encouraged and prioritised. Donors set criteria that make it difficult for staff to be flexible and creative within the project. CDD has a flexible approach and appreciated creativity. Maternity leave CDD only 4 months Government 6 months. Creative ideas are always welcomed and encouraged, but not professionally				Baseline

managed. CDD gives opportunities to new staff encouraging them to show creativity. All policy development involves staff. Staff encouraged to give their opinion. Trainers encouraged planning different training modules and curriculum. Freedom to get involved in different training activities

CDD is a most flexible organization regarding creativity and innovations, not rigid in our working environment. CDD promotes creativity in developing new project ideas. CDD use its infrastructure as a tools of advocacy for accessibility				End-line
	16	14	Total (C2.1 – C2.4)	
	4	3.5	Average Total	
Comparison notes: The M&E at organisational level remains weak, at project level it appears much stronger this is allowing for individual and project level learning but is restrictive towards organisational learning. CDD has with the support of MFSII funding developed a theory of change which is being adopted by all staff.				

Remarks	E-line	B-line	Capability to deliver on development objectives	C3
Increased	**5**	**4**	**Capacity to deliver on training**	**C3.1**
There is clear indication of gradual specialisation of CDD in its timeline, particularly in the field of training program focusing on people with disabilities. Drop-out of expert staff members is a common problem, and therefore, CDD always initiating the learning process for developing its second layer of younger staff for fulfilling gaps. CDD also establish their training product in the market, and succeeded in selling training services to other organizations. Good capacity to deliver on training. Strong curriculum, manuals and hand-outs. Experienced trainers, time management training in place. Providing 23 different training modules, pool of trainers, internal system for continuous development and revision of training modules. Development process for new trainers				Baseline
CDD is a training based organisation with a strong training team. An increase in projects has created an increased demand of Core Trainers on disability within CDD. CDD have developed many training products. The number of Core Trainers is reducing even though the external demands are increasing.				End-line
Increased	**5**	**3**	**Capacity to deliver on rehabilitation services**	**C3.2**
CDD has no direct field level involvement, all done through partners, CDD has technical staff available (physiotherapists, HDRP) Service based project (by partners) where large number of clients get home based services. Available outreach services, Vans Boat. Provision of Assistive Devices. Eye surgery, Cleft lip, Referral systems. CDD is fully able to deliver on Community based Rehabilitation Services with high quality. However, considering CDD theory of change in				Baseline

establishing all inclusive society, there are still more to do, particularly to increase its coverage with huge demands. Capacity to develop human resources for rehabilitation work & follow up mechanisms. Nationwide trained rehabilitation workers and social mobilisers supported by CDD. CDD introduces latest assistive technology				
CDD is developing the capacity of other organizations to deliver on rehabilitation services. CDD is not a service delivery organisation its role is on Capacity Building through model development and advocacy. CDD has pilot projects, which will create evidence for advocacy in both Public and Private Sectors				End-line
Increased	**5**	**3**	**Capacity to engage with equity and inclusion**	**C3.3**
Disability and gender are CDD priorities. Training in child protection to partners. Currently employ no staff from ethnic minorities. No representation of women or persons with disability at management level. Good policy for recruitment for equity and inclusion. CDD has a gender policy. Accessible working environment at CDD, respect each other. We have less female persons with disabilities				Baseline
All CDD policy, processes and actions include equity and inclusion				End-line
Increased	**5**	**4**	**Capacity to engage with Public Institutions**	**C3.4**
Working with multiple levels and departments of Government, media, medical institutions, universities, and schools towards mainstreaming disability. Systematic approach to mobilising the public institutions. Member of Government committees on disability. Local government officials les receptive than national level officials (more corruption)				Baseline
CDD engaged various public institutions; in particular, CDD has trained a disability focal person in all ministries on UN-CRPD twice. CDD is member of various GoB Committees, such as the national disability executive committee, board members of the national disability committee. CDD have good relationships with Government schools advocating for inclusive policies. Currently CDD are involved in a very large local government health education programme				End-line
Increased	**5**	**4**	**Capacity to support other organizations through CB**	**C3.5**
More than 350 partners (CAHD network) get capacity building support from CDD in their developed approach. Train Government officials, Training to public representatives. Provide capacity assessments, OD for partners. Training includes disability, resource mobilisation, leadership, and child protection. Developed self-help groups for people with disability. Organise International training courses. Development and sustainability planning processes on going for PNGOs. Regular field visit support.				Baseline
CDD has provided CB support to 400 organizations over seventeen years. CDD is a knowledge base and capacity development based organisation. They have an				End-line

			organisational support fund and do regular needs assessments of the partner organisations. CDD main function is to work through community based development through partnership with other agencies	
Same	**4**	**4**	**Capacity to mobilize the public to achieve development ends**	**C3.6**
			The CDD approach includes: raising community awareness, family awareness, political leadership awareness, local Government awareness, sensitisation workshops, and targeting stakeholders through local and national media. Systematic approach to mobilising the public. Events National to local. Rehab and social mobilisation training for PNGOs	Baseline
			CDD has partnership with Local Government Organizations, University Students and 196 self-help groups, CDD has supported over 2000 People With Disabilities. CDD has organised national level dialogues and policy working groups for example the national day of observation on ear care	End-line
	29	22	Total C3.1 –C3.6	
	4.8	3.6	Average total	
			Comparison notes: There is a concern that CDD is struggling because of success – they have an ever increasing demand for their services. The number of training personnel has not kept up with the demand and clearly trainers are feeling the pressure. There was a strong sense of future for CDD but a worrying undercurrent that staff are being asked to take on ever more work as the organisation grows.	

Remarks	E-line	B-line	**Capability to relate to external stakeholders**	**C4**
Same	**4**	**4**	**Capacity to engage with Government at different levels**	**C4.1**
			Relate to and working with many Government bodies at all levels and departments. PUF, Local Government, social welfare ministry and departments. National Institute of Local Government. Local Government Engineering department.	Baseline
			Strong relationship with different government agencies, they are members of at least four national level committees	End-line
Increased	**5**	**4**	**Capacity to engage with partners**	**C4.2**
			CDD partners are gradually increasing; partners enjoy learning sharing meetings, zero financial tolerance. Lack of baseline to gather names and engage with new partners. CDDS basic philosophy is working through partnerships both locally and internationally.	Baseline
			CDD has partnership screening policy and unified MoU for all partners. They have an open relationship with partners and regularly monitor partner's programmes.	End-line

Volume of funding in partnership has increased				
Increased	**5**	**4**	**Capacity to engage with International Donors**	**C4.3**
CDD has always had strong relationships with international donors but due to increased competition the emphasis is on proposal writing ability not quality of work.EU, DFID, CIDA, Light For the World, ICCO, SSI, SENSE, H.I. Plan, LCD and CBM. Need to do more on working with international donors who do not focus on disability.				Baseline
CDD has funding from The Dutch Ministry, LFTW,EU, AusAid, DFID, Save the Children, Scottish Government, Operation Cleft, CBM-German, CBM-Australia.....many donors continued with CDD for phase after phase. All CDD involvement with International Donors has a disability focus (SCANNED, Disaster Project, PRPD, PHRPD and CBR role out				End-line
Increased	**4**	**3**	**Capacity to be accountable to service users**	**C4.4**
Assigned focal person to monitor the right to information act 2009. CDD website, Workshops conferences, newsletters, booklets. Follow up system in place for Ads clients. Learning sharing workshops. Many different donors fund CDD EU funding since 1996 regular and for multiple projects. CDD has limited ideas about social accountability issues. CDD has no effective mechanism of feedback of service users. CDD tries to clarify service users' rights.				Baseline
CDD has a system to collect feedback from the service users, however, CDD currently take limited actions on the feedback received				End-line
Increased	**5**	**4**	**Capacity to relate to Peer Organization**	**C4.5**
CDD has strong relations with many local disability organisations, CRP, RSIP, ABO, SARPV, JPUF, HAB, NFOWD. Continual networking with other NGOs, INGOs including those that are not disability focused. Organise many different workshops, seminars, and advocacy training sessions with other NGOs. CDD relates to other organisations to develop materials, CDD belong to national forum and national Foundation on Disability				Baseline
CDD is an active and leading member in several national forums of organisations working with PWD. CDD has experience with implementing projects with Peer Organizations. CDD insist during any collaborative activities that full inclusion is promoted				End-line
	23	19	Total C4.1 – C4.5	
	4.6	3.8	Average Total	
Comparison notes: CDD have increased their funding base and are involved in more Government bodies than they were at baseline. These are good improvements however what appears to have not increased is their engagement with service users they are collecting feedback but are not sure how to use the information to improve their services.				

Remarks	E-Line	B-line	Capability to achieve coherence	C5
Same	**4**	**4**	**Capacity to develop and maintain shared vision and values**	**C5.1**
CDD have a clear shared vision mission and values that has been present since 1996. Internal project based workshops and conferences held regularly. When creating development policies CDD consider their vision and values. CDD aim is to develop an inclusive society with all staff, partners and institutions				Baseline
CDD's capacity to develop and maintain shared vision and values among staff is high. CDD involved its staff and even its partners in development of ToC. Many of CDD's partners are dealing with disability issues separately, and mainstreaming process has been started. Staff have received training and guidance from the Dutch expert on ToC during OD workshops.				End-line
Same	**4**	**4**	**Capacity to develop and use theories of change**	**C5.2**
CDD Approach is a theory of change that all staff share. CDD educate the community through different stakeholders and advocate to policy makers. The aim of the organisation is to establish an inclusive society the theory of change is how to do that				Baseline
CDD gathered better understanding on ToC from Dutch Consultants. Mid-level staff has still limitation in understanding ToC. All CDD projects have a ToC, and are in the process of developing organisational ToC				End-line
Increased	**5**	**4**	**Capacity to unite staff around shared visions and values**	**C5.3**
All staff involved in annual planning workshops and learning and sharing workshops. When staff develops any new materials they always relate back to vision and values. All staff work within the shared vision and mission. Inclusive working environment. Many opportunities for sharing and participating. Staff development and orientation training				Baseline
CDD practices good governance within the organisation and staff do have a shared vision and values. All partners are practicing DM within their development process however DM learning does not get passed from our SMT to the partners				End-line
Increased	**5**	**4**	**Capacity to develop and maintain a clear identity**	**C5.4**
CDD is a knowledge based disability resource organisation. CDD exports ideas				Baseline

contributing to world development agenda on disability. CDD is pioneering on thematic disability issues. Many stakeholders are aware of CDD identity. CDD is a pioneer in the disability sector in Bangladesh. Different policies and constitution, transparency and accountability				
CDD is a knowledge based disability organization, recently CDD has embarked on a ToC process however mid-level staff continue to have gaps and a lack of understanding. CDD has a unique identity but does not promote it strongly enough and needs to maintain that uniqueness				End-line
Increased	**5**	**4**	**Capacity to maintain coherence across all parts of organization**	**C5.5**
Written documents available containing CDD mission vision and values. All parts of CDD maintain coherence and meet regularly to share learning. Daily meetings help this process. CDD has a vision, mission and values that are reflected in all activities. Encourages team working, sharing opportunities. Existence of policies - not always functional				Baseline
Morning Sharing Meeting, Regular Cross Project Meeting CDD policies are being adhered to. CDD are able to maintain this coherence because the organisation remains small. However partner's ability to maintain coherence is still limited				End-line
Increased	**5**	**4**	**Capacity to maintain well defined set of operating principals**	**C5.6**
Combined, operational principles are the mode of working at CDD and are always maintained. CDD is a value based organisation with many policies related to operational principles				Baseline
CDD has been practicing different operating principals, for examples, participatory decision making, and inclusion, freedom of work and in partnership. This is possible because the size of the organisation makes it easy to maintain and we have practiced from the beginning				End-line
	28	24	Total C5.1 – C5.6	
	4.6	4	Average Total	
Comparison notes: During the workshop participants were very clear they had shared vision however there was an impression that some of the more junior staff were less aware of what CDD's vision was. This could be due to a reasonably high turnover since the last workshop				

The following spider- graph compares the average scores from the two separate ranking processes. This shows a general **improvement across all five capability areas with an average 21.6% increase of organisational capability.**

Figure 2: Comparison of baseline and end-line scores across all five capability areas 2012-2014

CDD Revised Organisational time line

The staff of CDD worked with the researchers updating the organisational time line. The main highlights since 2012 have been the procurement of a very large grant from the EU plus grants from other donors so reducing their dependency on few donors. They have published a Bengali version of the WHO Community Based Guidelines. They have also been excited because in 2013 the Government passed the Disability Rights and Protection act 2013 that CDD had been involved in drafting the act paper and lobbying for its adoption.

Table 27: Timeline of CDD

1999	1998	1997	1996	1995
• Development of different training modules	• TA and Funding to 10 PNGOs • Gathering policy recommendatio	• Working Approach • CAHD started functioning	• CDD formed and acquire legal identity • Mainstreaming	Started journey as

	ns on disability acts from local level through organizing 40 workshops in 40 Districts	• Training Capacity • Module development • Initiate TA support for 4 PNGOs	Disability	VERC Project
	• Drafting of Disability Acts • ED of CDD became Secretary General of NFOWD	• Involved with NFOWD as member • Involved with UNESCAP as member • NFOWD advocated for promotion of a National Policy on disability • UN ESCAP started promotion of their agendas.	• Inadequate Inclusion for People with disability in our society	
	EU Funding	**CMM & HI Funding**	**NIPPON Funding**	

2006	2000-2005	
• Continue with all staff • Selling services- Training and Materials • Invest money for interest • New Strategic Plan 2006-10 developed	• Use of IT improved • Policy & System Developed • Strategic Planning done • Own Land procured • PNGOs No. increased to 120 • CAHD introduced internationally • Introduce Education on Brail, Sign & Engage Methods	• Plan funding enhances CB in CDD • Number of staff increased to 80 • Development of endowment fund • Specialist Training Pools • No of project increased • New expansion of program • Quality Training Materials developed
• Process UN CRPD • ED invited to deliver speech in UN	• CDD got membership in National Executive Committee	• Disability Welfare Aid 2001 • National Executive Committee formed
All Funding ends	**EU Funding on activities**	**Institutional Funding from Plan International**

2011	2010	2009	2008	2007

• Started thinking more exclusively on OD & Change • Engaged an external consultant for Org. Assessment, Strategic Planning & Policy Review • Explore Corporate Funding • Develop OD Policy for PNGO	• Ramon Mag Say Say award own by ED of CDD	• PRADE-Added 16 new partners from Northern Part of Country along with 29 • CDD continue its funding to total 51 PNGOs	• Develop Assistive Device • Form PROVAT Network of 37 Org.& distribute AD • Construction of CDD Complex started • Arrange Training on AD in India for 6 members • Funding to 29 PNGOs	• Proximity Project- Reaching Hard to Reach • Increase PNGOs to 220 • Decentralized Service Center - 2 Centers • Mobile Services with - 2 vans & 1 ship • Began funding to 27 PNGOs
	• New CBR Guideline • Govt. exempt tax on bank for CSR		• Bangladesh Government signed UN Convention	• Declaration of UN Convention
		LCD, DFID Funding	**EU and Japan Embassy Funding**	**Light for the World, SSI, LCDUK, HI, MJF, EU Funding**

Table 28: Updated during the end line Workshop for the Final Evaluation

2014	2013	2012
Milestones ☐ Initiated process for developing CDD Theory of Change (TOC) ☐ Published CBR Guideline in Bengali Version ☐ Launched new projects, I) Social inclusion of Children & Young People with Deaf Disability, ii) IPEP, and iii) Inclusive inclusion on PWDs in Garment Sector ☐ CDD recruited Managers	**Milestones** ☐ Initiated project supported by GIZ ☐ Launched EU supported SCANNED Project for 4 years with funding of 1.6 Million Euro ☐ Launched new projects, I) Community Driven CDDIDRR Project, ii) Review of Policy for inclusion in 50 Garments with GIZ assistance, and	**Milestones** ☐ CDD Training Complex in new building ☐ CDD Therapy Centre established ☐ Bengali Translation of CBR Guideline (WHO) started ☐ ICT Fair in partnership with Krishma Enterprise, India and Daffodil University, Dhaka ☐ Launched Social Inclusion

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for its HR and M&E Units under MFS II funding	iii) DID Project, ☐ Initiated CDD Master Plan Development under MFSII supported interventions ☐ Lost a dedicated & senior employee	Project supported by SSI ☐ Designed SCANNED project for EU ☐ Two new training courses launched for CDD and its partners, I) Communication, and ii) Organization Change Management (Kotter Eight Steps) ☐ New Technology introduced- Knee (Limbs)
External Factors ☐ Scope of establishing HR unit in CDD under MFS-II funding	**External Factors** ☐ GoB passed Disability Rights & Protection Act-2013 ☐ a member of Steering Committee of Rana Plaza Victims' Rehabilitation	**External Factors** ☐ New opportunity to received EU funding under SCANNED Project
Donors ☐ AUSAID ☐ Save the Children ☐ GIZ ☐ Deaf Child World Wide ☐ Manuser Jonno Foundation (MJF) ☐ CBM	**Donors** ☐ EU ☐ Light for the World (LFTW)- Dutch MFS II Funding ☐ Manuser Jonno Foundation (MJF) ☐ AUSAID ☐ CBM	**Donors** ☐ SENSE International UK ☐ AUSAID ☐ Government of Scotland ☐ CBM ☐ Manuser Jonno Foundation (MJF) ☐ Sight Saver International (SSI) ☐ Light for the World (LFTW)- Dutch MFS II Funding

Research Question 2: Plausible causal mechanisms of change identified through collecting stories of change caused by CD support provided by LFTW.

Overall conclusion from impact stories:

CDD capacity has improved due to LFTW capacity development intervention, the main objective of the capacity development support from LFTW was for CDD to 'Strengthen the Capacity of HAB Partners for Mainstreaming Disability'. The follow up interviews related to the Impact grid stories support this conclusion. The internal capacity strengthening of CDD can be attributed to the capacity development support provided by LFTW. It is less easy to

attribute the changes brought about by CDD with their external relationships and partners to LFTW capacity development support. This is because it was less easy to measure improvement within the partners of CDD and almost impossible to attribute it to LFTW support as CDD receives support from many other sources and LFTW funding contributes to less than 7% of CDD Annual budgets during the evaluation period.

Table 29: Light for the World annual contribution to CDD overall budget

Light for the World annual Contribution to CDD overall budget	YEAR
6%	2011
6%	2012
4%	2013
2% for capacity development	2014
7% for a new project	2014

Impact Grid with stories of change and process tracing (Contribution Analysis)

At the end of the workshop participants were asked to share stories of change or impact stories that they had encountered since 2012 the following grid contained 12 stories of change all of which were positive and the majority were seen as due to the MFS II funding.

The following table includes the stories of change and the process tracing findings of the researchers after the workshops were completed.

Figure 7: CDD impact grid

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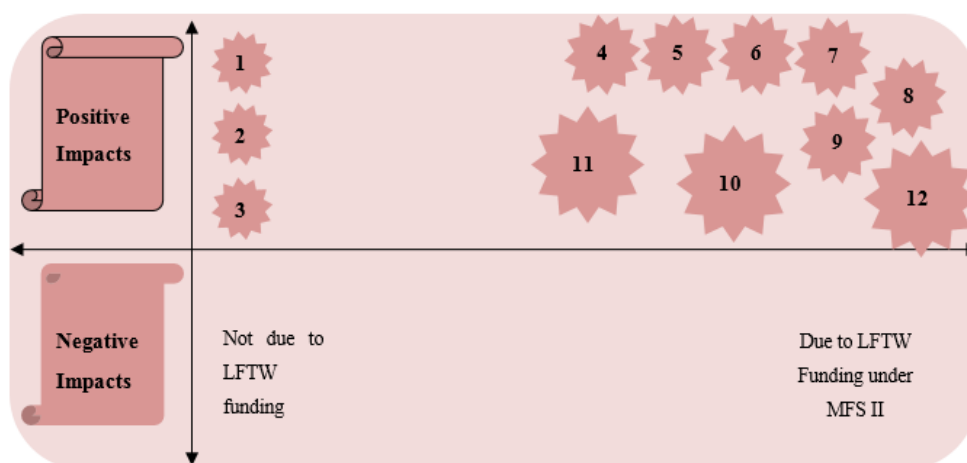
Legend: Impact Stories collected at OCAT workshop

1. School infrastructure made accessible for Children with Disability (CWDs)
2. Education materials provided to CWDs
3. CDD partners' capacity is strengthened to provide services to Persons with Disability (PWDs) at local level. i.e. CWDs are supported from enrolment continuing throughout their school education
4. CDD eye care training curriculum has been developed with the help from LFTW
5. Supporting partner organisations to provide Government Primary School Teachers training in inclusive education for mainstreaming education
6. Enhanced CDD staff development processes through management training
7. Support from LFTW to deconstructing of CDD ToC and building on Organisational Development, which enhances CDD's Staff Development process
8. Eight KOTTER steps training helped raising of CDD capability in inclusive development processes and sharing of learning with the partners who later on took initiatives to change their policies and management practices
9. Staff member who has not been involved in LFTW OD training but already recognise the change that has happened with CDD partners
10. CDD has been able to further develop and raise resources due to LFTW flexible funding, and it has allowed CDD to experiment with new ideas and innovations
11. Projects funded by LFTW have increased CDD's working relationships with Government
12. As a reverse change, CDD influenced LFTW strategic director to mainstreaming disability instead of concentrating on blindness only

Alternative explanations for selected perceived changes

The Theory of Change for CDD was developed during the period of the evaluation with support from Light For the World. The theory goes as follows: the services available including rehabilitation, health and education are identified and local PNGOs assess gaps in the service provision. They then provide sufficient capacity building support for supporting advocacy for promotion of rights of persons with disability and reduce the barriers they face. This results in full and equal enjoyment of human rights and fundamental freedoms of persons with disabilities.

Changes 1 -5: An increase in the number of children with disability being enrolled in schools

Local PNGOs supported by CDD have been improving the development of school infrastructures, the supply of education materials and the training Government teachers. The

research team met with the local PNGOs to discuss alternative explanations for the increase in the number of schools included in the programme. The respondents indicated only CDD was providing support for such programmes in Jessore District. No alternative funding or CB support was available. Furthermore it is difficult to get reliable data on disability in Bangladesh and so making it difficult to explore alternative explanations for change.

<u>Change 11: CDD is building much stronger relationships with Government as NGOs will have reduced access to external funds in the future.</u> CDD staff, including the ED, believes Light for the World over the past 10 years (including the current project period) has contributed to a strengthening of relationships with GOB. Currently CDD are providing disability training to Government Ministries and many other capacity building processes supported by LFTW. The researchers followed up on this contribution from LFTW who claimed they believe the change was more likely due to the natural process of CDD strengthening than directly linked to MFSII contribution.

Contribution analysis for CDD

Contribution analysis for **Impact Grid stories One, Two, Three and Five**

1. The 4 impact grid stories all indicated one impact – **An increase in the number of children with disability being enrolled in schools.** The tracing process revealed the following: M. D. Abdulul Alim, Executive Director, Eco Socially Development Organisation (ESD), a partner of CDD working in Gazipur District, Validated the indicated impact on increase of Children with Disabilities access to education through improved development of school infrastructure, supply of Education Materials and training of Government primary school teachers on inclusive education. Under MFS II funding, CDD provided support to ESD for scaling up its school support program to a further 4 schools. It is not possible to provide the increased numbers as there was no baseline pre MFSII.
2. During our visit to Bandhu Kallyan Foundation (BKF), Obhoynagar, Jessore, we held discussions with Mr. S.M. Faruk Hossain, Sr. Manager, Training and Communication Section and Md. Sanowar Hossain, Manager Operation, Disability Rehabilitation Program (DRP). The respondents indicated CDD's support had enhanced the capacity of BKF in addressing Disability Issues in their working areas within Jessore District. In particular, they worked with 13 schools in 2005 to 2012 and 4 schools in 2012-2014 under MFS I and MFS II funding respectively.

Contribution analysis for **Impact Grid stories Seven, Eight and Nine**

1. The CB support provided by LFTW under the MFSII funding has had a major impact on the organisations capacity to develop a Theory of Change and has enhancing CDD's Organisational Development (OD) process including their support in partners' capacity building.

2. We were able to conclude that the CB/OD process under MFS II funding was a successful joint process between CDD and LFTW. It was not imposed by LFTW, and both CDD and LFTW have shared facilitation process in all OD interventions. The OD team funded from MFSII comprised of 5 members from CDD and 2 members from LFTW. The Executive Director acknowledged that Jos Brand's intervention in reconstructing CDD Theory of Change including developing a Master Plan was targeted towards helping CDD become more stable in its funding base to reduce dependency on external donors. CDD has taken this fully on board and are now is developing a ToC for each project, which will be integrated to producing a full CDD ToC. Matthijs Neederveen, LFTW (MFSII funding partner) recognised that CDD has been able to develop a clear ToC working with all levels of staff.

Contribution analysis for **Impact Grid story eleven**

1. The Executive Director of CDD believes Bangladesh will begin the process of becoming a middle income country in 2015-2018, the Government is expecting the process to be completed by 2021. When that happens CDD will have less access to external funds, and CDD have to depend on Government Support for all of its activities. As a result, there is no other alternative but for CDD to build strong relationships with Government ministries. CDD has been working to change Government Policy towards disability over the past 10 years, and LFTW funding has contributed to this process. At present, CDD is providing disability training to Government ministries and other organisations, and developed pilot programmes, which the Government has taken over and rolled out across the country. Moreover, CDD provides technical support to the Dept. of Social Services on Disability, and also work closely with Ministry of Disaster on relief and rehabilitation support to the victims of Rana Plaza Disaster. Matthijs Neederveen Head of Programme Department Light for the World (LFTW) has been able to confirm that CDD capacity for working with Government in partnership with WB has been improved considerably –

however he believes it is more a natural process of CDDs strengthening rather than directly linked to MFSII contribution.

Contribution analysis for **Impact Grid Twelve**

1. The ED described LFTW as a part of CDD family, and discussed **CDD's influence in changing LFTW strategic direction** to mainstreaming disability instead of concentrating only on blindness. During follow up interviews with Matthijs Nederveen, this **reverse impact was acknowledged fully.** The open discussion with CDD a strategic partner prompted dark and light to challenge themselves as to what they meant by inclusion and began revising their own Theory of Change which links to CDDs and eventually changing their name to Light for the World. This was through open discussion with all levels of staff prompted by the previous discussions held with CDD.

   - "LFTW has learned from CDD what inclusion of people with disability is – we have learned our approach from CDD – they made us challenge ourselves as an organisation"
   - "Our role as network advisers is much more collaborative, working with mainstream organisations to advocate for including people with disabilities- all influenced by collaboration with CDD"
   - "We have learned as much from CDD as they have learned from us"

1. **Discussion**

The LFTW Capacity development support to CDD was a well-designed project suitable for the Bangladesh environment. The relationship between CDD and LFTW is strong built on mutual respect and trust and both organisations have gained from this partnership. It would be highly beneficial for this relationship to continue and LFTW to continue providing capacity development support to CDD. Catherine Squire INTRAC Associate states "A partnership that works well can produce results which inspire and surprise, while one that is struggling can drain energy and resources from the organisations involved". This is exactly the case for the CDD and LFTW partnership.

1.1. 5Cs organisational capability assessments discussion

There has been a general rise in all capability scores of 21.6% the average score raised from 18.5 in 2012 to 22.5 in 2014. The participants were unanimous in stating the capacity building support from Light for the World funded by the MFSII project contributed considerably to the

overall improvement of the capacity of CDD as an organisation. The Executive Director during his one to one interview stated that over the years they had many different partnerships and all had provided capacity building support, however Light for the World support is very different because they provide capacity building support to the whole organisation whereas other funders provide support for funded projects only.

Light for the World with the MFSII funding provided a consultant to facilitate the process of assisting CDD develop a Theory of Change and a Master plan which they are in the process of completing at the time of the evaluation. The process has been seen as a fully participatory not imposed by LFTW the OD team are made up of 5 CDD staff and 2 LFTW staff. Everyone at CDD and partners interviewed agreed CDD were better able to articulate their role in bringing about change for people with disabilities since the OD inputs from LFTW.

An interesting result of this strategic partnership has been the capacity building support that CDD has provided to LFTW through the process of working together. Both CDD and LFTW recognise the value of their strategic partnership.

 MFSII funding through LFTW has also been recognised by the respondents as having contributed to CDD's increased capacity to work with Government mechanisms at both National and Local level providing training to Government Officials and sitting on many Government bodies related to the inclusion of disability.

The Founder Executive Director has a finger on everything that is going on in the organisation and continues to take a lead role inevitably over the coming period a clear succession plan will need to be put in place; as Staff during the assessment process were asking for more involvement in decision making processes within the organisation.

There is a concern that CDD is struggling because of success which does to some extent cast doubt into their capacity to adapt and self-renew. They have an ever increasing demand for their services. The number of training personnel has not kept up with the demand and clearly trainers are feeling the pressure. There was a strong sense of future for CDD but a worrying undercurrent that trainers are being asked to take on ever more work as the organisation grows.

CDD are not using the information they are collecting from their service users to influence their decision making processes, they engage with GoB, Peers and their donors but still need to increase their engagement with service users in their decision making processes.

1.2. Time lines discussion

CDD has made considerable progress during the reporting period the time line indicates a considerable rise in both the financial income and the number of projects they are managing. They have increased their work with Government departments and have raised their influence on national level bodies. These changes have been contributed to by MFSII funding as indicated above through LFTW capacity building support. CDD now has a clear Theory of change that links closely to LFTW who they see as a strong strategic partner.

1.3. Impact Grid stories of change discussion (Contribution analysis)

During the workshop the Impact grid exercise highlighted no negative stories of change - all were positive. There is an indication that Change (Impact) has been brought about by CDD and can be traced back to MFSII funding. There are also some less defined links between CDD and their beneficiaries that were traced back through follow up interviews looking for contribution to that change. The stories of change shared at the organisational assessment workshop and key informant interviews have been followed up to the end users (partners) of CDD services or other key actors who are influence by CDD. Three key areas of change have been identified:

1. The number of children with disability included in main stream education has risen. There is no evidence that children would have been included in schools if CDD funding had not been made available. Schools do not have the resources to pay for ramps or other aids required by children with disability. The partners of CDD are the only providers of aids for children with disability in the areas where they are supported by CDD with MFSII funding.

2. CDD has a clear Theory of change and master plan for the future. The new Theory of Change developed by CDD supported by LFTW has altered the way they think about CDD as an organisation. Previously to this input CDD worked in a less cohesive way where each project was managed by the project team. Since the LFTW intervention the respondents all say they can now see where their projects fit into the organisation. Each project is currently producing a Theory of Change which will be linked with the organisational one. One respondent who was at the workshop but not involved in another project has seen change in the planning process brought about by the CDD project team due to the management training received during the ToC process. The ED explained that the change in CDD brought about by the ToC process would not have happened if it were not for LFTW input as their other donors only provide CD support for the programme or project they are funding not for CDD as a whole.

3. CDD has influenced the change in LFTW strategic direction towards inclusion. The relationship between LFTW and CDD is very strong both partners see the relationship as mutually beneficial. LFTW respondents recognised the influence CDD had on their move from providing support to people who are blind to a more inclusive support to mainstream disability. Whilst this process may well have happened without the CDD strategic partnership recognition on the contribution CDD ToC process has had on LFTW ToC process is fully recognised.

6. Conclusion

The answers to the evaluation questions related to the CD component are included in the above text and the following scales are provided by the evaluator who was responsible for CDD.

Table 30: CDD Evaluation scoring- CD component

Score	
8	The project was well designed
8	The project was implemented as designed
8	The project reached all its objectives
6 (partial)	The observed results are attributable to the project intervention
8	The observed result are relevant to the project beneficiaries

The results obtained and discussion presented for the civil society-strengthening component are summarized in the table below:

Table 31: CDD Evaluation scoring- CS strengthening component

Score	
9	The project was well designed
9	The project was implemented as designed
9	The project reached all its objectives
8	The observed results are attributable to the project intervention
9	The observed result are relevant to the project beneficiaries

SUPRO case study- grassroots networks to maintain state accountability

<u>**List of abbreviations**</u>

AOC	Amar Odhikar Campaign
ASPBAE	Asian-South Pacific Bureau of Adult Education
CAMPE	Campaign for Popular Education
CAPRE	Campaign for Political Reforms
CPD	Centre for Policy Dialogue
ECNEC	Executive Committee of the National Economic Council
EFA	Education for All
ERD	Economic Relations Division
FYP	Five-Year Plan
GCE	Global Campaign for Education
GDP	Gross Domestic Product
GoB	Government of Bangladesh
ICAE	International Council of Adult Education
IRD	Internal Resource Division
MDGs	Millennium Development Goals
MoF	Ministry of Finance
MPs	Members of Parliament
NBR	National Board of Revenue
NGO	Non Governmental Organization
PCPs	Project concept papers
SUPRO	Sushasoner Jonny Procharavizan (Campaign for Good Governance)
TIB	Transparency International Bangladesh
VC	Vice Chairperson

1. Introduction

Since independence from Pakistan 1971, Bangladesh has undergone significant governance changes and transformations. Most of these were aimed at improving the governance structure and accountability systems within government, especially between districts and the central government based in Dhaka. Many institutions such as TIB, Action Aid, SUPRO or CPD, through diverse angles often question or challenge the structures in place and emphasize the need for more transparent and more accountable use of public resources, and for policies which are more responsive to public needs, especially the poor. Changing structures, influencing policies and shifting political cultures are a long and winding road, as

will be shown below. Although the linkages between governance and poverty reduction is often disregarded or avoided by international donors, several Bangladeshi institutions advocate for more efficiency and participatory policy-processes.

Bangladesh achieved good steady economic growth for the past decade with an uninterrupted average GDP annual growth rate of 5.8 % from 2000 to 2010. Latest HIES report show a decrease in poverty and extreme poverty, which is a core aim of Bangladesh's development policy. The incidence of poverty (calculated using CBN method) reduced from 40 % in 2005 to 31.5 % in 2010 on average, using the upper poverty line[47] and from 25.1 % to 17.6 % on average using the lower poverty line for the same years respectively[48]. Overall, Bangladesh is on track with its commitment to achieve the MDG for poverty reduction but questions remain as to whether the poverty reduction process is sustainable and whether the poor are or will be able to benefit from economic growth-generated employment given its limited human capital development potential. The latter relies heavily on the level of access to and on the quality of public services for the poor. Injecting financial resources for the poor through social protection may be useful but not sufficient to make a dent in poverty trends and may not always bring expected positive results if the basic health, education services and policies are not also pro-poor.

Till now, in Bangladesh, the conceptualization of poverty revolves around income and consumption based calculations and therefore social protection and cash transfers are considered an easy quick fix to a long-lasting structural and systemic problems. Sen however gave precedence to the capability that people have of choosing and leading their lives (2009) and argued that one's poverty depends on one's opportunity to build and exercise their capacities. Along with Sen, Sobhan further added that poverty in Bangladesh was the result of structural injustice creating economic and political disempowerment of the poor which suggests that poverty is not mainly an economic or financial issue, but a political one (Sobhan 2010). Mobilization and allocation (or redistribution) of public resources is therefore the cornerstone of social values of justice within a society. An effectively designed and implemented fiscal policy and/or government budget can play vital roles in poverty reduction if economic growth otherwise excludes poor people.

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[47] The poverty gap reduced from 9.0 % to 6.5 % nationally and on average over the same time frame, using the upper poverty line.

[48] The poverty gap reducing from 4.6 % to 3.1 % nationally and on average over the same time frame, using the lower poverty line.

2. Context

One of SUPRO's key areas of focus has been on achieving greater participation in the country's budget process, with an aim to improve allocations to benefit the poor. For our review of SUPRO's contribution towards strengthening civil society, we have looked at their campaign for more decentralized participatory budgeting.

The development of the government national budget is the product of a yearlong process involving numerous governmental actors. The start of the budgeting process for Year 1 kicks off at the end of August Year -1. From September until October of Year -1, estimations of revenues and expenditures are generated and submitted to the MoF, which examines and consolidates the formulated demands. During the process, project concept papers (PCPs, henceforth) are vetted in ministries and in the Executive Committee of the National Economic Council (ECNEC, henceforth). By December, the Economic Relations Division (ERD, henceforth) prepares an aid memorandum, which is then disseminated to relevant ministries. Ministries can comment on the memorandum before its review by the National Board of Revenue (NBR, henceforth) and the Internal Resources Division. At the beginning of Year 0 the schedules and project related expenditures are negotiated by MoF with all ministries and departments and reviewed. By the 1st of March of Year 0 the Budget and Schedule of New Expenditure is printed and disseminated. Based on their estimations of internal domestic resource they reread and amend the aid memorandum and settle the financing of the projects before sending the estimation to Cabinet for approval in April. Based on this revenue and expenditure assessment process, the Programming Committee authorizes the inclusion of eligible projects in the Annual Development Programme (ADP)[49] which engages a significant part of the annual budget developed by the Ministry of Finance (MoF). This is a foundation stone of the GoB's Five-Year Plan (FYP, henceforth) that drives the country's economic and social policies for five years. It then undergoes another round of amendments and tailoring before it is presented and submitted before Parliament on the first week of June of Year 0.

One of the main actors in this process is the Internal Resources Division (IRD, henceforth)[50]. IRD's role is to generate necessary domestic revenue for financing the GoB's FYP by taxing income, imputing taxes, excise duties, customs duties and so on. Under the IRD a second important actor is the NBR, the principal tax entity in Bangladesh. It prepares, negotiates and re-appraises policies and laws related to taxation and collects domestic revenue for GoB. The

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[49] Which at this stage still requires parliament's approval
[50] The Ministry of Finance (MoF) has 4 Divisions: the Finance Division, the Internal Resources Division (IRD), the Banking Division and the Economic Relations Division (ERD).

NBR is the representative of GoB at international negotiation meetings related to tax treaties and internally leads inter-ministerial deliberations on economic issues having a bearing on fiscal policies and tax administration. Finally within the MoF, the Finance Division compiles and formulates the Annual Budget with each ministry and ministry divisions' objectives and projects. They apply a medium-term development strategy that anticipates and develops resource allocations estimations with diverse governmental departments and inter-governmental agencies.

3. Project description

Supro is an alliance of local NGOs and civil society organizations working across Bangladesh with a focus on improved governance. There is a modest secretariat which answers to the members and is charged with coordination of campaigns as well as providing capacity development support to alliance members. The level of capacity building tends to be around improved understanding of campaigning issues as well as introducing improved ways of carrying out lobbying at different levels across the country. The context in which this work is carried out can be seen in the sections above. Of specific relevance to the capacity building objectives is the fact that the alliance is a mixture of groups with varying capacity across the country requiring support and is not necessarily similar to the better known Dhaka based Big International NGOs (BINGOS). Furthermore the important relationships being developed between these groups with local government also often reflects a low level of capacity in local government which opens up opportunities for civil society to engage and support local government officers.

OXFAM Novib has supported SUPRO over many years with grants in financial years 2006 to 2009, then under MFS1 and MFSII from 2010-12, and more recently 2013-15. OXFAM Novib is the major donor for SUPRO. In the period under study OXFAM Novib provided in the region of 11 million Taka (in 2011), 26 million Taka (2012 and 2013). Of this around 24 million is dedicated for the overall programme and 5 million for tax justice. Some funds have then been carried over to 2014, so that any further funding for 2014-15 is still under discussion.[51] .

Supro is an alliance organisation with some 600 member organisations spread over most districts in Bangladesh. Its aim is to both develop a stronger civil society voice as well as

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[51] It is not easy to correlate taka and euros as we did not engage in an audit ,But 2013 they worked to a budget of 212,822 euros, but the underspend meant that a no cost extension was made for the first three months of 2014, and a further 169,00 euros approved going forwards , final figures for 2015 were still to be agreed.

build on certain campaigns common to all members. In some ways it explicitly aims to both strengthen civil society and build the capacity of its members and allies at various levels within Bangladeshi society. To this extent one could argue that all of Oxfam Novib's support to Supro can be credited with contributing to whatever successes in these two areas Supro has achieved. As can be seen from our review Supro can indeed claim several areas of success, and has managed to do this by the legitimacy of its widespread alliance, as well as its attention to relationship building through its allies in localities across the country and through its allied partners and secretariat at a national level including with the national government and its officials.

4. Data collection and analytical approach

The methodology used for the Civil Society Strengthening component is all annexed to this report in Annex 4.

The capacity building component for Supro followed the same methodology used for all other agencies in the sample for Bangladesh (see appendix 3). In summary we: carried out an organizational assessment and compared this to the 2012 benchmark, updated the timeline, and reviewed the improved Theory of Change. Using Impact Grid methodology participants identified key changes during the past few years, and the researchers followed up on the most significant changes. The slight difference in Supro is that as a network the clients of the organization are the members of the network. Hence in the workshops we had a mix of staff from the secretariat as well as members from the regions. Further interviews were carried out with some of these members (primarily office holders as national council members, the chair etc). Therefore our process of establishing contributions to the capacity of members was carried out with them as the key clients or stakeholders of the capacity building programme.

5. Analysis and results

This section's structure: strengthening civil society and capacity development

A. Civil society strengthening component

The purpose of this section is not to assess the effectiveness of SUPRO's activities but to contextualize them within the broader institutional and political context in which SUPRO operates.

SUPRO's process tracing and contribution analysis

Beyond the MFSII funded projects, the origins and institutional developments of SUPRO, as an organisation grounded in civil society is particularly relevant to our analysis of SUPRO's civil society strengthening capacity. SUPRO was initiated by a group of committed development workers who perceived a gap between policy-making and citizens. In the early 2000s, they formed a network mobilizing small and medium scale NGOs mostly based outside Dhaka and working at the grassroots level. This was timed just one year before the parliamentarian elections in 2001. The aim of the network was to strengthen civil society and mobilize citizens in the national policy-making process and make it more participatory. To challenge the dominant neo-liberal trend adopted by larger NGOs who strictly follow log frames and provide services and products to the poor but rarely engage with social mobilization or attempt to challenge power structures, the network focused on collaborative advocacy for more democratic processes that are inclusive of the poor and based on grassroots experience and realities. It engaged a number of grassroots NGOs in a national campaign for democratization aimed at developing pro-poor policy changes: the Campaign for Political Reforms (CAPRE) with its policy making body being the `*National Council'*. CAPRE received considerable attention from political leaders and policy makers on issues raised by the network and participating citizens as it from its inception affirmed a rights-based approach for establishing the rights of marginalized people through communities' grassroots activism. CAPRE members built linkages with political representatives and developed their personal networks.

The CSO could however not be registered as an NGO because to get registration from the government office, NGOs cannot openly be political actors. In response, in 2002 the network re-named itself SUPRO, an acronym for *Sushasoner Jonny Procharavizan* (Campaign for Good Governance) a title more easily accepted by government bodies. Within 5 years the network reorganized its National Council, recruited staff members and acquired official registration from the NGO Bureau of GOB with the authorization to receive funds from abroad. The vision pursued by SUPRO corresponds to creating a "participatory democratic society based on human rights principles that adhere to equity and justice for all".

Over more than a decade the SPO SUPRO has pursued the same strategy of developing strong linkages with grassroots organizations. The staff explained that these grassroots representatives "own" SUPRO and that corresponds to more than 600 NGO and CSO partners across 45 districts. The mission of SUPRO is "to facilitate CSOs and Citizen Actors for collective actions towards establishing economic, social, cultural, political and environmental rights as well as to bringing about accountable and transparent governance system at all

spheres of society". In each SUPRO district office, the staff are mainly voluntary workers from partner institutions. The primary purpose of these offices is to use their institutional leverage and weight to work, with SUPRO's direct support, toward establishing the economic, social and cultural rights of people, especially the poor. It puts particular emphasis on improving the provision of public services, especially health and education, to the poor. SUPRO facilitates and encourages collective action and information sharing within the network, by uniting grassroots actors whose mission is to change the lives of the poor and marginalized. Outside the network, SUPRO facilitates and organizes pro-poor policy and institutional reform lobbying activities. As will be demonstrated here, SUPRO has been successful in mobilizing the public's attention and to initiate dialogue on a broad range of campaigns such as: the PRSP process, national budget tracking, economic and tax justice, and debt cancellation. These provide strong examples of NGO mobilization on policy issues at the national level while building impetus for micro level dialogue to protect the rights of marginalized people. In summary, the strategic objectives of the SPO are:

1. Strengthening the network of grassroots organizations and building their capacity for claiming the rights of their members
2. Undertaking advocacy and mobilization initiatives reflecting grassroots voice and facilitating micro-macro linkages to influence policy change for the poor and marginalized;
3. Building critical awareness among various stakeholders to promote human rights and participatory governance in order to attain a more inclusive and egalitarian society;
4. Developing alternative intellectual and policy discourses challenging the existing neo-liberal orthodoxy and its subsequent ideas, policies and programs;
5. Building broader alliances of CSOs to influence the policy makers and government to take strong pro-poor positions in negotiations with IFIs and WTO

Tracing the impact of a decentralized grassroots-based network of institutions, which aim to develop networks and to grow awareness of specific mutual agreed issues, is a challenging task. What is feasible is to analyze the ways and means SUPRO strategically developed in order to contribute to the enforcement of or create new democratic processes and systems conducive of pro-poor policymaking. Its uniqueness lies in, as explained earlier, its nation-wide NGO network. This section will explore why is it important to have grassroots-level presence and lobbying activities for building better state accountability to the poor.

SUPRO is active on multiple fronts and has a pivotal role in many respects. The Theory of Change drawn below summarizes SUPRO's major activities and suggests linear causal

justifications from inputs to impact, for the implementation of activities (inputs). This figure guided the SWAT analysis of SUPRO.

The research team developed the theory of change for SUPRO's strengthening civil society component to illustrate and summarise activities, outputs and outcomes and intended contributions to their mission. This allowed us to trace links between specific activities and their underlying theoretical logic given the ambitious goal. Beyond a description of the programme as it reflects on the rationale behind the activities engaging civil society actors. The in narrative below the table we unpack assumptions about drivers of change and identify key challenges, threats and limitations associated with the activities implemented in the context of operation. For SUPRO especially the network-based approach challenges the linearity of the causal linkages as the number of external factors influencing outputs and outcomes is greater.

Table 32: SUPRO's theory of change

INPUTS	OUTPUTS	OUTCOME	IMPACT
Delivering training workshop on budget issues at local level	Empowered & Knowledgeable civil society actors	Civil society lobby at the grassroots level	Local governments budget are more participatory and more transparent More pro-poor policy Better public services access and quality
Delivering training &workshop to local government representatives	Local government representatives are aware of the importance of building local government budget in a participatory manner	Local government officials can lobby regarding the national budget	
		Local government institution report open budget discussion to civil society at the local level	
Public Hearing social audit primary education and health	Create more knowledge on public institutions (health and education) performance	Better accountability of duty bearer and performance-based budget allocation.	
Training journalists on budget and taxes matters	The media is more aware of the importance of budget issues	The media is acting as a defender of pro-poor issues related to tax, education and health rights.	
Publication of research analysis	Raising stakeholders awareness of the activities and process taking place	Strengthen the network members' confidence, motivation, cohesion, and unity.	

Unlike many other institutions SUPRO's mission directly challenges the structures and systems in place. SUPRO does not just wish to negotiate policies and achieve short-term objectives; it is more ambitious than that. SUPRO aims to transform the ways in which the political system is organized and to shift some of the centralized power to the district level so it can be more inclusive of the demands of the poor. Such a goal involves changing the political culture which has dominated Bangladesh since its inception (and before its inception) and thereby create durable societal change. To do this, the institutional objectives (listed earlier), reflect the network's dynamic engagement with a large range of stakeholders, to contribute toward building more social justice, more democratic and transparent pro-poor governance structures. Many of SUPRO's campaign projects focus on improving the quality and access to health and education services in line with MDG goals 2, 4, 5 and 6. Its democratic budget movement is relevant to most MDG objectives.

Table 33: SUPRO's activities' stakeholders

	Category of stakeholders
Policy leaders and grassroots campaigner	SUPRO Networking Members
Members of Budget Alliance Group	Budget Alliance Group
Members of Parliaments	Policy Leaders
Personnel of CPD, BRAC, CAMPE, TIB, World Vision	NGO Representatives
Dr. Qazi Kholiquzzan Ahmad, Chairman of PKSF and Dhaka School of Economics, M. A. Majid, Ex Chair of NBR, Mahmumudur Rahman Manna, Convener, Citizen Alliance	Civil Society Influential
University Teachers, Researchers	Academicians
Journalist (Both print & electronics)	Media
UP Chairman, Municipality Mayor	Local Government Institutions representatives
Government Officials	National Board of Revenue

During interviews, respondents repeatedly named a handful of institutions whose work is related to that of SUPRO and is aligned to achieve similar types of outcomes even if using different means. The study of these institutions is necessary if we are to examine alternative casual explanations and carry out a contribution analysis of SUPRO. These organizations include: CPD, AOC, CAMPE, Action Aid and TIB. There are however considerable differences between these institutions regarding their purposes and the means to achieve them.

Amar Odhikar Campaign is one of SUPRO's key non-governmental organization partners. The purpose of the campaign is to solely focus on improving public educational services in

the country. Of course, this is related to SUPRO's interests and serves its mission, but only partially as AOC's interest is limited to education. Although the two institutions share important structural and strategic similarities, SUPRO is more concerned with budget related education issues and does not involve itself with curriculum, teachers' training or educational background issues. AOC representatives, during the study, recognized the necessity of having access to the SUPRO network and explained its growing potential as a grassroots platform for national level advocacy.

The Campaign for Popular Education (CAMPE) was officially registered under the Bangladesh Societies Registration Act XXI in 1991 by a small group of literacy activists and as an NGO forum that networks in the area of literacy and non-formal education. Its creation was rooted in the vision that a popular education movement was lacking in Bangladesh. The strategy it pursues involves close interactions with GoB as well as civil society stakeholders. It is now regarded as a strong and multi-faceted network uniting more than 1,300 NGOs working in the basic education sector in Bangladesh with GoB and international agencies (Asian-South Pacific Bureau of Adult Education, ASPBAE, the International Council of Adult Education, ICAE and the Global Campaign for Education[52] (GCE) where it is an elected Board member).

The Campaign intends to increase awareness of people of all classes about the importance of popular education in terms of literacy in an attempt to improve democracy and human rights in the country through facilitating national dialogues amongst NGOs and civil society to achieve Education for All (EFA) and lobby to enhance NGO participation in educational policy making and other national and international educational activities/ issues. It recently produced the Education Watch 2013 report titled *New Vision Old Challenges*: *State of Pre-Primary Education in Bangladesh[53]*. Campaign staff members were not covered by the study but it is clear that, similarly to AOC, CAMPE's focus remains solely on education and not on the budget development processes or allocation.

Action Aid and TIB have been mentioned many times as a potential significant contributor to establishing a more democratic budgetary process. Action Aid however does not have as big a network of grassroots partners and is, according to respondents, largely perceived as a donor initiative. This can weaken their legitimacy in the eyes of the general public. TIB focuses on issues of corruption and does not intend to directly improve public services and establish pro-

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[52] A worldwide network of NGOs and teachers unions operating in more than hundred countries
[53] The report was launched on May 25th 2014, at the LGED-RDEC

poor policies. Its purpose is to make the governance structures and processes more transparent but not through focusing on budgetary issues.

CPD is one of the most prominent and reputable think tanks in Bangladesh. It makes an important contribution to democracy by keeping the GoB accountable to its citizens through raising the public's awareness and general understanding of budget and tax related issues. It also provides pertinent analyses of policies implemented by GoB based on rigorous independent research. CPD however does not have the advocacy mission of SUPRO and does not have access to the grassroots support, network and voices that SUPRO has. SUPRO has access to 45 district information centers and is able to relay their requests, concerns and demands in a legitimate manner. CPD and SUPRO have relationships in that they often attend dialogue sessions and meetings on taxation and budgeting issues. Respondents interviewed at CPD stated that without SUPRO, people based in Dhaka would have to rely solely on the information relayed by the media to know the demands of the citizens. Media relayed information however is often unreliable. They also emphasized the benefits of SUPRO's training for journalists as a way to improve the general public's understanding of budgetary issues. If the general public can understand these issues, they can engage with it and be more pro-active about it. This contributes to building more democratic processes they said as they play an important role in bringing otherwise distant voices to the center.

SUPRO, in line with some scholars, argues that *Union Parishads* have considerable potential to maintain and improve government responsiveness and accountability to the people, especially the poor. Historically, the evolution of the role and function of UPs was contested as it substantially affects the governance landscape and dynamics within the country. It was believed that the shift from centralized bureaucracy to a more decentralized and elected local government framework and empowering these with executive agency would be critical in the democratization of Bangladesh (Sarker 2003; Faguet 2004). Establishing structures that could facilitate and be conducive of "good governance" by decentralizing power is expected to bring the state closer to its people by facilitating information sharing necessary for evidence-based and responsive pro-poor policy making. This shortens the otherwise long, opaque, and overly bureaucratic channels of engagement between citizens and state.

Although constitutional provisions for the introduction of representative bodies at local government level have existed since Bangladesh's inception, in practice at the start only the

union local government was truly representative[54]. The development of representative and responsive local governance systems is indeed a long-standing need in the country. The promulgation of the *Upazila Parishad* Ordinance (1982) that introduced *Upazila parishads* with an elected Chairman in the mid-1980s, was , scrapped by the military regime[55] in 1991 (Sarker 2006) before being reintroduced seven years later by the Awami League government. This gave Members of Parliament (MPs henceforth) an advisory role at the *upazila* level. The regulatory functions and major development activities of national and regional coverage were controlled by the central government while local development activities were delegated to the *Union Parishads* as *transferred subjects,[56]* managed by senior civil servants who were deputed to the *Parishad*. Ten years later, due to perceived inefficiencies in the system, the caretaker government initiated a Local Government Commission to oversee the *Parishad's* activities and performance. MPs' advisory role was replaced by two Vice Chairpersons (one of them being a woman). The ordinance reserved 30 % of seats for women (As-Saber and Rabbi 2009) and proposed to make the *upazila* level "the most important tier of local government" (Habib, 2009).

There are still many remaining challenges and inefficiencies at the Upazila level, which affect the lives of the rural population, especially the poor which local NGOs and INGOs usually choose to ignore. SUPRO aims to tackle these structural hindrances by engaging important local civil society actors, training them on budgetary issues to lobby and advocate for local participatory systems inclusive of the poor. The rationale for this is that the present budgeting process and development of fiscal policies in Bangladesh still leave limited space to include the need of the poor population of the country and little space for district level specific demands and needs.

Compared to other NGOs therefore SUPRO's main strength lies in its strategic networks at the grassroots level, which increases the credibility and legitimacy of the institution and the messages it conveys to policy-makers. Also, the SPO's long-term objective is stimulated by the motivation of activists to transform the political system. As a result, the leadership of the institution, its core identity and sustainability is not dependent on one person (as it often is in South Asian Civil Society institutions, think tanks or NGOs) but is supported by its strong embedment within existing organizational networks connected to SUPRO. The recent

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[54] In Bangladesh there is a three tier local governance network and system consisting of *Union Parishads*, *Thana* and Districts
[55] It lasted from 1985 to 1991
[56] These included issues related to agriculture, rural works, education (primary), water supply, food-for-work programmes and irrigation amongst others.

replacement of SUPRO's director for example did not affect SUPRO's strategic course or focus significantly, nor the relations between the networked partners and SUPRO.

SUPRO is working hard at organizing coordinated actions to develop more knowledge and understanding regarding the need for better educational and health services. It, in turn, keeps public institutions at the district level under scrutiny and encourages better performance as well as more transparent budget spending.

Finally, linked to the latter point, it is important to recognize the role played by the Executive Committee of SUPRO in preserving good and effective relationships with policy-makers (like NBR and MPs for example). The Chairman of the National Board of Revenue, who had worked in the Ministry of Finance for ten years (where he served as deputy secretary and joint secretary) explained the importance of challenging the top-down processes of budget development. He described his personal frustrations of working within autocratic and almost feudal governance systems where patronage dominates the mindset of bureaucrats and encourages them to pursue personal rather than public interests. According to him, the work of SUPRO is significant as it is rooted in grassroots institutions. This acts as a balance to the usual top-down policy-making dynamic emerging from a centralized governance structure and culture. Both he and CPD representatives recognize the great potential of SUPRO's approach and its contribution towards establishing a more democratic political culture.

Despite the recognized value of SUPRO's strategic path the data collected suggested a few weaknesses, challenges and threats, the analysis of which constitutes the focus of this section.

One of the main long-standing challenges faced by SUPRO is the permeability of the political system they intend to change and influence. Government representatives are rational individuals who are generally encouraged to follow the government's rules and procedures in place not their own personal interests. The planning and budgetary processes of GoB are mostly top-down, centralised and bureaucratic in nature. As explained in section 1(a), the budgetary process is intricate in that it includes numerous steps and stakeholders, which have well-defined roles. Changing the long-established political culture centrally is near to impossible and therefore using MPs at the district level by organizing lobbying activities creates a potential entry point. There are a few limitations to this strategic approach:

1. MPs are themselves under a lot of pressure to serve at Parliament and discuss matters of national importance (economic and trade policy, budgets). The MP interviewed shared from her own experience that it was difficult to be useful at parliament if MPs are constantly "pulled" back to their constituencies to engage with micro or even

household-level issues. For SUPRO therefore, it is important to understand this personal trade-off between macro knowledge and interest and micro practices and power.

2. Related to point 1, it is interesting to remind ourselves that the power of MPs at the parliamentary level is weak, especially in the current political situation. Legally MPs who vote against their party leader's proposal, automatically lose their seat at the parliament. This discourages them from expressing a desire for change. As a result, even if SUPRO manages to train MPs and to successfully facilitate dialogue at the district level amongst stakeholders, MPs in turn, cannot initiate change without the support of the party.

3. Thirdly, the relationships that SUPRO creates and maintains at the district level can only translate into significant change if the public duty bearers accept to engage with such activities and are in favour of them. Also, regardless of the MP or upazilla chairman's aspirations, the regular transfers of civil servants often means that key effective relationships are broken and that the negotiation process at the district level re-starts at least every 4 to 5 years (but usually earlier). This threatens the efficiency of SUPRO's work and the desired outcomes of its programmes.

Secondly, as explained earlier the impact process of the project is difficult to trace back to SUPRO. Campaigns are designed and implemented in a context where several other local, national and international NGOs operate, and they often have an important impact on the campaign's outcome. Evaluating SUPRO's efficiency and value, the majority of respondents interviewed stated that SUPRO's major achievement was to increase general public awareness of budget and tax issues, especially at the district level and to facilitate discussions between government representatives, civil servants and citizens. They often however explained that beyond advocacy to primary and secondary stakeholders, SUPRO lacks formal and systematic follow up strategies to translate awareness into action for longer-term change and substantial impacts. CPD's researcher for example explained that SUPRO needed to make more effort to disseminate and act upon their research finding. He argued that there is an opportunity loss in not engaging more strongly to develop evidence-based advocacy campaigns.

Thirdly, when trying to achieve policy changes, it is rather difficult to ensure that the process and culture associated with the policy are enforced and that it therefore realizes the intended impact on society. The case study on the Tangail Budget it an interesting one, which illustrates the difficulties of enforcing new systems, power relations and processes. Since SUPRO started working on the establishment of social rights for marginalized people through

existing local NGO networks and structures it advocated a bottom-up budgeting process which would consider the needs of the target group. This consideration put emphasis on the needs of women, ethnic minorities, and people with special needs (elders, disabled, children) and helped identify particular local issues to be well-thought-out for budget formulation. The desired changes intend, as explained in sections 3 (a) and (b) to have public services and infrastructures, which are responsive to local specific needs.

The recent example of the Tangail District budget illustrates some of the underlying political dynamics which can obstruct SUPRO's mission accomplishment. The Ministry of Finance declared in 2013 that Tangail district would have its specific district budget. SUPRO therefore organized a special campaign programme on the district budget in Tangail and the SUPRO Tangail district committee set up rounds of pre-budget discussions in: 2 wards (one is in number 7 Ward of Dannya Union and another is in number 15 Ward of Tangail Pourosova), 1 Pourosova (Tangail), 1 Union (Dannya), 1 Upazila (Tangail Sadar) and lastly at the District level. A total 6 pre-budget discussion meetings were held. Despite the apparent success and SUPRO's efforts to continue and strengthen their campaign in Tangail District, the so called "district budget", according to every respondent interviewed, is indeed still characterized by the same features as other budgets. It is still centrally set after a top-down and heavily bureaucratic budgeting process involving the same stakeholders. The budgeting process and framework has not changed, is still non-participatory and ignore grassroots needs and demands. In fact, many stakeholders claimed that the 1,673 core 45 lac that was allotted was not sufficient for the district's needs. Historically budgets in Bangladesh are defined based on previous years' allocation and regardless of the actual needs of the locality. The extent to which the budget allocated was spent across relevant sectors is poorly monitored and leaves room for budget mis-allocation of public investment.

SUPRO's CIVICUS analysis and discussion

Changes in civil society support and engagement have been analysed by comparing the scoring of SUPRO on the CIVICUS index at baseline with those at follow up. Broadly little changes have been observed as the average result at baseline remains at 1.8 in 2014. SUPRO scores particularly high in the first three indicators because it is run essentially by the staff of its grassroots members and because SUPRO does a good job at mobilizing the local actors and linking them with public sector actors.

Table 34: SUPRO civicus scoring 2012-2014

Baseline 2012	Follow up 2014	Questions
2	**2**	**CIVIC ENGAGEMENT**
2	2	To what extent do NGOs include needs of target groups in analysis and planning?
2	2	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
2	2	What % leaders are members of a formal dialogue platform with local-national government representatives?
2	2	What % of leaders are members of a sectoral user group?
1	**1**	**LEVEL OF ORGANISATION**
2	2	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs?
2	1	What % of relevant organizations (national or international) of the sector is the NGO linked to?
2	1	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
1	1	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
0	2	To what extent is the NGO resource base diversified?
		CFA QUESTION: RESOURCE BASE
2	**2**	**PRACTICE OF VALUES**
2	2	To what extent are social organs involved in strategic management of the NGO?
2	2	To what extent are social organs involved in strategic management of the intermediate organization?
2	2	To what extent are codes of conduct respected within the NGO?
2	2	To what extent can social organs (right holders) ask NGO management to be accountable to them?
2	2	To what extent are codes of conduct respected within IOs?
2	2	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**2**	**PERCEPTION OF IMPACT**
2	2	What level of intensity of relationship exists between public sector actors and NGO/IO?
1	1	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
2	2	To what extent are target groups satisfied with social services delivered by NGO?
2	2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
1	2	To what extent has NGO played a role influencing relevant policy changes?
2	**2**	**ENVIRONMENT**
2	2	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
2	2	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
1	1	To what extent is NGO involved in studies on civil society?

Civic engagement- stable

The way in which SUPRO integrate its member's point of view and opinions has not changed since 2012. The NGO platforms is successful, according to our data, at incorporating the local

demands of their members. However SUPRO's main challenge remains to convey the requests in a succinct and effective manner for government representatives and policy-makers to be able to absorb the demands. If the message conveyed by SUPRO is not relatively focused and clear it jeopardizes its interaction with important policy stakeholders. So far we consider that SUPRO has been successful in communicating requests to relevant stakeholders without compromising on the diversity of localised needs and demands.

Level of organization- stable

SUPRO continues to operate within a number of national and international networks and fora which are directly relevant to its mission, for example the Bangladesh Budget alliance group, the South Asia Alliance for Budget Advocacy, the International Trade Transparencies Initiative, the AID Accountability Group, Tax Justice International. The role of SUPRO, as an institution, within these networks is weakened by the regular changes of the executive director of the SPO, and therefore the importance and role played by the SPO is uncertain. Unfortunately SUPRO does not use its knowledge base beyond its own network and has a predominant focus on advocacy rather than information sharing and dialogues. Most of the working groups SUPRO takes part in are advocacy-focused rather than strengthening technical expertise and sharing institutional knowledge on the diverse issues it addresses. Because the IMPACT alliance network prioritises accountability to the grassroots, SUPRO's focus on building this communication linkages between the "local voice" and the "centralized power" represent a positive way of engaging its large beneficiary group.

Level of organization-- stable

SUPRO's ambition is to sensitize and influence political leaders and policy makers so that changes are introduced in the way in which the poor are governed. The SPO works in a number of campaigns to improve the resource allocations in education and health at the district level and a fairer tax system. Developing an efficient tax system represents an important step in the path to becoming a middle income country with limited inequalities and extreme poverty. In that sense, SUPRO represents clearly the long-term interest of its target groups and IOs.

The decline in scoring for two of the questions related to SUPRO's engagement in relevant networks can be explained by the difficulties faced by the SPO to be present on the national scene, in Dhaka-based fora and in local districts. The senior management of SUPRO is composed of a few charismatic leaders who need more substantial resources (and strategic staff members) to engage with different platforms in a pro-active manner, yet there seem to be a gap between the two to three strategic visionaries and committed leaders and the grassroots-

based organisations. What constitutes the uniqueness of SUPRO (being an alliance based platform) plays to its advantage overall, even though it is hard to manage.

Staff development and training is important for SUPRO to maintain its relevance in the national debates and keep itself continuously well-informed if it is to engage with political and policy-makers. While the structure of organisation appears strong, SUPRO suffers from the fact that it is dependent on a few number of funders. This is a serious weakness which potentially jeopordises an innovative and committed network.

Practice of values- stable

SUPRO, through its large NGO and grassroots-based network, has a wide number of representative local 'social organs' for which the national committee and executive committee are responsible to involve them in strategic planning. SUPRO successfully maintains careful relationships with its NGO members and their participation in decision-making is very pro-active (on different issues, administrative or thematic). SUPRO also enforces good financial reporting practices together with high quality HR practices.

The relationship between SUPRO and its members is constructive and non-dependent which seems to be a successful and effective design to mobilise civil society members sustainably. The legitimacy of the SUPRO network relies on these relationships and on its communication and accountability systems. If these were not in place, a lack of trust would have brought the network down and destroyed its reputation. Downward accountability is very high and multiple large-scale partnerships meaningful, which is rare in Bangladesh and reflects positively on SUPRO's practice of values.

Perception of impact- stable

SUPRO's engagement and relationship with the local government and national government representatives has stagnated over the last 2 years. The CIVICUS scorings analysis shows that SUPRO works closely with Parliamentary members and different governmental bodies such as the Planning Commission, the Finance Ministry standing committee, the district education office and district hospitals. SUPRO's extensive grassroots network (around 600 grassroots NGOs working in 46 of the districts in Bangladesh) is very satisfied with SUPRO's work and approach to the pro-poor budget issues. SUPRO is successful at building a unique and large grassroots-based coalition in Bangladesh with fairly good representative and transparent procedures. In Bangladesh, the context and political culture go against the establishment of macro-micro linkages and demand-supply connections in the domain of budget allocations, health and education services, economic justice PRSP process, trade justice and tax systems.

The quality of communication is very good with SUPRO keen not only to build but to inform different networks and agencies.

Environment- stable

Although SUPRO remains stable in this dimension as well, we perceive a risk that SUPRO gets less involved in studies on civil society because of high staff turnover within the organization. SUPRO, due to its decentralized structure and to the fact that it has been owned by its members since inception, builds its strength on the participation of civil society actors through which it identifies key themes to be addressed and common strategies to be developed. Although it receives strategic advice from Oxfam Novib, SUPRO is broadly recognized as a self-driven organization, which takes grassroots issues to the national scale and takes a strong political stance to tackle the issue, which is unusual in a development sector where NGOs tend to "depoliticize" and "technicalize" their discourse. There is room for SUPRO to engage more with private sector institutions and actors to make their work relevant to these influential actors.

SUPRO is one of the major alliances supported by Oxfam in Bangladesh. Others include CAMPE, AOC, WeCAN and BLAST. The main benefits of having such an unusual partner are the demands emerging for the grassroots based SUPRO members.

To summarize, although still there is no specific change of policy at national level regarding decentralized budgeting, tax reforms or more pro-poor local budgets, it is clear from the interviews conducted and the secondary data reviewed that the work of SUPRO and its structures and activities make it a unique and valuable actor in the democracy building process in Bangladesh. Actively sensitizing people and mobilizing them around pro-poor budgeting, tax reforms, participatory budgeting process and ensuring down ward accountability of the public institutions of health education and agriculture sector both at local and national level is still unprecedented and therefore has valuable potential. The popularization of budget development processes and the sensitization of people (especially the poor) around this issue is key to building more responsive pro-poor policies and democracy. So far SUPRO's campaign initiatives have been successful and generally well regarded by the stakeholders interviewed who either knew of or attended the programmes when relevant to their area of expertise. As a conclusion to this section the table below illustrates the contribution analysis of SUPRO and summarizes the three main alternative explanations to the outcome as presented in this section.

Table 35: SUPRO's alternative explanation table

Alternative Explanation	Influencing factors	Type of rival	Certainty	Robustness	Range	Prevalence	Evidence	Score
Inputs of larger Non-Governmental (NG) organizations (ActionAid, Transparency International Bangladesh, UNDP, AOC CPD)	**Institutional** Many other institutions support the campaigns undertaken by SUPRO **Interpersonal** SUPRO has strong interpersonal relationships with some of these institutions at the local level often	Direct rival	**Low** Other NG actors do not have the same mission and/or approach as SUPRO.	**High** A number of sources confirmed that the joint advocacy and research activities of other institutions influence the outcome.	**Low** The outcome is not a priority for these institutions.	**High** The NG stakeholders contribute to the outcome through a large range of sectors (education, taxes, corruption, health…).	**Medium** All confirmed via interviews with some of these NG institutions and internet research on their websites. Some of these institutions are large reputable NGO with well-established connections and M&E system.	2
National Board of Revenue (NBR) and the Internal Resources Division.	**Institutional** The budget decentralization campaign is supported by governmental entities. **Interpersonal** Current and retired- civil servants have good working relations with SUPRO.	Direct rival	Low Government entities support is a *sine qua non* condition for achievement of outcome. However support is inconsistent as it challenges dominant political culture and long-	Low Number of sources confirming mechanisms is a significant contributor is low. Politicians are risk adverse and generally avoid jeopardizing their personal	Low Outcome is not a priority as they are technical advisors in the process.	Low NBR and IRD's contribution to outcome is constrained to Ministers' understanding and approval. Their means of influence are few and their target group limited to a handful of	High All confirmed via interviews; secondary literature and media reports.	1

	Personal Strong personal commitment to be working with SUPRO recognizes as a rare grassroots institution		established top-down dynamics	relationships within government.			individuals.	
NGOs members of SUPRO	**Institutional** Developing a pro-poor budget or a establishing tax systems is a concern of many SUPRO members.	Commingled	**Medium** Some NGOs members of SUPRO claim to have a local influence on health and educational services.	**Medium** NGOs have their own MEs, reports, external evaluations. These vary in quality but claims are strong.	**Medium** NGOs share a range of outcomes of interest and different programmes have theories of change which indirectly lead to these shared outcomes	**Medium** Some pro-poor issues at the local level can be negotiated through interpersonal relationships rather than through long bureaucratic national discussions. It is complex to maintain a vast network of diverse NGOs and civil society actors unified.	**Medium** Mostly NGO reports, some corroboration form media and other civil society stakeholders.	2

B. Capacity development analysis and results

Overview changes

OXFAM Novib has supported SUPRO over many years with grants in financial years 2006 to 2009, then under MFS1 and MFSII from 2010-12, and more recently 2013-15. OXFAM Novib is the major donor for SUPRO. In the period under study OXFAM Novib provided in the region of 11 million Taka (in 2011), 26 million Taka (2012 and 2013). Of this around 24 million is dedicated for the overall programme and 5 million for tax justice.

There were a few areas in which organisational capacity appears to have increased over the period 2012-2014. The evaluation followed up on three of these, as follows.

(1) Capacity to plan strategically: The capabilities assessment score for C1.1 (Capacity to plan strategically and translate plans into action) increased from 3 to 3.5. SUPRO has developed a new strategic plan for the period 2014 - 2018. They have started to operationalize this plan and implement reformed policies procedures and prioritised campaigning themes. Importantly, this plan has been developed with the increased involvement of member organisations and other key stakeholders.

The development of a new strategic plan has also contributed to other positive changes:

- Capacity to develop and maintain shared vision and values and unite staff (C4.1). The capabilities assessment score for C4.1 has increased from 3 to 4.
- Capacity to develop and use theories of change (C4.2). The capabilities assessment score for C4.2 has increased from 3 to 4.
- Capacity to engage in strategic learning (C2.2). The capabilities assessment score for C2.2 has increased from 3 to 4.

The involvement of member organisations and their staff in the development of the new strategic plan and theory of change was supported by external funds, mainly from Oxfam Novib. The process was also supported in part by the voluntary contributions of members' time and resources, and these different factors together have jointly contributed to the outcome.

Another factor that was considered was the almost complete change of staff at the secretariat in 2013, including a change in executive director. However, the members carried the organisation forward smoothly despite this disruption in the secretariat staffing, and it is considered unlikely this had a significant bearing on the result.

(2) Capacity to engage with government and public institutions: The capabilities assessment score for C5.3 (Capacity to engage with Government and public institutions at different levels) increased from 3 to 4. The evaluation has found that there is ample evidence of the improved ability to engage with local government and achieve local reform and improved governance. Many local governments have not only responded positively to SUPROs campaigns, but have also invited them to participate in the implementation of some of the reforms SUPRO advocated through joining local government committees and jointly holding income tax days and fairs.

The evaluation finding is that the improvement in SUPRO's capacity to engage with local government occurred as a result of its campaigns. Oxfam Novib was the major supporter of SUPRO's campaigns, including its tax justice campaign. In addition, they introduced SUPRO to CRAFT, an international coalition working on Tax justice. Oxfam Novib funding also supported SUPRO to assist its members through several capacity building initiatives around some of its major campaigns with workshops on issues such as participatory budgeting and tax justice, as well as building the capacity of local government. The evaluation also finds that the strength of SUPRO's alliance with its member organisations has enabled it to work with local government simultaneously in many districts and as such to push for reforms from the grassroots through to central government.

The decline of ADAB, the former umbrella body for Bangladesh NGOs, may also have contributed in part to SUPRO's improved position with government. ADAB suffered from the effects of a political backlash and government opposition. SUPRO never intended to replace ADAB but provided an alternative form of organisation dedicated to taking forward key campaigns built around improved governance in the country. Subsequent building of relationships around Right to Information, Debt Cancellation, essential public services in education, health, tax reform, and other issues has resulted in SUPRO members being invited into local government advisory council, education committees and joint tax fairs and many other institutions and events.

It is considered likely that the enhanced capacity to engage with local government is a result of both the support provided by Oxfam Novib and the space provided by the decline of

ADAB – the former leading to increased technical capacity and the latter enhancing the power to put this into practice. This again reinforces the important element of 'power (or opportunity) to act' as well as capacity into any capability assessment.

(3) Improved capacity to anticipate external trends and adapt to changes: The capabilities assessment score for C2.3 (Improved capacity to anticipate external trends and adapt in the face of those trends, opportunities and threats) increased from 2.5 to 4. The evaluation believes that this was partly due to increased collaboration with external agencies (mainly donors and NGOs) and the implementation of the strategic plan. Increased collaboration with donors means that SUPRO is talking to a broader range of donors more often, increasing its ability to anticipate trends. Oxfam Novib facilitated the invitation for SUPRO to join the CRAFT Alliance, an international alliance on tax justice. SUPRO has also improved its relations with other donors and NGOs such as World Vision, Saferworld and Christian Aid.

No alternative explanations were sought for this change.

Overall, Oxfam Novib funded capacity building indirectly through proving support to SUPRO's overall programme as well as specific campaigns. Most of the changes in capacity came through improvements in SUPRO's core work, such as campaigns, and its participatory strategic planning.

Oxfam Novib should take credit for really assisting SUPRO to develop and mature over the years. It is SUPRO's largest donor and provides significant funding for its overall programme as well as specific campaigns. This funding has supported SUPRO to engage in a participatory strategic planning process, which has led to improvements in several capacities including the capacity to plan strategically and take action based on this plan, develop and maintain a shared vision, develop and use theories of change and engage in strategic learning. Funding from Oxfam Novib enabled SUPRO to make the process more participatory by including members and staff in the planning process. The arrival of new staff and a new executive director in 2013 may have contributed to improvements in capacities related to strategic planning but it has not been possible to fully assess any potential contribution this had.

Funding from Oxfam Novib has also enabled SUPRO to deliver key campaigns such as the tax justice campaign, which have resulted in improved capacity to engage with government. Although changes in the external environment such as the decline of ADAB may have

helped, SUPRO would have been unable to capitalise on this change without the support of Oxfam Novib.

Detailed analysis

Using the 5Cs model, we have repeated the organisational assessment of SUPRO and compared it to the base line carried out in 2012. The second workshop in September 2014 included a balance between staff of the Supro secretariat and an equal number of members, including those on the national council of Supro and district representatives (also members). The methodologies used for the CD component are all annexed to this report at Annex 3.

Capability

Table 36: Capability rankings of SUPRO - Baseline vs. Endline

Remark	End line	Base line	Capability to act and commit	C1
Increased	3.5	3	Capacity to plan strategically and translate plan into action	1.1
Strategic plan and action plan 2009-2013, progress reports, evaluation reports, records of meetings, dialogue and conversations with the public, members, Government officials and the media. Concept papers and deeds of trust. Implementation plan of mission and vision. Monitoring by 23 national council members and 9 executive board members. Capacity development plan and its evidence of implementation. National Convention of member meeting and review of strategic plan Annual General Meeting discussions. District campaign committees meetings (15 members per committee). Meeting minutes at various levels of the organisation and beyond. Strategic decisions to not receive money from certain institutions (WB, ADB and IMF). Strategic plan developed a participatory way.				Base line
They have new strategic plan based on participation of members and other key stakeholders, they have just started to operationalize and also to implement reformed policies procedures and prioritised campaigning themes. The member organisations of SUPRO and staff both are now involved in planning and implementation with some external funds (mainly Oxfam Novib) and voluntary contributions of members' time and resources.				End line
Increased	3.5	2	Capacity to recruit, motivate, enthuse and maintain effective staff	1.2
HR documents, staff files and register, salary scales and incentive package. Capacity building of staff. Good working environment. Clear job descriptions a good gender policy.				Base

The negatives include lack of dedication by some staff and poor financial remuneration and at times lack of dedication.				line
New staff and new gender policy, good induction, staff working well, new staff condition, including insurance. There are no vacant posts in the SUPRO secretariat.				End line
Increased	**4**	**3**	**Capacity to maintain effective operational systems**	**1.3**
HR policy, M&E policy, gender policy, accounting policy, finance policy, auditing are all in place and functioning well. Self- monitoring by members. Organisational memorandum/deed of trustees functions as per policy. Operational plan being followed, evaluation reports feed into strategic documents. Staff appraisal reports. Process of recruitment is strong.				Base line
Regular district meetings, following agreed policy, clear operational guideline, good financial systems. SUPRO now have operational plans and guidelines. To maintain effective operational systems SUPRO arranges weekly & monthly staff meetings, National council meetings and Executive Board meetings.				End line
Same	**2**	**2**	**Capacity to maintain secure financial resources**	**1.4**
Budgetary documents in place, financial statements, audit report, financial notes all available. No initiative for internal staff resource mobilisation, no fund raising strategy properly thought through. Accounts and related policy implementation information available.				Base line
SUPRO has only one donor hence this is a major challenge to them hence no improvement in score. Although SUPRO maintains external & internal audit and it also has a systematic way of transferring funds and financial transaction. The financial report is monitored by treasurer and the AGM approves this report.				End line
Same	**4**	**4**	**Capacity of leadership to lead and inspire**	**1.5**
Good meeting notes of district committees, national council and executive board meeting notes. Campaign members inspire others. Good macro-micro level linkages. Lack of political commitment by staff, overqualified and under qualified staff dissatisfied. Very low non-competitive salary levels. Members are much more politically motivated – staff requires better salaries.				Base line
Both district and national board working well, regular committee and national council meetings, good relationship between members and staff so they work well together. There is regular meeting between staff and board members. District secretary leads the district campaign and activities.				End line
	17	**14**	**Total- (C1.1 to C1.5)**	

	3.4	2.8	Average total

Comparison Notes: Some improvements on most scores, excepting issue of funding dependence on a single major donor. The organisation coped with a major turnover of staff in the secretariat without a negative impact on its work because the alliance covered any staff gaps, indicating the real strength of the alliance base and its engagement in the work of SUPRO.

Remark	End line	Base line	Capability to adapt and self-renew	C2
Same	3	3	Capacity to use M&E for learning and improvement	2.1
Regular field visits with reporting on lessons learned. Annual report and programme review, programme reports, quarterly newsletters, media coverage. Meeting notes from district coordination meetings are shared. Future planning reports are shared.				Base line
M&E participatory system improving day by day, M&E has new planning system which still needs need improving but we are using it for learning. SUPRO have now taken some new M&E (participatory) initiatives but it is not fully implemented yet.				End line
Increased	4	3	Capacity to engage in strategic learning	2.2
Preparation of key note position papers, policy papers, strategic documents. Government policy makers and local stake-holders involvement in SUPRO activities. Regular upgrading of strategic plans				Base line
New strategic plan for 2014-2018 has been drafted with engagement of members and other stakeholders, shared learning between members, learn from past experience and learnt what might work in the future.				End line
Increased	4	2.5	Capacity to anticipate external trends and adapting in the face of those trends the opportunities and threats	2.3
Current policy and position papers. Project documents, reports on participation in international events. Research documents, MOU's with national and international forum sits and sharing meetings, papers on international policy related to 'burning issues'				Base line
SUPRO is working closely and in collaboration with many external agencies, anticipating funding trends by talking to other donors. They have started to implement the new strategic plan. For the monitoring of external trends SUPRO now engaging with Christian Aid, Safer World, World Vision Bangladesh etc. It is now raising its voice in policy reformation and education policy since 2010. Clear improvement around core business.				End line
Increased	4	3	Capacity to encourage and accept flexibility and creativity	2.4

Staff suggested themes are accepted, position papers are prepared, publications with new ideas, data sharing and training on new ideas. Published research documents, policy papers, exchange programmes, documentation of fellowships programme, SUPRO news- letters and web-site, facebook.			Base line
SUPRO always accepts new ideas, here we get huge flexibility to work, mostly depend on having a positive donor. SUPRO has strategic plan defines specific goals but there are some restriction on purely local initiatives where they do not fit the overall SUPRO strategies and priorities.			End line
	15	11.5	**Total- (C2.1 to C2.4)**
	3.7	2.9	**Average total**
Comparison Notes: The recent process of discussing and drawing up a new strategy clearly brought both members and staff closer into some appreciation of the importance of SUPRO, and ownership of its programme.			

Remark	End line	Base line	Capability to deliver on development objectives	C3
Increased	**4**	**3**	**Capacity to deliver on relevant planned products and services**	**3.1**
Effective working communication with local services on health and education administration, as set out in plans, action plans and progress reports. Service providers and service receivers attend SUPRO programme activities on a regular basis, accepting social auditing reports positively. District level stakeholders and elected representatives take part in pre-budget and post budget programme of SUPRO. Structure of developing a concept - planning – developing a strategy – implementing. Prepare concept and position papers. Reporting on programmes. Advocate with policy makers before working with grass roots stakeholders. We should do more around visibility and TV channels.				Base line
Some SUPRO staff are master trainers which improved their capacity to deliver on relevant services in capacity building. We now get reports which show delivery of a range of products across all districts.				End line
Same	**3**	**3**	**Capacity to engage with equity and inclusion**	**3.2**
Currently 30% of women participate in SUPRO work the target is 50%. SUPRO is doing budget alliance work focusing on women, disability and cast focused				Base line

organisations, and they also lobby meetings in favour of these groups. SUPRO has campaign programmes and local level advocacy for people who are lagging behind in society. All SUPRO work is participatory				
SUPRO maintains equity for all stakeholders in their various programs. SUPRO have staff from different religions. It produced guidelines for district work, produced position papers on inclusion and equity and includes this in its monitoring reports.				End line
Same	**4**	**4**	**Capacity to engage with public institutions**	**3.3**
Direct working relations with local health and education administration. Good relationships with parliamentary standing committees and parliamentary members. Mobilisation from grass roots to National level on single issues.				Base line
This is SUPRO's core Business. SUPRO has strong linkages with many Government officials by involving them in various workshops and seminars. SUPRO engages in lobby meetings with National Board of revenue, Local government institute, social audit on health institution, etc.				End line
Same	**4**	**4**	**Capacity to support other organisations with capacity building**	**3.4**
Training modules and workshops for members, evaluation reports, conducting training courses for CSOs, journalists and local government representatives. Information dissemination, (leaflets, stickers, posters, books)				Base line
SUPRO support to 600 member organisations with capacity building. It provides support to the budget alliance group. SUPRO organizes capacity building training on budget & tax advocacy.				End line
Same	**4**	**4**	**Capacity to mobilise the grass roots organisations and other relevant stakeholders to achieve targets**	**3.5**
Encourage rallies, human chains, meetings and cultural programmes for mobilising around issues. Maintain participants' lists of all events, event reports and progress reports. Provide training courses with local representatives, local journalists, and female elected representatives. Training for Alliance members.				Base line
SUPRO mobilises the grass roots organisations for specific targets (advocacy, etc.) and also member organisations provide seminars and training workshops for the grass roots groups.				End line

	19	18	Total- (C3.1 to C3.5)	
	3.8	3.6	Average total	

Comparison Notes: Not a great change, but marked high as many criteria are the core business of SUPRO, and having a strong alliance encompassing most of the country, SUPRO is in a good position to assist local capacity building, and engage with local government through its district committees, etc.

Remark	End line	Base line	Capability to achieve coherence	C4
Increased	4	3	Capacity to develop and maintain shared vision and values and unite staff	4.1
In all publications SUPRO share their mission and vision. Regular meetings are held to ensure a sharing of values – AGM, National Convention and many other sharing meetings.				Base line
SUPRO produced new strategic plan helps to share vision, values, etc. SUPRO also worked on at position paper and concept note produced to clarifying some constitutional matters for all members and also its staff. Improved induction for new staff, and improved clarity of purpose.				End line
Increased	4	3	Capacity to develop and use theories of change	4.2
SUPRO has a clear Theory of Change which is highlighted in its programme s of mobilisation on the anticorruption bill, their involvement in the drafting of the RTI Law and their work as election observers. Depending on the current situation the strategy is reviewed and if necessary changed. Currently introducing climate change issues, taxation issues, all related to external changes.				Base line
A new theory of change was included in the revised mission statement and strategic plan, providing a model for the process of change for advocacy. It developed further its conceptual framework within the strategic plan, for example spelling out the importance of the tax issue and the need to continue dialog with tax authority.				End line
Increased	4	3	Capacity to unite staff about shared visions and values	4.3
All staff have a clear induction period and regular training on SUPRO vision and				Base

				line
			values, working through participatory processes. Staff are committed to SUPRO vision and values. Opportunity to provide support to grass roots staff through camps and tools.	
			SUPRO share vision and values with their staff but some question how much this is internalised and the degree to which they practice this in the organization? Staff are engages in decision making and strategic planning processes. The new staff practice the visions and values as much as possible.	End line
Same	**4**	**4**	**Capacity to develop and maintain a clear identity**	**4.4**
			The SUPRO mission and vision is accepted by all levels of government officials, other organisations and local people. Clear constitution and a strong legal identity. And commitment by the member organisations. SUPRO has a well-established legal identity and is a non-partisan platform. SUPRO takes position against the violation of fundamental rights. Promoting bottom up approach in decision making processes. Campaign against privatisation and rules of IFIs. Pressure groups campaign to ensure essential services (health, education, food security, social safety net provision)	Base line
			Policy makers can identify SUPRO as a distinct identity with distinct policies and ways of working.	End line
Same	**3**	**3**	**Capacity to maintain coherence across all parts of the organisation**	**4.5**
			Campaign groups at district level represented by district secretary who sits on the national committee provide support to the executive committee members. Policy follow-up at all levels. Constitution follow-up. All members of the organisation are agreeing with the values of SUPRO	Base line
			All district campaign committee members know the decisions made on policies, campaigns and priorities. SUPRO organizes regular committee meeting to maintain coherence across all parts of the organization.	End line
	19	**17**	**Total**	
	3.8	**3.4**	**Average total**	
			Comparison Notes: Given the large alliance, the grass roots and UP alliance structures SUPRO is remarkably able to maintain coherence when the temptation would be to campaign on too many topics and in an uncoordinated manner.	

Remark	End line	Base line	Capability to relate to external stakeholders	C5
Same	4	4	Engage with likeminded organisations, networks, Alliances through collaboration	5.1
SUPRO has a clear linkage between the micro level and the macro level organisations who are advocating for change in Bangladesh. Alliance of national and international forums (budget working group, social safety net, advocacy forum. Budget alliance group, South Asia Alliance for Budget Advocacy (SAVA) International Trade Transparencies Initiative, CDDE, CS open forum, AID Accountability Group, CBGA, NCAS, Tax Justice International and JSAPMDD.				Base line
More than 600 NGos/CBOs/Activists are members and SUPRO also is a member of many networks nationally and internationally. SUPRO is an active member of more than 14 regional, national & global networks & alliances.				End line
Increased	4	3	Capacity to engage with service providers	5.2
Clear programme implementation processes. Service providers are involved in SUPRO programmes and activities, their recommendations helps SUPRO review policy and planning.				Base line
To engage with major public service providers SUPRO invites them to local & national seminars. This is a part of SUPRO's Core business.				End line
Increased	4	3	Capacity to engage with Government and public institutions at different levels	5.3
Working closely with Parliamentary members, the planning commission finance Ministry standing committee, district education office and district hospitals. Local level meetings at institutions such as hospitals and schools. SUPRO completes social audits of local level institutions.				Base line
SUPRO has strong linkages with local district administration, local govt., Institutions, Finance ministry and National Board of Revenue It is also involved in academic work with Dhaka university.				End line
Increased	4	3	Capacity to engage different stakeholders in planning and implementing process	5.4
Many meetings, annual reports, and annual programme review. District consultation meetings, joint planning meetings. Recommendations from the different meetings guide SUPRO planning processes				Base line
Communities/ members know SUPRO's budget and contribute to the costs of events, etc. SUPRO also shared the strategic plan and held many joint consultative and planning meetings.				End line
Increased	4	3	Capacity to be accountable to service users	5.5
SUPRO is working towards achieving the constitutional rights of all people. SUPRO practices transparency and follows the organisational constitution. SUPRO provides social audit activities for the population. SUPRO lobbies on behalf of the people.				Base line

Transparent while sharing report, accountable to service users to share progress, but members vary in the amount of beneficiary feedback.			End line
	20	**16**	**Total**
	4.0	**3.2**	**Average total**
Comparison Notes: Positive responses from major stakeholders. Improved relationships with local government across the country and evidence of joint events, campaigns, etc. (see Tax campaign and SUPRO members joining government health and education committees).			

Summary changes; as shown in the spider graph below there have been modest changes, mainly improvements in the self-assessed organizational assessment. Some real successes were identified which are followed up below through the time line and impact grid. Improvements on capability 1 (act and commit) showed some improvement due to new staff and evidence that the alliance oversaw a major staff change. C2 also improved in large part due to a process of participatory strategic planning which also led to a new theory of change (see below). C3 (ability to deliver development objectives) showed a marginal improvement from a high base along the core business of SUPRO. C4 (coherence) is remarkably high for such a large network. Finally C5 showed a significant improvement with improved relationships across the country with major stakeholders including local government officials in a couple of important sectors (education, tax etc.).

Figure 3: Comparison of baseline and end-line stores across all five capability areas 2012-2014
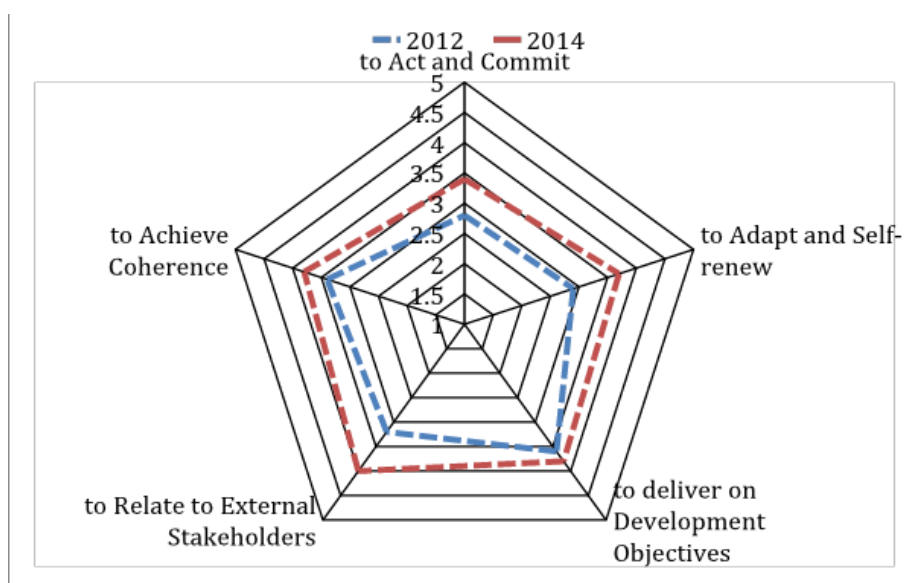
Time Line 2000-2014

In addition to the OCAT, we also updated the time line after introducing the original time line created as part of the bench marking exercise in 2012. We started by updating 2012 as the original time line was created during that year and some things may have occurred after the earlier workshop. The staff and representatives of member organisations were involved in compiling the following timeline.

Table 37: Timeline at Baseline 2000-2012

2000	2001 to 2002	2003	2004
● Create a common platform named as Campaign for political reform with local organisations of 20 districts except Dhaka city for ensuring participation all people, good governance, equity and political transformation ● Formation of national council with 20 members ●	● Name changed and explored as SUPRO-Campaign for Good Governance ● Coast trust acted as Secretariat ● Observation of World Rural Women's Day	● Initiated process for registration ● Expansion areas 20 districts to 46 districts ● Formation of 46 districts committee	● Registered as a trust from Ministry of Law, Justice and Parliament ● Campaign for involving grassroots people in PRSP ● Promote awareness against neo-liberal economy (Part-1 funded by C-AID)
● Instable and conflicting political situation	● Political Threat ● NGOAB regretted for registration cause of organisation name 'Campaign for <u>political reform</u>'	● Legal status and individual identity ● Requirement of external funding	● PRSP has signed by Bangladesh Government

Coast Trust funding with members' contribution	Funding by members	Small funding through Coast Trust from Christian Aid UK and MJF	Christian Aid UK and MJF
2005	2006 to 2007	2008 to 2010	2011 to 2012
2005 is treated as Land Mark of SUPRO - Promote awareness against neo-liberal economy: A Macro Linkage, - Protest Campaign against World Bank Immunity in Bangladesh - Positioning and Civil Society Mobilization on PRSP - Observation of World Rural Women's Day and campaign on 'Hold your leader to account' - Critical analysis through grass root level mobilization, collection peoples opinion and Develop Campaign tools at district level and shared with national level	- Public Budget Discourse in view of Monitoring PRSP , MDG and Public Services - Registered from NGO Burro - Explored separate office - Promote awareness against neo-liberal economy: A Macro Linkage,Part-3 - Promoting local level civil society and Capacities for Human Rights and Governance: a Micro macro Linkage - Activist's Capacity for Equity and Justice	- Debt cancellation and Essential services campaign in Bangladesh - Activist's Capacity for Equity and Justice - Promoting Access to Information - MD campaign - Started Social Audit in Health and education - Exposure visit on TAX and Fiscal Justice - Promoting Pro-Poor Policy Reforms and Public Service for All	- Promoting Pro-Poor Policy Reforms and Public Service for All - MOU signed with TJN - Research on tax system in Bangladesh and Draft is launched at South Asia Social forum held at Dhaka in 2011
		RTI policy drafted by Govt.	Govt. emphasized on tax collection

			Tax became a major issue in all discussion in budget campaign
• The World Bank influenced national policy Government decided not to give immunity to WB	• Christian Aid UK, Oxfam Novib, MJF funded by DFID,	Oxfam Novib, UNMC	Oxfam Novib
• Christian Aid UK, Action Aid Bangladesh, CordAid			

Table 38: Updated Timeline from 2012-2014

	2012	2013	2014
	• District level budget in 45 District • National budget • Demanded district level budget and • Recognized by GoB • Increase national council member from 21 to 23 • Local Gov. district workshop on participatory budgetary formulation • New EB(executive board) formed • Taxation campaign began by SUPRO • Global consortium led by NOVIB CRAFT(SUPRO became a member) Oxfam NOVIB funding	• District budget implemented by GoB in one district (pilot district tangail) • Baseline survey and action research on taxation • Tax justice newsletter • Public hearing 45 district on baseline survey findings • Started Monitoring SMC & PTA role in Government primary school • Education Fair organized in 45 district • Established journalist fellowship • Increase national council member from 23 to 24 • More new staff joined	• Develop participatory Strategic Plan by all level participation • Community watch groups in primary education and health • Build strategic and functional relationship with NBR • Tax day and Fair • More functional relationship with finance ministry • Government agrees to introduce digital form of tax collection as proposed by SUPRO

		• Lobbying meeting in parliamentary oath venue with the parliament members • More digitalized material etc. Oxfam NOVIB and CRAFT funding	185
	External Changes:	External Changes: More political unrest situation and pre-election, attack on minority people.	External Changes: • Same government since 2009 Change NGO AB policy to control NGO's cause some concern.

IMPACT Grid

At the workshop we also asked participants to note down major impacts, with an indication of the degree to which the changes could be attributed to their programme and therefore if possible could be attributed to the Dutch donor and its support. On the right we can see many positive achievements claimed by SUPRO which they feel would not have happened without the Oxfam Novib support. There was one negative due to Oxfam Novib, which they feel came from a budget reduction compared to the originally expected funding. There were some other positives but they recognised that there were others also involved in parallel campaigns therefore they would not claim to be the only people who could be credited (attributed) with such success. A pertinent example is the decision of government to trial health cards for all. This has been both government policy and that of WHO and others for some years but never implemented. Similarly although SUPRO believe they helped introduce the concept of social auditing, many other organisations use this tool in Bangladesh as well. Contribution therefore is low.

SUPRO Impact Grid with Stories of Change
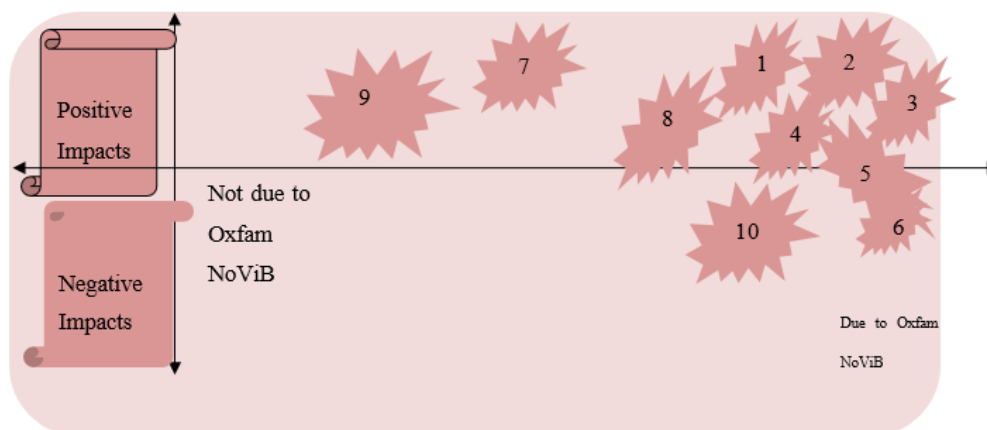
Legend- Impact Stories

1. District Budget and journalist fellowship.

2. Due to School management committee /Parent Teachers Association, meetings organized by SUPRO in Government Primary Schools, it is now moreover a regular process in schools. Before 2013, GPS were very irregular in holding these meetings.

3. Peoples at all levels know about budget processes and their right to know.

4. Tax awareness has been increased at grassroots due to SUPRO campaigns(public hearings and Capacity Building training)

5. For the SUPRO campaign District budget in Bangladesh.

6. Grass roots collective voices and pro poor concerns on essential services delivery of primary education and health were brought to the attention of policy makers and duty bearers at sub national and national level through community research by using social audit tool

7. By budget advocacy campaign SUPRO demanded health card for all. Already Gob declared to ensure health card for all in Tangail District for pilot basis.

8. Due to tax justice campaign SUPRO urged the demand in favour of increase the direct tax rather than indirect tax. In 2014 the GoB has declared the national budget emphasis on direct tax rather than the in indirect tax.

9. Now many organizations use social audit as a tool after SUPRO started the practices.

10. Because of a cut in program budget, the intensity of our campaigns in the districts is decreasing in some aspects.

We followed up the impact grid, OCAT and time line with further investigation of what were identified as major changes especially relationships with local government and perceived

progress of the tax campaign. We did this through further exploration with members of Supro as well as cross checking key peers including Oxfam Novib's representative.

Examples of impact: [57]

Improved engagement with Local government

Regarding impact, our interviews all point towards SUPRO being uniquely successful in both generating ideas and following them through. Examples from district campaign leaders illustrated the degree to which local government had not only accepted some of SUPRO's campaign but had invited them to participate in some of the reforms such as joining various local government committees, jointly holding Income Tax days and fairs in districts to try and encourage less tax avoidance and to explain to people and policy leaders the role of taxation in paying for essential services. In other words there was ample evidence of the improved ability to engage with local government and achieve local reform and improved governance.

SUPRO worked with the government mandated school management committees to strengthen them as well as their relationships with parent teacher associations and other interested civil society groups and local government to improve school governance and the use of budgets in particular. The work on both the local budgeting and social auditing is credited by many for this specific change. Central government also agreed a pilot for local level participation in budgeting in response to the work of SUPRO (Tangui district).[58]

The tax campaign is still relatively new, but all respondents argued that this has been successful at various levels:

1) Arguing for tax justice i.e. more progressive taxes (direct tax on income) rather than indirect tax on the poor (VAT). Recently central government announced the introduction of a digital tax collecting scheme which was one of the changes SUPRO had lobbied for. [59]

2) Engaging with local government who are trying to increase tax income and reduce avoidance.

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[57] We explored some major changes namely the improved relationships with local government and the tax campaign and interviewed key people to understand in more depth the processes involved in these changes.

[58] Interviews with members of school committees and district coordinators SUPRO.

[59] See press coverage at: http://www.thedailystar.net/business/nbr-rolls-out-scheme-for-tax-returns-e-filing-46467 and
http://www.thefinancialexpress-bd.com/2014/10/20/62055 accessed 22/10/14.

3) Gaining both national government approval, including meetings with Ministry of Finance, around SUPRO research on taxation, whilst pushing a more progressive pro poor line.

4) Improving democracy, transparency and governance based on the old idea of no taxation without representation, in other words if government expects citizens to contribute tax, it must in response show what it has done with the money and in particular its commitment to essential services.

There is one negative impact to report. Despite an original three year agreement, each year SUPRO has to renegotiate with Oxfam Novib over the budget. This has led to a gradual reduction in annual funding. Oxfam Novib argued that this was a way of trying to get SUPRO earlier rather than later to seek alternative funding given the possibility that there would be no more funding post 2015 due to Dutch government policy changes. One of the District campaign leaders felt that this had already led to a tightening of funding for ongoing activities (although due to the disruption of the previous year's election there was some underspend carried over to 2014). As researchers we did wonder what the advantage to local partners was of having multi-year funding from DGIS, if the Dutch SPOs still award on an annual basis, depriving the partners of the financial security enjoyed by their Dutch NGO donors. It should be added that Oxfam Novib has been a consistent supporter of SUPRO, and introduced them to the international CRAFT alliance on tax reform.
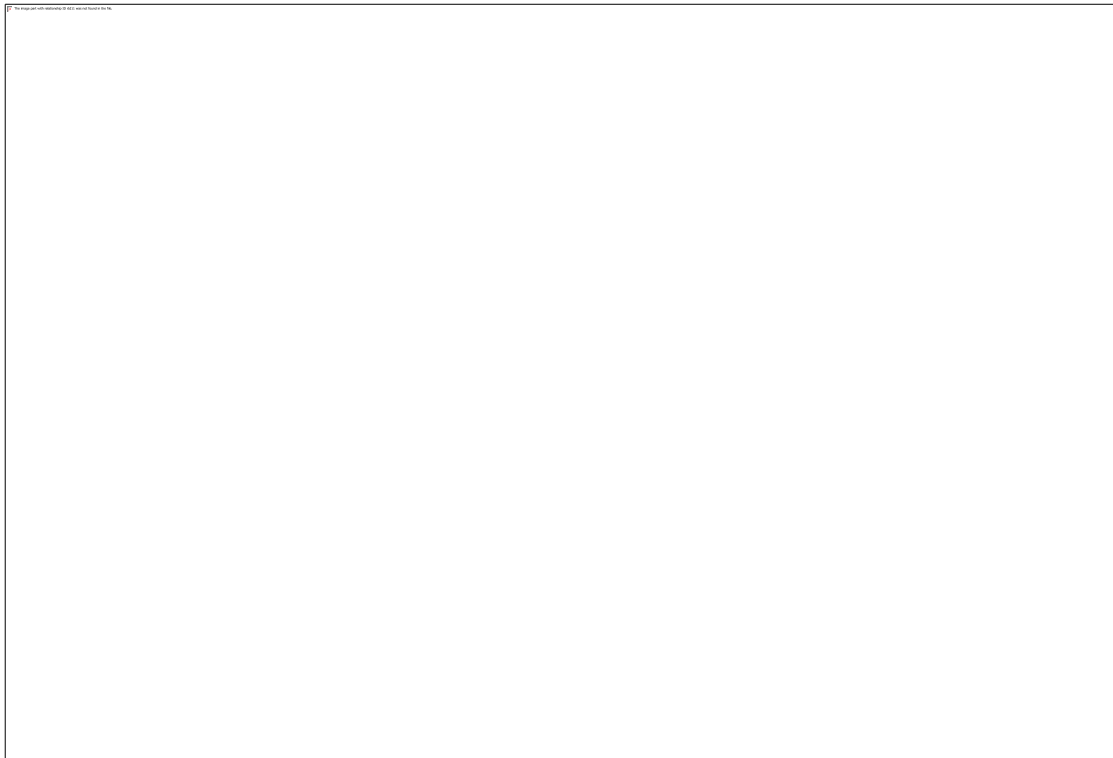
Alternative explanations for selected perceived changes

Oxfam-Novib can be credited with any success SUPRO has had due to its key role in its support. SUPRO filled a vacuum left by ADAB a general umbrella organisation of NGOs in Bangladesh whose poor relationship with government led to its collapse. Therefore there is no major alternative organisation "competing" directly with SUPRO with is membership base throughout Bangladesh. Whilst SUPRO has maintained strong relationships with local and national government bodies it has also been able to become a nationally recognised centre for debate on a series of issues. In our report we list several impact stories claimed by SUPRO, noting where SUPRO itself has listed other allies, collaborators or other agencies contributing to specific changes in government policy and practice; and clearly marked where they were not the only group contributing to such changes, especially around campaigns for: participatory budgeting , improved educational governance , and fair taxation.. It would not be possible to quantify the different levels of contribution to these changes from the many different actors.

Theory of Change

SUPRO clearly has gone through a great deal of discussion on its original TOC as elaborated and produced in the original 2012 bench line report. The earlier TOC indeed was more a listing of objectives than a logical Theory of Change.

In the process of drawing up the new strategy paper, SUPRO members and staff created a new conceptual outline which fulfils most of the requirements of a TOC in that it sets out the links between objectives and eventual goals. The new TOC based on the draft strategy paper is as follows:

"The context analysis has clearly pointed out a strong relationship among Institutional Governance, Poor Peoples' friendly budgeting, Tax Justice and Rights Responsive Essential Services, where peoples' participation has been targeted as the key of success. If peoples participate in the policy reform and budgeting process of the government Institutions then the institutions will be toward good governance and poor people friendly budgeting. On the other hand, if fair taxation is ensured then the revenue will be increased. At the same time a just Tax system will contribute to reduction of income inequality which is much important for reducing poverty. The increased Tax revenue will then result an incremental allocation of

resources in the budgets for Essential Services, which in turn, will ultimately benefit the poor and marginalized peoples addressing their needs and rights."[60]

Capacity Development Discussion

SUPRO has made steady progress over time both in terms of its own institutional development but also its impact in its priority areas. As noted above it is showing signs of improvement across all 5 capabilities. As Oxfam Novib is the major donor, one can attribute most of the work to the support from OXFAM Novib In addition they have introduced SUPRO to CRAFT an international coalition working on tax justice. SUPRO was able to assist its members through several capacity building initiatives around some of its major campaigns with workshops on issues such as participatory budgeting and tax justice. Workshops were also held for local government officials.

It is worth noting the slow steady growth of the alliance, the change of leadership in SUPRO and the fact that the majority of Council members are not from the Dhaka NGO elite but represent the 45 districts. The policy of focusing not on Dhaka central government but local government institutions is one of SUPRO's strengths as it brings a genuine bottom up approach to advocacy by building relationships with local government. In so doing, it seems to have avoided the polarisation of the national political scene and is seen as genuinely non-partisan. This nonpartisan image is important in that it has been able to mobilise without adverse reaction from central government. Indeed by getting local government on board it has eventually led to central government changing policy or experimenting with SUPRO's ideas (e.g. Participatory budget formulation at the district level).

The one great weakness which the time line illustrates along with the OCAT findings is SUPRO's over dependence on a single donor. Oxfam Novib is only too aware of this problem but their policy of just reducing funding to SUPRO in an attempt to get them to look elsewhere has so far not paid dividends. SUPRO places a great deal of faith in being able to go to new donors with their new impressive strategic plan in hand as a way of gaining new support. It should be noted that the second donor CRAFT is in fact also a Novib funded international body working on tax justice. So it is not clear if SUPRO has really diversified its funding base – even if the relation opens SUPRO to an important international platform.

There was a complete change of staff in 2013, which initially looked like a sign of major problems for SUPRO. However what the change inadvertently proved was that the real

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[60] Taken from the draft SUPRO strategy paper; September 2014, pending final edit and approval by the National Council of SUPRO.

strength of Supro lies in its alliance. In the periods of recruiting new staff (including the Executive Director), members stood in for staff and kept the whole programme functioning. We see this as a real sign of strength. There is now a new team in place in the secretariat, with a strong positive feeling in both staff and alliance about the future of the organisation and its successes to date.

Our work illustrates the ability of Supro to work through its members to engage with local government simultaneously in many districts and as such to push for reforms from the grass roots through to central government.

Supro is quite unique in bringing together so many civil society groups from across Bangladesh and for being independent of the Big NGOs and the Dhaka NGO elite. It is unusual in that its objectives to support civil society and to provide capacity building are explicit and transparent. SUPRO has managed since it was founded to build working relationships with a range of government officials starting locally and building to a national presence. Other attempts at lobbying and advocacy in Bangladesh have not always worked and indeed some of the highest profile NGO leaders have become victims of their own perceived power and the polarisation of the national political life[61]. The emergence of SUPRO in 2000 was also important as at that time the umbrella body for Bangladesh NGOs, ADAB, was suffering the effects of a political backlash and government opposition. Supro, although not attempting to replace ADAB, provided an alternative form of organisation dedicated to taking forward key campaigns built around improved governance in the country. Subsequent building of relationships around Right to Information, Debt cancellation, essential public services in education, health, tax reform and other issues has resulted in Supro members being invited into local government advisory council, education committees and joint "tax fairs" and many other institutions and events. Supro is also able to host meetings of parliamentarians within parliament – a strong indication of the strength of the overall organisation.

The research team were concerned when we realised that almost all of the staff of the secretariat of Supro had changed between the baseline survey and the follow up survey. The strength of the alliance was inadvertently proven by the ability of Supro to not only survive this change in staff, but also to maintain the impetus behind its programmes and continue to make progress on most fronts. The recent survey showed that after keeping the organisation

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[61] For example both Qazi *Farouk* Ahmed, founder of Proshika and Mohammed Yunus founder of Grameen bank suffered for their attempts to move from being NGO directors to taking a role in national political life.

working, SUPRO has now been able to recruit a new secretariat which appears to be working well together and with its alliance.

Although several donors have supported SUPRO over its life time, Oxfam Novib should take credit for really assisting SUPRO to develop and mature. The invitation facilitated by Oxfam Novib to join the international group CRAFT reinforces Supro's external relationships. Although we understand why Oxfam Novib has tried to reduce funding and encourage SUPRO to diversity its funding base, this should not detract from the important support SUPRO has received from its prime donor. All other things being equal we would also hope that the Oxfam family will continue to support SUPRO in the future albeit as one amongst several donors The new strategy drafted by SUPRO with participation from its many key stakeholders especially members, should provide a good basis for future resource mobilisation .

Lessons learnt.

1) SUPRO's success has much to do with being grounded in its alliance which is spread nationally providing credibility and legitimacy.
2) SUPRO's success is also due to being able to build its calls for change on solid experience at the grass roots and by engaging local government institutions and building upwards towards a national influence.
3) SUPRO has at its heart both strengthening civil society and building the capacity of its members to act individually and collectively. SUPRO has also engaged in capacity development with local government officers and others.

6. Conclusion

SUPRO is one of the more successful attempts to improve governance in Bangladesh because it is based on a wide spread and active alliance with a central supporting secretariat. The design for SUPRO has come from the needs and concerns of its members hence has probably had more success in achieving its objectives than more top down programmes in a difficult political environment of polarisation and regular civil disruption . For a relatively modest investment of barely 200,000 euros per year SUPRO has achieved much and could do more once it operationalizes its new strategy and secures diversified funding

To do an in depth evaluation of Supro would require far more in depth visits to capacity building workshops, and interviews with more local government officials and members. This is because SUPRO has a large alliance spread throughout the country (600 organisations in 45 districts). We acknowledge that the nature of the organization is unique and therefore requires

extensive fieldwork. Given this complexity, we recommend that SUPRO review its own monitoring to possibly capture further examples of impact.

The civil society component of the research helped identify main strengths and weaknesses, opportunities and challenges of SUPRO. These are summarized and listed below:

STRENGTHS
- SUPRO's strong ties with civil society at the grassroots level.
- SUPRO's unique capacity to listen and convey local demands and needs to policy-makers at the national level (micro to macro).
- SUPRO has a strong institutional identity recognized by national civil society actors
- SUPRO has made a real and effective effort to include the poor in participatory budgeting processes at the local level.
- Board members of SUPRO are from strong civil society organization and have reliable networks within and knowledge of policy-makers and GoB.

WEAKNESSES/ CHALLENGES
- The research component of SUPRO could be used more efficiently (advocacy and dissemination) and SUPRO produces little documentation (in English or Bangla) of their achievements and strategic direction.
- SUPRO relies on Oxfam Novib for strategic advice (on financial sustainability building for example).
- SUPRO does not cover the entire country.
- Change at the local level depends on politicians/government representatives' dispositions.
- Change at the local level depends on the quality of the relationships with CS and politicians/government representatives' who often get transferred

OPPORTUNITIES
- SUPRO can develop its relevance by joining regional networks (although we acknowledge there are not many such networks)
- By sharing information SUPRO can have good relation with other civil society actors or organization.
- SUPRO has the opportunity to become expert in local matters and provide advice for local/national policy-makers
- SUPRO can expand in more districts and cover the country through its existing network with civil society.

- SUPRO could still further strengthen the research outcome to improve their impact on policy making and establish themselves as a research producing platform

THREATS
- High reliance on Oxfam Novib's funding (99 % of its revenue).
- Political threat: locally and national challenging to transform political structures and culture.
- It is a real challenge to maintain a vast network of diverse NGOs and civil society actors unified
- It is challenging to work with politicians at the local level because they have little incentive to change.

As far as the civil society component is concerned the analysis drawn in previous section justifies the scoring outlined in the following table:

Table 39: Evaluation scoring SUPRO 2014 CS strengthening

Score	
9	The project was well designed
8	The project was implemented as designed
7	The project reached all its objectives
7	The observed results are attributable to the project intervention
8	The observed result are relevant to the project beneficiaries
8	The project was implemented efficiently

Table 40: Evaluation scoring SUPRO 2014 for CD

Score	
8	The project was well designed
8	The project was implemented as designed
7	The project reached all its objectives
7	The observed results are attributable to the project intervention
9	The observed result are relevant to the project beneficiaries

Village Education Resource Centre (VERC)

1. Introduction

The Village Education Resource Centre (VERC) started initially as a project of Save the Children Fund (USA) in 1977. It was later registered as an independent NGO in 1981. VERC's vision is to "build a self-reliant society based on justice and participatory sustainable process towards human development by empowering the people, especially the disadvantaged, through exploring, generating and mobilising resources to improve their quality of life". VERC was designed to fill the void of in-country capacity building support to government and related community and rural development agencies. Initially starting with communication, education, training material development, participatory action research and appropriate technology development and promotion, VERC took its capacity development work directly into villages. They have been working with the rural poor, starting with women's literacy, children's creativity programmes, health, sanitation and human development. VERC's strength lays in its training services, with a commitment to quality materials and trainers. To date, they claim to have provided training to 100,000 people.

Areas of intervention

- Livelihood development
- Water and sanitation, hygiene promotion, arsenic mitigation and technology development
- Education for adults and children
- Preventive and clinical support on maternal and child health care (Verc hospital included)
- Environmental protection considering adaptation to climate change
- Disaster preparedness and management
- Integrating disability issues into community development

Programme support services

- Capacity building through training and communication development
- Research, monitoring, evaluation and documentation

1.1 Cordaid partnership

VERC led the development of village informal education for adults and children, and their pioneering work is recognised by many. It has been well funded over many years, including by Cordaid. For many years Cordaid was a major donor, but under MFS2, the contribution

from Cordaid was reduced to about 10% of previous periods. Hence Cordaid has made during the past few years a relatively modest 3% contribution to the work of VERC. VERC has a major outreach agenda with many different components to its work. The recent Cordaid contribution is tied mainly to capacity building, across the work of VERC, from specific training of teachers, to support for village events, and so forth. The funding is not tied to specific activities within VERC but intended for general capacity building.

The turnover figures for VERC include an "own contribution". This is generated from micro credit activities. Thus:

In 2012-13, VERC's turnover was BDT 286 million, this included BDT 43 million in donor funds, of which Cordaid contributed about BDT 11 million or approximately 3% of total income for VERC. At the time of the visit to VERC, Cordaid had not come to an agreement over the final year's funding (2014-15). Although not very specific in its budgeting and modest by their standards, VERC claimed that 80% of the Cordaid funds were for capacity development.

2. Project description

The Village Education Resource Centre (VERC) started initially as a project of Save the Children Fund (USA) in 1977. It was later registered as an independent NGO in 1981. VERC was designed to fill the void of in-country capacity building support to government and related community and rural development agencies. Initially starting with communication, education, training material development, participatory action research and appropriate technology development and promotion, VERC took its capacity development work directly into villages working with the rural poor, starting with women's literacy, children's creativity programmes, health, sanitation and human development. VERC's strength lays in its training services, with a commitment to quality materials and trainers. To date, they claim to have provided training to 100,000 people.

Vision – A self-reliant society based on justice and participatory sustainable process towards human development by empowering the people, especially the disadvantaged, through exploring , generating and mobilising resources to improve their quality of life.

Areas of intervention
- Livelihood development
- Water and sanitation, hygiene promotion, arsenic mitigation and technology development

- Education for adults and children
- Preventive and clinical support on maternal and child health care (Verc hospital included)
- Environmental protection considering adaptation to climate change,
- Disaster preparedness and management
- Integrating disability issues into community development.

Programme support services
- Capacity building through training and communication development
- Research, monitoring, evaluation and documentation.

The partnership between VERC and Cordaid (Communities of Change Alliance) started in 1996 – 1997; the current phase of funding to the ERHSA Project began 1st January 2012 and is expected to end on 31st December 2013.

3. Data collection and analytical approach

The research team carried out an organisational assessment as an "end line" evaluation and compared this with the original baseline from 2012. An updated time line and an impact matrix exercise are also included. Issues from this last exercise formed a part of the questions to be followed up with a focus group discussion (school teachers and others in the educational programme primarily) as well as individual interviews of key stakeholders including staff and others. In light of the fact that Cordaid now provides a relatively minor contribution to VERC's overall budget, some exercises were not appropriate as it is not possible to tie causality to such a small proportion of the organisations overall funding, and the Cordaid contribution although valued by the recipient is no longer a major part of the income of VERC. The researchers were able to follow through some of the perceived changes through individual interviews and a focus group but specific attribution to Cordaid funding would be an unrealistic expectation in this case.

4. Results

Overview changes

VERC has a major outreach agenda with many different components to its work. However, there were limitations to the extent to which any evaluation could assess internal capacity development within VERC and link this to the efforts of CORDAID. This was for three main reasons.

- Firstly, the recent Cordaid contribution is tied mainly to VERC's capacity building efforts with communities from specific training of teachers, to support for village events, and so forth. The funding is not tied to specific activities within VERC but intended for external capacity building with VERC's own beneficiaries. Consequently, whilst there have been some improvements in its all five of VERC's capabilities, it is difficult to attribute these changes to the funding provided by Cordaid.

- Secondly, the proportional contribution of funds from CORDAID to VERC has reduced considerably over recent years leading to the current MFSII proportion being as little as 3% of the overall budget compared to a significant proportion in the past. Thus it is difficult to claim a major if any direct contribution from CORDAID to VERC's programme. The modest proportion of funds dedicated for general funding means that there are limited direct results which could be interrogated for any alternative causalities.

- Thirdly, VERC is a well-established organisation with strong existing capabilities, and it would be unrealistic to expect much change over the short period covered by the evaluation.

However, the evaluation has found one link between the Cordaid funding and the improvements recorded in the capabilities assessment. This concerns the area of planning. The capabilities assessment score for 1.2 (Capacity to translate plans into action) increased from 3 to 4, whilst the capabilities assessment score for 3.1 (Capacity to deliver on relevant planned services and products) increased from 3.5 to 4. VERC notes that community participation has increased in planning and implementation processes. They claim that this is attributable to in part to the funding provided by CORDAID for capacity development. They also claim that Cordaid funding contributed to the implementation skills and capacity development of its partner NGOs. However, while these improvements may have been supported in part by CORDIAD funding for general capacity building purposes, funding from other donors will also have contributed significantly, and it was not considered possible to disentangle the various different contributions.

This is an interesting finding in that it suggests that VERC's enhanced capacity in this area has arisen not through CORDAID's direct capacity building efforts – indeed that hypothesis can be easily dismissed – but rather through the fact the CORDAID's funds enabled VERC to better pursue its own goals, in this case improved community participation. This finding is in

line with findings from other INTRAC work, which suggests that the creation of enabling and supportive relationships that allow capacity to evolve and develop may be far more important than more narrowly focused capacity building initiatives.

Overall, however, it is difficult to claim any direct contribution from CORDAID to VERC's programme, given the general nature of the funding provided, the fact that the funds amount to just 3% of VERC's income, and the fact that VERC is a well-established and highly capable organisation that already has a high degree of capacity. This is perhaps why VERC finds the provision of general funds for capacity development very useful, as it allows them to spend the money where it is most needed. Indeed, it is very useful for an organisation such as VERC to receive general funds such as that provided by CORDAID stretched across its entire programme portfolio. Funding from other donors is tied to specific projects, which does not permit the longer term investment in the capacities of the range of VERC clients from poor villagers to local government officials, and teachers. Therefore, while the general nature of the funding makes it very difficult to attribute internal capacity development changes to the funding provided by CORDAID, it appears that the general nature of the funds has been very useful for them.

Furthermore, in terms of strategic funding the real contribution of Cordaid should not be measured just in terms of the past two years but should be understood within a longer-term perspective, which shows a long term commitment and partnership. The long standing relationship with Cordaid has been very productive for VERC. The significance of the many years of engagement should not be understated just because the MFS II evaluation is focused on a specific timeframe. The decision of MFS II to look at capacity development within the last two years in isolation does not adequately enable the evaluation of the complexities of such a large, well established agency with long term relationships and partnerships.

Detailed analysis

The 2014 review was carried out with 12 staff from senior management, and staff from the two major Dutch funded programmes: Cordaid (education) and Terres des Hommes NL (child protection). It should be noted that VERC had gone through a similar exercise recently, so people were quite clear about what they felt had changed and what had not. These scorings were collated in front of the participants so that they could agree each scoring and outline "evidence" as we went through the workshop. Later they were also sent back to the agency for further comment, as such the organisational scoring is "owned" by the participants. Any comments from the researchers are clearly marked at the end of each capability section under comparison notes.

Table 41: Capability rankings of VERC - Baseline vs. End-line

Remark	End line	Base line	Capability to act and commit	C1
Same	**4**	**4**	**Capacity to plan strategically**	**1.1**
VERC's strategic plan leads to project implementation and an organisational plan on an annual basis, with a budget. Programme projects are designed and implemented based on their policy documents (gender, child rights, and financial rules). VERC consults with partners to prepare its strategic plan – they bring expertise to developing partners' plans. Plans are developed in consideration of people's demands, current development trends and development partners' trust. Also considering national and international policy declarations. (Documents available: VERC PSP, service rules, gender policy, child protection policy, meeting minutes and evaluation mid-term study reports).				Base line
VERC have revised the strategic plan. According to this plan they designed their operational plan. According to the project design every year they seek to implement against an achievable budget. Two new policies have recently been added (1 – Health Policy, 2 – Procurement Policy). Previously they also introduced a Child Protection policy, revisited the Participatory Strategic Planning, and also ensure the induction of stakeholders of new projects.				End line
Increased	**4**	**3**	**Capacity to translate plans into action**	**1.2**
As a partner of VERC they claim there are sometimes delays in putting plans into action. All projects start with due orientation on project goals, objectives, rules and responsibilities of staff and stakeholders. Weekly and monthly meetings are held to review programme process, including exit plans. Weekly co-ordination meetings, involvement of local community stakeholders, including beneficiaries in the implementation process. Review of action plans periodically. Sharing progress and constraints of programme implementation in different forum. Adopt positive learning in successful areas. Revise action plans as per need. Assign most experienced and qualified staff for implementation of plans.				Base line
VERC achieves the action plan of development partners, (contracted projects with donors) intensive review of the action plan by involving respective stakeholders, central review quarterly. Create yearly organizational action plan.				End line

Same	4	4	**Capacity to mainstream learning**	**1.3**
VERC shares the different learning and good practice with partners. They also arrange exchange visits between partners. Non-formal education is innovative and scaled up across the sector including Government. Community empowerment based work (Community Led Total Sanitation) approach on WASH approach innovated and mainstreamed as seen in Government documents. Published national and international papers. Climate change and environmental protection issues piloted and promoted through the sector. Effective involvement of local Government in development activities strategized and networks established at various levels (Programme reports). Innovative non-formal education model – international award UNICEF. Strengthening local government through participatory strategic planning (PSP) in local government institutions (PSP report and mid-term study report). To mainstream horizontal learning programme (HLP), VERC is playing a vital role (picture and documents). VERC, in collaboration with CARE, started community based disaster management approach (report visual materials)				Base line
VERC explores learning by national and international level, integration with local government in innovation action. VERC shares the achievements with other stakeholders, incorporate the learning points from the project, shares the learning experience. Child rights watch share the experience in different projects, transfer the experience in community based action.				End line
Increased	5	3	**Capacity to maintain secure financial resources**	**1.4**
VERC has had regular financial resources and contribute to partners' programme implementation. VERC has good relationships with donors and partners. Strong financial management policy, including both internal and external audits. Separate project bank accounts. VERC is 45% self-financed and has been awarded the best micro-finance organisation of the country for 2011. Self-financing comes from the micro-finance programme, which is expanding day by day. VERC has registration from micro-credit regularity authority (MRA). VERC remains project driven, however, there are long term relationships with some potential donors. VERC has been funded by Cordaid for 16 years. SCF has been with VERC since inception 1977. VERC is able to minimise fund crisis.				Base line
VERC's own generated income is increasing (currently they generate 65%) mainly from micro credit income. Financial support is available from VERC's own funds, if				End line

required. PKSF funds (as per schedule) has been reinvested (micro-credit, PKSF is a semi-government body). VERC also provides training, marketing, a residential/accommodation facility, sale of publications, runs a self-sufficient hospital – sometimes these contribute to VERC. They also sell the products produced by communities engaged in VERC programmes. They are aware of possible future decline in donor funds, despite still obtaining large projects from foreign donors such as the EU.

Same	4	4	Capacity of leadership to lead and inspire	1.5
VERC is a member of 14 international and national networks and forums. There are seven previous employees of VERC who are now executive directors of other NGOS (CDD, CDS, UST, TARD, etc.). Each section of VERC has the freedom to design, plan, implement and monitor the programmes. Staff members all own VERC as their organisation. VERC takes the initiative to alternate leadership with partners.				Base line
Active member of 14 national and international networks (4 international and 10 national), VERC leads 2 of these 10 national networks (COOK STOVE and FAN Bangladesh). VERC maintains Informal networks such as - ERSHA Project, for capacity development. Provide capacity development support for partners, networking members and staff for leadership roles, formation of Senior Management and introduce practices of participatory decision making and delegation.				End line
	21	18	Total- (C1.1 to C1.5)	
	4.2	3.6	Average total	
Comparison Notes: VERC has an impressive history in developing new ideas going back to the 1970s. Its director is still one of the leading lights in Bangladesh. However, in discussions we gained a strong impression of an organisation which is probably very good at managing projects both identified by itself and also donor driven projects. We were less convinced in the workshop that there was still a strong sense of the future and of strategic priorities and roles for VERC as in answer to questions around long term strategy we received answers about operational management.				

Remark	End line	Base line	Capability to adapt and self-renew	C2
Same	3	3	Capacity to use M&E for learning and improvement	2.1

				Base line
VERC prepares new project proposals on the basis of M&E findings of the previous project. Conduction of M&E is an in-built process of VERC. Project based monitoring tools and project evaluations. Quarterly programme meetings, field visit reports and case studies. Strategic plan. VERC always appreciates M&E findings and incorporates them in the re-planning of the programme. VERC does not have an assigned M&E section and is not properly equipped and has insufficient staff. VERC needs to have an organisational M&E system, there is no possibility for individual M&E development. VERC should re-visit the monitoring plan and guidelines.				Base line
There is no change in the VERC M&E unit since 2012. VERC has a plan to form a separate M&E unit under RED (Research, Evaluation and Documentation) section by February 2015, with complete TOR, and to emphasise community monitoring. But meanwhile the M&E has not been improved.				End line
Increased	**4**	**3**	**Capacity to engage in strategic learning**	**2.2**
Initiated seminars and workshops, organised and participated in many others, on various development issues. Facilitation processes are encouraged to draw lessons from context for adoption (documents, case studies, exposure visits). Initiated the process of formulating WATSAN policy and strategy of the Government. Introduced social audit process into the Government programme (LGSP). Contributed to reviewing the national child policy and child labour elimination policy as a major actor in the sector. Contributed to developing early learning development standards for ECD Children. In some cases VERC has limited capacity to conduct policy level advocacy. Government policies are integrated into different programmes.				Base line
VERC Adapt key strategic learning in national level. Such as the National Sanitation Strategy. Adapt strategic learning with LGSP-II project. VERC has contributed to national level child protection policy.				End line
Same	**4**	**4**	**Capacity to adapt in the face of external trends of opportunities and threats**	**2.3**
Good relationships with Government, national and international donors, partners, community leaders and other civil society actors. Clear mutual understanding of the excellent knowledge of senior staff in the organisation. Works closely with like-minded partner NGOs. Contributing to national and international networks. Political instability strategically managed. Sensitive to and responding to the current Rohingya refugee issue. Emphasis on micro-credit in Bangladesh. VERC has a good external image and reputation, which helps with understanding the external opportunities. A				Base line

remarkable number of donors trust VERC to adopt challenging initiatives, such as climate change adaption. VERC always develops an alternative mitigation plan. VERC always tries to overcome challenges, threats and unsuspected interruptions. Annual plans always incorporate external issues.				
VERC had the opportunity of analysis of trends with several donors. It also has tried to engage in learning about future global trends.				End line
Increased	**3.5**	**3**	**Capacity to assess and anticipate external trends**	**2.4**
As the member of international and national networks, VERC has good access to global and local information. Innovative projects adopted for piloting nationwide, linkages with professionals and other practitioners, use of media documents. Excellent relationships with world reputed consultants. VERC needs a think tank within the organisation to help its thinking.				Base line
VERC may need to revisit its strategic direction. The donor may close the ERHSA project. There may be a need to scope and analyse future external trends				End line
Increased	**4**	**3.5**	**Capacity to encourage and accept flexibility and creativity**	**2.5**
Values of participation and commitment encouraged. Design projects keeping in mind the context and changes all around. Leaders encourage innovativeness at various levels and use of participatory tools and techniques. VERC is not resistant to experimentation or innovation. Staff are encouraged to be flexible, as are its management. Creativity is always encouraged. However, some partners feel there is no flexibility in programmes for them.				Base line
VERC has adapted to the theory of change process. There is scope to participate in strategic planning processes with and for development partners. They have started using the Website, blog and Facebook more.				End line
	18.5	**16.5**	**Total- (C2.1 to C2.5)**	
	3.7	**3.3**	**Average total**	
Comparison Notes: At one level VERC has indeed survived for many years and still runs a major organisation. It has, however had to draw back from some parts of their historical programmes, sometimes for good reason (e.g. transferring schools to the state). There seems to be flexibility and innovation at the grass roots but an inadequate perspective of which way to go in the future.				

Remark	End line	Base line	Capability to deliver on development objectives	C3
Increased	**4**	**3.5**	**Capacity to deliver on relevant planned products and services**	**3.1**
Training calendar exists with relevant manuals and module plans. Accommodation and venue facilities, publications, VERC Hospital. A need for VERC to do more marketing of its products. VERC is well equipped with training facilities that provide quality services for both the project personnel and other development partners. VERC delivers services and products as per its project plans. Evidence is in our many development and communication materials.				Base line
VERC can execute any plan in proper way within proper time. VERC Execute according to micro plans, based on an organizational plan that is regularly reviewed and revised.				End line
Increased	**4**	**3**	**Capacity to engage with equity and inclusion**	**3.2**
Gender policy and policy of inclusiveness in place. CBO formation guidelines, work with a holistic approach. Gender sensitivity, social inclusion and disability issues are all built in VERC's core values, beliefs and vision. Since its inception, VERC has been running inclusive education programmes for socially excluded communities. VERC has initiated disability development programmes through an integrated community development approach. VERC CLTS programme emphasises the need to address ethnic minority and tribal groups for ensuring safe water supply and hygienic latrine facilities. VERC gives attention to minimise gender imbalance in its beneficiary selection.				Base line
Inclusion process started with the Established Rights to Health Services through Advocacy (ERHSA) project and it reflects in others program and project of VERC.				End line
Same	**4**	**4**	**Capacity to engage with public institutions**	**3.3**
Working closely with many local government institutions: health and family planning service providers, education providers. Employs professional staff with relevant capacity, good reputation at national level. The majority of VERC programmes involve public institutions directly for effective implementation and scaling up (CLTS,				Base line

ERHSA, SLG, child protection and disaster management). Collaborative initiatives with some government institutions (NILG, DWA, DNPE and others). All available in progress reports.				
VERC is engage with Department on Public Health Engineering (DPHE) and Upazila Education sector, Civil Surgeon (CS), Deputy Director of Family Planning (DDFP), Upazila Health and Family Planning Officer (UHFPO), Department of Women Affairs (DWA), National Institute of Local Government (NILG), Union Development Co-ordination Committee (UDCC), Upazila Development Coordination Committee (UZDCC).				End line
Same	**4**	**4**	**Capacity to support other organisations with capacity building**	**3.4**
VERC began capacity building of local organisations in 2004: to date 322 local organisations have received support through training, consultancies and materials being supplied. VERC submits proposals in collaboration with other local NGOs. TOR and training plan agreed with partners, training modules prepared, exposure visits. Diverse programmes increases experience, which becomes available on the ground. VERC uses local partner staff as facilitators on training courses. VERC supports local NGOs for resource mobilisation. Project guidelines include support other organisations. Staff development training programmes and training of trainers.				Base line
Capacity building support to partners and development partners. (Part of core business)				End line
Same	**4**	**4**	**Capacity to mobilise the public to achieve development ends**	**3.5**
Always do a needs assessment before project development, involve community in planning, implementation and monitoring. Participatory processes and facilitation skills available for sharing with stakeholders. As a capacity building organisation and implementing agency, VERC always creates space to act as a driving force. CLTS approach (core to VERC work) is based on mobilising the public. Communities are involved in VERC planning processes.				Base line
Jointly work with international agency to transfer new ideas (Bala Bikhasha Hyderabad.) Strong linkages with civil society organisations, community people, local government institutions. Again part of core business.				End line
	20	**18.5**	**Total- (C3.1 to C3.5)**	

	4.0	3.7	Average total

Comparison Notes: VERC seems to have developed a strong managerial ethos in its delivery of projects and programmes, where they have balanced participation from beneficiaries with the demands of donors: not always an easy thing to achieve. At the level of policies, covering many areas, they seem to be coherent and experienced. The one worry is that they are now better geared to sub-contracting of large projects, possibly to the detriment of their own innovative ideas?

Remark	End line	Base line	Capability to achieve coherence	C4
Increased	**4**	**3**	**Capacity to develop and maintain shared vision and values and unite staff**	**4.1**
Staff unity is at times difficult. There are occasional staff conflicts within the organisation. VERC does have a shared vision and values that are frequently shared at meetings and workshops. Staff unity is generally satisfactory, however in some programme areas staff unity is lacking. Short term project staff are not interested in learning or internalising VERC vision, mission, strategy or core values. Shared vision through coordination meetings. No regular sharing of values, vision to develop, unite and maintain all levels of staff.				Base line
When the new staff join VERC the orientation programme reviews and shares the organisational values, vision, mission with them, as well as the regular staff, regularly. Some participants argued that around 70% of staff members of VERC, practices and have internalised their values, vision, and mission.				End line
Same	**3**	**3**	**Capacity to develop and use theories of change**	**4.2**
Project based implementation is good but may not always link to organisational needs or capacities. Sharing of project experience and learning draws on new projects. VERC does many project based activities but not programme based. VERC uses new development theories or concepts to bring about change. VERC has a good experience in adopting new ideas, theories and technologies as appropriate. VERC does not use a Theory of Change due to being donor driven approach related to availability of resources.				Base line
VERC just recently introduced theories of change. VERC has a good experience in adopting new ideas, theories and technologies as appropriate. VERC does not use a				End line

Remark	End line	Base line		Code
Theory of Change due to being donor driven approach related to availability of resources.				
Same	**3**	**3**	**Capacity to maintain coherence across all parts of VERC**	**4.3**
A sharing of values at all levels of staff and other stakeholders. VERC has a standard monitoring mechanism, which maintains coherence across the organisation. VERC does not have a very efficient monitoring system to assess team spirit, team work and interpersonal relationships.				Base line
Improved both quality and quantity.				End line
Same	**4**	**4**	**Capacity to maintain a well-defined set of operating principles**	**4.4**
Partners initially measured much lower than the staff, as they felt they had seen the operating principles in the project they are linked to, not the organisation as a whole. As partner organisations working with VERC, there is a well-defined set of operating principles. In other areas of VERC work they do not know of operating principles. Guidelines have been developed and are in use. Review of policy documents takes place from time to time and then are revised to make them more programme output oriented. VERC has overall implementation policy guidelines to drive programmes.				Base line
Project and program based operation, guideline or service protocol exist.				End line
	14	**13**	**Total**	
Increased	**3.5**	**3.2**	**Average total**	
Comparison Notes: Overall most people seem to have a shared view of VERC, although some partners and incidental staff (teachers out posted in schools) are perhaps less engaged in or aware of some of the VERC vision, mission, strategies and values. But there is a strong corporate culture within VERC and some pride in their work over many years.				

Remark	End line	Base line	Capability to relate to external stakeholders	C5
Same	**4**	**4**	**Capacity to engage with Government at different levels**	**5.1**

VERC is continually emphasizing the need to collaborate with Government departments and ministries at different levels through experience sharing. Engagement of Government officials at Upazila and district level is a common practice in most projects (education, WATSAN, health and family planning, local government and disaster management). VERC trainers act as master trainers for the capacity development programme of local government. We organise and conduct many programmes at different government levels.				Base line
Introduced project on right based approach to minimize gap between right holders and duty bearers. Continued engagement with government officials at local level.				End line
Increased	**4**	**3**	**Capacity to engage with different stakeholders in planning and implementing processes**	**5.2**
Partners were very positive about the capacity of VERC to engage with them they scored much higher than the staff, who looked at a more diverse list of stakeholders, scored not so high. The three partners are linked to the ERHS project and have found their relationships with the VERC project staff are very good. Implementation of programme and project process is with stakeholder participation. Participatory monitoring tools have been developed. Community has limited scope to participate in VERC core planning processes. Capacity to engage different stakeholders in planning processes is not always up to the mark. In a few planning processes VERC ensures peoples participation. Implementation of different projects, in some cases stake-holders involvement is satisfactory, but in the field of microfinance programmes the percentage of involvement is much less. Prepares programme action plans using participation.				Base line
Different stakeholders involved more in planning and implementing VERC processes.				End line
Increased	**4**	**3**	**Capacity to engage with networks and alliances**	**5.3**
VERC is linked with diverse development networks regionally, nationally and internationally. VERC organises campaigns for greater mobilisation at local and national level. Association with Government led national steering committees. There is scope to improve their engagement with networks. Networks with funded or service delivery partners are very strong but less strong with other stakeholders. VERC is good at handling networks on specific issues. VERC does face difficulties when				Base line

engaging networks/forums for some common initiatives.				
VERC is a member of four international and ten national networks and forums.				End line
Increased	**4**	**3**	**Capacity to be accountable to service users**	**5.4**
Sharing programme monitoring findings with all stakeholders. VERC has in built processes to develop the leadership capability of the service users, however sometimes they ignore their opinion. Many service users are not aware of many VERC programmes. Beneficiary level accountability is less effective than partner level accountability.				Base line
Community has a clear idea of the VERC budget and often contributes to that budget for specific programmes.				End line
0	**16**	**13**	**Total**	
	4.0	**3.2**	**Average total**	
Comparison Notes: Small incremental improvements due to refining experience, written policies and developing ways of engaging with key stakeholders. At least one outside commentator thought that possibly they could achieve even more given their credibility and status, but sometimes they fail to engage as much as they might. The spider graph below indicates the steady progress made by VERC.				

Figure 4: Comparison of baseline and end-line scores across all five capability areas 2012-2014
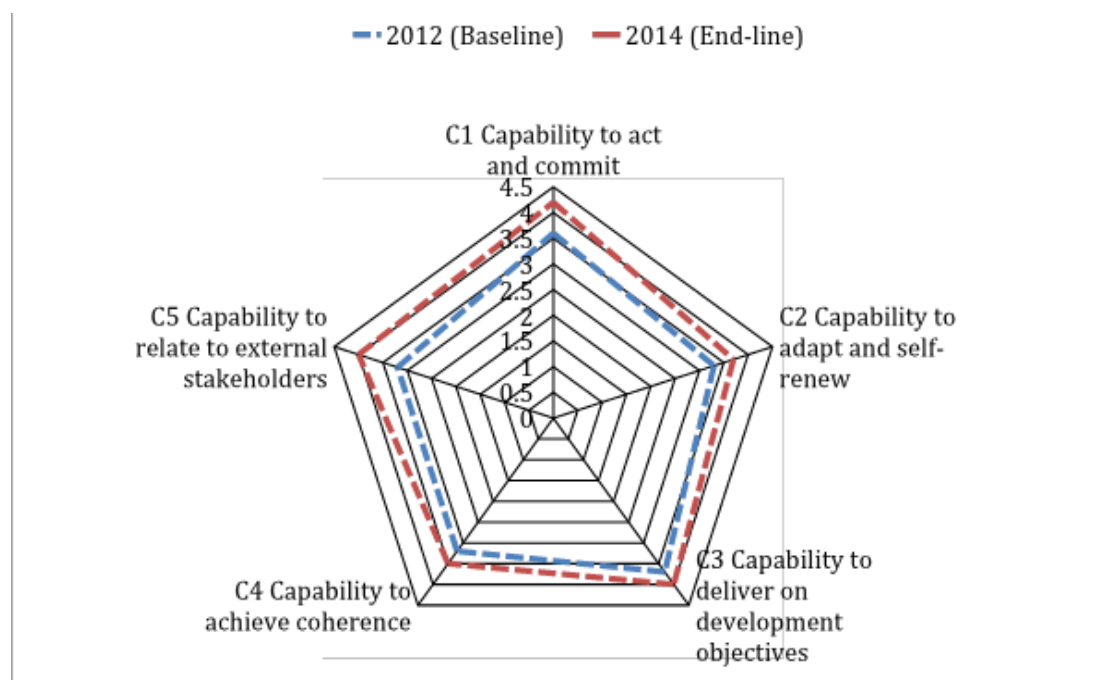
Time Line VERC 2012-2014

Please note that the original time line was produced from 2009 – 2012 (half way through the year). Hence, the new time line allowed participants to review 2012, in case there were major changes later that year. This was considered important as in some cases MFS2 local recipients still had not received their final contracts at the time of the benchmarking. There was some confusion in VERC as to whether Terres des Hommes NL was also providing MFS2 funds, as well as Cordaid, hence the mentioning of the child protection programme supported by Terres des Hommes NL. The remit was to assess Cordaid only, but the staff of VERC were confused between these two MFs2 funds and hence answers often referred to the child protection programme as much as the education programme. Given the size and overlaps between programmes, this confusion seemed to be something that couldn't be totally separated.

Table 42: Timeline VERC 2009-2014

2012	2011	2010	2009

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• Introduced child labour and protection issues • Established Rights to Health Services through advocacy • Food and livelihoods security (FLS) • Education Rights – Rohinga children • Awarded Best performance on Micro Credit	• Social audit of Local Government • Developed a Child Protection Policy • Carbon Finance marketing • Piloting on Impact of Technology on sustainability of WASH	• Child rights to WASH • Increased access to Improved Health Services at union Level • Safe Motherhood through Monitoring and Advocacy • Maternal and Reproductive Health	• Capacity building of TDH NL Partner NGOs working on health education and child rights • Secretary to South Asia Fresh Water Action Network (FAN) • Community led sustainable health phase II
• Increased formal and informal industrial growth in SAVA employing more children • 'SHIKHON' Project started • IPA Project started	• Climate change issues are global and recognised by Bangladesh Government • Good governance at local Gov't level Donor pressure on Government to ensure	• Increased demand from community and Union Parishad Standing Committee	
TDH NL, Cordaid Phase IV, European Union, SCF,PKSF (Govt Agency), Bill Gates Foundation	**World Bank, VERC, Micro-energy Credit (MEC), USA, VERC & ICCDDRB**	**SCF Finland, Cordaid Phase III, Boom Nl Consortium (Dutch Embassy), CIDA (Canada), IDRF, UNICEF**	**TDHL, FAN (UK), SIMAVI phase II**
		2014	**2013**
		• Community Climate Change Project(CCCP) • WASH Challenge project • Fresh water action network • SISEMPUR Street Project\\ • ICT and Innovative partnership project(DHAMRAI)	• Emergency response and early recovery for Rana Plaza victim • READ program started • Community initiated WASH project • User friendly improved cook stove program • Capacity Building for IAPP staff
			Capacity Building of UP in managing the implementation of hygiene, sanitation and water supply project (there are two project, 1. SO 2. Training Organization)

		PKSF, Water Aid, FAN GLOBAL, SCI, SCI.Tde H and cordaid	SCI, PKSF,VERC Own fund, (note: staff contributed willingly their one day salary for Ranaplaze relief), HYSAWA Fund, WATER.org, IDCOL/World Bank, FAO, T de H and Cordaid

Analysis of changes

Participants were asked to consider major changes in VERC, and we tried to ensure that these were directly related to the specific programmes we were reviewing, although as noted above, there was some confusion in participants between the two Dutch funded programmes (the Education programme funded by Cordaid, and child protection supported by Terres des Hommes NL).

VERC Impact Grid with Stories of Change
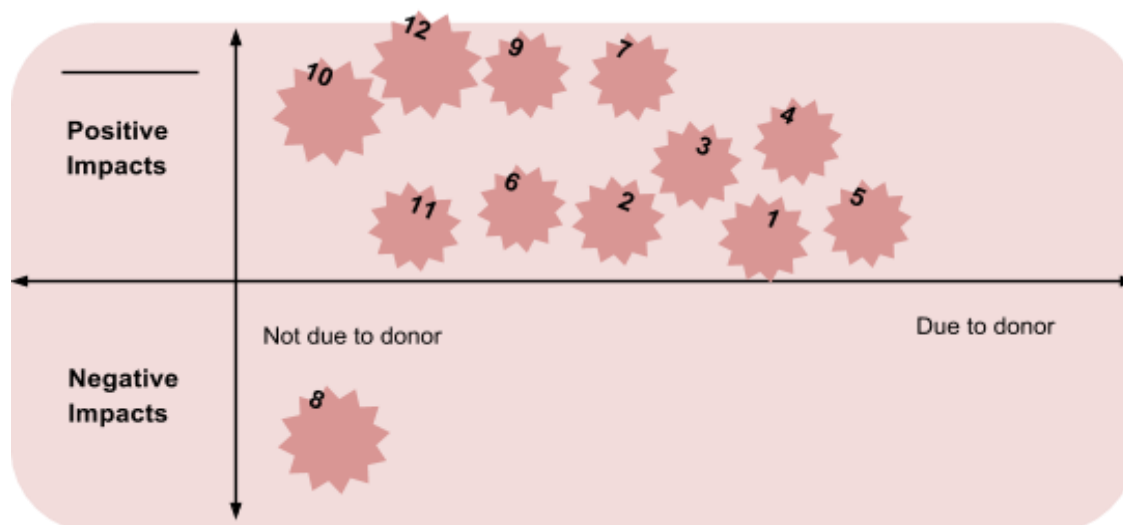
Legend- Impact Stories

1. Community participation has increased in planning and implementation processes for VERC and this means community voice is greater as a pressure group.
2. The change in approach of VERC from groups to communities.
3. PNGOs staff improved implementation skill and capacity development.

4. The behaviour of the textile factory owners towards child labour has been changed after IEC and BCC practices.

5. The behaviour of the employers of the children who are working in household service has been changed and now they encourage the children to go to the primary school.

6. There is a good partnership between VERC and partner organizations.

7. There is a good relationship between VERC and local government (Union Parishod).

8. We face difficulties to get proper response in time due to frequent turnover of Cordaid staff.

9. Develop community capacity and relationship between VERC and Local Government.

10. In view of declining overseas development funding trend, VERC is paying serious attention to build its own resource base. Such as, for example, its investment in fixed assets.

11. Funds generated for better services from the Community Clinic (CC) through local resource mobilization by the CG and CBOs.

12. Capacity built of CBOs (HWC & CPMC) to mobilize local resources for ensure rights to mobilized and excluded community.

Alternative explanations for selected perceived changes

The proportional contribution of funds from CORDAID to VERC has reduced considerably over recent years leading to the current MFSII proportion being as little as 3% of the overall budget compared to a significant proportion in the past. Thus it is difficult to claim a major if any direct contribution from CORDAID to VERC's programme. In reviewing the impact grid the researchers found that contribution to VERC capacity from CORDAID was almost entirely historical and not covered by the current MFSII period. As noted earlier in the report "We found a well-respected, active organisation with a history as long as any in modern Bangladesh NGO. VERC has a strong commitment to participatory development with the rural poor across several sectors. It is hard to find anyone with a criticism of VERC except perhaps a little middle aged conservatism and lack of forward looking new ideas. From the perspective of CORDAID, VERC is a long-term trusted partner, which has achieved much over many years. It is useful for an organisation such as VERC to receive general funds for capacity development such as that provided by CORDAID stretched across its entire programme portfolio. So many other donors are tied to specific projects, which does not permit the longer term investment in the capacities of the range of VERC clients as noted above from poor villagers to local government officials, and teachers. "The modest proportion of funds dedicated for general funding of capacity building means that there are no direct results which could be interrogated for any alternative causalities".

Further analysis

We agreed to follow up on further interviews with people involved in the education programme, mainly teachers (supported by Cordaid) and also interviews with people involved in one of the education committees where State, VERC and community interests come together.

In interviews with senior management and some reflection in the workshop and other interviews and group discussions, the greatest changes they identified related to:

1. Greater work with Government agencies, in part due to earlier Cordaid funding, which brought Participatory Research in Asia (PRIA) in from India to help them learn how to work with elected and non-elected officials. Now they are heavily involved in joint committees such as education, water and child protection.

2. The second major change was to move from a "group" focused way of working, to community focused analysis and action, which would also hopefully allow for gender and generational issues to emerge and be dealt with. We believe that it was the early micro-credit focus on groups of borrowers/savers which perhaps undermined the ability to tackle issues from a community angle.

However it is not clear to us when these changes started, although managers credited Cordaid with some of the impetus for them. If PRIA were involved, then this could have been as long ago as 10 years since these significant changes were introduced. It might say something about VERC that these are still seen as recent. Overall as Cordaid funds or contributes to the general education programme, which encompasses various aspects of VERC's work, it could be argued that most of Cordaid's funds contribute to capacity building (senior managers say 80% of Cordaid funds spent this way).[62]

Our general impression is that VERC continues to manage projects well and has tried to keep to the values of participation. It has also managed to bring participation in civil life, into state related agencies, such as the education committees and some of their work on child protection. We did not look at the child protection committees in any detail, as they are not

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[62]Not internal staff capacity but training of other organisations, workshops related to health and education, the rest of the funds come from VERC. They help support other groups, Government, health committees, etc. The rest of the Cordaid money goes towards advocacy, lobbying human chains, workshops seminars, international days, etc.

part of this funding. We could also see a lot of evidence of community and state joint programmes with VERC around other sectors, for example water and sanitation.

New projects are boosting VERC's turnover but for example a large programme with the EU around cash transfers to ultra-poor is "money-in and money-out" with VERC acting as a sub-contractor to manage the funds. The "sustainability" of VERC as external funding is reduced, is mostly dependent upon the profits from micro-credit. VERC has won plaudits for its management of micro-credit. However, caution should be exercised when building a future strategy of sustainability on micro-credit, as there have been moves in South Asia, including Bangladesh, for the State to incorporate these programmes under some form of State control[63]. The current profitability is due to semi subsidised credit to the Bank of Bangladesh from groups such as the World Bank to on-lend to groups such as VERC (via Palli Karma-Sahayak Foundation (PKSF)), who can re-lend at much higher rates of interest. In this way, profit margins are gained. This is an attractive bait for State authorities. Given the critiques of micro-credit it is also possible that multi-lateral development banks may also move away from such programmes.

At least one external reviewer explained that, although VERC has indeed developed many major ideas and practices, they are running out of innovative energy, and almost all senior managers are primarily focused on managing the programmes rather than developing new areas of work. Thus in the OCAT, whilst discussing the capacity to strategise, most people in the room responded with examples of operational refinements and improvements, rather than examples of forward looking strategies or prioritisation taking into account the current development in the country. For example, over 15 years ago agreements were made with textile factory owners to provide education for child workers, but VERC is only now discussing with textile factories the option of their supporting schools for under age workers. Another is the issue of whether the State should take responsibility for schools set up by VERC or not, for although there seemed to be good relations between local authorities and VERC, it was less clear that an agreed timetable to a transition from being small private schools funded via VERC to a State based (or even alternatively low fee paying private base) were being considered.

We were interested in why VERC held Cordaid in such high regard, given that by their estimation Cordaid's funding now only amounts to about 3% of their income. It was clear

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[63] For example the Government take-over of Grameen Bank and Sacking the founder M Yunus

however, that Cordaid was valued as a long term supporter going back many years and at one time providing considerably more funds than now, about 10 times bigger even just a few years back. More than just the long term support, Cordaid was credited with having introduced new ideas to VERC, including the move from "group" work to a community focus, and also encouraged an earlier transfer of some schools to the State. VERC continues to work on areas related to protecting children, especially girls from abuse in schools. These were all contributions prior to the current MFS2 funding but ones which place Cordaid in a privileged position within VERC. Sadly, staff turnover in Cordaid was mentioned as reducing the strength of the relationship with responsibility within Cordaid moving between three of four people over the last couple of years. In terms of strategic funding the real contribution of Cordaid should not be measured just in terms of the past two years but should take a longer-term perspective, which shows a long term commitment and partnership.

5. Discussion

VERC is well regarded throughout Bangladesh, it has led the development of many now accepted approaches to non-formal education, water and sanitation. It has increasingly realised that it needs to work with government, not ignore them as perhaps happened in the past. The long standing relationship with Cordaid is seen to have been productive for VERC. The significance of the many years of engagement should not be understated just because the MFS2 evaluation is focused on a specific timeframe. The concept of MFS2 to look at capacity development within the last two years in isolation does not adequately evaluate the complexities of such a large, well established agency with long term relationships and partnerships.

Given the size of VERC and very small contribution from MFSII this was not an evaluation of VERC in totality but a small window onto its operations, the most that can be said is that it is known for its training and capacity development from the poorest villager to the local government professionals. Whether the VERC model has a long term future is not of course known, but at the moment it meets a need in the poorer rural and semi-rural areas of Bangladesh and as long as formal educational systems still fail to encompass many citizens and their children. It is not possible to pin point specific contributions of MFS2 during the past few years, but it is clear that Cordaid has had a long term positive relationship with VERC which is recognised by the organisation. However given the small contribution by Cordaid to the work of VERC now, it is not clear how any impact evaluation would illustrate specific contributions to its programme. The only alternative would be to attempt a complete evaluation of the entirety of VERC's work. This would require collaboration with all other donors and be a major undertaking at the end of which it might still not possible to attribute

specific gains (or losses) to one specific donor, especially if that donor is contributing to an overall package of capacity building elements.

6. Conclusion

VERC is a well-respected, active organisation with a history as long as any in modern Bangladesh. It has a strong commitment to participatory development with the rural poor across several sectors. It is hard to find anyone with a criticism of VERC except perhaps at times it can been described as having a little middle aged conservatism, and a lack of forward looking new ideas. From the perspective of Cordaid, they have a long-term trusted partner which has achieved a great deal over many years. It is useful for an organisation like VERC to receive general funds for capacity development which is stretched across its entire programme. So many other donor funds are tied to specific projects which does not permit the longer term investment in the capacities of the range of VERC clients as noted above from poor villagers to local government officials, and teachers.

Table 43: Evaluation scoring 2014 VERC

Score	
7	The project was well designed
7	The project was implemented as designed
7	The project reached all its objectives
5	The observed results are attributable to the project intervention
7	The observed result are relevant to the project beneficiaries
7	The project was implemented efficiently

C) Civil Society Strengthening

Part 1: Civicus analyses - 11 SPOs

Action on Disability and Development (ADD)

1. Introduction

Action on Disability and Development (ADD) started its journey back in 1995 in Bangladesh to help and support disable people. ADD is a right-based international development organisation supporting and promoting organisational structures for the disable people. ADD is currently working in 27 districts of Bangladesh[64]. ADD mainly targets disabled people for its interventions and provides support to equip them with skills and information that will enable them to sustain themselves in society. ADD international works in 13 countries in Asia and Africa. ADD mainly promotes organisations of disable people and helps them establish themselves in society. ADD also focuses on helping existing organisations of disables people. ADD is also moving forward to establish more and better rights, access and disability law to achieve a better social and political status for disabled people in Bangladesh.

ADD has 7 major donors including European Union (EU), Shiree-DFID, CAFOD, MJF, CORDAID and CBM Australia. ADD is a relatively small organisation with only 30-35 staff. ADD's activities are primarily done through partner organisations, specifically Disabled People's Organizations (DPOs). ADD has seven major projects funded by different donors. ADD is also working with CAFOD in the project "Sanitation *for men and women with disabilities*". It does not possess any assets in Bangladesh and is registered as an international development organisation at the NGO Bureau of Bangladesh.

This section is organized as follows:

1- The political and institutional context in which ADD operates is briefly described.
2- The MFS-II funded project is described
3- The data collection process in attached in an annex
4- The result of the follow up study are described and CIVICUS index scorings justified for each of the five disaggregated dimension

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[64] Bangladesh has 64 Districts.

5- The discussion section reflects on the changes in score between the time of the baseline and the follow up study

6- The conclusion summarizes the main findings and offers brief reflections on the ADD's project design for civil society component.

2. Context

Over the past five years the GoB has indicated that policy around issues of disability were becoming a policy priority. Over the past few years, the Honorable Prime Minister has attended the ceremony of National Disability Day, International Disability Day and the International Autism Conference held in Dhaka under the auspices of Prime Minister's Office. By improving the enforcement of the quota for disabled people in the civil services, the GoB shows an increasing sensibility to the disability issue and a willingness to take affirmative action. The Cabinet approved 1% quota for person with disabilities in first class government jobs on 19 December 2011. It is now awaiting for gazette under the concerned ministry of Bangladesh. A good achievement occurred in the campaign around budget allocations in the 2011-2012 fiscal year. The allocation of the national budget for disabled people increased in respect of the previous fiscal year.

3. Project

According to ADD officials, Dutch Funds from Cordaid goes to the program entitled "*Empowerment of the disabled people in Bangladesh*". The project mainly aims to:

1) Institutionalize disabled people's organisations (DPOs) to ensure their empowerment and access to entitlements,

2) Improve responsiveness of duty bearers in providing supports, services and favorable policies, and

3) Enhance capacity of disabled people and their households to engage in income generating activities in the context of opportunities created by disability rights movement.

The project targeted two types of beneficiaries; primarily the disabled people and secondarily family members of disabled people, community members, and policy makers, Government Administrators and so forth. The total number of primary beneficiaries under this project is 15,375 and secondary beneficiary is 76,635. The project is mainly driven by ADD and implemented by DPOs. ADD supports DPOs through fund disbursement and capacity building. ADD facilitates monthly district federation meetings of disabled people, District women council meetings, quarterly leaders (DPO leaders) meeting, Annual General meetings of DPOs etc. Under the project ADD provides training to DPO leaders at National and

District level, promotes interactions among DPOs, supports legal and social actions against any violence to disabled people and so forth.

A news project was set up in July 2014, to promote inclusive education for disabled children. Disabled children have little access to formal education so the project's goal is to promote an inclusive and enabling learning environment to ensure the education of children with and without disability at the pre-primary and primary school settings. The analysis presented below however focuses on the

4. Data collection and analytical approach

The civicus methodology will be the same across the sample and will therefore appear in Annex 4 with the fieldwork timetable.

5. Results

Table 44: Civucs results ADD 2014

Follow up 2014	
2	**CIVIC ENGAGEMENT**
2	To what extent do NGOs include needs of target groups in analysis and planning?
2	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
1	What % leaders are members of a formal dialogue platform with local-national government representatives?
2	What % of leaders are members of a sectorial user group?
2	**LEVEL OF ORGANISATION**
3	To what extent are interests of intermediate organisations and other actors (e.g. target groups) effectively represented by NGOs
1	What % of relevant organisations (national or international) of the sector is the NGO linked to?
1	What % of most relevant networks/umbrella organisations (national and international) is NGO linked to?
2	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
3	To what extent is the NGO resource base diversified
	CFA QUESTION: RESOURCE BASE
2	**PRACTICE OF VALUES**
1	To what extent are social organs involved in strategic management of the NGO
1	To what extent are social organs involved in strategic management of the intermediate organisation
2	To what extent are codes of conduct respected within the NGO
2	To what extent can social organs (right holders) ask NGO management to be accountable to them

2	To what extent are codes of conduct respected within IOs
1	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**PERCEPTION OF IMPACT**
2	What level of intensity of relationship exists between public sector actors and NGO/IO?
2	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
2	To what extent are target groups satisfied with social services delivered by NGO?
2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
2	To what extent has NGO played a role influencing relevant policy changes
0	**ENVIRONMENT**
0	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
1	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
0	To what extent is NGO involved in studies on civil society?

CIVIC ENGAGEMENT

Score- 2

To what extent do NGOs include needs of target groups in analysis and planning?

ADD includes the needs of target groups in analysis and planning somewhat poorly. ADD designed and implemented projects based on baseline surveys and experience. Since ADD's project performed satisfactory to include needs of target groups in analysis and planning. ADD's need assessment system is mainly divided into two categories: during project inception assessments are done through baseline information and through monthly meeting with DPOs and other partners.

There is no specific method of need assessment strategy employed by ADD to assess the needs of target groups. ADD has a strong monitoring mechanism, which promotes interactions (i.e., meetings, workshops, training etc.) among project level and top-level employees. This interactions function as a knowledge-sharing base for ADD authorities.

Several beneficiaries of ADD were interviewed during the study to assess whether ADD is appropriately including the needs of the target groups in the analysis and planning. Few problems were observed at project level and the beneficiaries mentioned few problems:

Sustainability of outcomes/ objectives: ADD is implementing some effective strategies to establish the rights and self-sustainability of disabled beneficiaries. In the "*Empowerment of Disabled People in Bangladesh*" program, ADD provides support to DPOs.

Institutionalization of DPOs is not an easy task but ADD successfully provides support to DPOs in 25 districts of Bangladesh. At the beginning, DPOs were really active and facilitated the empowerment of disabled people. Currently, due to budget constraints, ADD's support to DPOs has been reduced and this affects the overall activities of DPOs. Also, the executive body of each DPO used to be selected through election but currently DPO executive bodies are being selected by nomination (from grassroots level though). DPOs used to maintain a few activities to incorporate new members but unfortunately due to budget constraints, these activities are no longer available. So the number of beneficiaries reached by DPOs is not increasing over time.

Need Assessment strategy: ADD mostly implements project based on experience and a few baseline survey. Strategies/ Interventions are often based on expert opinion and feasibility studies. Need is often assessed based on beneficiaries' socio-economic conditions and sometimes need assessments are carried out which explore other socio-economic indicators. The latter occurs when projects look to include family members of disabled people.

Score: 2

To what extent do NGO target groups participate in NGO's analysis and planning procedures?

Target groups of ADD participate by consultation in the SPO's analysis and planning. Participations of target groups in ADD's analysis and planning mostly depends on the type of project and the strategy of the intervention. Beneficiary participation in ADD's planning and analysis is mostly done by DPO based meetings and activities. As partner organisation, DPOs are active in planning procedure. Most of the projects of ADD consider DPOs' views and experience. Even at the District level, ADD staff report to the DPO president about project implementation and monitoring. Though ADD is committed to seek the views of target groups, there is no specific mechanism to do so. ADD listens to the opinions of grassroots level beneficiaries but it is not clear how these are incorporated at the top level planning process.

Score: 1

What % of the leaders are members of a formal dialogue platform with local-national government representatives[65] ?

No leader of ADD is a member of a formal dialogue platform with local-national government representatives.

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[65] Formal dialogue platform: the aim is to look at more regular types of consultation with local-national government bodies

Score: 2

What % of leaders are members of sectoral user group?

The country director of ADD himself is a disabled person. ADD doesn't have any specific group of leaders in Bangladesh but at the employee level, many leaders are disabled. In ADD's senior management team, 50% are from the sectoral user group.

LEVEL OF ORGANISATION

Score: 3

To what extent are interests of intermediate organisations and other actors (e.g. target groups) effectively represented by NGOs?

ADD represents the interests of intermediate organisations and other actors. ADD is a relatively small NGO operating donor-based projects for more than 19 years and it seems ADD is representing its IOs and target groups in a satisfactorily. ADD has 7 major donors including European Union (EU), Shiree-DFID, CAFOD, MJF, CORDAID and CBM Australia. ADD complies with the rules and regulations and missions of its partners and donors.

Each project of ADD has indicators and target objective set at project inception, which reflects the interests of IOs and other actors. According to available data, ADD is achieving success in project completions.

Score: 1

What % of relevant organisations (national or international) of the sector is the NGO linked to?

ADD is linked with 7 major International NGO/Aid agencies operating in Bangladesh. ADD is also linked with 27 district level DPOs.

Score: 1

What % of relevant networks/ umbrella organisations (national and international) of the sector is the NGO linked to?

ADD is linked to several international and national organisations. ADD is member of 3 international organisations and a number of national organisations in Bangladesh.

- **a.** International Organisations: Grassroot Disable People, CAFOD, NFOWD
- **b.** National Organisation: National Council for Disable women, NGO Bureau of Bangladesh.

Score: 2

With what % of most relevant actors does NGO share information, hold dialogues, in involved in joint analysis and joint activity?

ADD share in-house studies on different projects and share information with partners, stakeholders, donors as well as civil society. ADD also organizes press conferences and seminars to disseminate the knowledge acquired in the project level. ADD also holds national level dialogues and seminars with social actors and policy makers.

ADD doesn't really participate in joint analysis.

Score: 3

To what extent is NGO resource base diversified?

ADD has seven major donors. MJF provides 30% of their total funds. **International Donors/NGOs:** ADD has 7 major donors including European Union (EU), Shiree-DFID, CAFOD, MJF, CORDAID and CBM Australia.

PRACTICE OF VALUES

Score: 1

To what extent are social organs involved in strategic management of the NGO?

As an international organisation, ADD's local social organs have limited involvement in strategic management of the NGO. The Country director of ADD mainly runs the organisation. ADD's Board of trustees is located in UK. The trustee provides generic strategic plan with thematic objectives for all its partners around the world. ADD updates the central office time to time and sometimes customizes the strategic plan especially for Bangladesh. Hence, no direct involvement of Board of Trustees is found at ADD.

Score: 1

To what extent are social organs involved in strategic management of the intermediate organisation?

ADD is not much involved in strategic management of the intermediate organisation or DPOs. At project inception period, ADD sometimes negotiates about project activities and strategies but this is limited to project activities.

Score: 2

To what extent codes of conduct respected within the NGO?

ADD is a well-structured NGO with a very strong code of conduct. ADD has written code of conduct and service rules. ADD strongly maintains code of conducts among the employees. If any employee breaches ADD's code of conduct, top officials form an investigation

committee and recommends punitive actions. ADD doesn't have any separate written HR manual though.

If any employee faces any problem, s/he informs the supervisor, who in turn, informs top authority of ADD. As the staff size is very small (at headquarter 20 staffs) and due to friendly environment, any staff can reach the top officials to share their problems and complains.

Score: 2

To what extent can social organs (right holders) ask NGO management to be accountable to them?

ADD's Bangladesh social organs is transparent and responsive to the central office located in UK and its Board of Trustees. As an international organisation, ADD's local social organ's involvement is minimal in operational management of the SPO. Country director of ADD mainly runs the organisation. The trustee provides generic strategic plan with thematic objectives for all its partners around the world and is not really involved in the field of operation. Strategically, ADD's central office in UK and Board of Trustees have the power to investigate and ask for any information regarding ADD's activities in Bangladesh. In practice, ADD office in Bangladesh updates UK office time to time. ADD Bangladesh office clarifies any question if it is raised by central UK office.

Score: 2

To what extent are codes of conduct respected with IOs?

IOs of ADD has code of conducts, staffs are aware and partly used. ADD complies with the code of conducts with IOs/ donors. The donors and the IOs related to ADD are renowned and mature. ADD honors code of conducts practiced by the donor/IO. ADD never had any problem with code of conduct with IOs.

The partner organisations of ADD comply with ADD's code of conduct but not in a systematic and ADD does not force it on them.

Score: 1

To what extent can social organs (right holders) ask IO management to be accountable to them?

ADD's Board of Trustees is located in London, England. According to ADD officials' board of trustees do not ask IO management to be accountable to them. The ability of beneficiaries and local DPOs to hold ADD in Bangladesh to account is satisfactory.

PERCEPTION OF IMPACT

Score: 2

What level of intensity of relationship exists between public sector actors and NGO/IO?

ADD does regular consultation with public sector. It has incorporated public sector actors in some of their project strategies. In a few projects, ADD is actually building the capacity of public sector actors as secondary beneficiaries. During the study several observations were made about the intensity of relationship that exists between ADD and public sectors. The observations are mentioned below:

a. In the "*Empowerment of Disabled People in Bangladesh*" program, ADD is actually developing the capacity of local governments and government officials as secondary beneficiaries. ADD has involved District and Upazila level government officials in their project. ADD tries to incorporate actors from public sectors in its conventions, meetings and workshops. In the 'Disability Legal Aid' and 'Disability Rights implementations' committees, ADD incorporated local government members. Under the project, ADD has developed 8 Disability Legal Aid committees and 4 Disability Rights Implementations committees.

b. In the "*Rights to social justice, Empowerment and Inclusion of Disabled People in Bangladesh*" program ADD has incorporated public sector actors to promote the social justice of disable people. Under the project, ADD often organizes meeting with public sector actors and policy makers. Under this project, ADD campaigns for reviewed budget for disable people, and organizes national level meetings. In 2013, ADD organized a national level roundtable discussion on budget issues for disabled people where national level public representatives were present. In 2013, ADD also organized a discussion with parliament members and Parliamentary standing committee to promote justice for disabled people. ADD also organized information exchange sessions with local city corporations and Upazila chairman.

c. ADD is also working with ministry of social welfare. In an incident, local criminals tortured a DPO member. Minister for Social Welfare, himself, intervened to solve the problem and ensure justice to the disable person.

Even though ADD has incorporated public sector in their projects, regular interactions are not formalised yet.

Score: 2

What level of intensity of relationship exists between private sector actors and NGO/IO?

ADD does regular interaction with private sectors. Under different projects, ADD has incorporated private sector actors to empower the disable people. To secure and promote self-sustainability of disable people, ADD has signed a MoU with BATA and ARONG. BATA and ARONG will buy shoes and jute products produced by disables people. ADD extensively

incorporates social media, media houses and representatives of civil societies in its activities too.

a. In the ' Disability Legal Aid committee' and 'Disability rights implementations committees' ADD incorporated representatives from civil society, lawyer, teachers, doctors etc. Under the project, ADD has developed 8 Disability Legal Aid committee and 4 Disability rights implementations committees.

b. In the "*Rights to Social Justice, Empowerment and Inclusion of Disabled People in Bangladesh*" program ADD has incorporated private sector actors along with public sector actors, to promote the social justice of disable people. In 2013, ADD organized a national level roundtable discussion on budget issues for Disable people where national level representatives from civil society were present. ADD also incorporated Daily Star and Prothom-Alo [66]as partners in national level round table discussions.

ADD also organizes seminars, workshops and trainings to share and disseminate knowledge among private sector partners. ADD also joins national and international level seminars and workshops organized by other private sector actors.

Score: 2

To what extent are target groups satisfied with social services delivered by NGO?

Majority of the target groups of ADD is satisfied with the services provided by ADD projects. The project reports and success stories provide indications that target groups benefit from ADD projects. Some indicators of satisfaction are included below:

Beneficiary value ADD's intervention (training, legal support) but the recent budget constraints hampered the expansion of activities and the sustainability of the activities affects the certainty of beneficiaries' livelihoods and their present satisfaction.

Score: 2

To what extent are public/private sector actors satisfied with social services delivered by NGO?

Public and private sector actors showed satisfaction towards ADD's activities in different programs. Public and private sector actors have not only a positive view but also they incorporate ADD in national level decision-making process. Some examples illustrate the level of satisfaction:

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[66] Two of the country's most successful daily newspapers

a. The Ministry of Social Welfare, Parliamentary executive committee and member of parliaments exchanged views and discussed issues around disability with ADD. Also different department of Bangladesh government seeks suggestion about disability issues from ADD. It is an indication of higher-level public representatives' respect for and willingness to learn from ADDs activities and programs. In a round table discussion, a number of MPs actually praised ADD's activities.

b. Social Media and Prominent Media outlets have a satisfactory attitude towards ADD. The Daily Star and The Prothom-Alo, featured several articles on ADD and promoted ADDs activities.

c. Private sector actors also showed positive attitude towards ADD. ARONG and BATA are promoting ADD's Panah centers, which indicate their satisfaction towards ADD.

d. In national and international level discussions, ADD was praised by academics, representatives from civil society and other policy makers

Though public/private sector actors are satisfied with ADD's social service, this is a limited constituency. The largest part of the public/private sector has no engagement with ADD's activity.

Score: 2

To what extent has NGO played a role influencing relevant policy changes?

ADD has played a major and effective role in policy influencing. In two major sectors ADD has contributed to policy change/creation.

a. **Supplementary Budget for Disable people:** Through the right-based movements, ADD is playing an important role in the inclusion of improved budget allocation for disabled people in Bangladesh. In the current budget of Bangladesh government, only 0.5% of the total social protection is allocated for people with disabilities, who make up 10% of the total population. ADD is organizing budget review sessions with policy makers and civil society to increase the budget size. Although ADD actions are promoting social pressure to allocate more budgets for disables people, the results of this are still to be seen

b. **Disability Act:** Disability Act 2001 was enacted by the Bangladesh government but could not address the main problems of disabled people in Bangladesh. ADD is constantly pushing the Bangladesh government through its social right movements. ADD has organized several roundtable discussions and seminars on disability acts where parliament members, secretaries of the respective department and

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representatives from the civil society attend. ADD was also present at the ministry level meeting to advise the government about the Act.   Efforts of social actors including ADD eventually managed to attract the attention of the government. Now the disability act is under review and waiting to be enacted under the name of "Disability Act 2014".

ENVIRONMENT

Score: 0

To what extent has NGO participated in defining the civil society interventions of the CFA/ Consortium?

ADD usually does not participate in defining civil society's interventions though they participate in meetings and seminar organized by private sectors. The discussions ADD engages with do not focus on civil society in particular.

Score: 1

To what extent is a context analysis of the space and role of civil society carried out as part of the program?

Some secondary data and project reports are available about ADD's activity and role of civil society but ADD hardly does any context analysis based on the space and role of civil society.

Score: 0

To what extent is NGO involved in studies on civil society?

ADD does not have any research or studies on civil society.

6. Discussion

Table 45: Civuc s scores ADD 2012-2014

Baseline 2012	Follow up 2014	
1	2	**CIVIC ENGAGEMENT**
1	2	To what extent do NGOs include needs of target groups in analysis and planning?
2	2	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
1	1	What % leaders are members of a formal dialogue platform with local-national government representatives?
1	2	What % of leaders are members of a sectorial user group?
2	**2**	**LEVEL OF ORGANISATION**
2	3	To what extent are interests of intermediate organisations and other actors (e.g. target groups) effectively represented by NGOs

1	1	What % of relevant organisations (national or international) of the sector is the NGO linked to?
1	1	What % of most relevant networks/umbrella organisations (national and international) is NGO linked to?
2	2	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
2	3	To what extent is the NGO resource base diversified?
1	**2**	**PRACTICE OF VALUES**
1	1	To what extent are social organs involved in strategic management of the NGO?
1	1	To what extent are social organs involved in strategic management of the intermediate organisation?
1	2	To what extent are codes of conduct respected within the NGO?
1	2	To what extent can social organs (right holders) ask NGO management to be accountable to them?
1	2	To what extent are codes of conduct respected within IOs?
1	1	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**2**	**PERCEPTION OF IMPACT**
2	2	What level of intensity of relationship exists between public sector actors and NGO/IO?
1	2	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
2	2	To what extent are target groups satisfied with social services delivered by NGO?[12]
0	2	To what extent are public/private sector actors satisfied with social services delivered by NGO]?
3	2	To what extent has NGO played a role influencing relevant policy changes
2	**0**	**ENVIRONMENT**
2	0	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
2	1	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle
2	0	To what extent is NGO involved in studies on civil society?
1.6	**1.6**	

The analysis of CIVICUS index becomes more insightful when used it comparison with the baseline of 2012. The summary of the results is illustrated in the table below.

Improvement in Civic Engagement

In terms of civic engagement ADD experienced an improvement due to the way in which it connects with relevant national dialogue platforms. The exposure of some major national platforms focusing on disability is increasing as the government allows more space and dynamics of interactions on the issue amongst institutions. Also, the ways in which the local target group is consulted to be included in processes of need analysis have improved.

Stability in Level of organisation

Despite what is highlighted above, the level of organization within ADD seems to have plateaued with little changes in the number of institutions and relevant organization the NGO. There are few nation-wide forums and networks that focus on the issue of disability. ADD's dynamism and multiple ways contributing to knowledge sharing and production within those networks has not changed.

Improvement in Practice of values

The degree to which the SPO enforce its values through its management procedures and code of conduct is improving as the SPO is maturing and developing closer relationships with external funding partners. It scores particularly high on accountability to beneficiaries and social organs in comparison with other SPOs included in the sample.

Stable in Perception of Impact

ADD is being very proactive and dynamic in terms of advocacy campaign and policy dialogues. It has improved its connection with the private sector and maintain its relationship with the public sector actors. It has contributed to achieving several policy changes over the last 5 years.

Decline in Environment

Within the last two years ADD has not been part of any study on civil society or produced data on this specific issue in Bangladesh. The baseline surveys, conducted at the beginning of the project, remain the only major tool that gives reference to civil society in relation to disability.

7. Conclusion

ADD has focused on strategically developing partnerships and relationships with the few key civil society actors that are relevant to the disability debate in Bangladesh. One of the main challenges of ADD is to change society, and policy-makers' mind-set about disability (both physical and mental). As the organisation matures its ability to make itself more relevant and proactive within the closed circle of disability-focused forums and networks improves drastically. It make the effort to bring new private sector actors (BATA and ARONG) to the table and engages them in the issue, which in the context of Bangladesh can be challenging.

The project was overall well-designed and suitable for the environment, and ADD's reputation in the country substantiates this finding. As ADD combines direct mobilisation and

services approach, we believe it offers relevant strength and expertise to the debate and policy-making process.

Table 46: Evaluation scores ADD

Score	
8	The project was well designed
9	The project was implemented as designed
9	The project reached all its objectives
8	The observed results are attributable to the project intervention
9	The observed result are relevant to the project beneficiaries

Ain o Salish Kendra (ASK)

1. Introduction

Ain o Salish Kendra (ASK) is an NGO working in the field of human rights with a specific focus on women and children. It works with community based organisations (CBOs), groups of human rights defenders, students, poor people who are deprived of their rights, and street children. Since its inception in 1986, ASK has been one of the most prominent and pioneering civil society organisations in Bangladesh, which aims to enforce the constitution of Bangladesh in a context characterised by low levels of accountability of governance structures, common forms of discrimination and violations of human rights, especially those of women and children. It recognises that 'awareness building' around rights is a necessary but insufficient measure to ensure people's rights in practice are respected.

It pursues its agenda at several layers of society and through diverse means. With individuals and communities it focuses on education and information sharing about rights, legal entitlements and legal processes (documentation, lawyer responsibilities and court practices) it provides legal services (lawyers on *pro bono* time). With other civil society actors it focuses on sharing information and organizing joint-lobbying and direct advocacy.

This section is organized as follows:
1- The political and institutional context in which ASK operates is briefly described. It outlines the main threats to civil society in Bangladesh that are relevant to ASK's intervention.
2- The MFS-II funded project is described
3- The data collection process in attached in an annex
4- The result of the follow up study are described and CIVICUS index scorings justified for each of the five disaggregated dimension
5- The discussion section reflects on the changes in score between the time of the baseline and the follow up study
6- The conclusion summarizes the main findings and offers brief reflections on the project design for civil society component.

2. Context

The 2012 Human Rights Watch reports that the state of Human Rights in Bangladesh is deteriorating. The Government of Bangladesh has been sending out mixed message to civil society, and some observers report that the public sphere has narrowed together with the room

for manoeuvre of the civil society. Issues related to changes in policy set for age of marriage for girls (changing from 18 to 16); the accountability of the multiple war crimes and mutiny trials of those involved in the 1971 war; the use of security armed forces (Rapid Action Battalion - RAB) for political or personal ends and disguised extrajudicial killings (within the country all raise serious concerns regarding the situation of human rights in Bangladesh. The situation of certain groups is particularly vulnerable. These include women, children and ethnic minorities (notably the Rohinga and Biharis). The context for NGOs working on Human Rights issues is therefore very challenging. In May 2014, the director of ASK himself, Md Nur Khan, managed to escaped an attempted abduction organized out of his office in Dhaka.

With the threat of increasing political unrest from opposition parties and religious factions, the Awami League through its law Minister, declared in April 2014 that control over social media, blogs, and online news websites will be more systematically constricted. Offices of newspapers known to be run by journalists with different political affiliation have been raided, sacked and their material vandalised. Journalists, editors, NGO activists and bloggers have also been arrested. In mid-September the parliament voted an amendment of the constitution which grants Parliament the authority to impeach Supreme Court judges. With the major opposition party (BNP) absent from Parliament, the Awami-initiated amendment passed unanimously in a voice vote of 327-0[67]. This move will increase the control of the ruling party over the judiciary system. In October 2014 the parliament voted a bill that amends the Information and Communication Technology Act and allows for the length of sentences, which in turn confers greater power to the police to arrest, and making certain offenses non-bailable.

3. Project Description

The MFSII funding was given to ASK through Oxfam-Novib for a period of 12 years from 2000 till 2012. OXFAM NOVIB stopped financing ASK in December 2012. The total amount given during these 12 years was 151, 774, 277 BDT. The amount given per year varied from 3,906,000BDT to 27,384,803 BDT but in average it represented about 16% of the SPO's financial resource. OXFAM NOVIB is part of a consortium of donors that included the Embassy of Sweden (SIDA), the Royal Danish Embassy (Danida), the Embassy of Switzerland (SDC), the Royal Norwegian Embassy (RNE) and NETZ (Germany). The money given by this consortium has been used to finance the core activities of ASK.

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[67] The ruling party owns three-fourths of the seats at parliament and only two-thirds majority is needed to pass a bill.

The SPO is conducting 1 core project and 4 smaller projects. The core project is called *'Promoting Gender Equity, Human Rights, Democracy and Social Justice'*. It has been funded by the consortium of donors since 2007. The goal of this project is to '' strengthen the rule of law based on the principles of democracy, human rights, justice and gender equity[68]''. The purpose of the project is ''to create an enabling environment for demanding good governance, non-discrimination and social justice in Bangladesh[69]''. ASK has 237 members of staff.

4. Data collection and analytical approach

The civicus methodology will be the same across the sample and will therefore appear in Annex 4 with the fieldwork timetable.

5. Results

Table 47: Civicus results ASK 2014

Follow up 2014	Questions
2	**CIVIC ENGAGEMENT**
2	To what extent do NGOs include needs of target groups in analysis and planning?
1	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
3	What % leaders are members of a formal dialogue platform with local-national government representatives?
2	What % of leaders are members of a sectoral user group?
2	**LEVEL OF ORGANISATION**
2	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs
1	What % of relevant organizations (national or international) of the sector is the NGO linked to?
1	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
2	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
2	To what extent is the NGO resource base diversified?
	CFA QUESTION: RESOURCE BASE
3	**PRACTICE OF VALUES**
3	To what extent are social organs involved in strategic management of the NGO?
2	To what extent are social organs involved in strategic management of the intermediate organization?
3	To what extent are codes of conduct respected within the NGO?
3	To what extent can social organs (right holders) ask NGO management to be accountable to them?

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[68] From the evaluation and Appraisal report 2012
[69] From the evaluation and Appraisal report 2012

2	To what extent are codes of conduct respected within IOs?
3	To what extent can social organs (right holders) ask IO management to be accountable to them?
3	**PERCEPTION OF IMPACT**
3	What level of intensity of relationship exists between public sector actors and NGO/IO?
2	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
3	To what extent are target groups satisfied with social services delivered by NGO?
2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
3	To what extent has NGO played a role influencing relevant policy changes?
1	**ENVIRONMENT**
2	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
1	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
0	To what extent is NGO involved in studies on civil society?

CIVIC ENGAGEMENT

Score-2

To what extent do NGO include needs of target groups in analysis and planning?

There seems to be frequent and efficient communication between the target groups, the local partners and the SPO. ASK conducts baseline surveys before its projects and it does an evaluation at the end of the project cycle. ASK staff make monthly visits to the field. They organize workshops, meetings, and consultations. They also send letters 6 months before starting new projects to the different forum district committees to ask if there are any relevant issues that should be included in future projects.

Score-1

To what extent the NGO target groups participate in NGO's analysis and planning procedures?

Members of the community can attend legal camps where they can meet a panel of lawyers and discuss the issues that are preoccupying them. ASK also organizes annual planning workshops with the communities. ASK writes a bulletin about human rights. Readers are welcome to share their concerns and highlight some issues that should be taken into account. ASK organizes an annual meeting with the groups of human rights defenders that it trained.

Score-3

What % leaders are members of a formal dialogue platform with local-national government representatives?

The board member interviewed and the staff evaluated that most of the senior directors (10-12 people, hence the majority of the leaders) are members of formal dialogue platforms with local-national government representatives.

Score-2

What % of leaders are members of a sectoral user group?

There is a high representation of women in leadership positions at ASK. The majority of the executive committee members and the heads of the different units are women. About 40% of the staff has a legal background.

LEVEL OF ORGANISATION

Score-2

To what extent are interests of intermediate organisations and other actors (e.g. target groups) effectively represented by NGOs?

ASK team makes monthly visits to the local partners and share its findings through its regular reports to the Executive Committee. Formal working meetings are organized once a year with the local partners to evaluate their performance and renew (or not) their MoU. ASK also organizes an annual meeting that gathers all its partners. During these different occasions, intermediate organisations can express their interests and make sure that their voice is heard.

Score-1

What % of relevant organisations (national or international) of the sector is the NGO linked to?

The NGO staff report that they are directly linked with about 100 NGOs working on human rights issues mainly in Bangladesh but has less strong and regular relationships with international or regional organisations or networks.

Score-1

What % of most relevant networks/umbrella organisations (national and international) is NGO linked to?

ASK is part of 9 national networks and 9 international networks. All networks are directly related with human rights (rights of the children, women, and migrants).

Score-2

With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?

The SPO managers reported that out of the 100 Bangladeshi NGOs that they interact with, they are having closer collaboration and exchanges with about 50 of them so 50% of the total group. They have also a consultative status with the UN and they have close relationships with Amnesty International and Human Right Watch.

Score-2

To what extent is the NGO resource base diversified?

ASK relies on a consortium of donors to fund its core activities. This consortium includes 5 donors (6 when OXFAM NOVIB was part of the consortium): the Embassy of Sweden (SIDA), the Royal Danish Embassy (Danida), the Embassy of Switzerland (SDC), the Royal Norwegian Embassy (RNE) and NETZ Germany. The Royal Norwegian Embassy (RNE) contributes for the 50% of the funding by giving 388,748,988 BDT out of the total 780,439,816 BDT (for 2012-2016) given by the consortium.

PRACTICE OF VALUES

Score-3

To what extent are social organs involved in strategic management of the NGO?

The main social organs of ASK are its Executive Committee (EC) of 9 members and its 23 general members (a group of professionals whose help can be requested for specific issues). The general members meet once a year or for specific activities.

The executive committee meets every 3 months and has a role in the strategic management of the SPO. The EC has a consultative and approval role on the projects and programmes. The board member interviewed mentioned that the schedule of the EC was changed in the past in order to fit better with the financial year as well as the period of approval of the projects. In the initial schedule, the EC could not play its role properly because sometimes the EC did not have enough time to give its comments before the deadlines of approval of projects. However, this situation has been changed. The board member interviewed also mentioned that the decisions of the EC are mainly taken through consensus between the EC and ASK team members. The EC members and the general members are also invited to the annual retreat of ASK. This is a good occasion for them to be in direct contact with all the employees of ASK but also to give inputs and directions about the potential future projects of the SPO.

Score-2

To what extent are social organs involved in the management of intermediate organisations?

Most of the intermediate organisations that ASK works with have their own social organs. Their role and implication varies depending on the organisation. Generally speaking, the social organs of ASK are not directly involved in the management of intermediate organisations but it might happen that ASK leaders and members of the EC attend some strategic meetings.

Score-3

To what extent are codes of conduct[70] respected within the NGO?

ASK has an elaborated set of rules. First of all, they have the ''service rules'' which give general guidelines on the behaviour expected from the employees. A specific and updated code of conduct including dos and don'ts was recently created and approved by the EC in 2013. It has been shared and discussed with all the employees and the employees seemed to be well aware of its content and the way it operates.

In addition to the general code of conduct, different units have specific guidelines adapted to the clients that they deal with (women, children, etc.). A Children Protection Act has been developed in 2012 after the request made by Save the Children who is funding the project with street children. ASK staff has a specific code of conduct for staff working with children in their shelter 'half way home'. ASK also has specific rules for staff interacting with clients or doing mediation. The access to these sessions is also strictly limited and the monitoring and evaluation director was giving the example that even she needs a permission to attend a shalish or a mediation session.

ASK has a gender policy since 2009 and a sexual harassment committee since 2012. A locked box in the meeting room allows anyone to inform anonymously the committee about a case of sexual harassment. The committee (5 ASK members and 1 external member) meets and investigates the case. Depending on the conclusion of the investigation, the committee takes action and can, for example, decide to dismiss the person responsible of harassment. ASK recently fired one of its employees based on the investigation of the sexual harassment committee.

Score-3

To what extent can social organs (right holders) ask NGO management to be accountable to them?

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[70] codes of conduct may not be a single document but could be a number of written sources reflecting procedures about financial/human resources management

The SPO has to submit activity and financial reports every 3 months to the EC. Each report is presented and explained in details to the EC. If they need, members of the EC can request to see the unit reports or call employees to have additional information or clarifications. The SPO management also has to submit to the EC the annual operational report and financial report as well as the auditory report and the annual report.

The Executive Committee has the power to intervene when needed. The member of the board interviewed mentioned a case where the EC had to take action to change certain procedures that were not appropriate. She gave the example of a general fund that, according to the rules, needed the EC approval to be used. However, in practice, this fund had been used (after the approval of the Executive director) as a temporary backup by certain programs when their funding was delayed. The EC had to intervene to assure that rules would be respected. Now the program managers need to have the approval of the EC to use this fund.

Score-2

To what extent are codes of conduct respected within Intermediate Organisations?

Each Intermediate organisation has its own code of conduct and it is difficult for ASK to know how strict the NGO partners are about its implementation. However, ASK requests its partners to have a gender policy. If they don't have one already, ASK helps them to create one.

ASK makes frequent visits to its local partners and makes sure that they fulfil the general requirements of the MoU. If it is not the case, they send a letter to the partner explaining the improvements needed. If no change is made, ASK can terminate its partnership with the partner NGO.

Score-3

To what extent can social organs (right holders) ask intermediate organisations management to be accountable to them?

The different units of ASK have frequent communications with the intermediate organisations and ASK staff spend about 10-15 days per month on the field. The executive director visits the partners and attends workshops and reports to the EC. The partner organisations also have to submit a monthly report. The evaluation unit and the account unit also monitor the projects to make sure the SPO is fulfilling all the requirements agreed on. ASK has the power to sanction misconduct and abuses by not renewing the MoU with the organisation. The MoU with the Intermediate Organisations are annual and must be renewed every year. In case the

intermediate organisation does not fulfill the requirements of the MoU or misbehaves, the MoU is not renewed. ASK did not renew the MoU of 3 NGO partners for that reason.

PERCEPTION OF IMPACT

Score-3

What level of intensity of relationship exists between public sector actors and NGO/IO?

ASK has frequent and institutionalized meetings with the public sector. At a local level, ASK and its local partners work hand in hand with law enforcing authorities such as the police, the local government, the district commission and the union parishad members in operations to rescue victims or for mediation sessions. ASK also has close relationships with about 52 private schools.

At a national level, ASK takes part in seminars, dialogues and consultations organized by the government on topics related to human rights. ASK has a MoU with the ministry of Women and Children Affairs and another one with the Victim Support Center and the police. ASK also has close relationships with the National Human Rights Commission, the Ministry of Law, the home ministry, and the primary education ministry. However, the relationship with the government can be tensed at time when ASK takes position against the government, criticizes or denounces certain of its actions. The score here is based on "intensity" so it is high as they have intense relationships.

Score-3

What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?

The main relationship that ASK has with the private sector is with the media. This relation is regular and mutual as on one hand ASK gets informed of different abuses thanks to the journalists and on the other hand, the media cover ASK's stories. ASK collaborates also with 52 private schools and some hospitals. They also provide legal aid to unions of garment workers and they have some collaborations with BGMA.

Score-3

To what extent are target groups satisfied with social services delivered by NGO?

The SPO board member and the SPO staff interviewed reported that the clients were generally satisfied of the services offered by ASK. However, they mentioned that one major source of complaints was the duration of the process. For example, by law, cases of domestic abuses should be completed in a maximum of 60 days. However, in reality, going to court with this type of case can take up to one year (sometimes even more) which creates

frustration among the clients. This lengthy process is due to the slow justice system mechanism and the lack of sufficient judges in court.

Another element mentioned was the lengthy mediation process. Without strong means of pressure, it is often difficult to convince the opposite party to solve rapidly a case therefore the process can take time and some cases remain pending for a long time. However, a lot of ASK's new clients have been referred by former clients. ASK team considers this as a good indicator showing that the clients are generally satisfied with their services.

One client of ASK filing a divorce case mentioned that she was generally satisfied with the services of the SPO. Over the period of one year she had seen a lawyer 6 times and the day of the interview, she was about to have her first mediation meeting with the opposite party (her husband). Her only negative comment was about the limited consultation hours. Indeed, the clients can come to ASK's office from 10am-1pm to consult a lawyer. This limited schedule made it difficult for her to come as often as she would have liked to.

When asked if they had ever received a complaint about their limited consultation hours, the ASK staff said no. They mentioned that there is a suggestion box at the reception where clients are welcome to make suggestions but the consulting schedule never seemed to be an issue. In case of emergency, clients can call a hotline and see a lawyer outside of the official consulting hours. ASK also has mobile legal clinics and drop in centers where clients not able to come to the head office can receive legal advices.

Score-2

To what extent are public/private sector actors satisfied with social services delivered by the NGO?

Public and private sectors are satisfied with the social services delivered by the SPO. ASK staff reported that during the last 5 years they have noticed that they were consulted by the government and the private sector a lot more than previously which shows that they are considered a major reference in their field. For example, they are asked to sit on committees for different ministries and they are often consulted or requested to intervene by the High Court. However, as mentioned previously, ASK at times takes position against certain decisions or actions of the government and the private sector (i.e. garment sector). Therefore their relationship is not always harmonious.

Score- 3

To what extent has the NGO played a role influencing relevant policy changes?

ASK is actively involved in the discussions related to the development of new laws and policies. ASK has for example drafted legal documents for the government such as the Domestic Violence Act (2010). They have also played an important role in the development of laws related to the child labour policy, child marriage protection, domestic workers prevention and protection as well as slum dwellers protection and rehabilitation. They have played a leadership role in the adoption of the Right to Information Act (2009), Nari Nirjatan Daman Ain (2003).They also have a consultative status with the UN Committee on the Elimination of Discrimination against Women.

ENVIRONMENT

Score-2

To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?

Through the project funded by the consortium, ASK is directly responsible for defining the activities of the consortium. ASK is also an important source of information and a reference for the members of the consortium about issues such as domestic violence, resettlement of slum dwellers, and protection of garment workers.

Score-1

To what extent is a context analysis[71] of the space and role of civil society carried out as part of the programme project cycle

No proper quantified analysis seems to be carried out, however by its participation in numerous NGO networks and its daily compilation of human rights violations in the newspapers, ASK seems well aware of the civil society activities, priorities and needs of interventions.

Score-0

To what extent is the NGO involved in studies on civil society?

ASK does not do any formal study about civil society. However they frequently publish articles on human rights abuses in the national newspapers and they publish a bulletin on human rights issues.

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[71] Context analysis can take many forms. Question asks if any research/study/needs assessment on the role of civil society was carried out before starting the programme funded by the Dutch

6. Discussion

Overall and across the sample of SPOs included covered by the civil society component, ASK has experienced the most significant improvement in CIVICUS scoring, despite the challenging context in which it operates.

Table 48: ASK civicus scoring 2012-2014

Baseline 2012	Follow up 2014	Questions
1	**2**	**CIVIC ENGAGEMENT**
1	2	To what extent do NGOs include needs of target groups in analysis and planning?
1	1	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
1	3	What % leaders are members of a formal dialogue platform with local-national government representatives?
1	2	What % of leaders are members of a sectoral user group?
1	**2**	**LEVEL OF ORGANISATION**
1	2	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs
1	1	What % of relevant organizations (national or international) of the sector is the NGO linked to?
1	1	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
1	2	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
1	2	To what extent is the NGO resource base diversified?
1	**3**	**PRACTICE OF VALUES**
1	3	To what extent are social organs involved in strategic management of the NGO?
1	2	To what extent are social organs involved in strategic management of the intermediate organization?
1	3	To what extent are codes of conduct respected within the NGO?
1	3	To what extent can social organs (right holders) ask NGO management to be accountable to them?
1	2	To what extent are codes of conduct respected within IOs?
1	3	To what extent can social organs (right holders) ask IO management to be accountable to them?
1	**3**	**PERCEPTION OF IMPACT**
1	3	What level of intensity of relationship exists between public sector actors and NGO/IO?
1	2	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
1	3	To what extent are target groups satisfied with social services delivered by NGO?
1	2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
1	3	To what extent has NGO played a role influencing relevant policy changes?

1	1	ENVIRONMENT
1	2	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
1	1	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
1	0	To what extent is NGO involved in studies on civil society?

ASK's baseline surveys remains unchanged but the regularity of meeting with target groups and visit to the field have reportedly increased since baseline (it is difficult to associate it with the MFSII funding however). Some evidence that target groups are being consulted and their opinion incorporated into planning. There are some feedback loop dynamics and mechanisms in place mitigate the "top-down" aspect of their operation and activities. It engagement at the national level with government institutions has increase substantially given the country context.

In the currently political climate, the work of ASK has been publically recognized and deemed useful and necessary to uphold a sense of transparency and respect of Law in the country. Its lobbying activities, media campaign and regular participation in dialogues is relevant to its target groups. The ways in which the rights-based organisation engages, builds and mobilises networks "upwards" and "downwards" allows it to enjoy a position of 'elite' intermediary between citizens and the state- one that have legitimacy in this post-election context.

The levels of transparency within the SPO have significantly improved since 2012 in terms of codes of conduct and human resource management. The particularly unfavorable environment dominating the civil society and threatening the opponent to the ruling party has tested the organization's values. The SPO's values and the level of professionalization and commitment of its staff have been resilient to turmoil.

The high score increasing experienced by ASK in perception of impact needs to be interpreted carefully and contextualized. The score is based on a number of interviews which indicated an absence of other reliable major institution actively defending the constitution of Bangladesh and human rights during this period and ASK is broadly considered a pioneering organisation operating in a politically challenging environment. The work of ASK of persistence of its lobbying and advocacy is clearly more valued by its beneficiaries and various networks during at times when the space granted to civil society actors is reducing. ASK activities are still reported in the Press in relation to particular cases or legal issues, which constitute evidence of its impact.

The score of 1 allocated in 2012 has not changed since ASK remains relatively weak in collected and participating in studies on civil society whilst it however actively publishes regular reports on human rights violations.

7. Conclusion

We conclude that ASK is clearly an important participant in the civil society in Bangladesh and that its programmes and activities fit the current political context. The table below summarizes the conclusive scoring on ASK's intervention towards civil society strengthening. The project was well designed, although more effective mechanisms to maintain the institution accountable to its target groups and primary stakeholders could increase its "base" and grassroots learning. Also, the need for producing regular mappings and analysis exercise of the civil society in Bangladesh could have been formally set at the start of the project, as part of its design. This could have contributed to producing critical reports on pre and post-election turmoil for and the drivers threatening legal institutions in the country. There is little evidence that the observed results are attributable to the MFS 2 project intervention as there are few reliable indicators available to measure such impact. The relevance of the project and intervention to the beneficiaries is high, based on reports collected from different stakeholders and the civicus analysis presented above.

Table 49: Evaluation scores ASK 2014

Score	
7	The project was well designed
9	The project was implemented as designed
7	The project reached all its objectives
7	The observed results are attributable to the project intervention
9	The observed result are relevant to the project beneficiaries

Bangladesh National Women Lawyers Association (BNWLA)

1. Introduction

The focus on gender in Bangladesh is not new. In the last 10 to 5 years the international community, development partners and donors have strongly expressed the need to tackle issues related to early marriage and child marriage. The United Nations (UNFPA, UNICEF, UNWOMEN) and international NGOs (such as CARE international, Plan UK, have been particularly active in defining and addressing the issue. The world's highest prevalence of child marriage takes place is South Asia (ICRW Report). The International Centre for Research on Women (ICRW) reports that one third of the world's girls are married before the age of 18 and one in nine are married before the age of 15. The UNICEF data 2013 indicate that 66% of brides in Bangladesh were married under the age of 18. Marriage for women or young girls in this case, marks a crucial transition from childhood to maturity. The latter often entails childbearing and parenthood responsibilities which in South Asia are more directly undertaken by women, or in this case, girls. In many communities, early marriage is a norm and a tradition and not conforming to these would therefore be taking a risk of being judged and excluded from their communities.

Besides this controversial issue, the issue of gender-based violence occupies in comparison little space in the public debate. Issues related to violence against women and women trafficking remain generally isolated from the policy making process and debates in Bangladesh. The relevant government bodies mandated to address gender related issues through policies formulation and implementation includes the Ministry of Women and Children Affairs (MOWCA); Ministry of Labour; Home Ministry; Ministry; Social Development; Ministry of Local Government and Rural Development and Ministry of Law and Justice mainly. There are other entities and initiatives working alongside the government bodies who work towards the enforcement of laws implementation such as the Bangladesh Shishu Academy and the National Children Committee (NCC) for example.

In countries like Bangladesh, as in most countries (developed or developing) the issue of domestic violence is a long-established taboo which is hard to tackle. Often young girls are exposed to extreme forms of violence at a very young age and therefore taking action through strengthening civil society on this issue is essential to tackle it. BNWLA has networks mainly in 5 prioritized areas: Violence against Women, Domestic Violence, Trafficking (Protection & Prevention), Child Rights, Domestic Workers and Garments Workers Rights. It engages with proactive individuals and institutions for establishing rule of law and gender equality by

constant advocacy. Through lobbying for policy changes, and taking action for more research and sensitization programmes it intends to strengthen the capacity of women lawyers to ensure good governance and reduce discrimination.

This section is organized as follows:
1- The political and institutional context in which BNWLA operates is briefly described
2- The MFS-II funded project operated by BNWLA is described
3- The data collection process in attached in an annex
4- The result of the follow up study are described and CIVICUS index scorings justified for each of the five disaggregated dimension
5- The discussion section reflects on the changes in score between the time of the baseline and the follow up study
6- The conclusion summarizes the main findings and offers brief reflections on BNWLA's civil society strengthening component's design.

2. Context

There are some pockets of progressive tendencies in Bangladesh in terms of equal rights and status between men and women, boy and girls. However Bangladesh's culture and traditions are based on strong patriarchal structures, which can, to some extent, weaken the status of girls, adolescent girls and women. Although some progress has been made on certain issues, it is difficult in this context, to protect and prevent harm done to females - isolated NGO action won't be sufficient to pursue the agenda of changing community values that are supported by government and legislation. Even progressive individuals may simply conform to patriarchal norms and expectations unless given the support by the wider collectivity in social capital and civil society terms, as well as legitimation rom the state through the presence of supporting legislation and lawyers to follow up such legislation in mediation and courts processes.

Child marriage and violence against women for example is often entrenched in traditions and cultures, which makes them one of the most sensitive issues within development interventions. The cultural reasons behind child or early marriage and often tangled together with socio-economic conditions and aspirations. Much of these debates are in fact often led by international development agencies through NGO programmes to discourage and ban such practices. In practice, local civil society actors and stakeholders need to be sensitized and mobilized around these issues for the intervention to be effective. Given the social or socio-economic pressures often experienced by parents to marry their daughters, the challenge is to

provide duty bearers with sufficient and satisfactory alternatives than simply condemn child marriage. Marrying girls or teenagers under 18 is widely accepted as a human-rights violation by international development agencies (UNICEF 2007).

Although the prevalence of child marriage has decreased worldwide in the last two decades, nonetheless, it remains pervasive in south Asia, where more than half of all child marriages occur (Raj et al. 2009). Previous data indicate that about 30-70% of married young women (aged 20-24 years) in Bangladesh, Nepal, India, and Pakistan were married before 18 years of age and Bangladesh has the lowest mean age at first marriage (UNICEF 2007). The ICRW report shows the world's highest prevalence of child marriage takes place is South Asia (ICRW). The UNICEF data 2013 indicate that 66% of brides in Bangladesh were married before reaching the age of 18. In many communities, not applying traditional gendered values and practices could lead to jeopardizing the social network within the community and on which the lives of the most marginalized and vulnerable often rely.

The relevant government bodies mandated to address gender related issues through policies formulation and implementation includes the Ministry of Women and Children Affairs (MOWCA); Ministry of Labour; Home Ministry; Ministry; Social Development; Ministry of Local Government and Rural Development and Ministry of Law and Justice mainly. There are other entities and initiatives working alongside the government bodies who work towards the enforcement of laws implementation such as the Bangladesh Shishu Academy and the National Children Committee (NCC) for example.

3. Project description

BNWLA is an association of women lawyers and a Human Rights Organisation. It provides legal aid to women and children through three forms: protection, prevention and rehabilitation. The Dutch funding started in 2002 and according to the finance manager, it represents in average about 20% of the annual funding of more or less 10 crores taka. The details of the Dutch funding can be seen in the table below.

Table 50: MFSII funding to BNWLA

Funding amount (BDT)	Period	Name of the Dutch donor
20,000,000	2002-2003	Novib
40,000,000	2003-2005	Novib
30,000,000	2007-2009	Novib

10,000,000	2010	Novib
20,000,000	2011-2013	Stop Kindermisbruik
1,625,000	2014	Free a girl through

TOTAL 121,625,000

One of the main projects discussed with BNWLA was the *Girl Power Project* (GPP). The GPP is funded by a consortium called the child right alliance, which includes the Dutch government, Plan International, CHI and Free Press. BNWLA receives its funding from Plan International Bangladesh. The project started in 2011 and should last until 2015. BNWLA is one of the 11 NGO partners of Plan International Bangladesh responsible for the implementation of the project which aims to reach 6,500 beneficiaries. The activities of the project include vocational trainings for girls, trainings with the local authorities and elites, theater for development, advocacy and lobbying. These are listed in detail the table below (taken from the baseline report).

BNLWA's main national network partners NGO Coalition on Beijing plus five, VSO Bangladesh, Free Election Movement Association (FEMA), Bangladesh Shishu Adhikar forum, Acid Survivors Foundation; Action against Sexual Exploitation of Children (ATSEC)-Bangladesh Chapter; Save the Children Alliance. The MFS11 grant element focuses upon 5 zones of Dhaka City Corporation.

Table 51: List of BNWLA activities and expected outcomes

ACTIVITIES	OUTCOME
Individual (households) level 1.1. Media messages to provide information to girls and young women on gender equality, women's rights and protection against violence (radio, TV, etc); 1.2. Girls and young women reached through sports programs; 1.3. Girls and young women reached through (socio- legal) protective services; 1.4. Girls and young women reached through awareness, knowledge and skills building initiatives.	Reduction of gender based violence against girls and young women and better protection for girls and young women;
2.1 Media messages to provide information to communities on gender equality, women's rights and protection against violence (radio, TV, etc)	Increased awareness, knowledge and skills of girls and young women on gender equality and

2.2 Communities reached through sports programs 2.3 Communities reached through sensitization measures on gender equality and protection against violence 2.4 Communities reached through capacity building measures (trainings, workshops) on gender equality and protection against gender based violence.	challenging gender based violence to protect themselves against violence and claiming their rights;
Institutional (government) level 3.1 Lobby and advocacy related to girls empowerment, girls' rights to be protected against violence and gender equality 3.2 Capacity building of governmental professionals on the rights of girls and young women (in particular their right to be protected against violence) 3.3 Dialogue between civil society and government in formal dialogue meetings 3.4 Multi-level coalitions and networks developed to advocate for the rights of girls (in particular their right to be protected against violence). Civil society level 3.5 Organizational support provided to community based organizations (to strengthen their capacity to involve girls and young women and promote their rights). 3.6 Organizational support provided to civil society organizations (to strengthen their capacity to involve girls and young women and promote their rights). 3.7 Support provided to the self-organizing initiatives of girls and young women. 3.8 Organizational and institutional support provided to the formation and strengthening of networks of civil society organization's promoting the rights of girls and young women (in particular their rights to protection, education, socio-political participation and economic participation). 3.9 Monitoring of government's responsiveness to girls and young women's rights and needs.	The institutions are more sensitize and ensure their existing services within young women and children.

4. Data collection and analytical approach

The civicus methodology will be the same across the sample and will therefore appear in Annex 4 with the fieldwork timetable.

5. Results

Table 52: Civicus result BNWLA 2014

Follow up 2014	Questions
2	**CIVIC ENGAGEMENT**
2	To what extent do NGOs include needs of target groups in analysis and planning?
1	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
2	What % leaders are members of a formal dialogue platform with local-national government representatives?
2	What % of leaders are members of a sectoral user group?
1	**LEVEL OF ORGANISATION**
2	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs?
1	What % of relevant organizations (national or international) of the sector is the NGO linked to?
1	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
1	With what % of most relevant actors does NGO share information, hold dialogues, and is involved in joint analysis and joint activity?
2	To what extent is the NGO resource base diversified?
3	**PRACTICE OF VALUES**
2	To what extent are social organs involved in strategic management of the NGO?
3	To what extent are social organs involved in strategic management of the intermediate organization?
2	To what extent are codes of conduct respected within the NGO?
2	To what extent can social organs (right holders) ask NGO management to be accountable to them?
3	To what extent are codes of conduct respected within IOs?
3	To what extent can social organs (right holders) ask IO management to be accountable to them?
3	**PERCEPTION OF IMPACT**
3	What level of intensity of relationship exists between public sector actors and NGO/IO?
3	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
2	To what extent are target groups satisfied with social services delivered by NGO?
2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
3	To what extent has NGO played a role influencing relevant policy changes?
1	**ENVIRONMENT**
2	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?

2	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
1	To what extent is NGO involved in studies on civil society?

CIVIC ENGAGEMENT

Score-2

To what extent do NGO include needs of target groups in analysis and planning?

Before starting the Girl Power Project, BNWLA go through different steps to determine the needs of the target population. They carry out surveys with the local populations as well as interviews with the local duty bearers. They also look at secondary data and organise consultation workshops with local NGOs and duty bearers.

In general, before starting new projects, BNWLA carries out priority ranking activities. In collaboration with the local authorities and the local NGOs, the SPO gathers 10-12 people from different communities. Jointly, they identify the needs at the local level and they rank them in order of priorities. Once the projects have started, the project officers have frequent communications with the beneficiaries.

BNWLA also offers legal aid services. The lawyers meet clients individually every day. This is also a good way for BNWLA to be aware of problems particularly important in a specific area.

Score-1

To what extent the NGO target groups participate in NGO's analysis and planning procedures?

BNWLA carries out what they call *participatory reflection and action process*. It consists of an activity with the community where the people identify their needs, priorities as well as the resources needed to take action.

The beneficiaries can also take part in the annual review workshop together with the project indirect beneficiaries (family members, other service providers, etc.).

BNWLA does follow up workshops with the clients to mitigate micro-level problems. The monitoring team monitors the level of satisfaction of the beneficiaries and is responsible to share the information with the management and donors of BNWLA.

The direct involvement of beneficiaries in the procedures is however limited, but this is not surprising as BNWLA is a well-established NGO characterised by high levels of hierarchy and bureaucracy; Hence a score of 1.

Score-2

What % leaders are members of a formal dialogue platform with local-national government representatives?

It is estimated by BNWLA team that about 50% (10 out of 20) of the leaders are involved in formal dialogues platforms with government representatives.

Score-2

What % of leaders are members of a sectoral user group?

The executive director and all the 15 EC members are women lawyers. All the 5 directors except one are also women lawyers. This number shows a high level of personal engagement within the leaders of the SPO.

LEVEL OF ORGANISATION

Score-2

To what extent are interests of intermediate organisations and other actors (e.g. target groups) effectively represented by NGOs?

When Oxfam-Novib was funding BNWLA, the SPO had 30 partners in different districts. In each organisation, 3 employees were paid by Oxfam Novib through BNWLA. The partner organisations were trained to do advocacy and mitigate legal problems at the local level.

The partners have different occasions to express their interests and concerns. BNWLA has quarterly meetings with its partner NGO and does monthly visits. Every 6 months, BNWLA organizes partner coordination meetings where all the different partners meet with the management committee. Other than that, the partners have frequent communications by phone or emails with BNWLA. The partners participate in the mid-term review workshop, the annual review workshop and the project completion evaluation. The partners also participate to the annual convention. The last one was in 2013.

During this study, we met 3 partner organisations of the Girl Power Project. One organisation working for disabled people was very enthusiastic about the work and the support provided by BNWLA. The director said that from the very beginning their organisation had received a lot of support from the SPO and since then, there was a very positive collaboration between her organisation and BNWLA.

Score-1

What % of relevant organisations (national or international) of the sector is the NGO linked to?

The SPO is linked to about 100 NGO working mainly in prevention, protection, prosecution, rehabilitation and reintegration. All these NGOs work on topics related to Human Rights and very often of women's rights therefore they are all considered to be relevant with the Dutch funding. BNWLA's relationship and networks are mainly national and local, not so much international or regional; hence a score of 1.

Score-1

What % of most relevant networks/umbrella organisations (national and international) is NGO linked to?

The SPO is part of 10 networks (7 national networks, 2 regional and 1 international). All these networks are related to violence against women and children, therefore, once again, they are considered relevant with the Dutch funding.

Score-1

With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?

BNWLA is closely working with 23 NGO out of the 100 that it is linked to. Therefore we can estimate that 23% of the actors that BNWLA is involved with are particularly relevant whilst other are related but not necessarily as relevant.

Score-2

To what extent is the NGO resource base diversified

The SPO has about 14 donors which include Plan International (and Plan Bangladesh), Save the Children International, Asia Foundation, NSE, DFID, Manusher Jonno Foundation and USAID (Plan USA), SIDA (Swedish).

The total annual budget of the organisation is about 20 Crores BDT. SIDA is the main donor and gives 50% of the funding of the organisation (10 Crores).

The funding of Oxfam Novib use to represent 10-20% of the NGO funding. Oxfam Novib was part of a consortium of donors with SIDA and Norad (Norway).

PRACTICE OF VALUES

Score-2

To what extent are social organs involved in strategic management of the NGO?

The main responsibilities of the Executive Committee (EC) are to give the technical direction to the organisation, to do the policy formulation (HR, compliance, etc.) and to monitor the

organisation's actions. The executive committee also helps to make the link with the government when it is necessary. The EC has the signatory authority for any amount above 10 lacs.

Like many NGOs in Bangladesh, BNWLA seems to be very hierarchical and most of the power seems to be concentrated in the hands of the Executive Director. It has been mentioned that the capacities of the executive committee need to be developed in order to be able to handle better project management. It was mentioned during an interview that the fact that all the members of the executive committee are women lawyers might contribute to reduce the scope of having complementary backgrounds represented at the EC and thus more capacity to handle different tasks. However, the EC is organizing trainings to improve the competences of its members.

Score-3

To what extent are social organs involved in the management of intermediate organisations?

Each partner has a project implementation committee formed of the Executive director, 1 member of the Executive Committee and 1 of the 4 directors of BNWLA. This committee meets quarterly or according to the needs and assures the smooth implementation of the project.

A representative of BNWLA participates in the partner strategic plan meeting. BNWLA also sends a representative to the annual meetings of its partners. Finally, BNWLA participates in the elaboration of the partner strategic plan.

Score-2

To what extent are codes of conduct[72] respected within the NGO?

BNWLA has a code of conduct for its lawyers and for its staff. It has a legal service delivery manual, a Human resources manual, a finance manual, and a procurement manual. It has also a guideline for minimum standard care services for women and children specifically for the people working in the shelters.

The staff code of conduct is based on the national labour laws. This HR manual is given to all employees and explained in details during their professional orientation. They also receive a paper copy. If an employee does not comply with certain rules, a warning letter is sent to him. If a more serious incident happens, a committee formed of the Executive director, 2 members

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[72] codes of conduct may not be a single document but could be a number of written sources reflecting procedures about financial/human resources management

of the Executive Committee and the director of the concerned unit head is created to investigate the situation and take some decisions. In the past, there were some cases of financial fraud at the field level or cases were the staff was tempering the signatures of the participants or taking bribes from the opposite party. Investigations were conducted and employees were dismissed.

In addition to the code of conduct, BNWLA has a gender policy and a sexual harassment committee. Since the sexual harassment committee exists, no case has been identified.

Score-2

To what extent can social organs[73] (right holders) ask NGO management to be accountable to them?

The executive committee (EC) meets once a month (a relatively high level of frequency when compared to other SPOs visited as part of this study). The four directors and the Executive director have monthly meetings and submit reports to the Executive committee. Project heads write weekly ''Sunday mails'' to inform their director of the upcoming activities and programs. The entire BNWLA head office meets every Wednesday. During that meeting, the heads of departments discuss about their activities.

During the annual meeting, about 100-200 of the general members (3000 women lawyers in total) meet with the 15 members of the Executive Committee, the staff and the two advisors. The EC members also get a chance to interact directly with the staff (project heads, management, finance and admin) during the self-evaluation meetings where the employees discuss about their lessons learnt and their next strategies. Finally, the EC members are involved in the strategic planning workshop that happens every 5 years. The last one was in 2009.

Overall, the SPO is very transparent and the information circulates freely. However, it feels like most of the power remains in the hands of the Executive director therefore it is more difficult to evaluate the responsiveness and the controllability of the social organs.

Score-3

To what extent are codes of conduct respected within Intermediate Organisations?

When BNWLA chooses its partners it requests to see different documents including their codes of conduct. The HR manager mentioned that the donors also request to see these

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[73] see footnote 4

documents before funding the SPO. BNWLA suggests how to implement the code of conduct during the partner coordination meetings. BNWLA visits its partners at least once every 3 months to monitor implementation. Each time BNWLA team makes field visits, they have a check list to go through to make sure that the most important things are in order.

Score-3

To what extent can social organs (right holders) ask intermediate organisations management to be accountable to them?

The intermediate organisations have to submit monthly reports, quarterly reports, half annual and annual reports. BNWLA can also request to see the raw data (registers, vouchers, etc.) and to talk to the beneficiaries and stakeholders.

BNWLA discusses with the intermediate organisation about progresses and suggests improvements when required. BNWLA helps the partner develop an improvement plan. BNWLA makes follow up visits and if the partner does not comply with the improvement requested, a closure letter is sent.

PERCEPTION OF IMPACT

Score-3

What level of intensity of relationship exists between public sector actors and NGO/IO?

At the local level, BNWLA is part of different government committees such as the women and children repression prevention committee, the counter trafficking committee, the district law and order committee and the NGO coordination committee.

BNWLA has a good relationship with law enforcing agencies such as the police. The police informs BNWLA when it finds victims of violence or of trafficking in need of support. BNWLA also has good relationships with local judges at the district level.

BNWLA has a formal relationship with different ministries and often sits in ministerial committees with the Ministry of Women Affairs, Social Welfare, Home affairs, Law and Justice, and Foreign Affairs. BNWLA collaborates with the government in the police reform project and gives its direct support to the victim support center and the One Stop crisis center. The government of Bangladesh has assigned BNWLA as government delegate to sit at the meetings of the West Bengal Government to discuss the issue of *Strengthening rescue recovery repatriation and integration of traffic victims*.

Score-3

What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?

BNWLA has a good relationship with the media. One journalist met during the interviews mentioned that BNWLA was active in raising awareness of journalists about how to better cover human rights and gender issues. In addition to giving trainings, BNWLA also gives awards to best human rights reportages.

BNWLA has also corporate partnerships with companies. Grameenphone provides a free hotline service, Jet airways sponsors the flights of the trafficked victims, Nescafé provides coffee machines at a reduced price to help victims of trafficking to start small businesses. All these activities are done under the Corporate Social Responsibility program of the companies. Again in relation to other SPOs included in this study, BNWLA is one of the most successful and effective in building relationships and collaborations with the private sector.

Score-2

To what extent are target groups satisfied with social services delivered by NGO?

BNWLA has recently introduced client satisfaction surveys with its clients. Since 2011 BNWLA surveys 50 clients in 48 districts. The clients are generally satisfied but the surveys are useful to identify things that could be improved. One thing that was underlined in that survey is that not all lawyers have the appropriate attitude towards the clients (mainly vulnerable women and children). More specifically, it was said that some lawyers were ''not very friendly'' with the clients. BNWLA is trying to correct that by giving more training to the lawyers so they know how to deal better with vulnerable populations.

Other comments that were made in that survey were for example that the victims would like to receive shelter and protection (the government has a provision for victim and witness protection however it is not implemented) however the resources of BNWLA do not allow the organisation to provide this type of service.

Clients also mentioned that they would like BNWLA to help them find income generating activities. BNWLA has therefore started establishing partnerships with Nescafé (mentioned previously), the horticulture project of USAID, the microcredit from BRAC and different institutes such as UCEP (vocational trainings) to help the clients finding sources of income.

The program director mentioned that victims also face difficulties in court where the lawyers and judges are not necessarily very sensitive with them. Indeed, the judges and lawyers can ask questions in a very direct and personal way which can destabilize the victims. In order to

prepare them better, BNWLA has started to do mock trials where the clients can practice and be more prepared and comfortable at the real trial. BNWLA is also advocating the use of camera trials where victims are allowed to explain their case in private in front of the judges and cameras but not in court where they would be facing the public and also the perpetrators.

Score-2

To what extent are public/private sector actors satisfied with social services delivered by the NGO?

The public sector seems to be satisfied with BNWLA as the organisation is often consulted by the government and it is considered a reference point in the field of human rights in Bangladesh. The government also often invites BNWLA to take part in its activities.

The private sector also seems satisfied. New companies are showing their interest to work with BNWLA. One of them is Primark who would like to collaborate with BNWLA to provide long term social services to the victims of Rana Plaza, an eight-story commercial building that collapsed on April 24th 2013, killing 1,129 people and injuring 2,500 people.

Score-3

To what extent has the NGO played a role influencing relevant policy changes[74]?

BNWLA has been proactive doing advocacy but also it has been actively involved in policy making. BNWLA is mainly responsible for the adoption of the Sexual Harassment Guideline which has the legal status of a law until a new law is created. BNWLA conducted a Public Interest Litigation at the High Court and as a result, this guideline was created. Since then, BNWLA has trained a lot of public institutions on how to implement the guideline. BNWLA has also played an active role in the elaboration of:

- Birth and Death Registration Act (2004)
- Domestic Violence prevention and protection Act (2010)
- Prevention and Suppression of human trafficking Act (2012)
- Pornography Act (2013)
- Acid Control Act (2002)
- Acid Crime Prevention Act (2002)
- National Plan of Action on combating trafficking in person (2012-2013)
- National Women Advancement Policy (2011)

BNWLA has obtained landmark judgements from the court regarding:

- Fatwa

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[74]changes in the policy arena related to the Dutch funded intervention (land rights, child rights etc)

- Voting rights of women
- Safe custody

BNWLA and some of its partners also write reports for the Convention on Elimination of all forms of Discriminations against women.

ENVIRONMENT

Score-2

To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?

Although the funding of the SPO is project based, BNWLA says that its donors are very flexible and rely on BNWLA analysis to determine their priorities. The donors try their best to match the priorities identified by BNWLA with their country plan. For example, thanks to the work and suggestions done by BNWLA, donors have decided to fund the construction of new shelters.

Score-2

To what extent is a context analysis[75] of the space and role of civil society carried out as part of the programme project cycle?

Before starting the Girl Power Project, BNWLA carried out a country analysis. The NGO tried to understand what the situation of the young girls was at the country level. BNWLA identified who were the different actors working on related topics and tried to understand their respective roles. BNWLA conducted workshops with local NGO, they did the mapping of who was doing what in the communities among the governmental and non-governmental organisations. They also looked at primary information as well as secondary information.

Score-1

To what extent is the NGO involved in studies on civil society?

The SPO is not involved in studies on civil society, according to the advisor of BNWLA, it is not in its mandate. BNWLA had been included in a few recent studies but they do not have a particular focus on civil society; hence a score of 1.

6. Discussion

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[75] context analysis can take many forms. Question asks if any research/study/needs assessment on the role of civil society was carried out before starting the programme funded by the Dutch

In comparison with 2012 CIVICUS baseline results, BNWLA on average has experienced improvement in three out of the five dimensions included in the index and stagnation in the other two (see table below).

Table 53: BNWLA civicus scoring 2012-2014

Baseline 2012	Follow up 2014	Questions
1	2	CIVIC ENGAGEMENT
0	2	To what extent do NGOs include needs of target groups in analysis and planning?
0	1	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
3	2	What % leaders are members of a formal dialogue platform with local-national government representatives?
2	2	What % of leaders are members of a sectoral user group?
1	1	LEVEL OF ORGANISATION
0	2	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs?
2	1	What % of relevant organizations (national or international) of the sector is the NGO linked to?
2	1	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
1	1	With what % of most relevant actors does NGO share information, hold dialogues, and is involved in joint analysis and joint activity?
2	2	To what extent is the NGO resource base diversified?
		CFA QUESTION: RESOURCE BASE
2	3	PRACTICE OF VALUES
1	2	To what extent are social organs involved in strategic management of the NGO?
2	3	To what extent are social organs involved in strategic management of the intermediate organization?
2	2	To what extent are codes of conduct respected within the NGO?
2	2	To what extent can social organs (right holders) ask NGO management to be accountable to them?
1	3	To what extent are codes of conduct respected within IOs
1	3	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	3	PERCEPTION OF IMPACT
3	3	What level of intensity of relationship exists between public sector actors and NGO/IO?
1	3	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
2	2	To what extent are target groups satisfied with social services delivered by NGO?
2	2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
2	3	To what extent has NGO played a role influencing relevant policy changes?

2	1	ENVIRONMENT
2	2	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
2	2	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
2	0	To what extent is NGO involved in studies on civil society?

In terms of civic engagement the NGO has two target groups: Community Based Organisations across four divisions, and adolescent girls and young women themselves. Managing this is an ambitious objective. The follow up study results show that the NGO gained knowledge in how to include groups' perspectives and needs into their activities plans and organizational strategy through regular communication and strong links with field officers and CBOs. However there is a sense that the 'needs' incorporated into planning needs to be more focused on girls' needs and interests.

Although the follow up study results indicate that BNWLA is relatively efficient at representing the interest of their target groups and intermediate organisations, it is found that BNWLA's formal engagement, as an institution (as opposed to individuals), with dialogue platform and networks could be more dynamic and pro-active. With regards to the level of organization of the NGO therefore the scoring remain stagnant between 2012 and 2014.

Organizationally and structurally BNWLA is a hierarchal institution with the Director having strong control over management and operations. The SPO maintains high levels of accountability and transparency regarding administrative and management decisions. The strategic vision and direction taken by the organization are therefore almost solely determined by the Director, together with Plan. This may be due to the necessity of retaining power "at the top" in order to keep coherent and tight relationship with key public and private actors (police, civil servant, ministries, garments sector and other private stakeholders). It could also be however a reflection of the fact that in Bangladesh, directors are often the public face of the NGOs and are mostly involved in external relations including those with donors. By distancing the staff from the strategy and the beneficiaries from the management and design, the SPO runs the risk of becoming an "agent" of intermediation rather than an independent actor acting on behalf of its primary stakeholder, the women and girls. Although girls and women, in theory, have access to senior management it is unclear why more formal feedback mechanisms are not in place.

Over the last few years, the work of BNWLA is increasingly getting recognition from the broader public through significant engagement in specific policy issues and cases. Impact as

such it difficult to attribute and trace but it is clear that there has been some important positive outcomes derived from the brokerage of respected and well-connected lawyers. Whilst the outcome is positive, as the baseline reported, there remains a lurking question about the system simply replicating some of the elitist governance dynamics (albeit for good causes) rather than challenge them though social mobilization and capacity building.

Some of the NGO's participation ambitions are not yet realised. Although it conducted an analysis of the civil society for the GPP, it is still weak at using and undertaking research work in in partnership with CBOs for example about contextual political and challenges. In terms of civil society publication or study, BNWLA is missing an opportunity to score higher, given its learning and experience.

7. Conclusion

The overall impression is that, organizationally BNWLA is still learning and improving how to be effective in challenging settings. The influence of its senior staff members allows the institution to benefit from valuable social networks and political support (of some). As the baseline evaluation found, it is still unclear whether the SPO is not simply reproducing the elitist structure of the judicial and legal system (to the benefit of its beneficiaries) rather than challenging it through mobilizing CBOs and beneficiaries' participation.

Table 54: BNWLA Evaluation scoring

Score	
7	The project was well designed
8	The project was implemented as designed
7	The project reached all its objectives
7	The observed results are attributable to the project intervention
8	The observed result are relevant to the project beneficiaries

Bangladesh News Network

1. Introduction

News Network use to implements activities to promote Freedom of Press and Expression, access to information, human rights which are deemed important and essential in the current political context in Bangladesh. The NGO started in 1994 by focusing on media development and right-based activities. News Network was established with the support of Ford Foundation and is registered with the NGO Bureau of Bangladesh. Over the last 20 years of operation, it completed more than 20 projects trying to fulfill its mission to stimulate freedom of press and expression, access to information, human rights along with the rights of the minorities and ethnic minorities through ensuring good governance through accountability and transparency at all levels. It also pursues the mission of developing the capacity of female journalists by ensuring gender equality, which is rare and unique in Bangladesh. Pursuing these goals is according to the Network, a way to serve the social interest and citizens' wellbeing, dignity through protection of their rights, and gender equality.

In December 2013, the Dutch CFA Free Press unlimited interrupted its funding to the SPO. The Dutch CFA conducted an investigation that reported strong evidence of grave governance issues, repeated fraud and mismanagement by senior staff members. This was followed by other consecutive investigations within the NGO management from other donors (Plan International, the US embassy in Dhaka, and the Anne Frank Foundation), that reported similar practices. The management of BNN was confronted with the issue and presented the evidence, and denied the facts during the course of this research. The implications of the interruption of funding had on the activities and the management of the SPO will be reflected throughout the analysis presented below.

This section is organized as follows:

1- The political and institutional context in which Bangladesh News Network operates is briefly described. It outlines the main threats to civil society and freedom of speech and information in Bangladesh that are relevant to its intervention.
2- The MFS-II funded project operated by BNN is described
3- The data collection process in attached in an annex
4- The result of the follow up study are described and CIVICUS index scorings justified for each of the five disaggregated dimension

5- The discussion section reflects on the changes in score between the time of the baseline and the follow up study

6- The conclusion summarizes the main findings and offers brief reflections on the project design for civil society component.

2. Context

The media context has changed in Bangladesh over the past two years. Many external and local observers have noticed the government crossed a crucial line following the 2014 election. The Government of Bangladesh has been sending out mixed messages to civil society and some observers report that the public sphere has narrowed together with the room for manoeuvre of the civil society. The environment for some NGOs and the media is getting increasingly difficult and/or constricted. Since there is little literature available on this issue, and in order to understand the work of Bangladesh News Network (BNN) a brief historical contextual outline is necessary.

The media environment in the country had experienced relative improvement and remained relatively open despite some signs of intolerance by the government since 2009 following the resumption of civilian rule. The constitution of Bangladesh recognizes the need for freedom of expression subject to "reasonable restrictions". An amendment to the constitution was passed by Parliament in July 2013 included language that equates criticism of the constitution with sedition. The media environment was constricted as journalists could be arrested or legally convicted of up to 90 days without trial for being critical of government officials or policies, or can be charged with contempt of court[76]. Newspaper outlets which were commonly associated with the opposition party rather than the ruling party, the Awami League, experienced legal threats from government. Prominent editors such as Mahmudur Rahman (from the daily *Amar Desh*) and Mohammad Ekramul Haq, (from the *Sheersha News* web portal and the *Sheersha Kagoj* weekly) were arrested and jailed in 2010/2011; and three journalists (from the daily *Jugantor*) underwent defamation charges and summons after publishing two reports that questioned a minister's traveling expenses. In 2010 the authorities ordered the termination of the privately-owned Channel-1 TV station for allegedly being in breach of broadcasting regulations. Journalists were exposed to threats, harassments and attacks from organized political and religious activists who wanted to influence coverage through coercion. The 2009 draft amendments to the criminal code that would outlaw these arrests in connection with cases of defamation have not yet been enacted. As a result although the print and broadcast media have in comparison with other developing countries relative

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[76] under the 1974 Special Powers Act

freedom of expression, it is clear that some journalists practice self-censorship when reporting on sensitive topics linked with politics or public figures and politicians.

Over the past two to three years, Bangladesh's governing authorities have passed draconian laws that affect freedom of expression in the country significantly. The GoB is increasing its legal and executive power to control information with for example Anisul Huq, the law Minister, declaring in April 2014 that control over social media, blogs, and online news websites will be tighter. Offices of newspapers known to be run by journalists with different political affiliation have been raided or sacked and their material vandalised; and journalists, editors, NGO activists and bloggers have been arrested. In October 2014 the parliament voted a bill that amends the Information and Communication Technology Act and allows for increased sentences, which in turn confers greater power to the police to arrest, and makes certain offenses non-bailable. In 2014 the Freedom House which reports on the status of freedom of expression yearly qualified the Bangladesh press status as "partly free" with a Press Freedom score of 54[77], a legal environment score of 15[78] and a political environment score of 23[79]. Bloggers and human rights defenders have been charged by the authorities for defamation or accused of making derogatory comments about particularly sensitive hot topics such as Islam, the garments industry or the proceedings of the International War Crimes Tribunal that intensified during 2013 to 2014. Over 2012 covering sensitive topics has become life endangering with three journalists killed and fifteen injured in their private homes or in their offices allegedly by activist groups or even the police. Investigations of such crimes generally proceed slowly, if at all. The political and economic ramifications of media news coverage and content censorship can be partly explained by the fact that individuals with close political or official affiliations generally own private broadcast outlets. A policy published in August 6, 2014 states that it will curtail critical reporting by banning speech that is considered "anti-state", "ridicules the national ideology," and "is inconsistent with Bangladesh's culture and history" and would restrict the reporting of "anarchy, rebellion, or violence". The Honourable Prime Minister, Sheikh Hasina's on August 28th 2014 notified journalists not to "cross the line" set down in the new guidelines, local media reported: "*[D]on't try to cut off the branch you are sitting on. You too will fall. I think a hint is enough for the intelligent.*" Through the new policy, the information broadcasted in the media falls under tighter and systematic government and police control which undermines the media's independence, impartiality, freedom of expression, and a plurality of opinions including reporting opposition ideologies and criticisms of government.

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[77] (0 = BEST, 100 = WORST)
[78] (0 = BEST, 30 = WORST)
[79] (0 = BEST, 40 = WORST)

It is important to remind ourselves that Bangladesh is however part of the International Covenant on Civil and Political Rights which promotes the enactment of right to freedom of expression, which includes the right to seek, receive, and impart information. The UN Human Rights Committee claims that "a free, uncensored and unhindered press or other media is essential in any society to ensure freedom of opinion and expression."

3. Project description

News Network is centrally operated from Dhaka but the SPO implements activities in four other districts in Bangladesh. News Network has a good track record and performed well in the past. It had 12 international donors including UNESCO, USAID, WORLD BANK, NORAD, and Free Press Unlimited. But currently the SPO only has 2 donors/sponsors (Janata bank ltd and Taiwan Democracy foundation). News Network has trained more than 1,100 local and national level journalists from all over Bangladesh. The organisation is relatively small with only three core employees. With major donors withdrawing their financial support in the last year, the NGO is facing serious budget constraints to run its activities.

News Network was a partnering organisation of Free Voice, a Dutch organisation during the fiscal year of 2006-07. The partnership existed for four years. In 2012 Free Press Unlimited, a Dutch Organisation, started to work with News Network in a project titled "*Media Development Program*". The project started in September 2013 and Free Press unlimited stopped all future funding for the project in December 2013 due to the corruption charges presented in the above introduction. BNN is currently running only one fellowship program with the local sponsorship of Janata Bank ltd.

4. Data collection and analytical approach

The civicus methodology will be the same across the sample and will therefore appear in Annex 4 with the fieldwork timetable.

5. Results

Table 55: Civicus results BNN 2014

Follow up 2014	Questions
1	**CIVIC ENGAGEMENT**

1	To what extent do NGOs include needs of target groups in analysis and planning?
1	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
0	What % leaders are members of a formal dialogue platform with local-national government representatives?
0	What % of leaders are members of a sectoral user group?
0	**LEVEL OF ORGANISATION**
1	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs
0	What % of relevant organizations (national or international) of the sector is the NGO linked to?
0	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
1	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
0	To what extent is the NGO resource base diversified?
1	**PRACTICE OF VALUES**
2	To what extent are social organs involved in strategic management of the NGO?
0	To what extent are social organs involved in strategic management of the intermediate organization?
1	To what extent are codes of conduct respected within the NGO?
1	To what extent can social organs (right holders) ask NGO management to be accountable to them?
1	To what extent are codes of conduct respected within IOs?
N/A	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**PERCEPTION OF IMPACT**
2	What level of intensity of relationship exists between public sector actors and NGO/IO?
2	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
3	To what extent are target groups satisfied with social services delivered by NGO?
2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
0	To what extent has NGO played a role influencing relevant policy changes?
1	**ENVIRONMENT**
0	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
0	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
2	To what extent is NGO involved in studies on civil society?

CIVIC ENGAGEMENT

Score- 1

To what extent do NGOs include needs of target groups in analysis and planning?

News Network includes the needs of target groups[80] somewhat poorly. News Network mostly designs its projects based on experience and specialist opinions. There is no specific method

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[80] Target groups of News Network: Local journalists, entry-level journalists and female journalists.

of need assessment strategy employed by News Network to assess the needs of target groups. Several beneficiaries of previous projects of News Network were interviewed during the study to assess whether News Network appropriately includes the needs of the target groups in the analysis and planning. A number of issues were raised in this regard:

a. **Field based training module:** News Network in the "*Media Development Program*" mostly develops the capacity of women journalists and local journalists. The training provides additional insight to right based reporting, ethical issues etc. Beneficiaries mostly complained about the lack of field level activity in the training program. According to the beneficiaries, more field-based training will improve the quality of the training.

b. **Program Structure:** Beneficiaries rated the program as a good one in terms of overall quality. They advised News Network to plan more structured programmes to train the journalists. They also concluded that the News Network Program is practical and useful in real life.

c. **Need Assessment strategy:** News Network mostly implements projects based on experience and does not have a baseline survey. Strategies and interventions are often based on expert opinion. Need is therefore predetermined even before assessments.

Score: 1

To what extent do NGO target groups participate in NGO's analysis and planning procedures?

Participations of target groups in News Network's analysis and planning can be termed as participation by consultation. In most projects, News Network does not include target groups in planning and analysis – although we found evidence of needs assessment being incorporated in the "*Education program for Harijan children*".

Score: 0

What % of the leaders are members of a formal dialogue platform with local-national government representatives?

No leader is a member of a formal dialogue platform or media platform with local-national government representative any more.

Score: 0

What % of leaders are members of sectoral user group?

No leader of News Network is a member of sectoral user group as the SPO's staff and managers have left the organisation.

LEVEL OF ORGANISATION

Score: 1

To what extent are interests of intermediate organisations and other actors (e.g. target groups) effectively represented by NGOs?

News Network is a small NGO operating donor-based projects for more than 19 years but recently the SPO has only been running only one project and 2 other projects are yet to be implemented. By 2014, News Network had lost almost all the donors. It now has fewer connections with local and international partners.

Score: 0

What % of relevant organisations (national or international) of the sector is the NGO linked to?

Currently the SPO is linked to only one sponsor, i.e., Janata Bank Limited, which is not a relevant organization for its Freedom of Press objective.

Score: 0

What % of relevant networks/ umbrella organisations (national and international) of the sector is the NGO linked to?

Currently the SPO is not linked to relevant networks/ umbrella organisations of the sectors.

Score: 1

With what % of most relevant actors does NGO share information, hold dialogues, in involved in joint analysis and joint activity?

News Network share in-house studies on different projects and share information with partners, stakeholders, donors as well as civil society. News Network also organizes few press conferences and occasional seminars to disseminate the knowledge acquired in the project level. However, News Network does not really participate in joint analysis.

Score: 0

To what extent is NGO resource base diversified?

Currently the NGO has only one donor providing 100% of its limited funding.

PRACTICE OF VALUES

Score: 2

To what extent are social organs involved in strategic management of the NGO?

News Network has a Board of Advisors, Executive council and office employees to manage the NGO. There are 20 members in the board of advisors and 7 members in the executive committee. The general meeting is held annually and the Executive committee meets quarterly.

News Network's social organs are not entirely a supervisory body to the NGO management. The chief executive officer mainly runs News Network. The executive body reports to the Board of advisors. In case of only policymaking, social organs are involved. News Network takes approval from its social organs to make any policy.

Score: 0

To what extent are social organs involved in strategic management of the intermediate organisation?

News Network is not involved in strategic management of the intermediate organisation. At project inception period, News Network negotiates around project activities and strategies but News Network is not involved in Strategic management of the intermediate organisation.

Score: 1

To what extent codes of conduct respected within the NGO?

News Network is small but has a comprehensive code of conducts. News Network has written code of conducts and service rules. The evidence collected about the application of the code of conduct within the SPO, are contradicting. The senior staff claims that News Network was maintaining high standard HR, accounting and gender policy whilst the evidence collected from a series of investigation and audits consistently report money mis-management and fraud.

Score: 1

To what extent can social organs (right holders) ask NGO management to be accountable to them?

The chief executive officer mainly runs News Network. The executive body reports to the Board of advisors. The hierarchical nature of the organisation and the loose structure of federated local partners mean that there are no formal mechanisms to hold NGO management to account.

Score: 1

To what extent are codes of conduct respected with IOs?

In contrary to the statement, Free Press Unlimited cancelled all contract with News Network due to evidence of corruption and fraud.

Score: 0

To what extent can social organs (right holders) ask IO management to be accountable to them?

According to News Network officials, the Board of Advisors of News Network does not ask IO management to be accountable to them. The federation of local partners are journalists and it is not clear who the social organs are. In any case, it seems that there are few mechanisms in place to make IOs accountable to social organs.

PERCEPTION OF IMPACT

Score: 2

What level of intensity of relationship exists between public sector actors and NGO/IO?

News Network involves public sector actors in their activities, especially administrative personals. In capacity development programs outside Dhaka, News Network often involves the Deputy Commissioner's Office in its activities. The relationship is more formal and it is arranged on a need-basis but only if the Deputy Commissioner agrees to the meeting. News Network joins events and seminars organized by public sector actors and *vice versa*.

Score: 2

What level of intensity of relationship exists between private sector actors and NGO/IO?

News Network is engaging with private sector actors and civil society in a regular manner. News Network is well reputed among media houses in Bangladesh. The SPO provides training to journalists from different media houses and place interns from the fellowship program in different media outlets. In most of its certificate ceremonies, prominent private service actors were present.

Score: 3

To what extent are target groups satisfied with social services delivered by NGO? The majority of the target groups of News Network is partially satisfied with the services provided by News Network projects. Examples of satisfaction include:

  a. **Satisfaction Regarding the training:** Most of the beneficiaries of News Network are satisfied with the fellowship program of News Network. Several beneficiaries were interviewed during the study and all of them are satisfied about the training program of News Network.

b. **Placement of Beneficiaries:** Around 75% of those interviewed are currently working in prominent media houses. During the internship program provided by News Network, beneficiaries received practical in house training, and this seems to have helped them secure their jobs.

c. **Program nature:** News Network's fellowship program is the only program of its kind currently available for journalists and it is helpful for new journalists to achieve success in their career.

Score: 2

To what extent are public/private sector actors satisfied with social services delivered by NGO?

Public and private sector actors showed high satisfaction towards News Network's activities in different programs. Public and private sector actors not only have a positive view but they also praised News Network for their activities.

According to the beneficiaries, News Network has a very positive reputation in media houses in Bangladesh, and its role in promoting the development of young journalists is recognized.

Score: 0

To what extent has NGO played a role influencing relevant policy changes?

News Network did not play any role in influencing specific policy changes, but has a track record of supporting initiatives, which lead to press freedom.

ENVIRONMENT

Score: 0

To what extent has NGO participated in defining the civil society interventions of the CFA/ Consortium?

News Network usually does not participate in defining civil society's interventions though they participate in meetings and seminar organized by private sector actors.

Score: 0

To what extent is a context analysis of the space and role of civil society carried out as part of the program?

News Network hardly carries out context analysis.

Score: 2

To what extent is NGO involved in studies on civil society?

News Network has more than 10 research/ article /book published on civil society and political issues. Several prominent researchers have worked with News Network to complete these studies.

6. Discussion

With major funding pulling out in 2013, it is not surprising that Bangladesh News Networks experiences one of the most significant declines in CIVICUS scoring amongst our SPO project sample. In 2012, 60% of BNN's funding was dependent on the MFSII scheme. This financial risk comes at the expense of the sustainability of the SPO's activities and impact.

Table 56: Civicus scores for BNN 2012-2014

Baseline 2012	Follow up 2014	Questions
1	**1**	**CIVIC ENGAGEMENT**
1	1	To what extent do NGOs include needs of target groups in analysis and planning?
0	1	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
2	0	What % leaders are members of a formal dialogue platform with local-national government representatives?
1	0	What % of leaders are members of a sectoral user group?
1	**0**	**LEVEL OF ORGANISATION**
1	1	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs
1	0	What % of relevant organizations (national or international) of the sector is the NGO linked to?
1	0	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
0	1	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
0	0	To what extent is the NGO resource base diversified?
1	**1**	**PRACTICE OF VALUES**
0	2	To what extent are social organs involved in strategic management of the NGO?
1	0	To what extent are social organs involved in strategic management of the intermediate organization?
1	1	To what extent are codes of conduct respected within the NGO?
1	1	To what extent can social organs (right holders) ask NGO management to be accountable to them?
0	1	To what extent are codes of conduct respected within IOs?
0	N/A	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**2**	**PERCEPTION OF IMPACT**
2	2	What level of intensity of relationship exists between public sector actors and NGO/IO?
2	2	What level of intensity of relationship exists between private sector

		actors and NGO/IO? NGO?
2	3	To what extent are target groups satisfied with social services delivered by NGO?
2	2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
2	0	To what extent has NGO played a role influencing relevant policy changes?
1	**1**	**ENVIRONMENT**
1	0	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
2	0	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
1	2	To what extent is NGO involved in studies on civil society?

In terms of civic engagement and level of organization, the SPO has lost some of its ability and capacity to participate in dialogues and networks with or without government representative. Retaining skilled, experienced and well-connected staff members is a challenge for the SPO. As explained in the context above and in the baseline report, a large part of the activities within the media sector rely on personal networking capacities of staff members and board members. With the space for media reducing and the climate for critical journalism and investigating news reports increasingly constrained (both legally and informally), political connections are essential for employment survival (even though the same political connections are blamed for undermining the independence of the media).

Sustaining activities in a hostile political environment and with no funding would be a challenge for any NGO. Nevertheless, as some of the CIVICUS scoring reflect the commitment of some senior managers to protect the SPO from these political threats, is strong. The hierarchical management of the SPO is centralized around its charismatic leader and founder. As the activities funded by MFSII have stopped it is difficult to provide a reliable answer to questions related to perception of impact and practice of values. The SPO's contribution to specific outcomes is however still perceived by beneficiaries, both public and private actors, as important and valuable in this political and gendered media context.

The participation of BNN in studies on civil society has reduced over the last three years due to the cessation of its activities.

7. Conclusion

Based on the baseline and follow up results it is clear that the value of the work of BNN and its commitment are the SPO's key strengths. It is unclear whether the reason given for withdrawing funding are based on strong evidence or not, and determining the veracity and

reliability of the information is far beyond the scope of this study. The team would recommend that a project such as this one should be funded in Bangladesh given the present troubling evolution of the political context. As it was originally designed the project suited the beneficiaries and had a positive perception of impact for its key stakeholders. In order to prevent suspicions between CFA and BNN, tighter accountability mechanisms and collaborative systems could be put in place. The table below summarizes our evaluation of the project carried out by BNN. It is clear that the project could not achieve its objectives given the interruption of funding. It however scores very high in all the other dimensions of evaluation.

Table 57: Evaluation scores for BNN

Score	
8	The project was well designed
4	The project was implemented as designed
5	The project reached all its objectives
7	The observed results are attributable to the project intervention
9	The observed result are relevant to the project beneficiaries

CARITAS

1. Introduction

Caritas is a well-established catholic NGO that started its activities in Bangladesh in 1967. It has more than 3,250 permanent staff and almost as many temporary staff and volunteers working across six districts of Bangladesh. Despite the current tendency of NGOs to undermine social mobilisation and to act as intermediaries, CARITAS mainly provides services on a large-scale and makes effort to retain direct contact with beneficiaries and target groups. It seeks to strengthen the capacity of local government at the ward and union levels to have a long lasting and sustainable impact on the lives of the poor, whilst building people's capacity to adapt to disaster and manage climate changes better.

Although the aggregated averages under each dimension remain unchanged, one can observe some improvement within some of the CIVICUS sub-categories and dimensions under evaluation, notably civic engagement, practice of values and environment.

This section is organized as follows:

1- The context of operation of Caritas is briefly depicted.
2- The MFS-II funded project is described
3- The data collection process in attached in an annex
4- The result of the follow up study are described and CIVICUS index scorings justified for each of the five disaggregated dimension
5- The discussion section reflects on the changes in Caritas' scores between the time of the baseline and the follow up study
6- The conclusion summarizes the main findings and offers brief reflections on the project design for civil society component.

2. Context

2013 was marked with a piece bad news in Bangladesh: the Intergovernmental Panel on Climate Change's 'Fifth Assessment Report' and World Bank's 'Turn Down the Heat' revealed that the global climate change scenario could have more disastrous consequences in Bangladesh than anywhere else. And the new Climate Change Vulnerability Index (CCVI), released by Maplecroft which pinpoints particular zones of climate vulnerability (based on a

set of 42 social, economic and environmental factors[81]) and considers not only the climatic changes anticipated to occur in the country, but also the country's ability and capacity (human, infrastructural, institutional) to prepare and adapt to these changes. Bangladesh is ranked first in the 'extreme risk' category, before India, Madagascar and the Philippines and Haiti[82]. The report revealed that Dhaka was also amongst the five most climate vulnerable cities in the world.

With this in mind, the government of Bangladesh has made an effort to initiate policies that encourage the building of a climate resilient economy and more sustainable development. However, implementing effective response mechanisms to climatic disasters can be confusing and complex given the broad range of stakeholders. A people-centric approach together with engagement of civil society for developing solar energy for irrigation, climate-resilient agriculture (saline resilient crops for example), food security, constructing multi-purpose cyclone shelters in disaster-prone areas is crucial for local community to anticipate (sometimes, when possible) and adjust to mitigate the economic hardships from climate change impacts in the coming years. The Government is aware of the challenges ahead and developed a national policy framework BCCSAP and a National Adaptation Plan of Action (NAPA) that prioritize adaptation.

3. Project description

Caritas started to receive Dutch Funding in 1981 through CEBEMO. The four MFSII projects were spread across 10 upazila (sub-districts), 7 of which are in the Chittagong Hill Tracts. In these locations, CARITAS (as it does across its whole portfolio) develops self-governing social organisations to access local government and other services, as well as lobby for them. Nowadays, the main project funded by MFSII and under analysis here is the CORAID-funded *Development Extension Education Services Project*, DEEDS (now through Communities for Change CFA) which aims to help the mobilization of the poor for better access to social justice, government facilities and the resilience building projects (flood recovery program, protecting livelihood against water, and cyclone shelter construction). CORAID supports emergency responses to floods and cyclones. It does so through projects of Disaster Risk Reduction, emergency appeals and the construction of cyclone shelters. In 2004, CORAID gave 1 billion Euros to build 3,500 houses after a cyclone. CORAID also supported the relief

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[81] These include: exposure to climate-related natural disasters and sea-level rise; human sensitivity, in terms of population patterns, development, natural resources, agricultural dependency and conflicts; thirdly, the index assesses future vulnerability by considering the adaptive capacity of a country's government and infrastructure to combat climate change.

[82] See more at: http://www.rtcc.org/2013/10/30/bangladesh-rated-worlds-most-vulnerable-country-to-climate-change/#sthash.RS2sxboN.dpuf

work carried out after the SIDR cyclone in 2007. Another project called *Disha* receives Dutch funding. This project's target is to empower the hardcore poor on Sandwip Island through the creation of new income generating activities.

4. Data collection and analytical approach

The civicus methodology will be the same across the sample and will therefore appear in Annex 4 with the fieldwork timetable.

5. Results

Table 58: Civicus results Caritas 2014

Follow up 2014	Questions
2	**CIVIC ENGAGEMENT**
2	To what extent do NGOs include needs of target groups in analysis and planning?
2	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
2	What % leaders are members of a formal dialogue platform with local-national government representatives?
0	What % of leaders are members of a sectorial user group?
1	**LEVEL OF ORGANISATION**
1	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs
1	What % of relevant organizations (national or international) of the sector is the NGO linked to?
2	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
1	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
3	To what extent is the NGO resource base diversified?
	CFA QUESTION: RESOURCE BASE
2	**PRACTICE OF VALUES**
2	To what extent are social organs involved in strategic management of the NGO
N/A	To what extent are social organs involved in strategic management of the intermediate organization
3	To what extent are codes of conduct respected within the NGO
2	To what extent can social organs (right holders) ask NGO management to be accountable to them
N/A	To what extent are codes of conduct respected within IOs
N/A	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**PERCEPTION OF IMPACT**
2	What level of intensity of relationship exists between public sector actors and NGO/IO?
2	What level of intensity of relationship exists between private sector actors and

	NGO/IO? NGO?
3	To what extent are target groups satisfied with social services delivered by NGO?
2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
2	To what extent has NGO played a role influencing relevant policy changes
2	**ENVIRONMENT**
2	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
2	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle
0	To what extent is NGO involved in studies on civil society?

CIVIC ENGAGEMENT

Score-2

To what extent do NGO include needs of target groups in analysis and planning?

Caritas carries out baseline surveys before new projects. These include situation analysis, stakeholder analysis, transit walks (observation in the field), resource mapping, list of indigenous knowledge and hazard assessments. In collaboration with the villagers, Caritas also carries out problem, solution and objective tree exercises. The findings are shared with the community and local authorities and an implementation plan is developed. After project approval, Caritas shares the plan with the community.

During climatic emergencies, Caritas send an assessment team. With the help of the community members and local authorities, the team identifies the most vulnerable people. A meeting with the most vulnerable people is organized to discuss their needs and coping capacities. Based on the discussions, an intervention plan is developed and shared with both the community and the local authorities. The first list of beneficiaries is publicly shared through a suggestion box.

Score-2

To what extent the NGO target groups participate in NGO's analysis and planning procedures?

Caritas helps communities create CBOs but once they are in place, the CBOs organize their own meetings. Caritas is there to support the process and monitor. Caritas finds inspiration for its new projects through discussions with the CBOs.

When a project is approved, Caritas team shares it with the community. It is the community itself who needs to determine who will be the beneficiaries. To do so, vulnerability criteria are defined in a participative way based on the local context and resources. Since the

community develops the criteria, they are highly contextual and vary from one village to the other.

Caritas recently developed a new project called '*We too can*'. Caritas only supports the organisation of groups and the processes but does not give any material or financial inputs. The purpose of this project is to show communities that they can achieve successful results by organizing themselves, working together and sharing resources. The community members have to decide on which project they want to work together and how they want to accomplish it. They rely on their own resources to do so. According to the Caritas team, the project 'We *too can*' has achieved very successful results and serves as an example for other projects.

Caritas employees mentioned that the monitoring report and the feedback of the target groups during the evaluation help them adjust Caritas interventions. One example mentioned was that in the past, the support of Caritas following disasters was mainly input and livelihood support driven. However, this type of intervention was not sustainable. Beneficiaries requested support to be better adapted and prepared for disasters. Therefore, Caritas reoriented its action towards adaptation by supporting a better livelihood protection through disaster risk reduction preparation. The beneficiaries' recommendations contributed to change the mind set of Caritas.

Score-2
What % leaders are members of a formal dialogue platform with local-national government representatives?
At the field or local level, Caritas staff are directly involved in dialogue platforms with local-national government representatives. At a national level, Caritas is a well-respected NGO and its leadership within the "third sector" community is well acknowledged.

Score-0
What % of leaders are members of a sectoral user group?
The table below shows the profiles of the members of the social organs. No leaders belong to representatives of the beneficiaries groups or sectoral user groups.

LEVEL OF ORGANISATION
Score-1
To what extent are interests of intermediate organisations and other actors (e.g. target groups) effectively represented by NGOs?

Caritas implements its projects directly without any intermediate organisation. The data collected shows that through its different mechanisms of feedback loop, Caritas represents both the short and longer interests of its beneficiaries.

Score-1

What % of relevant organisations (national or international) of the sector is the NGO linked to?

Around 20% of the organisations that Caritas is linked with are directly related and engaged with the emergency, DRR and education sectors.

Score-2

What % of most relevant networks/umbrella organisations (national and international) is NGO linked to?

It is estimated that Caritas is part of about 10 forums and among them, most of which are directly relevant to the community for change's objective.

Score-1

With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?

The SPO shares information and does joint analysis with about 70percent of the most relevant national and local actors in its sector. The most relevant partners of Caritas are ARCAB (Action Research for Community Adaptation in Bangladesh) Campe (education), BUET (housing), NCIP (coalition for indigenous people).

Score-3

To what extent is the NGO resource base diversified?

According to the financial managers, Caritas has 43 donors. The European Union is the biggest donor with about 16% of the funding. We can therefore say that Caritas has a wide array of donors and its resource base is quite diversified. The table below was provided by Caritas and it shows the details of the funding sources for 2012-2013.

Table 59: Caritas' resource base 2012-2013

Status of Donation Received (donor wise) for the FY: 2012-13		
% of Donation	Taka	Name of Donor
15,84%	158 460 961	The European Union
12,35%	123 579 136	EPP/Shiree

9,71%	97 116 914	Caritas Spain (INDITEX)
8,90%	89 058 991	Misereor /Zentralstelle, Germany
6,74%	67 398 224	Caritas Germany
5,60%	56 066 540	Caritas Australia
4,81%	48 124 355	Catholic Relief Services (CRS), USA
4,77%	47 691 626	Secours Catholique-Caritas France
3,74%	37 413 430	Cordaid, The Netherlands
27,53%	275 409 894	Others
100,00%	1 000 320 070	Total

PRACTICE OF VALUES

Score-2

To what extent are social organs involved in strategic management of the NGO?

Caritas has different social organs and each of them has a particular function. The head of Caritas social organs is the Bishop's Conference. Caritas is actually the social wing of the Catholic Church. The general body has 31 members selected by the Bishop's conference of Bangladesh. They meet twice a year to define the policies, approve projects and budgets. The general body approves the annual report, chooses the audit firm, and reviews the operational activities, the vision, the mission and the strategic plan. It is also the main policy making body.

The executive committee has 12 members (3 from the general body, 3 nominated by the executive chief and 3 other members decided by the 6 members previously mentioned). According to Caritas employees, the executive committee is important and powerful. It has an approval role over the projects. The executive committee meets 3 times per year.

The budget and audit committee is composed of independent outsiders who are not employees of Caritas. It deals with budget matters. It plays the role of a check and balance system. It scrutinizes the budget and the finance statements, asks for details and request changes when required. Pay scale and service rule committee facilitates the work of the Executive committee on issues related to code of conducts and salaries. The Central planning and evaluation committee is the first filter for project proposals. If a proposal is validated by this committee it is sent to the executive committee; if not, the programs team needs to make corrections and improve it.

Score- N/A

To what extent are social organs involved in the management of intermediate organisations?

Caritas is implementing its project directly without any intermediate organisation.

Score-3

To what extent are codes of conduct respected within the NGO?

Caritas has different guidelines and policies including: service rules, conflict of interest policy, gender policy, child protection policy, anti-corruption policy, Sphere humanitarian standards, International Standards of the Red Cross.

The employees need to attend 21 days of training when they are hired. They are informed of the rules included in the code of conduct during the training. They also have to sign a declaration confirming that they are aware of the content of the code of conduct.

The SPO has zero tolerance for misbehaviours related to gender and child protection policies. There is a sub group inside Caritas that is in charge of following the gender policies and providing trainings.

The HR manager gave an example that occurred in 2013. A male staff member put an inappropriate picture on the table of a female staff. The female staff complained. A committee investigated the case; a legal consultant (lawyer) was consulted and advised on a procedure to follow. Finally, based on the procedures and policies, it was decided that the male employee would be dismissed.

Score-2

To what extent can social organs (right holders) ask NGO management to be accountable to them?

Caritas has more social organs than the majority of the SPOs involved in this study. Each social organ has specific responsibilities, which contribute to making the system more efficient and transparent. As explained above, the social organs often request clarifications to Caritas team and send back proposals that are not good enough. The budget and audit committee is formed of external people. This is an initiative that is interesting in terms of transparency as people who are not Caritas employees and therefore have a more neutral point of view do the verifications.

The social organs receive progress and financial reports and other relevant documents 15 days before any meeting so the members have time to analyze the documents. In the case of any potential extension of project, an evaluation report must be submitted before the extension to the Executive Committee in order to evaluate if an extension is justified or if any change must be done to the project before extending it.

A grassroots monitoring format is completed on the field every 6 months where the successes and failures of the project are compiled. The report goes to the regional level and then it is shared with the directors in Dhaka who later share the information with the social organs.

Score- N/A

To what extent are codes of conduct respected within Intermediate Organisations?

There are no intermediate organisations

Score- N/A

To what extent can social organs (right holders) ask intermediate organisations management to be accountable to them?

There are no intermediate organisations

PERCEPTION OF IMPACT

Score-2

What level of intensity of relationship exists between public sector actors and NGO/IO?

Caritas informs local government about all its activities, new projects. The SPO also needs to collect certificates from the government before and after implementing activities. Caritas participates in the monthly NGO coordination meeting organized by the government representatives at the district level.

Caritas is a member of the urban poverty reduction forum as well as the safety net committee; both are organized by the government. Caritas has a MoU with the Rice Research Institute of Bangladesh. The SPO also has collaborations with BUET, Rajshahi and Momensign University.

Caritas has good relationships with the government today but it has not always been so. Since Caritas is a Catholic NGO, the government was initially suspicious of its activities and thought that Caritas was trying to convert people. It was particularly difficult with the military government. The government sent staff to secretly check what Caritas was doing. It is reported that nowadays, with a secular government, relations are easier.

Score-2

What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?

Caritas has collaboration with Square hospital, Otobi (Furniture Company) and Dutch Bangla (Bank). The SPO refers some beneficiaries to these companies and in exchange the companies give vocational trainings to the beneficiaries.

The newspaper Prothomalo and the Daily star have raised money and requested Caritas to build a cyclone shelter in the coastal area of Bangladesh.

Caritas is planning to work with Agora (food supermarket) on a project related to value chain. However, the project is still in the pipeline.

Score-3

To what extent are target groups satisfied with social services delivered by NGO?

The beneficiaries are satisfied. The local population has created a CBO, and have developed their critical thinking and capacity to express their needs. The members of the community have learnt how to work jointly and they have achieved collective successes. According to the Caritas team, CBOs have sustained themselves through the years even when Caritas withdrew from certain regions. The groups have improved their organisation skills; are able to keep track of information; keep the minutes of their meetings and other types of relevant information. Many members of the community groups have been elected at the local level which is a sign of their empowerment.

In some areas, communities have succeeded in raising the daily wage rates for women. This contributed to a reduction in the gap between what men and women earn for similar work. In other communities, the support of CARITAS has helped people understand and access social safety net programs.

There is evidence that in the case of the DEEDS project, the level of satisfaction was 90% for the material inputs and 80-85% for the non-material inputs. The project '*We too can*' that encourages group mobilization and self-financed activities also had similar satisfaction levels. This group has been quite successful in vegetable cultivation, poultry rearing, cash saving, and finally in saving dried food and fuel in case of disaster. The participants of this project are particularly proud of the plantation that they made with their own resources. Now this group and their project serve as models for other projects. Caritas staff and other community-based groups came to visit the project to see how they had done it.

During emergencies Caritas has an instant monitoring check list to know if the beneficiaries are satisfied with the items received. During our visit to a project site, we met a community

based group involved in Caritas' project Sustainable food and livelihood security. This group has 54 members, mainly vulnerable and disadvantaged women. The members meet every month and receive training from Caritas (plantation, water sanitation, salt resistant crops, aquaculture, etc.). At some point in the project, each person receives a material input and a specific training related to that input in order to have a new sustainable income generating activity. The members met were happy about the project. The leader of the group mentioned that he had had the opportunity to represent his community during an Environmental Conference on Climate Change organized by Caritas. The members of the group said that Caritas was responsive to their needs and they were adapting the topic of the trainings on the requests of the group members. When asked about their biggest success, the members mentioned that they were particularly happy about the training they received about how to make organic pesticide. This had been very useful and now the persons trained were able to train others and even to sell some of their homemade pesticides.

Score-2

To what extent are public/private sector actors satisfied with social services delivered by the NGO?

The public sector is satisfied with Caritas. Their work o river erosion, rain water harvesting, embankment rehabilitation, climate change and construction of cyclone shelters, is particularly appreciated.

Caritas works with private tea estate companies. They work to improve the working and living conditions of the tea estate workers. They build houses and schools inside the tea gardens. According to Caritas team both owners and workers are satisfied which was not necessarily a given at the beginning of the project. Indeed, the tea estate companies are well known to be very restrictive regarding access and very few NGOs manage to set up projects there. The fact that Caritas succeeded to have activities inside the tea plantations is a sign of the social acceptance of the project.

Score-2

To what extent has the NGO played a role influencing relevant policy changes?

Caritas has contributed to the Education policy by giving some recommendations to the government while being part of a group led by CAMPE. Caritas promoted for example the importance of early child development programs before primary school. Caritas also helped the gender related policy to be accepted.

Caritas pushed the government to adopt the Disaster Management Act in 2012. The government had kept delaying its adoption for more than 14 years. Caritas also contributed to the emergency manual authored by the bureau of emergency.

ENVIRONMENT

Score-3

To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?

A large part of the funding of Caritas comes from other Caritas branches based in developed countries (Europe, Japan, Korea, and America). Since Caritas Bangladesh is a major recipient of external funds, it has a strong influence in guiding the intervention of the CFA. Based on its observations in the field, Caritas can propose areas of intervention and projects to the CFA.

There is also evidence that Caritas has influenced donors about new ways to work with indigenous communities. A good example refers to microcredit projects. Indigenous communities in the Chittagong Hill Tracts were not comfortable with the system prevalent in Bangladesh as it was difficult for them to reimburse interests on a very regular basis because their income was seasonal. Caritas adapted the system to suit the rhythm of income of the indigenous communities. It has also put in place credit unions and cooperatives. The donors became interested in this new way of doing things and now Caritas has been invited to present this project to a consortium of donors.

Another example is the intervention that Caritas implemented to deal with the rat invasion that was ravaging in the Chittagong Hill Tracts. Since nobody seemed to consider this threat important, Caritas sponsored some journalists from different media to report on the phenomenon. Following this intervention, ECHO launched a program to stop the rat invasion.

Score-3

To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?

At the planning stage Caritas conducts interviews and focus group discussions with civil society members. It carries out literature review (i.e. other NGO reports) and analyzes secondary data. It also discusses potential projects with relevant local government departments. During the implementation of the project, Caritas also creates committees with members of the civil society to monitor the projects.

Caritas program managers said that this analysis can sometimes help the SPO prioritize or not get involved in certain projects. They gave the example of the Rohingyas refugees in Bangladesh. They said that different members of the Caritas network would like Caritas Bangladesh to get involved with Rohingyas. However based on its analysis, Caritas Bangladesh has concluded that other NGOs are already working with Rohingyas and that they are better equipped than Caritas Bangladesh to support them.

Score-0

To what extent is the NGO involved in studies on civil society?

The respondents reported not knowing of any studies conducted on civil society which Caritas was involved in.

6. Discussion

Table 60: Civicus scores Caritas 2012-2014

Baseline 2012	Follow up 2014	Questions
1	**2**	**CIVIC ENGAGEMENT**
1	2	To what extent do NGOs include needs of target groups in analysis and planning?
1	2	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
1	2	What % leaders are members of a formal dialogue platform with local-national government representatives?
1	0	What % of leaders are members of a sectorial user group?
1	**1**	**LEVEL OF ORGANISATION**
1	1	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs
1	1	What % of relevant organizations (national or international) of the sector is the NGO linked to?
1	2	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
1	1	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
3	3	To what extent is the NGO resource base diversified
		CFA QUESTION: RESOURCE BASE
2	**2**	**PRACTICE OF VALUES**
2	2	To what extent are social organs involved in strategic management of the NGO
1	N/A	To what extent are social organs involved in strategic management of the intermediate organization
2	3	To what extent are codes of conduct respected within the NGO
2	2	To what extent can social organs (right holders) ask NGO management to be accountable to them
1	N/A	To what extent are codes of conduct respected within IOs

1	N/A	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**2**	**PERCEPTION OF IMPACT**
2	2	What level of intensity of relationship exists between public sector actors and NGO/IO?
2	2	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
2	3	To what extent are target groups satisfied with social services delivered by NGO?
2	2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
2	2	To what extent has NGO played a role influencing relevant policy changes
1	**2**	**ENVIRONMENT**
0	2	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
1	2	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle
0	0	To what extent is NGO involved in studies on civil society?

Civic engagement- Stable

The baseline report emphasized the difference between 'inclusion' and 'participation'. This distinction is necessary when it comes to understanding target groups' involvement in planning and analysis. As Caritas generally retains direct control over its intervention with target groups in order to mobilize them, they are considered as more formally integrated than in other SPOs. Across its portfolio of activities, CARITAS puts emphasis on the need to involve target groups in access, lobbying, co-design of initiatives, targeting of individual needy families, and with local government institutions. Across projects Caritas formed for example Village Disaster Management Committees (VDMCs) at the village level which across unions add up to about 200 community-based VDMCs. The strength of these groups has however more to do with social mobilization rather than formal instrumentalisation by the SPO for its own analysis and planning. This can be a longer-term plan dependent on capacity of the groups. Therefore compared to 2012, Caritas scores higher at including the needs of the target groups but remains stable at target groups participation in analysis and planning at the type of participation is relatively more passive rather than active.

Level of organization- minor increase

Caritas is a well-established NGO with set rules and procedures. It is therefore unsurprising that the level of organization score hasn't changed much since 2012, from 1.4 to 1.6 in 2014 (but which translate into an increase from 1 to 2 on average). Overall, the score remains relatively low as it is still found that the SPO is not fully integrated within the national and international networks and dialogues relevant to their project, and does no focus on sharing its

experience, knowledge and expertise with other groups. It behaves as an "independent" organization operating besides other NGOs, this could be considered as passiveness with regards to other fora on the national scene. However, locally, when relevant Caritas does connect with other NGOs or churches, working in similar unions and/or districts (especially regarding government lobbying activities).

Practice of values- stable

One of the core value of Caritas, since its inception in 1967 is direct interaction with the poor and the marginalized and a strategy to encourage them to represent themselves in wider social arenas and political spaces. However, looking at the composition of the board of Caritas the absence of target group or beneficiary representation is noticeable. The ways in which the strategic management of the SPO occurs remains unchanged.

Perception of impact

Although the average scoring remains unchanged, if we disaggregate the score we can see that the impact perceived by target groups is higher now than in the baseline. This may be because t the target groups increasingly value the intervention of the SPO given the significant and force of the climate-induced disasters that occurred in Bangladesh in early and mid-2014.

The civil society component especially seemed to satisfy beneficiaries and built their capacity to explicitly articulate their needs collectively to the SPO and to the relevant CBOs and government representatives. The main indicators of success and achieved outcome is that despite the withdrawal of activities in some areas, the groups created by Caritas remain active politically and socially.

Although the average score has increased 0.2 over 2 years, the issues highlighted in the baseline report remain valid and the research team found good co-option with public sector actors but also room for improvement in terms of engagement with private sector stakeholders (projects are being designed but have not been implemented yet).

Environment

Caritas has accumulated knowledge of the environment, the target groups and the institutions with which it runs its operation. Although like most well-establish NGOs it could simply use this knowledge to design activities, it systematically conducts formal surveys and investigations with relevant stakeholders (mostly local) in the future areas/sectors of operation to adapt and fine-tune its strategy. This year, the research team found that Caritas

was increasingly involved with the CFA in defining civil society interventions. These negotiations are restricted to senior management team and do not involve local staff members.

7. Conclusion

Comparison between the baseline results and follow up study results indicate that the outcomes of the civil society component of Caritas are successful in mobilizing target groups and making them more pro-active in certain areas of intervention. It is found that Caritas still largely operate independently from other national networks and platforms which are relevant to their work and sector. Caritas' senior and strategic managers prefer to remain a service provider to its target group and to build their capacity locally so to assist them in speaking from themselves and expressing their demands.

Although the research team recognize the above as essential to maintain the sustainability of the intervention, it is also clear that by being "passive" on national forums and platforms there is a missed opportunity in terms of common learning and policy influence. With future climate challenges ahead and regular climatic shocks occurrence in the country, Caritas could focus more on influencing and/or informing the national agenda and policy for climate adaptation from a logistics and deployment perspective.

Table 61: Evaluation scores for CARITAS

Score	
8	The project was well designed
8	The project was implemented as designed
8	The project reached all its objectives
9	The observed results are attributable to the project intervention
9	The observed result are relevant to the project beneficiaries

Christian Service Society (CSS)

1. Introduction

Christian Service Society was initiated in 1972 with a vision to help war affected people in the Khulna region with a primary focus on socio-economic development of marginalized people and the social development sector. Since its inception however CSS has turned to include service delivery, awareness raising, advocacy and emergency response to disaster situations thorough relief and rehabilitations. Recently, CSS added health and education sectors to widen its portfolio of activities.

The organization started its activities in July 1972 with the name and support of "World Relief Commission (USA)" and started its activities by supporting poor and war affected people. In 1975, the organization received registration from Bangladesh government as Christian Service Society. CSS, as one of the oldest NGO in the southwest region of Bangladesh, currently operates 33 projects divided into 4 major sectors in 18 districts.

This section is organized as follows:

1- The socio-economic and development context in which CSS operates is briefly described.
2- The MFS-II funded project is described
3- The data collection process in attached in an annex
4- The result of the follow up study are described and CIVICUS index scorings justified for each of the five disaggregated dimension
5- The discussion section reflects on the changes in score between the time of the baseline and the follow up study

The conclusion summarizes the main findings and offers brief reflections on the project design for civil society component.

2. Context

After the liberation war in 1971 and the massive cyclone in 1970, people in the region were suffering due to scarcity of food and health service systems. During the time, Bangladesh as a new-born nation failed to provide necessary support to its people in southeast region. Hence, many international humanitarian organizations started to work in different part of Bangladesh. Due to the famine of 1973, the socio economic condition of people in Bangadesh was well below poverty level. With continuous unrest and political threats and the risk of natural calamities, the people in southeast region were never in a good condition. So to attain better livelihood, a multidimensional support system was necessary in that region. Khulna region is considered as the most naturally vulnerable zone. As a consequence, service

delivery in the health and education sectors is always a challenge for government and other organizations. Hence, many non-government organizations along with government agencies are now operating in that region trying to improve the quality of life of citizens in that region.

3. Project Description

CSS received the MFS II funding through Woord en Daad for a period of 5 years, starting from 2011. The fund is currently continuing and CSS uses the fund in different education and health programs. MFS II fund is mainly used for CSS' education plan project, TVET/JBS plan, Health program, ASHCVP project, HAB project, Health Advocacy and Monitoring of Safe Motherhood projects.

Table 62: CSS budgets FY 2013-2014

The fund distribution for different project for the year 2013 & 2014 is given below:

For the year 2013				
Balance	Utilization	Budget	Program	Sl
Education Program				
3,686,296	41,463,990	45,150,286	Education - Plan 435	1
467,398	10,682,462	11,149,860	TVET/JBS- Plan 268	2
4,153,694	**52,146,452**	**56,300,146**	**Sub Total Education**	
			Health Program	
5,427	17,002,938	17,008,365	Health Program-Plan 216	1
328,836	50,938,931	51,267,767	Affordable and Sustainable Health Care for Vulnerable People-Plan 182	2
987,924	4,289,766	5,277,690	Health Alliance Bangladesh (HAB)	3
65,427	1,222,530	1,287,957	Health Monitoring and Advocacy on Safe Motherhood	4
1,387,614	**73,454,165**	**74,841,779**	**Sub Total Health**	
5,541,308	**125,600,617**	**131,141,925**	**Total for 2013**	

For the year 2014				
Balance	Utiliztion (up to Oct.)	Budget	Program	Sl
Education Program				
13,303,145	32,323,123	45,626,268	Education -Plan 488	1
(1,141,604)	12,307,962	11,166,358	TVET/JBS- Plan 490	2
12,161,541	**44,631,085**	**56,792,626**	**Sub Total Education**	
Health Program				

7,451,576	11,680,022	19,131,599	CSS Health Program-Plan 492	1
3,460,169	33,765,193	37,225,362	Affordable and Sustainable Health Care for Vulnerable People-Plan 499	2
1,026,717	2,061,973	3,088,690	Health Alliance Bangladesh (HAB)	3
1,435,454	2,494,362	3,929,816	Advocacy on Safe Motherhood- Plan 493	4
13,373,916	**50,001,550**	**63,375,467**	**Sub Total Health**	
25,535,457	**94,632,635**	**120,168,093**	**Total for 2014**	

(Source: CSS Finance Department)

The NGO spent 63 million taka on its health programs and 56 million taka on its education programs for the year of 2014. Under the health program CSS is implementing "Affordable and Sustainable health care for Vulnerable people (ASHCVP), Urban Primary Health Care Service Delivery Project (UPHCSDP), Rev. Abdul Wadud Memorial Hospital, HIV/AIDS prevention and rehabilitation program.

Under the education program CSS is implementing Community Base Education Support Program (CBESP), Leadership training Program (LTP), Hope Technical Institute, Hope Polytechnic institute (HPI) and Job and Business Service (JBS).

4. Data collection and analytical approach

The civicus methodology will be the same across the sample and will therefore appear in Annex 4 with the fieldwork timetable.

5. Results

Table 63: Civicus results 2014

Follow up 2014	Questions
1	**CIVIC ENGAGEMENT**
2	To what extent do NGOs include needs of target groups in analysis and planning?
2	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
0	What % leaders are members of a formal dialogue platform with local-national government representatives?
0	What % of leaders are members of a sectoral user group?
1	**LEVEL OF ORGANISATION**
2	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs?
1	What % of relevant organizations (national or international) of the sector is the NGO linked to?
0	What % of most relevant networks/umbrella organizations (national and international)

	is NGO linked to?
1	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
2	To what extent is the NGO resource base diversified?
2	**PRACTICE OF VALUES**
2	To what extent are social organs involved in strategic management of the NGO?
1	To what extent are social organs involved in strategic management of the intermediate organization?
2	To what extent are codes of conduct respected within the NGO?
3	To what extent can social organs (right holders) ask NGO management to be accountable to them?
2	To what extent are codes of conduct respected within IOs?
2	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**PERCEPTION OF IMPACT**
2	What level of intensity of relationship exists between public sector actors and NGO/IO?
2	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
3	To what extent are target groups satisfied with social services delivered by NGO?
2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
0	To what extent has NGO played a role influencing relevant policy changes?
1	**ENVIRONMENT**
2	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
1	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
0	To what extent is NGO involved in studies on civil society?

CIVIC ENGAGEMENT

Score- 2

To what extent do NGO include needs of target groups in analysis and planning?

CSS is an NGO with a structured way of need assessments. CSS carries out baseline surveys every time before implementing a project. The SPO often takes necessary measures to gather information regarding the needs of the target populations. CSS has basic three major strategies to collect information from target population. The strategies are:

  a. Baseline survey (pre-project need assessments)
  b. Satisfaction surveys of beneficiaries (usually done during project implementations and end of the project)
  c. Monthly meetings with CBOs and community groups.

Along with these measurements, in the ASHCVP project, CSS carries out focus group discussions, monthly meetings with members and sends the results to the Upazila Health officer every month.

The PMEL division is a monitoring division of CSS. PMEL department does continuous assessments about the needs of the beneficiaries and target groups. The assessment strategies

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by CSS are mainly qualitative but examine the quality of project implementation from different perspectives.

Score-2

To what extent the NGO target groups participate in NGO's analysis and planning procedures?

CSS beneficiaries are invited to the project initiation meeting and in health care projects, community based groups actively participate in the planning and decision making procedures. In education projects, guardians of beneficiaries meet CSS officials and help them take appropriate development decisions. The SPO shares project information with its beneficiaries and also shares its limitations and targets. In microcredit projects, CBOs are actually responsible for setting their own strategies with the help of CSS.

CSS also publishes a quarterly publication called "CSS Barta" to share success stories and opinions of target groups. However beneficiaries are sometime confused about their positions in CSS planning and analysis.

Score-0

What % leaders are members of a formal dialogue platform[83] with local-national government representatives?

No leader i.e., board members or executive members is part of a formal dialogue platform.

Score-0

What % of leaders are members of a sectoral[84] user group?

No leader i.e., member of the General Body or Executive body is a member of a sectoral user group.

LEVEL OF ORGANISATION

Score-2

To what extent are interests of intermediate organisations and other actors (e.g. target groups) effectively represented by NGOs?

CSS represents the interests of intermediate organizations and other actors in partial but satisfactory manner. CSS is a relatively large NGO implementing donor-based projects for more than 43 years and it seems CSS is representing its IOs and target groups in a good manner. CSS has 10 major donors including Woord & Daad, SEL, Tear Foundation, End

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[83] Formal dialogue platform: the aim is to look at more regular types of consultation with local-national government bodies

[84] sectoral group may means for example in the union land distribution committee

Poverty, Christ Community Church, Prisma, Wereld Foundation, Weeshuis Der Hervormden, US Smile Bangladesh and EO Metterdaad.

Each project of CSS has indicators and target objective set at project inception, which reflects the interests of IOs and other actors. According to fact sheets and published studies, CSS is successful in terms of project completions. CSS project teams and PMEL division collects project data on a monthly basis. Finance division also manages financial data on a monthly basis. CSS PMEL and finance team reports to the executive body on monthly basis. Donors also review CSS activities in a regular manner. CSS set project goals according to IO directions and based on mutual agreements with local partners. CSS provides monthly, quarterly and yearly data to its partners and donors. Though in ASHCVP project, CSS failed to achieve all the targets set by the donors.

Score-1

What % of relevant organisations (national or international) of the sector is the NGO linked to?

CSS is linked with 11 International NGO/Aid agencies operating in Bangladesh and 3 local NGOs.

a. **International Donors/NGOs:** Woord & Daad (Netherlands), SEL (Belgium), Tear Fund (Belgium), Tear Fund (Switzerland), End poverty, Christ Community Church, Prisma, Wereld Foundation, Weeshuis Der Hervormden, US Smile Bangladesh, EO Metterdaad.

b. **Local NGOs:** TLMB, CDD, CSF

Score-0

What % of most relevant networks/umbrella organisations (national and international) is NGO linked to?

The score of (1) reflects the participation of CSS in the HAB network and some health professional networks with which it conducts joint activities. The strength of CSS is limited to its expertise on regional issues and its influence and networks are mostly constrained to the regional (southwest) and national scene, little international engagement.

Score-1

With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?

CSS does in-house research and evaluations. CSS share in-house studies on different projects and share information with partners, stakeholders, donors as well as civil society. CSS also

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organizes seminars to disseminate the knowledge acquired in the project level. But it doesn't really participate in joint analysis exercises *per se*.

Score-2

To what extent is the NGO resource base diversified?

CSS has 11 donors including Woord & Daad (Netherlands), SEL (Belgium), Tear Fund (Belgium), Tear Fund (Switzerland), End poverty, Christ Community Church, Prisma, Wereld Foundation, Weeshuis Der Hervormden, US Smile Bangladesh, EO Metterdaad. Woord & Daad provides 80% of the total donor fund of CSS.

PRACTICE OF VALUES

Score-2

To what extent are social organs involved in strategic management of the NGO?

Social organs of CSS are active and involved in operations and assume supervisory roles. CSS mainly has two social organs: Executive Board and General Body of members. The General Body is comprised of 27 members selected from civil society. General body elects executive committee of 7 members through election. The executive director supervises all activities of CSS and is elected from executive board. Executive board meets once in three months while General board meets once a year.

CSS's activity is accountable to the General Body through the executive committee. Though, in the Annual general meeting, CSS share all operations with the General Body of members. Strategies and policies are mostly developed and recommended by Executive committee. Once the executive committee recommend strategies and policies, the General Council never raises questions or objections. Hence, the executive committee has more power than and controls the general council. It is not really clear to the staff how a general body member is elected. According to the CEO of CSS, membership is nomination based.

Score-1

To what extent are social organs involved in the management of intermediate organisations?

Intermediate organizations of CSS have their own social organ and runs independently. CSS social organs are not involved in the management of Intermediate organizations, they "support" them but do not have control over them.

Score-2

To what extent are codes of conduct respected within the NGO?

CSS is a well-structured NGO with a very strong code of conduct. CSS has written code of conduct and service rules. CSS strongly maintain a code of conduct among its employees. If any employee breaches CSS's code of conduct, top officials form an investigation committee and recommends appropriate actions. If any employee faces any problem, s/he informs the supervisor, who in turn, informs the top authority of CSS. Filtered complaints get the attention of the executive committee and coordinators, and decisions are usually made at the top management level. Any employee can reach the Executive Director through email about any discrepancies.

In addition, CSS has a strong gender policy. It also has a separate child rights policy. Especially in education projects, CSS employees are ruled by child rights and management policies.

After joining the organisation, CSS employees need to read through the service rules within the first three days. HR department make sure that employees know all the rules and regulation of CSS. CSS has standard monitoring procedures to check whether all employees are maintaining the code of conducts or not. But there is no specific monitoring procedure whether employees are maintaining other policies in such a formal manner. CSS doesn't have any separate sexual harassment committee but the service rule of CSS covers this.

Score-3

To what extent can social organs (right holders) ask NGO management to be accountable to them?

Social organs of CSS are active and involved in operations. CSS mainly has two social organs, the General Body of members and the Executive Board. The General Body has 27 members and the executive board has 7 members. The Executive Director is a member of the executive board. The SPO staff reports all its activities to Executive Director (ED) who in turn reports to the Executive Board every three months. The executive board has the power to make decisions. It is mandatory that all project information goes to the executive board. The Executive Board reports to the general body once a year about all CSS activities.

The Executive Board has the power to make changes or make decisions regarding CSS activities and usually the Executive Board influences CSS activities when necessary. Strategies and policies are mostly developed and recommended by the Executive Committee. Once the executive committee recommend strategies and policies, the general council usually does not raise questions or objections.

Score-2

To what extent are codes of conduct respected within Intermediate Organisations?

IOs of CSS have their own code of conducts but it seems CSS employees are not aware of them all. CSS complies with the code of conducts with IOs/ donors. CSS never had any problems with the codes of conduct with IOs.

Score-2

To what extent can social organs (right holders) ask intermediate organisations management to be accountable to them?

There are systems that ensure the accountability of IO management to CSS's social organs. CSS does not report being dissatisfied with the system in place since this relationship between organisations is long-standing.

PERCEPTION OF IMPACT

Score-2

What level of intensity of relationship exists between public sector actors and NGO/IO?

CSS has regular meetings with public sector actors. In different projects, CSS incorporated public representatives in operations. In many occasions, CSS invites public representatives and local government officials to its events.

In Woord en Daad funded ASHCVP project CSS officials closely interact with Upazilla health officers and share information on a monthly basis. CSS officials also hold meetings with the executive committee of rural health centers (under the project). Some of the members are union parishad and upazilla level public representatives. CSS also has different government offices as stakeholders in the project including local government and local administration. CSS frequently meets these stakeholders and involves them in project activities.

CSS also organizes seminars and events to share and interact with stakeholders and other public sector actors. CSS also received an excellence award from the Bangladesh government, which also indicates that the public sector knows about CSS activities and the relationship is very interactive.

Score-2

What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?

CSS has extensive relationship with private sector actors. CSS not only involves the private sector actors in the project but also has institutionalized set up with private sectors.

In CSS education projects, CSS has incorporated Partex Group as a potential employer for the students. Job and Business Services (JBS, division of CSS) works as a networking division to connect with private organizations. JBS not only places students in different private organizations but also develops contracts with private sector actors. JBS often organizes networking meetings with different government and private organizations and industries. JBS has placed 108 students in different private organizations in the year 2013.

CSS also organizes seminars, networking events and attends conferences to maintain proper relationship with private sector actors.

Score-3
To what extent are target groups satisfied with social services delivered by NGO?
There is evidence that beneficiary satisfaction with CSS is high. In education, reasons for satisfaction include free provision of education with free accommodation and food. There is also appreciation of the fact that CSS targets beneficiaries who are really poor.

CSS evaluates its services through satisfaction surveys. A survey reports was received during the study and it shows that 43.3% of the beneficiaries are highly satisfied about the quality of doctors in the RHC project.

Score-2
To what extent are public/private sector actors satisfied with social services delivered by the NGO?
Both private and public sector actors are satisfied with the social services delivered by the SPO. As public and private sectors are participating in different projects of CSS, it seems CSS activities have influence on public/private sector actors.

Several private sector industries recruit students of CSS education projects in a regular manner. Sometimes, CSS education labs are being used by Khulna University, which indicates that private and public sector actors are satisfied with the services delivered by the SPO.
Though satisfaction towards CSS is observed, there is still some confusion among the general public about CSS activities. This seems to be linked to the organisation's name. As the SPO is

called the Christian Service Society, some see it as having other (religious) objectives besides social development.

Score- 0

To what extent has the NGO played a role influencing relevant policy changes[85]?

It has not played a major role in influencing policy.

ENVIRONMENT

Score-2

To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?

CSS usually does not participate in defining civil society's interventions with the CFA.

Score-1

To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?

CSS carries some context analysis on the space and role of civil society at the time of planning and implementation of project, but these are limited in that they do not give primary focus to civil society

Score-0

To what extent is the NGO involved in studies on civil society?

According to CSS staff, CSS do not have any research or studies on civil society. No research data is available regarding this segment.

6. Discussion

Table 64: Civicus scoring CSS for 2012-2014

Baseline 2012	Follow up 2014	Questions
1	**1**	**CIVIC ENGAGEMENT**
1	2	To what extent do NGOs include needs of target groups in analysis and planning?
1	2	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
1	0	What % leaders are members of a formal dialogue platform with local-national government representatives?

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[85] Changes in the policy arena related to the Dutch funded intervention (land rights, child r2ights etc)

1	0	What % of leaders are members of a sectoral user group?
2	**1**	**LEVEL OF ORGANISATION**
1	2	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by 1NGOs?
2	1	W1hat % of relevant organizations (national or international) of t2he sector is the NGO linked to?
1	0	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
1	1	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
2	2	To what extent is the NGO resource base diversified?
2	**2**	**PRACTICE OF VALUES**
1	2	To what extent are social organs involved in strategic management of the NGO?
1	1	To what extent are social organs involved in strategic management of the intermediate organization?
2	2	To what extent are codes of conduct respected within the NGO?
2	3	To what extent can social organs (right holders) ask NGO management to be accountable to them?
2	2	To what extent are codes of conduct respected within IOs?
1	2	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**2**	**PERCEPTION OF IMPACT**
1	2	What level of intensity of relationship exists between public sector actors and NGO/IO?
2	2	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
1	3	To what extent are target groups satisfied with social services delivered by NGO?
2	2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
2	0	To what extent has NGO played a role influencing relevant policy changes?
1	**1**	**ENVIRONMENT**
1	2	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
1	1	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
0	0	To what extent is NGO involved in studies on civil society?

Civic engagement - stable

The comparison between the baseline and follow up result indicate no major changes in the way in which CSS engages with civil society in the country over the last two years. In the baseline we referred to a dependency culture between beneficiaries and project leaders and staff, with the former being passively involved in design and implementation of programmes

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and priorities. There seems to be some shift in this regard with greater evidence of stronger participation and involvement of beneficiaries. Again in our follow up, the evidence of members being active participants of formal dialogue platforms and sectoral user groups is less secure. This may well reflect the fact that the overall advocacy strategy remains at a more embryonic stage and as such its potential impact is yet to be evidenced.

Level of organization- decline

Our overall assessment here indicates a decline. This is not performance related but a re-appraisal of our knowledge of the organisation. Thus whilst CSS has a good range of donors, 80% of its funds comes from a single source (Woord & Daad), and whilst there is evidence of linkages to relevant networks and umbrellas, these tend to be quite limited geographically and to specific donors. In other words, there is arguably more potential for external engagement with a wider range of stakeholders. However this seems to be limited by donor relations. It is worth noting – and this is consistent with the civic engagement component – the interest of intermediate organisations and target groups are effectively represented by CSS. This is a positive achievement.

Practice of values- stable

The overall score of 2 indicates no change between baseline and endline survey. However in reality the score masks important developments and evidence of strength. CSS has clear, written codes of conducts and shared these with the IOs. It also enforces these codes. The social organs are generally strong and active and play a key role in strategic decision making. Together with strong scores in civic engagement and repetition of intermediate interests, the effectiveness of social organs would point to high levels of internal accountability. This is reflected in improve scores for both questions on accountability.

Perception of impact- stable

This is a case of another score being stable between the two surveys despite the fact that there is evidence of significant improvements and strengths. There are three main changes worth noting. On the one hand, CSS clearly works well with local public and private sectors, and its work particularly with the private sector is strong and continues. There is strong evidence also that both private and public sector representatives are satisfied with CSS contribution and work. Second, beneficiary levels of satisfaction are very high and consistently so. Hence the improved score of 3 from the baseline score of 1. Third, there is little evidence that CSS is influencing policy change. This may reflect the emphasis on delivery (if so, it is a misconceived emphasis) or the fact that the advocacy component is still being developed and its impact may take time to emerge.

Environment- stable

We did not observe significant changes here. CSS makes important contributions to HAB even if it is not clear to what extent CSS staff were actually involved. There is clearly some contextual analysis as part of programme cycle but this is often assumed as known by an NGO which has considerable experience of working in the region. CSS' engagement with relevant research on civil society at the national is low, which is consistent with observations outlined above about its weaker public engagement, advocacy and networking.

7. Conclusion

CSS is a well-established NGO with a strong track record of successful programme delivery. Through MFS II it has implemented the "Affordable and Sustainable Health Care for Vulnerable People (ASHCVP) project through 20 Rural Health Clinics in areas of the South West where the SPO has long established roots. The main focus of the programme is to reduce child mortality, improve maternal health, and prevent the spread of HIV/AIDS and other communicable diseases. The main strategy is to increase access to health services and empower communities in areas related to healthcare and hygiene.

The programme has been successful and CSS has proved to be a reliable and efficient partner in terms of delivering quality services to vulnerable and relatively remote communities. CSS could be more proactive in outreach and advocacy activities beyond the immediate geographical focus of its interventions. It is a well-organised and accountable organisation and could profile itself more.

The project was well designed and suitable for the environment and context.

Table 65: Evaluation scores CSS

Score	
6	The project was well designed
7	The project was implemented as designed
7	The project reached all its objectives
7	The observed results are attributable to the project intervention
7	The observed result are relevant to the project beneficiaries

DUSTHA SHASTHAYA KENDRA (DSK)

1. Introduction

Bangladesh's young population constitutes about the one third of the total population, and most of them lack institutional support to address their sexual health related issues. Given that discussions around sex and sexual health continue to be a taboo in the country, adolescents (10-24 years of age) generally address these issues according to information disclosed amongst their closest peer groups or found on the web. The reliability and accuracy of the information varies significantly which can put young people's health at risk.

The Unite for Body Rights (UBR) Programme, initiated in May 2010 and supported by the Dutch SRHR Alliance and the Embassy of the Kingdom of Netherlands, addresses these sensitive issues of sexual and reproductive health and rights through building the knowledge and capacity of young people. The Unite of Body Rights (UBR) programme attempts to expose myths and misconceptions, and to assist the youth developing better, safer sexual practices.

Dustha Shasthaya Kendra (DSK)[86] is part of this initiative as a key partner of UBR. DSK started its journey back in 1989 after the destructive flood of 1988 in response to which it initiated a health program for victims. Since its inception, DSK is constantly trying to develop the health and livelihood condition of underprivileged communities through different initiatives. The primary goal of DSK was to develop a proper health delivery system for marginalized communities that would be self-sustainable in the long run. At the beginning, DSK only provided supports in Dhaka slums and adjacent areas. Over the 26 years of operation, DSK has expanded and now covers Upazila of 14 districts in different parts of Bangladesh. Though DSK started its operation with health care programs, currently the SPO implements a range of activities including microcredit operations to provide economic support to marginalized communities.

This section is organized as follows:
1- The political and institutional context in which DSK operates is briefly described. It outlines the main demographic characteristics related to sexual health in Bangladesh and briefly discusses its civil society environment.
2- The MFS-II funded project is described

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[86] DSK is a local NGO, registered with Ministry of Social Welfare and NGO bureau of Bangladesh.

3- The data collection process in attached in an annex

4- The result of the follow up study are described and CIVICUS index scorings justified for each of the five disaggregated dimension

5- The discussion section reflects on the changes in score between the time of the baseline and the follow up study

6- The conclusion summarizes the main findings and offers brief reflections on the project design for civil society component.

2. Context

When issues of sexual health and body rights are concerned it is important to consider the institutional context and environment. An enabling environment in which institutions can ensure production and dissemination of scientific knowledge related to sexual and reproductive health issues is critical to address this concern. The growing concerns about sexually transmitted disease, reproduction, sexual identities and HIV and AIDS are also rooted in the same concerns. DSK works in Bangladesh by building the capacity of civil society, with four organisations of the SRHR alliance FPAB, PSTC, RHSTEP and CHC.

The world's youth population (10-24 years of age) has reached 1,809.6 million (World Population Figure 2013) which signifies a population of 25% of the world's total population.[87] Between the years 2005-2011, the percentage of male and female youth enrolled in secondary education level in least developed countries stood at a meager 43% and 36% respectively.[88] From BDHS 2011, it is evident that adolescent fertility among girls (15-19 years of age) in Bangladesh is 118 and higher, showing the depressing state of affairs for the country's young women. The figures above indicate the demographic as well social vulnerability position for youth in the world, especially females, in low developed countries like Bangladesh. There is no debate that investments in the youth are essential since the future of the world and the country lies in the young people. Since the youth are the future of the world and the nation, it makes it even more important to target them today. Young people in developing countries deserve attention. Since young people constitute the largest population segment worldwide and since they are deeply affected by underdevelopment, poverty and economic marginalization, there is a need to focus interventions particularly on improving their sexual and reproductive health.

A definition of young people based on age, can be helpful in dividing the whole group of young people into segmented entities. Increasing globalization also influences youth cultures

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[87] 2013 Population Reference Bureau: United Nations
[88] 2013 Population Reference Bureau: United Nations

and life-phase transitions and relations between generations. As a result, definitions of youth are not as predictable as in the past. One can classify young people from different perspectives including age groups, developmental stages, or from a 'social' perspective, taking the cultural context into account.

The World Health Organization (WHO) and other UN organizations define *young people* as all young men and women aged 10-24, *youth* as all people between 15-24 years old, and *adolescents* (or teenagers) as people in the age range of 10-19, with young people 10-14 years old (early adolescents), and those aged 15-19 in their late adolescence (www.unfpa.org). However, in many developing countries, people aged up to 35 years old can be defined as young people, using steady employment as a criterion of young people's social position.

Evidence from Bangladesh shows that interventions that seek to improve young people's sexual and reproductive health are effective only under particular conditions and can be developed using a number of steps. This is about the systematic planning of the topics and discussion with the young people mainly, aiming at the promotion of their wellbeing, their sexual and reproductive health and rights (SRHR) and the context they live in. It provides a tool for the effective promotion of the positive aspects of their sexual development, and to prevent the obstacles they may face.

As sex and sexuality constitute integral functions of human behavior and evolves with physical, mental, emotional and psychological growth, and hence the significance of sexuality and sex cannot be ignored. Some people in Bangladesh regard sexuality as related to reproduction, expression of intimacy, love or pleasure as well as sin, shame and sickness. Sexual health is a state of physical, emotional, mental and social well-being in relation to sexuality; it is influenced by a complex web of factors ranging from sexual behaviour, attitudes and societal factors, to biological risk and genetic predisposition.

3. Project Description

By building the capacity of civil society, specifically the capacity of the five organisations (FPAB, PSTC, RHSTEP, CHC and DSK) of the SRHR alliance UBR has made important efforts in this matter. DSK's activities are primarily categorized in two areas, i.e., development programs and microcredit operations. DSK is currently implementing 6 core programs and 24 projects in different districts of Bangladesh. DSK has initiated a wide array of programs and projects in different development sectors including, disaster and rehabilitation, health security, empowerment of extreme poor community, and education. DSK has 18 major donors including Save the Children, Unite for Body Rights, SIMAVI,

PEHUP-EEHCO, WATER ORG, UNICEF, KNH-WASH, BRAC, EU-NSA, CHRISTIAN AID, KNH, DPR, DIPECHO, and DFID etc. In the budgetary year of 2013-14, DSK has financed 5,505 million taka in its programs. A total of 481 million taka is spent on the non-credit development sector and the rest of the money on micro-credit operations. DSK obtained its highest single budget from Save the Children for the health programs and second highest from DFID for livelihood security programs. Only 9% of the total operating fund of DSK comes from donors and the remaining 91% of funds comes from revolved loans and other sources. DSK is also linked with PKSF in its micro-credit operation.

Dutch Donors are primarily providing support to DSK's Water and Sanitation (WatSan) project and Unite for Body rights projects. Under UBR program, DSK provides Sexual and Reproductive Health Services (SRHS) in Durgapur upazila under Netrokona district & at Moddhyanagar in Dharampasha upazila under Sunamgonj district. Under the Watsan project, DSK provides support in 7 districts of Bangladesh. SIMAVI funds are mainly going to slum areas of Dhaka city. The WatSan project is mainly guided by 4 major objectives:

1. Measurable improvement in sustainable hygiene knowledge and behavior for whole communities (particularly segregated by gender, ages, vulnerability and socioeconomic status).
2. Promote community driven and sustainable total sanitation facilities focusing poor and hard-core poor families.
3. Significant sustainable improvement in access to safe water supplies.
4. Community empowered at all stages of project implementation process and linked them with local government.

DSK initiated a Mirpur-based WatSan project with SIMAVI fund. Unfortunately, the project is currently at a suspended condition due to some WASA related conflicts.

MFSII represents 0.27 of total portfolio of DSK, BDT 4-500crore). The budget for the five implementing agencies (x 1.000EUROS) for Sept 2010 to Dec 2014 is explained below:

Table 66 : MFSII funding schemes for UBR
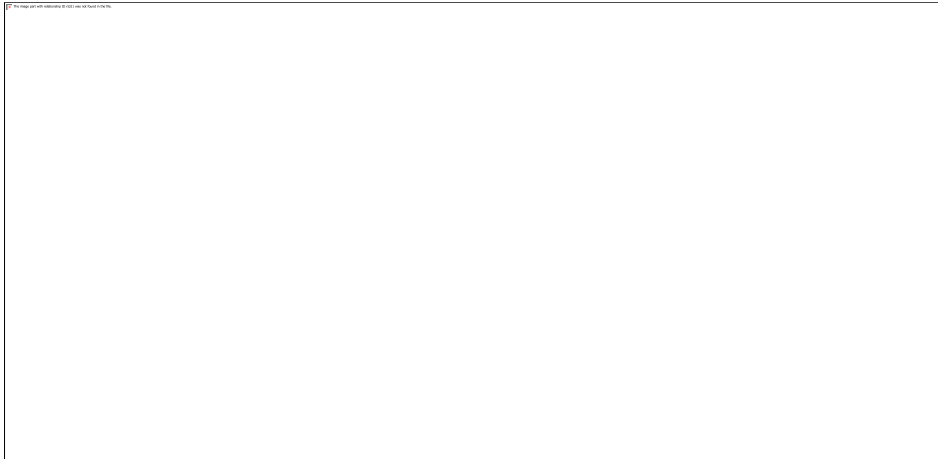
source: Unite for Body Rights Reports

4. Data collection and analytical approach

The civicus methodology will be the same across the sample and will therefore appear in Annex 4 with the fieldwork timetable.

5. Results

Table 67: Civicus results DSK 201

Follow up 2014	Questions
1	**CIVIC ENGAGEMENT**
2	To what extent do NGOs include needs of target groups in analysis and planning?
1	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
1	What % leaders are members of a formal dialogue platform with local-national government representatives?
1	What % of leaders are members of a sectoral user group?
2	**LEVEL OF ORGANISATION**
2	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs
2	What % of relevant organizations (national or international) of the sector is the NGO linked to?
1	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
1	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
3	To what extent is the NGO resource base diversified?
2	**PRACTICE OF VALUES**
2	To what extent are social organs involved in strategic management of the NGO
1	To what extent are social organs involved in strategic management of the intermediate organization
2	To what extent are codes of conduct respected within the NGO
2	To what extent can social organs (right holders) ask NGO management to be accountable to them

2	To what extent are codes of conduct respected within IOs
1	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**PERCEPTION OF IMPACT**
2	What level of intensity of relationship exists between public sector actors and NGO/IO?
2	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
2	To what extent are target groups satisfied with social services delivered by NGO?
2	To what extent are public/private sector actors satisfied with social services delivered by NGO]?
2	To what extent has NGO played a role influencing relevant policy changes
0	**ENVIRONMENT**
1	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
1	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle
0	To what extent is NGO involved in studies on civil society?

CIVIC ENGAGEMENT

Score- 2

To what extent do NGOs include needs of target groups in analysis and planning?

DSK has satisfactorily included the needs of target groups in analysis and planning. The DSK projects are mainly designed and implemented based on DSK's experience in the field and baseline survey. DSK projects are sometimes planned based on donors' given objectives. Though the needs of target population is considered primarily in DSK's planning, a few observations are worth making at this point:

a. **Project Planning:** DSK is very organized and plans ahead. Though DSK carries out project planning with baseline information, sometimes important details are ignored during the project planning and assessing needs of target population. SIMAVI funded Mirpur Watsan project is now suspended due to a dispute between landowners of the slum area and Dhaka-WASA. The stakeholders of the slum declined to take water connection in exchange of lands (WASA requires land to set up water pump in the area). DSK's baseline survey ignored the point. 2,500 beneficiaries under the project now collect water from illegal water points.

b. **Need Assessment:** Need assessment is primarily done through a baseline survey before project implementation. DSK gathers baseline data and implements the project based on this data. DSK also collects information from project level employees to do a proper need-assessment. During the study, some beneficiaries were interviewed. DSK's need assessment and strategies are mainly carried out at a general level and sometime the specific needs of specific groups are not captured.

Examining needs of the target group is a challenge for DSK as the SPOs is dealing with a wide range of people. With all the difficulties, DSK is providing proper support to the majority of beneficiaries.

Score: 1

To what extent do NGO target groups participate in NGO's analysis and planning procedures?

Participation of target groups in DSK's analysis and planning is mainly passive. Participation of target groups in DSK's analysis and planning mostly depends on the type of the project and the strategy of the intervention. DSK considers grassroots level opinions in the project planning through consultative processes mostly which limits the potential influence of the target group over the planning and analysis. Under UBR project, since 2014 elected members of two youth forums participate in the UBR upazila planning. In total 12 members were elected to the Forums.

Score: 1

What % of the leaders are members of a formal dialogue platform with local-national government representatives?

Some board members of DSK are members a formal dialogue platforms with local-national government representatives. The SPO's level of engagement is however difficult to assess through this study. Some of DSK leaders are nationally recognized and invited to high profile events/platforms around sexual reproductive health, urban development and sanitation. The national and international recognition of DSK grows together with the value and relevance of its mission in the context in which it operates. Aside from the UBR platform (on sexual and reproductive health) DSK is not connected to any other network in Bangladesh. If legal aid is required, DSK turns to larger NGOs like BRAC for support. DSK has funding from DfiD for a project under a programme called EEP/shiree (implemented by both the UK government and the Government of Bangladesh). The level of direct interactions between DSK staff members, as individuals or as an institution are however relatively rare and weak. DSK operates more as an implementer of projects/service provider rather than move towards its aim of being a rights based organization. To some extent, working towards the enforcement of the rights of slum dwellers in Bangladesh (the SPO's mission) is challenged by the lack of recognition of these citizens by the government.

Score: 1

What % of leaders are members of sectoral user group?

According to DSK responses, less than 20% of its leaders are members of relevant sectoral user group. This is not an insignificant membership and seems proportionate to DSK's size and reputation. However there is some belief that DSK could be involved in more user groups. Efforts are being made to take this forward. DSK is an important member of UBR with four other organisations. There are regular meetings within the UBR network, with participatory decisions, and combined publications. Their involvement and inputs to the network are valued strongly but our sense is that DSK could do more.

LEVEL OF ORGANISATION

Score: 2

To what extent are interests of intermediate organisations and other actors (e.g. target groups) effectively represented by NGOs?

DSK represents the interests of intermediate organisations and other actors partially. DSK is a large NGO in Bangladesh, operating donor-based projects for more than 25 years and it seems DSK is representing its IOs and stakeholders in a good manner. DSK has 18 international donors and jointly working with 5 other NGOs in Bangladesh. DSK is member of International Water and Sanitation Network.

Each project of DSK has objectives, which reflects the interests of IOs and other actors. According to fact sheets and published documents, DSK is achieving success in almost all the projects even if the Simavi Funded Mirpur-WatSan project is currently suspended due to problems between stakeholders and Dhaka-WASA. In this project, the interests of target group were not properly reflected in DSKs planning and operation.

Score: 2

What % of relevant organisations (national or international) of the sector is the NGO linked to?

DSK is an experienced organisation linked with 18 major International NGO/Aid agencies operating in Bangladesh. DSK also has partnership program with 5 more local NGOs operating in different regions of Bangladesh.

   a. **International Donors/NGOs:** IPPF (London), AusAid, SIDA (DFATD), OXFAM Novib, EKN, Simavi, Rutgers (WPF), RFACO (Sweden), GiZ, Save the Children (USAID), DFID (SHIREE), Water Aid UK), Christian Aid, (UK) EKN, AWO, KNH, DCA, Plan International, BMGF, etc.
   b. **Local NGOs:** BRAC, PSTC, BAPSA, DSK, CHC, BRAC etc.

Score: 1

What % of relevant networks/ umbrella organisations (national and international) of the sector is the NGO linked to?

DSK is linked to international water and sanitation network. DSK is registered with ministry of Social Welfare, SIMAVI, Bangladesh Government and NGO Bureau of Bangladesh.

Score: 1

With what % of most relevant actors does NGO share information, hold dialogues, in involved in joint analysis and joint activity?

Information Sharing: DSK mostly shares project-based data through documentation, annual reports and conferences. DSK is very transparent in sharing the financial data.

Joint Analysis and activity: DSK mostly focuses on internal research and they take external consultants as specialists. No external joint research done by DSK is found.

Score: 3

To what extent is NGO resource base diversified?

DSK has wide array of donors. Less than 10% of the total operational funds of DSK come from donors and rest of the fund comes from revolved loans and other sources. The biggest donor for DSK is Save the Children.

PRACTICE OF VALUES

Score: 2

To what extent are social organs involved in strategic management of the NGO? Social organs of DSK are active and involved in operations but do not entirely influence strategic management. DSK mainly has two social organs: the executive committee and the General Body of members. The General Body comprises 30 members selected from civil society. The General Body elects an executive committee of 10 members with varied domains of expertise and interest. The executive committee with the leadership of the president directs the SPO operations.

DSK maintains two different written organograms for its Non-Credit (donor based) programs and Micro-credit programs. In terms of Non-credit programs, DSK's activity is accountable to the General body through the executive committee. But for micro-credit operations, the executive committee is not accountable to the general body. During the Annual general meeting, DSK shares operational information with the General Body of members, whilst strategies and policies are mostly developed by the Executive Committee. Once the Executive Committee recommends strategies and policies, the General council usually does not get involved. Hence, the executive committee controls the general council.

The annual general meeting (AGM) is held once a year; and if necessary, a special AGM can be arranged.

DSK is mainly driven by a 5-year (2014-18) strategic plan approved by the General Body of members.

Score: 1

To what extent are social organs involved in strategic management of the intermediate organisation?

In terms of strategic management of IOs, the social organs of DSK have limited control. DSK is not involved in the strategic management of the intermediate organisation although it sometimes suggests changes in the ways in which IOs manage project.

Score: 2

To what extent codes of conduct respected within the NGO?

DSK has written codes of conduct and service rules so to ensure that when employees breach it, top officials form an investigation committee and apply the rules. DSK takes prompt actions even against top officials. A senior program director was forced to resign as he broke the code of conduct of DSK. However, there is no standard monitoring procedure to check whether all employees are maintaining code of conducts and the data collected shows that field level staff are not always fully aware of code of conducts at DSK.

The code of conduct itself aims to protect of employees. If any employee faces any problem, s/he informs the supervisor, who in turn, informs higher authorities of DSK. Filtered complaints get the attention of Executive committee and coordinators, and decisions are usually made at the SMT. DSK has a strong gender policy. There is no separate written HR manual in DSK nor have they any specific promotion structure.

Score: 2

To what extent can social organs (right holders) ask NGO management to be accountable to them?

Social organs of DSK are strong and active in operations. DSK's activities are transparent, answerable and responsive. Management activities are transparent and mostly directed by the board of directors, who are employed by the executive committee. All project coordinators or top HR and Finance officials report to the executive directors and SMT. Involvement of General body is not really supervisory.

For micro-credit operation, the SPO is only accountable to the Executive committee. According to the organogram, the executive committee is not accountable to General body. For donor-based programs, the General body and Executive committee are always informed about project activities. DSK is accountable to all the social organs in case of non-credit programs.

Score: 2

To what extent are codes of conduct respected within IOs?

The codes of conduct exist for IOs and partially used. DSK complies with the code of conducts with IOs/ donors.

Score: 1

To what extent can social organs (right holders) ask IO management to be accountable to them?

Social organs of DSK do not ask IO management to be accountable to them but IOs are transparent to the social organs. There are few monitoring and follow up systems in place to systematically review and assess the work the IOs. The accountability of the partners to the SPO is generally maintained through informal communications and meetings between them which tend to vary according to the situation and the project type. Given the looseness of these communication channels it is difficult to assess their efficiency through this study. Although relations between DSK and IOs are positive and effective in implementation, a deeper formalization of partnership is not present. NGOs in Bangladesh cooperate but are keen to retain their independence from other NGOs who are seen as potential competitors.

PERCEPTION OF IMPACT

Score: 2

What level of intensity of relationship exists between public sector actors and NGO/IO?

DSK does regular consultation with public sector actors and is connected with them across different projects. DSK regularly invites public sector actors such as Parliament members, Government officials, WASA officials to their workshops, seminars and conventions. It also joins seminars, workshops etc. organized by public sectors. In WatSan projects, DSK actually involved WASA in their projects. DSK has a MoU with Dhaka Wasa and Ministry of youth development.

Score: 2

What level of intensity of relationship exists between private sector actors and NGO/IO?

DSK attends meetings organized by the private sector. DSK has strategically connected

private sector actors and other NGOs in some of their projects. DSK is reportedly not so keen to incorporate representatives from civil society in all its programs. In Non-Formal education and Sexual and Reproductive Health projects, DSK is working with Care, BRAC PSTC, RHSTEP & CHC and FPAB.

DSK also organizes seminars, workshops and trainings to share and disseminate knowledge among private sector partners. DSK also joins seminars, workshop organized by other private sector actors. But these activities are not regular and depend on schedule and availability.

Score: 2

To what extent are target groups satisfied with social services delivered by NGO?

The majority of the target groups of DSK is satisfied with the services provided by DSK. The project reports and success stories provide indications that target groups benefit from DSK's projects. It is difficult in this case to assess satisfaction with advocacy programs as there is no short-term specific outcome but satisfaction towards the livelihood program provided by DSK is measureable. A number of relevant satisfaction indicators are worth noting here:

a. **SIMAVI WatSan Project:** Under the WatSan project, DSK has planned to provide water and sanitation facilities for slum dwellers in Mirpur. Unfortunately, the project is currently suspended due to problems arising between beneficiaries and Dhaka-WASA. The satisfaction level of beneficiaries of the project is logically at the lower end.

b. **Livelihood Program:** During the study, 10 beneficiaries were interview over two different days. In the first, day 3 beneficiaries were interviewed and in the second day 7 beneficiaries were interviewed. Most of the beneficiaries are satisfied with the services provided by DSK. Though the beneficiaries raised a few issues during the interviews. The primary funding (TK.11, 000) was not sufficient, so they had to take additional micro-credit from DSK. Additional loan processing is time consuming and this prevents beneficiaries from achieving their targets on time. The primary training provided by DSK is not appropriate for all beneficiaries. It is a general training designed from a broad perspective. More specific training would be more appropriate to help the marginalized community DSK is serving.

Score: 2

To what extent are public/private sector actors satisfied with social services delivered by NGO?

320

Majority of public and private sector actors are very satisfied with the social services delivered by the SPO. Public/private sector actors join workshops, seminars organized by DSK. Few important public service actors were actually members of DSK (i.e., ex Law-minister was president of DSK). During the study, executive director of FPAB, expressed satisfaction towards DSK's activity. It is mention worthy that FPAB is partnering DSK in Sexual and Reproductive health project.

Score: 2

To what extent has NGO played a role influencing relevant policy changes?

DSK is seen to play an effective role in policy change in Dhaka city regarding WASA issues. Prior to DSK's activities, DHAKA-WASA did not approve any water connection for slum dwellers. Now, DHAKA-WASA provides water connections to the slums if all procedures are in place.

ENVIRONMENT

Score: 1

To what extent has NGO participated in defining the civil society interventions of the CFA/ Consortium?

DSK participates passively in defining civil society interventions within the consortium. DSK usually does not participate in defining civil society's interventions though they participate in meetings and seminar organised by other networks and NGOs.

Score: 1

To what extent is a context analysis of the space and role of civil society carried out as part of the program?

No real analysis of DSK on civil society is evident. Some secondary data and project reports are available about DSKs activity and role of civil society. DSK does not really carry out context analysis on the space and role of civil society.

Score :0

To what extent is NGO involved in studies on civil society?

DSK have not been formally included in any research or studies focusing particularly on civil society.

6. Discussion

Table 68: DSK civicus scorings 2012-2014

Baseline 2012	Follow up 2014	Questions
1	**1**	**CIVIC ENGAGEMENT**
1	2	To what extent do NGOs include needs of target groups in analysis and planning?
1	1	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
1	1	What % leaders are members of a formal dialogue platform with local-national government representatives?
1	1	What % of leaders are members of a sectoral user group?
1	**2**	**LEVEL OF ORGANISATION**
1	2	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs
0	2	What % of relevant organizations (national or international) of the sector is the NGO linked to?
1	1	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
1	1	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
1	3	To what extent is the NGO resource base diversified?
MFSII: 0.27 of total portfolio (Tk 4-500crore)		CFA QUESTION: RESOURCE BASE
2	**2**	**PRACTICE OF VALUES**
1	2	To what extent are social organs involved in strategic management of the NGO
1	1	To what extent are social organs involved in strategic management of the intermediate organization
2	2	To what extent are codes of conduct respected within the NGO
2	2	To what extent can social organs (right holders) ask NGO management to be accountable to them
2	2	To what extent are codes of conduct respected within IOs
2	1	To what extent can social organs (right holders) ask IO management to be accountable to them?
1	**2**	**PERCEPTION OF IMPACT**
1	2	What level of intensity of relationship exists between public sector actors and NGO/IO?
0	2	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
2	2	To what extent are target groups satisfied with social services delivered by NGO?
1	2	To what extent are public/private sector actors satisfied with social services delivered by NGO]?
0	2	To what extent has NGO played a role influencing relevant policy changes
2	**0**	**ENVIRONMENT**
2	1	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
2	1	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle
1	0	To what extent is NGO involved in studies on civil society?

Civic engagement

The comparison between the baseline and follow up result indicate no major changes in the way in which DSK engages with civil society in the country over the last two years. DSK, as an institution, remains fairly independent from formal networks (with local leaders, teachers, lawyers, and police) although we consider it important for achieving the outcomes. As the UBR initiative intends to create an enabling environment, being an isolated institution confines the delivery of services. Furthermore training will consistently face obstacles if it does not develop a clearer road map for developing relevant local network with influential leaders and government representatives or civil servants. The score therefore remains at 1, as it was two years ago, despite the high level of technical expertise and field-based knowledge.

Level of organization- improvement

DSK resource base has diversified compared to two years ago and with it, the strategic management of the social organs has improved and matured. The results indicate that the institutional values of DSK recognises the importance of protecting the weak (especially young women when it comes to issue of sexual reproductive health in a patriarchal society). DSK engages actively with a number of relevant national and international networks and NGOs which reflect its commitment and ability to participate in joint activities and dialogues.

Practice of values- stable

With the number of external funders increasing, the SPO developed and enforced clear, written codes of conducts and shared these with the IOs. Social organs are generally strong at taking strategic decisions (as stated above) and this year's results clearly indicate a strengthening of mechanisms of internal accountability to donors and senior staff members. The score remains at 2 and not 3 because given the size of the project DSK seems to see itself through a delivery, output-based lens rather than a more holistic one. According to the organisational values of DSK, more emphasis should be put on building strong connections with civil society. The reason why the SPO may be reluctant to do so it that it identified potential risks and significant barriers to building such connections around sexual health related issues in the contexts where it work. Embedding the project within the local settings is however considered central to the achievement of project outcomes and its sustainability. It can also require more focused activities. The social barriers for young women to access contraception or sexual health-related information for example are often embedded in community norms and broader 'patriarchal' structures enforced by institutions. Transgressing the community's social norms could lead to exclusion and disrepute in some cases (affecting females' ability to find a suitable husband for example).

Perception of impact- improvement

Perception of impact is difficult to measure and trace, especially in the sector of advocacy and process contribution. However, the research team found that in order for the impact of the DSK activities to be sustainable it is important for DSK to inform and influence the structural barriers to better information and policy around sexual health. Although it meets with UBR regularly it is clear that the SPO likes to act independently with their own beneficiary households. It tends to dismiss the necessity to improve the interaction of these households with wider organisational services. Its CBO approach only partially addresses a much wider and structural problem which would require to engage with civil society in the broad sense of the term and in a holistic manner.

The target group interviewed were partially satisfied with DSK's services (the same coverage issue was brought up) but this year the beneficiaries reported feeling the impact more rather 2 years ago when the project only started.

Environment- decline

Whilst last year DSK scored (2) under the environment section based on the clear intention of the SPO to build awareness of and about the civil society on this issue, the follow-up study reported lower achievement in the domain of sexual health; which explains the (1) score. There is a sense in which this is a weak element in the design of the programme or that it perhaps was de-prioritised by the SPO (judged as being too time consuming or ineffective). Its engagement with relevant research on civil society at the national is low and perhaps reflects a reluctance to actively engage locally and a willingness to confine itself to a narrow service delivery approach. Consulting civil society actors is not sufficient to score higher than (1).

7. Conclusion

The UBR's project's main objective is to increase capacity of the SPO and research organization to work in collaboration to improve SRHR (Sexual Reproductive Health Right). It intended to do so through: information sharing, linkage building among the programmes in possible areas, linkage building between programmes and research in order to contribute to more evidence-based practices and policies. DSK is one of five implementing partners (alongside with FPAB, analysed below and PSTC, RHSTEP and CHC). DSK is a valuable strategic SPO for this programme because it links credit provision with health support systems and service (it established its own health system in some areas) which represents an important step towards creating health insurances for the poor and marginalized (in DSK's hospital in Dhaka as well as its satellite and static clinics).

DSK's involvement as a technical partner and delivery organisation has been partially successful. With years of experience DSK is a reliable partner to deliver health service in difficult to reach and marginalised areas, and this is reflected in the CIVICUS analysis presented above. Nevertheless, as described in the context and introduction section, the research team also evaluated DSK's ability to strengthen civil society actors on sexual health related issues and mobilise them towards supporting the change within communities. With regards to this objective, the results of the 2012 baseline put together with the 2014 follow up show that DSK did not focus its efforts on building formal network with civil society actors and national networks engaged in this issue. Building these relationships with civil society actors that are relevant to the sexual health debate in Bangladesh is crucial to change the policy framework and general mind-set around sexuality in order to prevent hazardous and potential risky sexual behaviours of adolescents. DSK should be more proactive within the closed circle of sexuality and sexual health fora and make more efforts to bring key stakeholders to the table.

We think the project was overall well-designed and suitable for the environment, and DSK's reputation in the country substantiates this finding. As DSK combines direct mobilisation and services approach, we believe it offers relevant strength and expertise to the debate and policy-making process.

Table 69: Evaluation scores DSK 2014

Score	
6	The project was well designed
7	The project was implemented as designed
7	The project reached all its objectives
8	The observed results are attributable to the project intervention
9	The observed result are relevant to the project beneficiaries

Family Planning Association of Bangladesh (FPAB)

1. Introduction

The Unite for Body Rights (UBR) programme, initiated in May 2010 and supported by the Dutch SRHR Alliance and the Embassy of the Kingdom of Netherlands, addresses the sensitive issues of sexual and reproductive health and rights through building knowledge and capacity of young people. The UBR programme attempts to expose myths and misconceptions, and assist the youth in developing better, safer sexual practices. The programme basically deals with the sexual and reproductive health of adolescents in areas of intervention that include explaining and reassuring about natural body changes; practicing safe, pleasurable sex including masturbation; preventing RTIs; coping with peer pressure and suicidal feelings; learning to relate to the opposite sex; menstruation; equal relationships, child abuse and child rights. It works with five institutions in Bangladesh including FPAB which is the lead for the country programme.

Family Planning Association of Bangladesh (FPAB) is one of the largest and oldest non-government organisations in Bangladesh as it started in 1953. FPAB seeks to improve the livelihood of underprivileged communities through promoting human rights. FPAB is a pioneering organisation that introduced the concept of family planning in Bangladesh. FPAB focuses on five priority areas i.e., Adolescent, HIV/AIDS, Abortion, Access & Advocacy. FPAB's effort in family planning contributes 7% of the total family planning performance in Bangladesh. FPAB has its service operation in 32 districts of Bangladesh and provides health services through 21 special comprehensive community clinics, 11 special work unit clinics, 3 unit clinics and 1,420 health service representatives. The analysis drawn here will explain how FPAB behaves like an 'intermediation' NGO for the UBR, on behalf of its target group.

This section is organized as follows:

1- The political and institutional context in which FPAB operates is briefly introduced (as above in the DSK case study) and the main demographic characteristics related to sexual health in Bangladesh are discussed.

2- The MFS-II funded project implemented by FPAB is described

3- The data collection process in attached in an annex

4- The result of the follow up study are described and CIVICUS index scorings justified for each of the five disaggregated dimension

5- The discussion section reflects on the changes in score between the time of the baseline and the follow up study

6- The conclusion summarizes the main findings and offers brief reflections on the project design for civil society component.

2. Context

DSK (see above) and FPAB work on the same project UBR, therefore the two SPOs share the same context of operation described below.

When issues of sexual health and body rights are concerned it is important to consider the institutional context and environment. An enabling environment in which institutions can ensure production and dissemination of scientific knowledge related to sexual and reproductive health issues is critical to address this concern. The growing concerns about sexually transmitted disease, reproduction, sexual identities and HIV and AIDS are also rooted in the same concerns. Five organisations work together on these issues: FPAB, PSTC, RHSTEP, CHC and DSK.

The world's youth population (10-24 years of age) has reached 1,809.6 million (World Population Figure 2013) which signifies a population of 25% of the world's total population.[89] Between the years 2005-2011, the percentage of male and female youth enrolled in secondary education level in least developed countries stood at a meager 43% and 36% respectively.[90] From BDHS 2011, it is evident that adolescent fertility among girls (15-19 years of age) in Bangladesh is 118 and higher, showing the depressing state of affairs for the country's young women. The figures above indicate the demographic as well social vulnerability position for youth in the world, especially females, in low developed countries like Bangladesh. There is no debate that investments in the youth are essential since the future of the world and the country lies in the young people. Since the youth are the future of the world and the nation, it makes it even more important to target them today. Young people in developing countries deserve attention. Since young people constitute the largest population segment worldwide and since they are deeply affected by underdevelopment, poverty and economic marginalization, there is a need to focus interventions particularly on improving their sexual and reproductive health.

A definition of young people based on age, can be helpful in dividing the whole group of young people into segmented entities. Increasing globalization also influences youth cultures

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[89] 2013 Population Reference Bureau: United Nations
[90] 2013 Population Reference Bureau: United Nations

and life-phase transitions and relations between generations. As a result, definitions of youth are not as predictable as in the past. One can classify young people from different perspectives including age groups, developmental stages, or from a 'social' perspective, taking the cultural context into account.

The World Health Organization (WHO) and other UN organizations define *young people* as all young men and women aged 10-24, *youth* as all people between 15-24 years old, and *adolescents* (or teenagers) as people in the age range of 10-19, with young people 10-14 years old (early adolescents), and those aged 15-19 in their late adolescence (www.unfpa.org). However, in many developing countries, people aged up to 35 years old can be defined as young people, using steady employment as a criterion of young people's social position.

Evidence from Bangladesh shows that interventions that seek to improve young people's sexual and reproductive health are effective only under particular conditions and can be developed using a number of steps. This is about the systematic planning of the topics and discussion with the young people mainly, aiming at the promotion of their wellbeing, their sexual and reproductive health and rights (SRHR) and the context they live in. It provides a tool for the effective promotion of the positive aspects of their sexual development, and to prevent the obstacles they may face.

As sex and sexuality constitute integral functions of human behavior and evolves with physical, mental, emotional and psychological growth, and hence the significance of sexuality and sex cannot be ignored. Some people in Bangladesh regard sexuality as related to reproduction, expression of intimacy, love or pleasure as well as sin, shame and sickness. Sexual health is a state of physical, emotional, mental and social well-being in relation to sexuality; it is influenced by a complex web of factors ranging from sexual behaviour, attitudes and societal factors, to biological risk and genetic predisposition.

3. Project Description

The Unite for Body Rights is a network through which local partners implement Sexual and Reproductive Health and Rights Programmes. By building the capacity of civil society, specifically the capacity of the five organisations: Population Services and Training Center, PSTC, Reproductive Health Services training and Education Program (RHSTEP), Dustha Shasthaya Kendra (DSK) and Christian Hospitals Chandraghona (CHC) of the SRHR alliance, UBR has made important efforts to improve access to information and reliable medical sexual health support for adolescents. FPAB, the SPO under study here, acts as the secretariat of UBR, the coordinating agency in Bangladesh. It has responsibility for the

coordination of the reporting, documentation, as well as external and internal financial audits functions. It is in charge of distributing funding to the implementing agencies, based on the annual joint planning schemes amongst the four other SPOs working under UBR. Under UBR program, FPAB provides Sexual and Reproductive Health Services (SRHS) in 5 districts (Bogura, Rajshahi, Pabna, Mymnesing, Noakhali). FPAB covers a total of 511,136 individuals in its operation areas.
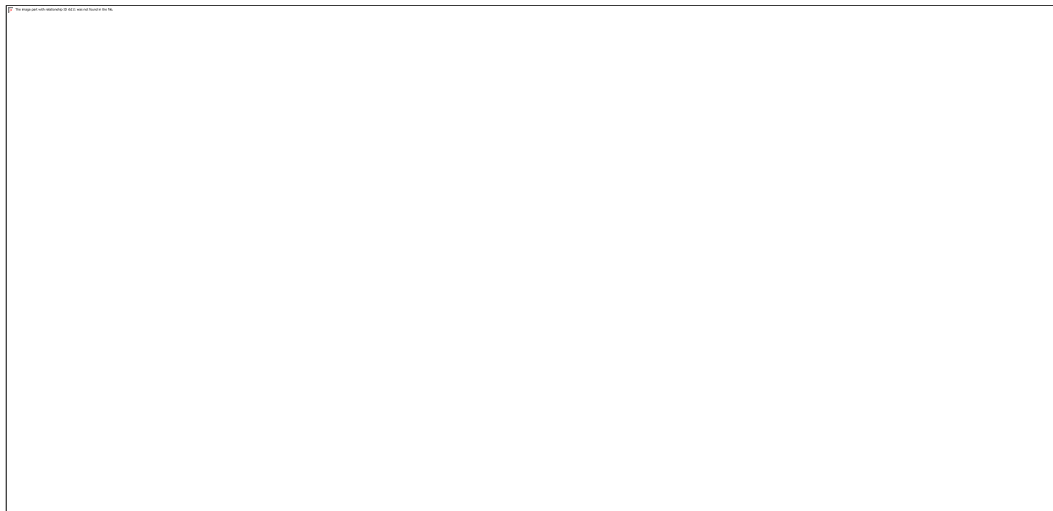
FPAB has two main aims in this programme:

- Service delivery to young people within 12 upazila, via schools and madrassahs
- Association with other large NGOs and federations to connect its grassroots work to wider policy and cultural change within the society.

This shows that despite its service oriented core value, FPAB recognises the need to establish a more conducive socio-cultural environment for its services to me more effective, replicable and sustainable.

The budget for the five implementing agencies (x 1.000EUROS) for Sept 2010 to Dec 2014 is explained below:

Table 70: UBR budget for 2010-2014

source: Unite for Body Rights Reports

4. Data collection and analytical approach

The civicus methodology will be the same across the sample and will therefore appear in Annex 4 with the fieldwork timetable.

5. Results

Table 71 : Civicus results FPAB 2014

Follow up 2014	Questions
1	**CIVIC ENGAGEMENT**
2	To what extent do NGOs include needs of target groups in analysis and planning?
1	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
2	What % leaders are members of a formal dialogue platform with local-national government representatives?
0	What % of leaders are members of a sectoral user group?
2	**LEVEL OF ORGANISATION**
3	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs
2	What % of relevant organizations (national or international) of the sector is the NGO linked to?
2	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
1	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
3	To what extent is the NGO resource base diversified
2	**PRACTICE OF VALUES**
1	To what extent are social organs involved in strategic management of the NGO?
1	To what extent are social organs involved in strategic management of the intermediate organization?
2	To what extent are codes of conduct respected within the NGO?
2	To what extent can social organs (right holders) ask NGO management to be accountable to them?
2	To what extent are codes of conduct respected within IOs
1	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**PERCEPTION OF IMPACT**
2	What level of intensity of relationship exists between public sector actors and NGO/IO?
2	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
2	To what extent are target groups satisfied with social services delivered by NGO?
2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
2	To what extent has NGO played a role influencing relevant policy changes?
1	**ENVIRONMENT**
1	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
1	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
0	To what extent is NGO involved in studies on civil society?

CIVIC ENGAGEMENT

Score- 2

To what extent do NGOs include needs of target groups in analysis and planning?

From the data we were able to gather, it seems that FPAB's UBR-SRHC project does not include the needs of target groups in analysis and planning especially the needs and demands of the young adolescents for who the programme is designed and implemented. There are a number of observations to be made here, including

a. **Area selection:** FPAB is currently operating SRHS project in 5 districts. These districts are mainly selected to reduce operational cost. FPAB has been operating in these districts for a long time. SRHS project is using FPAB's previous setup to implement the project.

b. **Need Assessment:** Need assessment was primarily done through a pilot project implemented in 2012 with 1 school and 1 madrasa from Mymensing. The outcomes of pilot project were later generalized for other schools and madrasas in other areas. Also the school and madrasa selected for the pilot project was based on convenience. Decisions and analysis on needs based on two units seem to be insufficient to address the needs of total target population.

c. **Selection of Schools and Madrasas:** Schools and Madrasas which take part in the project are selected on the basis of convenience. Admittedly, it is difficult to approach Madrasas to address and promote sexual education. However because of the 'convenience' motivation, it is not clear if FPAB has identified effective partnerships and indeed areas where SRHS services are most needed.

d. **Additional Assessment method:** FPAB carries out additional need assessment through meetings or conferences. No specific assessment method is implemented in this case.

Examining the needs of the target group is a challenge for FPAB in the case of SRHS projects as people are not really willing to discuss sexual health and issues. During our beneficiary visit we faced similar challenges.

Score: 1

To what extent do NGO target groups participate in NGO's analysis and planning procedures?

The target group of FPAB participates in the SPO's analysis and planning through a consultation process. The participation of target groups in analysis and planning depends on the type of the project. In SRHS projects, there is no structured mechanism to incorporate beneficiaries actively in planning and analytical procedures. Beneficiaries attend workshops, seminars and meetings, and make suggestions there. It is not clear if these suggestions are then actioned upon.

Score: 2

What % of the leaders are members of a formal dialogue platform with local-national government representatives?

About 25 percent of leader of FPAB are a members of a formal dialogue platform with local-national government representatives.

Score: 0

What % of leaders are members of sectoral user group?

No leader of FPAB is a member of sectoral user group.

LEVEL OF ORGANISATION

Score: 3

To what extent are interests of intermediate organisations and other actors (e.g. target groups) effectively represented by NGOs?

FPAB represents well the interests of IOs and other actors. FPAB is one of the largest NGOs in Bangladesh, operating donor-based projects for more than 60 years and it seems FPAB represents its IOs and stakeholders in a good manner given its secretariat function for UBR. FPAB has 13 international donors and jointly working with 5 other SPOs in Bangladesh. FPAB is member of a few international organisations. FPAB is a full member of International Planned Parenthood Federation (IPPF[91]) London; and a member of the Society for Health Education (SHE) of Maldives and RENEW, Bhutan.

Each project of FPAB has objectives, which reflects the interests of IOs and other actors. According to fact sheets, reviews and published documents, FPAB successfully completes its projects. FPAB has had some minor issues with IOs, mostly about budgets. FPAB complies with human resource standards of IOs and other stakeholders.

Score: 2

What % of relevant organisations (national or international) of the sector is the NGO linked to?

FPAB is an old organisation linked with 13 major International NGO/Aid agencies operating in Bangladesh. FPAB also has partnership program with 8 more local NGOs operating in different regions of Bangladesh.

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[91] IPPF is a London (UK) based non-profit organisation of voluntary national family planning associations. Currently 170 associations in the world are members of IPPF.

a. **International Donors/NGOs:** IPPF (London), AusAid, SIDA (DFATD), OXFAM, Nobip, EKN, Simavi, Rutgers (WPF), RFACO (Sweden), GiZ, Save the Children etc.

b. **Local NGOs:** BANDHU, STEPS, PSTC, RFSU, BAPSA, DSK, CHC, BRAC etc.

Score: 2

What % of relevant networks/ umbrella organisations (national and international) of the sector is the NGO linked to?

a. **International Organisations:** FPAB is a full member of International Planned Parenthood Federation. FPAB is also member of Society for Health Education (SHE) of Maldives and RENEW, Bhutan.

b. **National Organisation:** NGO Bureau of Bangladesh and UBR.

Score: 1

With what % of most relevant actors does NGO share information, hold dialogues, in involved in joint analysis and joint activity?

Regarding, information sharing, FPAB mostly shares project-based data through documentation, annual reports and conferences. FPAB is not really careful to share financial data. FPAB's annual report or website don't have any financial report incorporated.

FPAB shares project information with donors and partners. Only donors have access to financial information. As far as joint analysis is concerned FPAB mostly focuses on internal research and they take external consultants as specialists.

Score: 3

To what extent is NGO resource base diversified?

FPAB has wide array of donors. FPAB is currently continuing 6 core programs and 10 projects in different districts of Bangladesh. FPAB has 13 major donors including IPPF (London), AusAid, SIDA (DFATD), OXFAM Novib, EKN, Simavi, Rutgers (WPF), RFACO (Sweden), GiZ, Save the Children. Almost 50% of FPAB's total fund comes from IPPF and AusAid. FPAB has a total of 30 million taka as its own fund and a few other sources of income. 20% of the total fund comes from FPAB's own source and the SPO hopes to be self-dependent within five years.

PRACTICE OF VALUES

Score: 1

To what extent are social organs involved in strategic management of the NGO?

Social organs of FPAB are active and involved in operations. FPAB mainly has two social organs: the National council and the National Executive committee. The national council is

comprised of 21 members selected from branches of FPAB all over the country. National councilors elect the National executive committee of 22 members and its president heads the NEC. The NEC governs FPAB while the National council is the highest authoritative body at FPAB. Below the NEC, the Senior Management Team (SMT) is responsible for governing FPAB. The General Meeting of National Council occurs once a year and the National Executive committee members meets 4 times a year. SMT meeting are held once a month.

Strategies and policies of the NGO are mostly developed in a top-down manner by the Executive Committee. Therefore once the executive committee sets strategies and policies, the General Council rarely intervenes or challenges them. Moreover, the SMT reports to the NEC at FPAB. Currently FPAB does not have a full strength SMT. By law, 4 senior FPAB members construct the SMT – at the moment, only two senior members of SMT are currently available at FPAB. It seems that the National council and National Executive committee members are actively involved in decision-making process at FPAB.

Score: 1

To what extent are social organs involved in strategic management of the intermediate organisation?

FPAB, as a secretariat of UBR, is involved in conducting the financial audits of the UBR members but has a limited input in terms of strategic management of the intermediate organisation. It occasionally gives feedbacks about the IO members (in case of mis-management or ineffective implementation issues) to the CFA but does not directly influence IOs.

Score: 2

To what extent codes of conduct respected within the NGO?

FPAB has well-structured written code of conducts which are reportedly strongly enforced within the SPO.

Score: 2

To what extent can social organs (right holders) ask NGO management to be accountable to them?

FPAB is transparent, answerable and responsive to its social organ. Social organs of FPAB are strong and active in their operations. Management activities are transparent and mostly directed by the Executive Director. All project coordinators or top HR and Finance officials report to the Executive Director and SMT. The involvement of the National Executive committee is not really supervisory. The Executive Director assumes the responsibility for

supervising all sectors at FPAB. Internal Audit team reports to the Executive Director. It seems the Executive Director is enormously powerful and makes most of the executive decisions. The Executive Director is accountable to the NEC in quarterly meetings. Again, no financial data is given in FPAB's annual report approved by the National Council.

Score: 2

To what extent are codes of conduct respected within IOs?

IOs have codes of conduct and staff is aware of these. FPAB complies with the code of conducts of IOs. FPAB has never had any major problem with codes of conduct of IOs. It has helped IOs develop relevant codes.

Score: 1

To what extent can social organs (right holders) ask IO management to be accountable to them?

Social organs of FPAB are functioning fairly independently from IOs strategic management whilst IOs have to answer to FPAB's social organs, especially given its secretariat function. Regular communication with IOs helps to keep track of project progress.

PECEPTION OF IMPACT

Score: 2

What level of intensity of relationship exists between public sector actors and NGO/IO?

FPAB is strategically connected with public sector actors in that it attends meetings organized by them and they attend FPAB workshops. Particularly in SRHS projects, FPAB organizes yearly seminars and meetings where local Deputy Commissioners and Civil surgeons usually come as invited guests. It works with the Ministry of Family Planning of Bangladesh for SRHS projects. FPAB always invites special guests from the public sector to its AGM. It is notable that FPAB has some public sector actors as their members. Also, the executive director was a former government officer (Former secretary of Ministry of Youth Development) of Bangladesh government. Using their networks, FPAB has achieved acceptance from public sector actors but this does not appear in its formal strategy.

Score: 2

What level of intensity of relationship exists between private sector actors and NGO/IO?

FPAB has strategically connected private sector actors in some of their projects. In most of the projects FPAB has incorporated personnel from the private sector. In the Dutch funded

UBR project, FPAB has largely incorporated private sector actors. Some examples are given below:

a. **Heads of schools and Madrasas:** FPAB has incorporated the heads of schools and Madrasas in their project through proper orientation towards sexual and reproductive health systems. Trainings are carried out at Upazila level and a total of 68 Heads of schools and madrasas have participated.

b. **Community/religious leaders:** FPAB has incorporated and trained 20 community leaders and 20 religious leaders to act as Community Advocates and Religious Advocates.

c. **Village Doctors:** FPAB also trained village doctors about sexual and reproductive health related issues.

d. **The media:** FPAB organizes seminars, workshops and trainings to share and disseminate knowledge among private sector partners. FPAB also joins seminars and workshops organized by other private sector actors. These are irregular occurrences.

Score: 2

To what extent are target groups satisfied with social services delivered by NGO?

The majority of the target groups of FPAB is partially satisfied with the services provided by FPAB projects. The project reports and success stories indicate that target groups benefit from FPABs projects. It is quite a bit difficult to assess levels of satisfaction around the advocacy programs as there is no specific outcome attached. However satisfaction towards the health service provided by FPAB is measureable and high. The main activities which trigger high levels of satisfaction include:

a. **Health Service quality:** The quality of health service provided by FPAB is praised by beneficiaries and officials alike. Many beneficiaries use FPAB centres as their preferred health service.

Health Service cost: The cost of health services at FPAB centres is also affordable – even for the poor. This contrasts with other health service centres which are expensive and full of hidden costs which often leave the poor in a financially vulnerable situation.

b. **Additional services:** To promote health services, FPAB also low cost and self-made medicine. This keeps the costs down.

Though beneficiaries showed satisfaction with the overall services of FPAB clinics, there were a few more negative observations. Clinics are not well structured and not always as clean as they should be. The infrastructure is quite old and the management committee does

not have plans to improve condition. Sometimes the number of staff in attendance is also low. Many of the clinics face budget constraints.

Score: 2

To what extent are public/private sector actors satisfied with social services delivered by NGO?

The majority of public and private sector actors are partially satisfied with social services delivered by FPAB. Public sector actors join FPAB activities if they are invited. Also private service actors are involved in some of FPAB projects. Among some actors, there is an awareness of the sensitivity of SRHS projects and this inevitably raises questions about operational dynamics

Score: 2

To what extent has NGO played a role influencing relevant policy changes?

FPAB has played an effective role in influencing some policy changes. In two major sectors FPAB has contributed to policy change/creation.

    a. **Child and Youth Protection Policy (CYPP):** FPAB is working to promote youth and child rights through its activities. FPAB has developed CYPP with a number of key objectives. This changes set an example for other government or non-governmental institutions in a similar area of activity.

    b. **Sexual and Reproductive health chapters in textbooks:** FPAB's initiatives regarding sexual and reproductive health influenced the Education Ministry of Bangladesh. According to FPAB officials, the education ministry included a chapter on sexual health and reproductive system in standard year 6 textbooks. The content of this was heavily influenced by FPAB and its programmes. FPAB independently produced several booklets on sexual and reproductive health as well.

        ENVIRONMENT

Score: 1

To what extent has NGO participated in defining the civil society interventions of the CFA/ Consortium?

FPAB reportedly passively participates in defining civil society's interventions through participating and holding meetings and tight communications with CFA and members of the UBR.

Score: 1

To what extent is a context analysis of the space and role of civil society carried out as part of the program?

Some secondary data and project reports are available about FPABs activity and role of civil society. FPAB hardly does any context analysis based on the space and role of civil society. The independent publications produced by FPAB give few accounts of civil society in Bangladesh but are not focusing on the issue.

Score: 0

To what extent is NGO involved in studies on civil society?

FPAB do not have any research or studies on civil society.

6. Discussion

Table 72: Civicus scoring FPAB 2012-2014

Baseline 2012	Follow up 2014	Questions
2	**1**	**CIVIC ENGAGEMENT**
2	2	To what extent do NGOs include needs of target groups in analysis and planning?
2	1	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
1	2	What % leaders are members of a formal dialogue platform with local-national government representatives?
1	0	What % of leaders are members of a sectoral user group?
2	**2**	**LEVEL OF ORGANISATION**
1	3	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs
3	2	What % of relevant organizations (national or international) of the sector is the NGO linked to?
2	2	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
1	1	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
2	3	To what extent is the NGO resource base diversified
34 percent of the NGO's portfolio		CFA QUESTION: RESOURCE BASE
1	**2**	**PRACTICE OF VALUES**
1	1	To what extent are social organs involved in strategic management of the NGO?
1	1	To what extent are social organs involved in strategic management of the intermediate organization?
2	2	To what extent are codes of conduct respected within the NGO?
1	2	To what extent can social organs (right holders) ask NGO management to be accountable to them?
0	2	To what extent are codes of conduct respected within IOs

1	1	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**2**	**PERCEPTION OF IMPACT**
2	2	What level of intensity of relationship exists between public sector actors and NGO/IO?
1	2	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
2	2	To what extent are target groups satisfied with social services delivered by NGO?
1	2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
2	2	To what extent has NGO played a role influencing relevant policy changes?
2	**1**	**ENVIRONMENT**
2	1	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
2	1	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
1	0	To what extent is NGO involved in studies on civil society?

Civic engagement- decline

The results obtained in the follow up assessment indicate that compared to two years ago the formal integration of target groups' needs in planning and analysis is relatively low and that their participation in planning procedures is mostly passive (or absent completely). Although FPAB operates effectively on a large scale (the 12 upazilas) it bases its strategy and design on its own institutional knowledge gained through long-established experience in the health sector. The score for participation of target groups (especially adolescents) in the planning procedures therefore reduces from 2 to 1 in to follow up study. This indicates that FPAB is acting on behalf of its target group through a top-down design of a services delivery project.

Level of organisation- stable

FPAB represents the interest of the target groups and other stakeholders and particularly over the last two years it is found to be especially careful in representing them in national fora and networks. However, adolescents are kept away from being directly involved in local or national level advocacy and still not formally integrated into the networking, planning and communication strategy of FPAB.

At FPAB the programme design is such that the SPO itself is well-connected to local and national organisations whilst the target group has a function of "recipient" rather than proactive actor. The SPO represents them in front of IOs (such as schools) and local government. FPAB acts as an intermediary for its target group and fails to encourage their full participation which can contribute to reinforcing or maintain their relative isolation from positions of leadership (especially young women).

Besides, the relationship between FPAB and its CFA reflects some of this shortcoming in that FPAB shares and reports but in a passive manner without taking a leadership control over the issue.

Practice of values- improving

As an "intermediary" organisation, FPAB scores higher in terms of transparency and accountability in 2014 than it did in 2012. The reason for that is that the SPO made efforts to reinforce downward accountability with IOs which was relatively weak two years ago. This relationship is merely based on reporting and tracing rather than contributing and common strategic thinking however. FPAB sanctions a pragmatic approach to the ways in which it maintain and develops relationships with its institutional partners, civil society actors and external donors. It may be that in practice it is easier to introduce civil society actors to their sexual health related activities and service if they present themselves as service delivery actors rather than challenging or confronting religious or spiritual authority. This way FPAB manages to operate in rather difficult and remote environment on a large scale and to be broadly accepted by the communities (even if this is often problematic, see below).

Perception of impact - maintained

The average score of 2 hides an improvement of .4 since 2012 identified through the follow up study. FPAB has been increasingly successful at building strong and regular relationships with public actors and particularly locally with local government representatives and civil servants. FPAB has long working experience with the government and has significant involvement in the health sector. It is in a position to play a crucial role in advocacy of SRHR issues with the government but this is not very evident from the activities at the central level. FPAB is playing on its strength locally and manages to influence field level issues (school curriculums for example) but it is more difficult for them to advocating SRHR issues with field-based stakeholders like local government. There is an ongoing issue with staff availability at clinics. This limits FPAB's ability to deliver services. Compared with 2012 scores FPAB managed to focus a little more on improving its relationships with private sector actors which is reflected in terms of their satisfaction with the SPO's services.

Environment- decline

According to the CIVICUS scoring FPAB experienced a significant decline in its engagement in civil society studies and analysis. Compared to two years ago when the SPO scored a 1.6 (averaged to 2) it scores a low 0.6 (averaged into a 1) in 2014. The research found that the participation of the FPAB in studies on civil society was passive (even at baseline) and that as the opportunity of participating in studies wasn't offered to them, their participation declined.

One explanation also is that the SPO does not necessarily feel the need for such studies for two reasons. The first one being that FPAB is a well-experienced, well-established NGO and that they do not, internally, need to produce such documents (and invest time and energy in them). It had a relatively good sense of its own position in civil society and prefers to focus on "delivering" and "improving delivery" rather than analyse the processes. The second is that it is not a focus of its mandate under UBR. FPAB as a lead is meant to report and assemble information on activities mainly and not context analysis.

7. Conclusion

In the light of the analysis presented above it is clear that the project is an interesting project for which the civil society component was imperfectly designed. As explained above, the reason for this might be that it is easier to justify activities locally as "service delivery" rather than advocacy and lobbying activities on sexual practices and health (which would be seen as more confrontational). The SPO could improve the way in which it encourages youth to participate in the planning and designing of activities and/or in the implementation of advocacy work (if not locally, nationally).

FPAB generally seems to be a bureaucratic organization in which organizational learning and adaption to needs are slow and procedural. Engaging with civil society actors however requires to be pro-active in debates and dialogues and contribute to the general understanding of policy processes. Although FPAB is technically the lead partner organization of the UBR alliance, it is not driving the process and rather co-ordinates activities and compiles the programmatic reports.

The quality of the project implementation and delivery is however recognized by a number of local actors. The risk identified through our analysis is that the SPO can experience difficulties in maintaining the necessary quantity and quality services required by the adolescents.

Table 73: Evaluation scoring 2014 FPAB

Score	
6	The project was well designed
7	The project was implemented as designed
7	The project reached all its objectives
8	The observed results are attributable to the project intervention
8	The observed result are relevant to the project beneficiaries

PRACTICAL ACTION BANGLADESH

1. Introduction

Practical Action[92] (formerly Intermediate Technology Development Group) started working in Bangladesh in the early 1980s in response to requests from a number of prominent national NGOs. It has evolved over time to meet the challenges of poverty, inequality and vulnerability. Practical Action is an International NGO based in England. It has branches in 7 countries including Bangladesh. Practical Action's mission is to contribute to people's wellbeing using technology and practical solutions to challenge poverty. Deeply committed to helping the poor, it uses technology as a means to improve poor peoples' livelihoods.

In 1990 the Bangladesh country office was formally established with its head office in Dhaka. From 1997, Practical Action Bangladesh began implementing large scale programmes in the technology areas of food production, agro-processing, small enterprise development and light engineering.

Practical Action Bangladesh now works directly and through partners in geographically focused areas with high incidence of poverty. It has now established visible programs in Faridpur, Gaibandha, Jamalpur, Bogra, Gazipur, Dinajpur and Barisal districts. The aim is to ultimately scale up successful experiences and achieve positive impact and change in poor peoples' lives throughout the country.

Practical Action Bangladesh's program is organized into three thematic aims:

Reducing vulnerability and natural resource management

Priority target issues are addressed to have greater understanding around vulnerability, risk mitigation, climate change and hazards to provide direction of work in six major key areas:

- Disaster mitigation, coping with drought, flood and river erosion
- Strengthening food security
- Strengthen social protection
- Strengthening natural resource management and conservation
- Working with conflict within communities around natural resource management
- Strengthening marginal voices

Markets and livelihoods

The interventions are designed in phases to develop the market for agro-machinery subsector

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[92] Taken from Practical Action Bangladesh website

by providing necessary information, rental facilities, embedded services, heat treatment arrangement, market linkage, policy advocacy, etc.

The Markets and Livelihoods Programme (MLP) is currently implementing the following projects to address the priorities mentioned above:

- Sustainable livelihoods through capacity building and enterprise development
- Skills and equipment support for modernisation and promotion of pottery production
- Training of trainers and skills training for sustainable livelihoods options for people of Faridpur District.

Infrastructure services

The infrastructure programme aims to increase poor people's access to, control over and choice of appropriate and sustainable infrastructure services through building effective partner-ships between marginalized people and the public and private sectors. The programme promotes innovative models of pro-poor service delivery, having a positive impact on livelihoods. The programme also advocates to policies, regulations and finance models for infrastructure services to make them more accessible for the poor.

The priority areas of interventions are:

- Housing and shelter
- Technology for solid waste management
- Rural transport
- Clean, sustainable renewable energy
- Water and sanitation services
- Technology for locally managed communication services

This section is organized as follows:

1- The political and institutional context in which Practical Action Bangladesh operates is briefly introduced.
2- The MFS-II funded project implemented by Practice Action is presented.
3- The data collection processes for the Civil Society Strengthening Component and the Capacity Development Component are attached in an annex of the report
4- The result of the Capacity Development Component are presented
5- The follow up study results are described and CIVICUS index scorings justified for each of the five disaggregated dimension
6- The discussion section reflects on the changes in score between the time of the baseline and the follow up study
7- The conclusion summarizes the main findings and offers brief reflections on the project design for civil society component.

2. Context

Water scarcity is a severe and increasing issue in Dhaka. Severe because water is essential to anyone's life and survival and increasing because the number of people migrating to environment with no or little access to water is rising every year. The slum dwellers in Dhaka are particularly exposed to water issues (bad water quality, long distance to water access point). The DWASA (the Dhaka Water Supply and Sewage Authority) is the public organ mandated to address these precarious situation in the metropolitan area of Dhaka city. The rapid increase of the urban population and their semi-permanent settlement in poor housing condition, over crowded place with poor environmental and public services and notably acute lack of sanitation amenities.

3. Project description

In Bangladesh, Practical Action has 130 staff (about 50 in Dhaka). Practical Action Bangladesh has offices in Dhaka and in 6 other districts. Practical Action Bangladesh has received £590,245 in Dutch funding since 2005. The table below provided by the finance manager of Practical Action Bangladesh shows the amount received for each project. For the period 2012-2015, Dutch funding represents 3% of the total budget.

Table 74: Practical Action's resource base from Dutch funding since 2005

Amount in £	Description of the project
145 122,97	Issue-II Project
185 629,22	DGIS -Access to services systems and structures
229 687,00	Dutch Wash Sanitation Program
29 806,00	BRAC WASH Low cost Sanitation/Santee/Astra
590 245,19	Total

A consortium of 6 Dutch NGOs funds the Bangladesh Wash Alliance (under the BRAC WASH Low cost Sanitation/Santee/Astra) project. For this project, Practical Action Bangladesh works closely with Hope for the Poorest (HP), an NGO that is also the sister concern organization of the microcredit organization ASA. Both organizations are equal partners, they receive funding directly from WASTE and they also need to report to WASTE. Their activities are complementary; on one side Practical Action Bangladesh is responsible for capacity building, knowledge transfer and technology implementation; while on the other

side, HP takes care of community mobilization. This project is implemented in 2 municipalities located in South West Bangladesh: Satkhira and Bagerhat.

The Dutch also fund 2 other smaller projects. The first one is called Sanitation Techniques for Enterprises (SANTE). It is an action research project involving Practical Action, WASTE Netherland and BRAC focusing on appropriate sanitation technologies. The budget is 24,000 Euro for 18 months. The final project funded by the Dutch is Aiding Sustainable Water Technology Realization in Arsenic and Saline Contaminated Areas of Bangladesh (ASTRA). The budget is 10,000 Euro for 10 months.

In the past, WASTE collaborated with Practical Action Bangladesh and BASA on another 4 years project called Institutional Support for Sustainable Environment. The objective was to develop the capacity of the municipality to manage kitchen waste and human sludge with ecological toilets. Practical Action Bangladesh also received funding (about 100,000 Euro) from 2006-2009 from the Dutch Government for a project called Programmatic Development responding to the needs of poor dwellers.

The MFS II intervention takes place in urban slums where water/sanitation access has often proved to be a particularly rewarding venture. Market-based solutions to water issues may increase supply (although these are not always of good quality) but costs have also increased. For the poor, this can mean increased as opposed to reduced poverty. To overcome this, Practical Action Bangladesh adopts a strategy of ensuring access through effective partnerships which bring together the poor/disadvantaged and private/public sector representatives. At the same time, it lobbies for change in policy, regulation and finance models which will facilitate the access of poor people to core services.

4. Data collection and analytical approach

The civicus methodology will be the same across the sample and will therefore appear in Annex 4 with the fieldwork timetable.

The Capacity Development methodology was the same across the five SPOs and will appear in the Annex 3 with the workshop timetable.

5. Results and discussions

5.1 Capacity development results

Summary

There was no real significant change between baseline and end-line assessments with an overall average decrease of only 3.8%, starting from a high baseline. On the positive side the narratives however do signal improvements in the capabilities even though the scores show a slight drop. The most likely explanation for the reduction in score but improvement in the description is the weakness in the methodology particularly when there is a high staff turn-over and the same participants were not involved in both assessments.

It is also worth noting that the funding from WASTE constituted only 3% of the overall income of Practical Action, Bangladesh for the MFSII period. However, two of the participants present during the capabilities assessment also attended training courses provided by the Dutch Wash Alliance to the Bangladesh Wash Alliance, which were in addition to the 3% received. The evaluation did not follow up on this line as it was assessed as too small an input to bring about significant change.

While participants identified direct links between MFS II funding and improvements in the capacity of Practical Action Bangladesh to raise resources and innovate (see below), it's important to note that the vast majority of capacity building support comes from Practical Action UK. Practical Action Bangladesh clearly takes a lead from Practical Action UK where organisational systems are generally developed internationally. Individuals from Practical Action, Bangladesh participate in international system development however ownership appears to be much more based at UK level not at Bangladesh level, which helps to explain the high quality and comprehensive policies and systems being in place at Practical Action Bangladesh. In reality it is difficult to see how Capacity Building support from WASTE Netherlands could contribute to the support provided by Practical Action in the UK.

Nevertheless, the evaluation team did follow-up on two areas of capacity development, as follows.

(1) Capacity to maintain secure financial resources: The capabilities assessment score for C1.4 (capacity to maintain secure financial resources) stayed the same at 4. Although the score in the capabilities assessment shows no change, interviews and workshops showed that

there had been an increase in the national profile of Practical Action Bangladesh with government structures, which has subsequently providing opportunities to access other funding. Participants directly attributed this to funding provided by the Dutch WASH alliance through WASTE. Participants of the research believe the MFSII funding has raised new opportunities for funding such as Melinda Gates Foundation as well as increasing their collaboration with Government Structures. Respondents stated WASTE project funding allowed Practical Action Bangladesh to access Government funds because they are able to raise their voice through the funding support.

Again this is a possible example of how supportive partnership can indirectly allow capacity to develop within an organisation even if that development cannot be directly linked to specific capacity development initiatives.

(2) Capacity to innovate: The capabilities assessment score for C2.4 (Capacity to encourage and accept flexibility and creativity) has remained at 4. However the narrative indicates that there have been some improvements in the capacity to innovate at Practical Action Bangladesh, including focusing on cultural and behavioural change in all projects to increase the take up of technological innovations among communities.

Although the technological innovations are developed mostly by Practical Action Bangladesh and the capacity to further develop and build on those comes from within the Practical Action family, who provide the vast majority of capacity building support to Practical Action Bangladesh, WASTE has provided some innovative ideas such as the diamond model of business on the faecal sludge management and services. The participants of the workshop and subsequent follow up interviews with staff and external respondents all recognise the value of WASTE contribution as they provide seed money for small innovative ideas that are then funded by larger donors to roll out. Indeed, the MFSII funded projects that have been initiated during this period have been innovative projects that are pilot schemes targeted toward learning. It is hoped these schemes will prove effective and Practical Action Bangladesh will seek further funding from other donors, however the impact of these will not be realised for a considerable period of time.

No alternative explanations were sought for these changes, and both the workshop participants and evaluators were confident of the WASTE contribution in this area.

In summary, therefore, although the contribution provided by MFS II funding was small, it appears that the funds have been provided in a targeted and effective manner, creating

opportunities for the organisation to raise funds from other donors through providing seed funding and increasing the profile of Practical Action Bangladesh.

However, there was confusion between participants about the relationships between different Dutch organisations providing MFS II funding and support to Practical Action Bangladesh. The MFSII funding although transferred from WASTE in Netherlands comes under the overall umbrella of the Dutch Wash Alliance led by Simavi through the Bangladesh Wash Alliance to Practical Action Bangladesh. There was some concern raised about the many layers of management structures within the Dutch Wash Alliance and how difficult it was for Practical Action Bangladesh to steer a course through the structures. For example Members of the Dutch Wash Alliance were responsible for different countries WASTE are responsible for Nepal and Simavi are responsible for Bangladesh. Yet WASTE fund Practical Action, Bangladesh in Bangladesh and Simavi provide capacity building support, this did cause concern amongst the respondents.

Methodology

In comparison to the twelve participants who participated in the baseline workshop only five participants attended the end-line assessment. Of these five two attended both workshops and three had worked with the organisation less than two months. Over a period of two years it is not unusual in Bangladesh for staff in NGOs to change. Besides this there could be other explanations for the low attendance including MFSII is a relatively small budget and the project is nearing the end and therefore not prioritised by staff.

It is also worth noting here that the participants were all involved in the Bangladesh Wash Alliance project which constitutes only 3% of the overall income of Practical Action, Bangladesh for the MFSII period. What has been identified throughout the end-line assessment is that they have not particularly solved any of the problems identified in the baseline which could explain why their capability levels dropped slightly.

A significant feedback received during the evaluation was the issue of funding being cut to one of the three partners involved in the Bangladesh Urban Wash Alliance by WASTE. This created a higher workload for the remaining two partners. However as we probed further for the knock on effects, we were clearly informed that Practical Action Bangladesh was managing, (with a clearly stretched capacity) and had taken the extra work on with an increase in funding.

The research respondents also indicated that there had been negative feedback from Government Officials when the third partner had their funding suddenly cut. Practical Action Bangladesh had to spend considerable time rebuilding relationships with Government Officials again and were confident relationships had been restored to previous levels. Another key issue that participants were concerned with after some probing was the issue of poverty in the communities they work with. The participants felt that most of their end-line beneficiaries are struggling to raise enough money to survive and trying to get them involved in innovative technology was very difficult as they had more important priorities. The added value of the innovation however is that the MFSII funding allows for innovation that otherwise could not happen.

Practical Action, Bangladesh operates much better at a local level with communities and local government. Their work is about piloting innovating technologies that can be scaled up once they have proved to be effective.

Practical Action, Bangladesh clearly takes a lead from Practical Action UK where organisational systems are generally developed internationally. Individuals from Practical Action, Bangladesh participate in international system development however ownership appears to be much more based at UK level not at Bangladesh level. Clearly, Practical Action, Bangladesh receives most organisational Capacity Building support from the UK Parent Organisation and this helps explain the high quality and comprehensive policies and systems being in place at Practical Action Bangladesh. In reality it is difficult to see how Capacity Building support from WASTE Netherlands could contribute to the support provided by Practical Action in the UK.

The CFA partnership with Practical Action, Bangladesh is with WASTE a member of the Dutch WASH Alliance: Simavi, Akvo, AMREF, ICCO, RAIN and WASTE. However, the lead organisation from the Dutch Alliance is Simavi. During our workshop meetings, we noted that some of the participants claimed the consortium structure was difficult to navigate. During our iterations with the final report however, Practical Action Bangladesh staff said that the structure was not that complex. We credit this difference to the fact that the workshop attendants may not have included enough senior staff. This implies that the structure is not clear to all Practical Action Bangladesh staff. Change in CFA staff increases the level of complexity and challenge – something we as the research team also experienced.

Overall Lessons learned

- The importance of ownership and strategic partnerships cannot be emphasised too highly here. If the Dutch Wash Alliance through WASTE wants to make an impact on the Capacity of Practical Action Bangladesh that can be traced back to their support then they need to spend more time (and possibly resources) in developing their strategic relationship with Practical Action, Bangladesh.

- WASTE provided 3% of Practical Action Bangladesh's overall funding up to conducting the end-line evaluation. There has been further Capacity development support to the Bangladesh Wash Alliance as a whole which supplemented the Capacity development support to Practical Action Bangladesh as an individual organisation. The number of staff members who have accessed this support has however been limited and as such the capacity development inputs will have limited impact on the organisation overall. Practical Action Bangladesh receives the majority of their CB support from its HQ and the Practical Action Alliance family. The technological innovations are developed mostly by Practical Action Bangladesh and the capacity to further develop and build on those comes from within the Practical Action family. WASTE however has provided some innovative ideas such as the diamond model of business on the faecal sludge management and services.

- The Practical Action Bangladesh staff who work on the MFSII project are very aware of what the MFSII funding supports however once you move out into the wider group of 50 Dhaka based staff they are less clear of what the project is aiming to achieve. That is not to say they were not cooperative. Although they provided any information requested, the real understanding of the MFSII funded projects lies in the heads of a few key project staff. When in the field it was also clear that beneficiaries were aware of Practical Action Bangladesh as a large UK organisation. They were less aware of the subtleties of where funding came from. The relatively low engagement at the end-line workshop despite considerable preparation time spent by the researchers to get further participation, illustrates the marginal significance of the Dutch WASH Alliance funding to Practical Action Bangladesh. There were of course other reasons for low participation such as staff turnover and the funding cuts of a partner organisation.

- Practical Action Bangladesh has made steady progress during the reporting period developing new projects; their main funding source is DFID (UK), which provides 41% of their complete funding source. MFSII provided 3% of all funding from 2012

to 2015. The MFSII funded projects that have been initiated during this period have been for innovative projects that are pilot schemes targeted toward learning. It is hoped these schemes will prove effective and Practical Action Bangladesh will seek further funding from other donors. The main projects being the introduction of purifying water technology in arsenic and saline areas of Bangladesh and the sludge management project, however the impact of these will not be realised for a considerable period of time.

Results

5Cs organisational Assessment results

The participants were introduced to the researchers and the workshop methodology (attached at annex 3.2) that was going to be followed during the evaluation process including an introduction to the 5Cs model. The workshop aimed at re-assessing the organisation against five capabilities:

- Capability to adapt and self-renew
- Capability to act and commit
- Capability to deliver on development objectives
- Capability to relate to external stakeholders
- Capability to achieve coherence

Participants were then introduced to the ranking process where each capability had an agreed number of indicators developed during the baseline assessment that were discussed in turn and ranked from 1-5 identifying evidence for each agreed ranking figure. This was done in small groups and negotiations were held to agree a final ranking figure.

1. No Capacity
2. Some Capacity
3. Average Capacity
4. Good Capacity
5. Full Capacity

Research Question 1: The following section provides descriptive analysis and scoring of relative changes in the five capabilities:

Table 75: Capability rankings of Practical Action, Bangladesh - Baseline vs. End-line

Capability Ranking of Practical Action Bangladesh - Base Line Vs End Line using 5

Capabilities (5Cs) Model				
Base Line Assessment Workshop held on 1st and 2nd October 2012				
End Line Assessment Workshop held on 29 September 2014				
Capacity	End	Base	Capability to act and commit	C1
Decreased	4	4.5	Capacity to plan strategically and translate into action	C1.1
Practical Action prepared a 5 year strategic plan and then converted the 5 years plan into annual plans. Flow of organisational planning process starts from Practical Action Global to community level, which comprised PA national level, theme based, project based, staff based and partner wise reporting. Moreover, it maintains regular reporting on 5 years planning, yearly planning, quarterly and monthly planning. In most cases, Practical Action Bangladesh uses Project Development Fund (PDF) for undertaking Action Research.				Base Line
Practical Action Bangladesh has been following a Country Strategic Plan 2012-17, and based on that developed all program documents and further prepared a five years' action plan. Practical Action Bangladesh included fund mobilization plan with its Action Plan, which translated into annual and quarterly actions under three program components. Practical Action Bangladesh has gained experience and expertise in preparing and implementing a strategic plan.				End Line
Same	4	4	Capacity to recruit, motivate and enthuse effective staff	C1.2
Practical Action Bangladesh recruits staff based on its policy. Participants indicated there are some inconsistencies in the salary structure of different staff. There are three levels of staff, Core, Project and Contract and the stability, conditions and salary levels vary considerably. Enthusiasm needs to be improved at all level irrespective of core, project and contractual staff.				Base Line

Practical Action Bangladesh has a HR Policy, which provisions three types of staff for appointment
 	
     i) Core Staff (Paid from unrestricted fund),
     ii) Regular Staff (Project fund)
     iii) Fix-term contractual staff (appointed as per local requirements)
 	
 ● After appointment, all the new staff members receives induction, orientation, training and Exposure Visit (Home and Abroad)
 ● At present, Male-Female ratio among staff members is 85:15.
 ● In Practical Action Bangladesh, Gender Policy is a part of HR Policy, Gender and work station issues not yet addressed completely. Gender policy is under development, and separated from HR Policy
 ● Practical Action Bangladesh's recruitment policy is structured, but requires further improvement in its implementation.
				End Line

Increased	**4.5**	**4**	**Capacity to maintain effective operational systems**	**C1.3**
Systems are appropriate and in operation. In some points, operational systems seem centralized, which needs to be more decentralized.				Base Line
● Practical Action Bangladesh's Financial Manual is in international standard. It has maintained SUN System in financial management, which is used by all PA globally ● Monthly Program and Financial Reports has been completed along with Annual Internal and External Audit System ● Practical Action Bangladesh has its operational structures however there are some capacity gaps, in particular between central and field level. Not all operational systems are functional at all level. ● Practical Action Bangladesh has its operational structure, which was introduced to staffs ● Practical Action Bangladesh has practiced on job training, external & formal training/orientation, performance management system (Annual Appraisal) and Rewarding				End Line
Same	**4**	**4**	**Capacity to maintain secure financial resources**	**C1.4**
Trends are indicating that Practical Action Bangladesh has established better results in securing financial resources. Maximum funding of Practical Action Bangladesh channelled through bidding process, and therefore, an uncertainty always exists.				Base Line
● Practical Action Bangladesh has well defined and strong financial policy and system, which is in operation ● Practical Action Bangladesh has advanced financial planning ● In maximum cases, close of projects caused retrench of project staff ● Existing projects and their funding is secured. ● As Practical Action Bangladesh is a non-profit organization, therefore, it is difficult to run any project after withdrawal of donor fund ● Financial manual (International Standard SUN System), ● Finalized Report/Annual Audit (Internal & External)				End Line
Decreased	**4**	**4.5**	**Capacity of leadership to lead and inspire**	**C1.5**
Organisational leadership can be improved by creating more specific positions for Practical Action Bangladesh's strategic wings.				Base Line

● Practical Action Bangladesh has many tiers in the organizations and in different tier's there are leaders, therefore variation is there in leading and inspiring
● Practical Action Bangladesh has its organogram and 360 degree appraisal system
● Practical Action Bangladesh Leaders have capacity of leading and inspiring its staff members for better performance
● Leaders are facing some minor problems with-
  o Practical Action Bangladesh's Human Development Policy
  o Staff mentoring (On Job, Feedback and Plan wise)
  o Participatory Process of Planning and Decision Making.
				End Line

	16	**16.5**	**Total (C1.1 - C1.5)**	
	4.1	**4.2**	**Average total**	
Comparison notes: The two assessments are very difficult to compare as only five participants came to the end line assessment and only two of these attended the baseline assessment. Of the other three participants one had been with Practical				

Action Bangladesh 2 months and the partner organisation participant had been employed for 22 days. The systems that Practical Action Bangladesh are proud of are generally developed at Practical Action UK, the parent organisation. The capability score has reduced a little but from the researcher's observations things looked pretty much the same and the small changes are probably linked to random factors such as a change in participants rather than a reduction in capability. The main concern of the participants was that employment is linked to projects and when project funding ends employment ends for many of the staff.

Capacity	End	Base	Capability to adapt and self-renew	C2
Same	4	4	Capacity to use M&E for learning and improvement	C2.1
Practical Action Bangladesh has its own M&E system which is learning based and improvement oriented. Feedback mechanism exists, which follows with corrective measures and action plan. M&E reflects in performance appraisal. In some extents, there are future scopes to adapt new approaches and technologies for further improvement of M&E system.				Base Line
- In PAB, M&E system is project based, however, it is maintaining a central M&E which controls all projects for reporting purpose, we have not been able to integrate all project information under the central MIS - Cross-check mechanism at central level is improving - Capacity of M&E is well enough to individual projects. We are still updating the M&E in online, and gradually all the projects will be complied. - Mobile based review quarterly and annually				End Line
Reduced	4	4.5	Capacity to engage in strategic learning	C2.2
Practical Action Bangladesh vision and mission has clearly stated its mandates to engage with equity and inclusion, but in practical, to what extents Practical Action Bangladesh has succeeded that requires further appraisal. Though it has equitable service delivery provision and strategy for mainstreaming under privileged community, but Practical Action Bangladesh needs to revisit its working station policy.				Base Line
- Practical Action Bangladesh involved with various national and international learning process. - Practical Action Bangladesh goes for mid-term review of its country strategy, and find out the gaps as well as taking corrective measures. - Established strategic learning process and engaged two senior staff members of Practical Action Bangladesh in Global learning Trajectory, which is an international forum for learning - Senior Management Team (SMT) of Practical Action Bangladesh have organized meetings and shared learning through workshops and seminars, - On the other hand, Practical Action Bangladesh also conducted project review, mid-tern and end evaluation, strategic review and program designing				End Line
Same	4	4	Capacity to adapt in the face of external trends of	C2.3

			opportunities and threats	
Practical Action Bangladesh interventions are people focused, environment friendly and evolved with appropriate services and technologies. Practical Action Bangladesh is always flexible in adapting changing situation. In future, Practical Action Bangladesh could explore new opportunities and innovative areas like governance.				Base Line
• Practical Action Bangladesh explored external trends of opportunities and threats through public participation and involvement. However, Practical Action Bangladesh has to improve its capacity in this regard • Practical Action Bangladesh acted on the current Global Trend of the issue 'Trade VS Aid', and took business approach (Diamond Model-Dutch) as a strategy to adapt • Practical Action Bangladesh is trying to adapt PPP adaptation, and gradually shifting from its NGO role towards social enterprise • Practical Action Bangladesh considered strategic directions of different development partners during preparation of Practical Action Bangladesh's Country Strategies. Moreover, Practical Action Bangladesh analysed Peoples' Demand, Global politics, MDGs, Opportunities and Threats, Risk Factors, and tried to cope with change situation.				End Line
Same	**4**	**4**	**Capacity to encourage and accept flexibility & creativity**	**C2.4**
Practical Action Bangladesh has initiated numbers of innovative interventions, such as, pumpkin cultivation, WASTE to BIO-GAS, ecological sanitation etc. which is still limited within Practical Action Bangladesh intervention areas. All these innovations require further scaling-up to ensure full application covering most of the regions of the country with the support of government agencies.				Base Line
• Practical Action Bangladesh has evaluated and find out that it encouraged and accept flexibilities and creativity. Most importantly, **Creativity, Collaboration and Dynamism** is **three pillars** of Practical Action Bangladesh • At present, Practical Action Bangladesh is creative inside its projects, and is working with cultural and behavioural change to ensure application of technological products among publics, where Practical Action Bangladesh have scope of further improvements				End Line
	16	**16.5**	**Total (C1-C4)**	
	4	**4.1**	**Average Total**	
Comparison notes: Practical Action Bangladesh's M&E system prioritises accountability they have another process led by PA UK called the Learning Trajectory the participants did not identify a link between the two. Practical Action Bangladesh takes its lead from the UK and the systems developed there it is not clear how much is quoted from PAUK and how much is truly understood and owned by Practical Action Bangladesh. The Learning Trajectory has not been main streamed but it is planned to do so in 2015. The three pillars of Practical Action Bangladesh are creativity, collaboration and dynamism their capacity to adapt and renew is essential to their survival.				

Capacity	End	Base	Capability to deliver development objectives	C3
Decreased	**4**	**4.5**	**Capacity to deliver products and services**	**C3.1**
Practical Action Bangladesh's capacity of developing and delivering products and services is outstanding. It maintains result based planning and documentation.				Base Line

Practical Action Bangladesh's **model in delivering its products**-
 	
    i.   Generating innovative ideas,
    ii.   Testing in field for producing evidences,
    iii.   Piloting for process testing,
    iv.   Replicating in different geographical context, and
    v.   Finally s**caling -up through partners and individual entrepreneurs**
Practical Action Bangladesh has many products, which finally implemented by the partners **and individual entrepreneurs**
Practical Action Bangladesh provided TA to the partners.
Successful in induction of waste management to society as well as "FSM" as a future popular technology. Overall progress made in safe water supply (sanitation, ground water recharge)
				End Line

Same	**4**	**4**	**Capacity to engage with equity and inclusion**	**C3.2**
Practical Action Bangladesh's vision and mission has clearly stated its mandates to engage with equity and inclusion, but in practical, to what extents Practical Action Bangladesh has succeeded that requires further appraisal. Though it has equitable service delivery provision and strategy for mainstreaming under privileged community, but Practical Action Bangladesh needs to revisit its working station policy.				Base Line
Women, Vulnerable groups and socially excluded people, and marginalised groups are Practical Action Bangladesh's focused beneficiaries Practical Action Bangladesh practised equity and inclusion but other related stockholders are not still helping in full scale, but there are changes Practical Action Bangladesh is a technology justice bond organization, and a gender sensitive organization. Practical Action Bangladesh's Target population – Female, Vulnerable, rural excluded people and community				End Line
Decreased	**4**	**4.5**	**Capacity to engage with Government line department, Local Government, academic and research institutions**	**C3.3**
Over the last few years, Practical Action Bangladesh significantly reduced the gaps in engaging various stakeholders in reflecting its ideas and thoughts and replicating good practices. It has established strong linkages and lobbying with Government line department, other public institutes, academic and research organisations.				Base Line

Practical Action Bangladesh is affiliated with DPHE, a line department of GOB				End Line
Practical Action Bangladesh maintained good relationship with the Line Management of GoB Departments, and therefore, when the person changed, it hampers the relationship. The participants feel relationships with Government are individual relation based not yet institutionalized between Government and Practical Action Bangladesh. Similar experiences with elected peoples.				
Practical Action Bangladesh focuses on Public-Private Partnership (PPP) and linkages with academic research organization.				
Decreased	**4**	**4.5**	**Capacity to support other organisations through capacity building**	**C3.4**
Practical Action Bangladesh provides training to build other organisational capacity. Practical Action Bangladesh needs to identify some other areas, where further capacity building will be done for the other organisations.				Base Line
Practical Action Bangladesh could not provide the support continuously because of sustainability questions				End Line
Still helping in capacity building of other organizations but it is not always works due to lack of budget				
Practical Action Bangladesh focuses on partnership at design, development and implementation level				
Same	**4**	**4**	**Capacity to mobilise the community to achieve development ends**	**C3.5**
Practical Action Bangladesh implements programs through partners. In few projects, Practical Action Bangladesh acts directly to the community level.				Base Line
Policy gaps are there, locally, nationally and globally, in particular to change the mind set of policy makers and civil society groups. Practical Action Bangladesh does work in field of technology innovation and promotion				End Line
Poor people remain busy in income generation for living; it is not easy to involve them in using new technology. Practical Action Bangladesh just started working on policy advocacy/community awareness /technological loving series (local/national/regional/global)				
	20	**21.5**	**Total (C3.1- C3.5)**	
	4	**4.3**	**Average total**	
Comparison notes: The reduction in the capacity to engage with Government is not borne out in the text above under each capacity level; this is probably due to the change in the participants between the two assessments and not significant. However the slight reduction in score could be due to the pressure put on Practical Action				

Bangladesh by GoB when the third NGO suddenly lost their funding, which reflects in the participants concern related to sustainability for the organisation. There were also concerns related to Bangladesh being such a poor country that the communities are busy in trying to raise money for day to day living and getting them involved in new technology is difficult as this is not their priority. The general climate for NGOs in Bangladesh is deteriorating as described in the overview of this document.

Capacity	End	Base	Capability to relate to external stakeholders	C4
Increased	**4**	**3.5**	**Capacity to engage with Government at policy levels**	**C4.1**
Though Practical Action Bangladesh realised that they have to work at policy level for engaging government machineries to expand its coverage with innovative technologies among the wider community. Practically, Practical Action Bangladesh has to improve in this area.				Base Line
The MFS II project staff have limited access to GoB at central level and policy change Now Practical Action Bangladesh has developed a separate program for policy advocacy Practical Action Bangladesh uses other organisations and networks to influence i.e. Water Aid and OXFAM who are much stronger in policy influencing. As we are successful with local government level but at central we are still working for betterment. Practical Action Bangladesh has a strategy for analysing policy and influencing government but have been unable to provide any evidence of change at policy level.				End Line
Same	**4**	**4**	**Capacity to engage with partners/networks/alliances**	**C4.2**
Generally, Practical Action Bangladesh selects its partners according to the demands of different projects. At present, Practical Action Bangladesh is going to build strategic partnerships with other NGOs so that it will be an added advantage for Practical Action Bangladesh in expanding its programmes.				Base Line
Practical Action Bangladesh engages with different partners, network and alliances. However workshop participants recognised the need to engage other alliances, "we do engage well with partners and alliances we are part of". All program/process are bound on partnership (Alliance/networking)				End Line
Same	**4**	**4**	**Capacity to engage with national & international agencies**	**C4.3**
Practical Action Bangladesh engages well with various national and international agencies as mentioned above. However they still feel they could be engaged more				Base Line

with other national and international agencies in future.				
Not in full scale yet but working and having success in different field areas where we work. Practical Action Bangladesh has multiple country programmes where engagement with national/International/constitution agencies varies.				End Line
Same	**4**	**4**	**Capacity to be accountable to primary stakeholders**	**C4.4**
Practical Action Bangladesh involves the community in planning, implementation, monitoring, evaluation and phasing out process. Practical Action Bangladesh could think further in establishing more accountability to its primary stakeholders, for example they could do more about beneficiary feedback.				Base Line
Practical Action Bangladesh shares related documents with primary stakeholders and are accountable in some matters but not with all the issues related to the primary stakeholders, for example they do not share a total budget review or financial reports etc.				End Line
Same	**4**	**4**	**Capacity to relate to peer organisation**	**C4.5**
Practical Action Bangladesh always relates different peer organisations in information sharing process and for idea generation through formulating thematic team. As a cautionary measures, Practical Action Bangladesh could build working relationship with those peer organisations by making consortium to participate in bidding process.				Base Line
Practical Action Bangladesh is closely working with Water Aid, OXFAM and Plan Bangladesh, Not yet always effective in working. Making relationship and try to comply but it didn't work always.				End Line
	20	**19.5**	**Total (C4.1 – C4.5)**	
	4	**3.9**	**Average total**	
Comparison notes: Practical Action Bangladesh operate much better at a local level with communities and local government. Their work is about piloting innovating technologies that can be scaled up once they have proved to be effective. The scale up is then led by other International organisations				
Capacity	**End**	Base	**Capability to achieve coherence**	**C5**
Decreased	**4**	**4.5**	**Capacity to develop and practice shared vision and values**	**C5.1**
As an international organisation, Practical Action Bangladesh has its own vision and values, which is shared across the organisation and well-practiced.				Base Line
● Practical Action Bangladesh has its vision & values, which are shared and in practice. However, among the stakeholder further reinforcement is necessary to				End

				Line
create their ownership. ● Practical Action Bangladesh's programs are aligned with its long term vision & mission.				Line
Increased	3	2.5	**Capacity to develop and use theories of change**	**C5.2**
Practical Action Bangladesh practices Logical Framework Analysis in designing projects. The concept, Theory of Change is very new to PAB.				Base Line
● Practical Action Bangladesh is familiar with Logical Framework and Result based Management. WASH Alliances provided a clear guideline to Practical Action Bangladesh on Theories of Change, influenced primarily by Practical Action Bangladesh UK. ● At present, Practical Action Bangladesh have a certain level of understanding on ToC, but it is still confined among few senior staff members. ● The participants suggested Practical Action Bangladesh needs to plan further initiatives to develop its ToC with active participation of cross-functional and cross-hierarchical staff members across the organization, so that it could be better used.				End Line
Decreased	4	5	**Capacity to develop and maintain a clear identity**	**C5.3**
Practical Action Bangladesh has a well-defined and clear identity for the organisation.				Base Line
● Practical Action Bangladesh is a value based organization, and has a plan of action for improving its Bangladesh Brand. ● Practical Action Bangladesh already developed huge manual and materials for accelerating its branding process. ● Practical Action Bangladesh has almost full capacity in developing and maintaining the identity, however sometimes it has to make little compromise for dealing with new donors, alliances and the government.				End Line
Same	4	4	**Capacity to maintain coherence across all parts of organisation**	**C5.4**
The level of coherence across all parts of organisation is good. If necessary, Practical Action Bangladesh could assess further to identify the real practices.				Base Line
● Practical Action Bangladesh is basically an international organization, and it has to maintain coherence across different levels including international, regional, and national to field operations. As a result of this wide range of levels, sometime it is be difficult for Practical Action Bangladesh to maintain a high level of coherence across all levels. ● Considering the situation, Practical Action Bangladesh improved its communication system and maintain sufficient sharing forums.				End Line
Decreased	4	5	**Capacity to maintain well defined set of operating principles**	**C5.5**
Practical Action Bangladesh has well defined sets of operating principals with international standard, maximum of those are common for all countries.				Base Line
● Practical Action Bangladesh is maintaining sets of operating principals, which are developed internationally with necessary adjustment to accommodate country context. ● In most cases, Practical Action Bangladesh maintains the operating principals, but sometimes has to compromise where it works with other stakeholders.				End Line

19	**21**	**Total (C5.1 – C5.5)**	
3.8	**4.2**	**Average Total**	

Comparison Notes: Practical Action Bangladesh is a country office of Practical Action based in the UK this impacts on the ownership of the organisation. The participants of the assessment workshop and the key informant interviews were with people employed by Practical Action Bangladesh and their allegiance lies clearly with Practical Action therefore any strategic partnership relationships with WASTE Netherlands would need to include clear involvement of the UK. The reduction in capacity to maintain operating principles is probably due to the participants of the baseline workshop recognising the need to compromise principles when working with certain stakeholders

The following spider- graph compares the average scores from the two separate ranking processes. There has been a general decrease of 3.8% across all five capability area, most likely caused by:

1. The significant reduction and change in participants between baseline and end-line assessment despite INTRAC researchers efforts
2. WASH project coming to an end and the exercise given less priority
3. Deterioration of the NGO environment could explain the reduction in working with stakeholders within GoB.

Figure 5: Comparison of baseline and end-line scores across all five capability areas 2012-2014
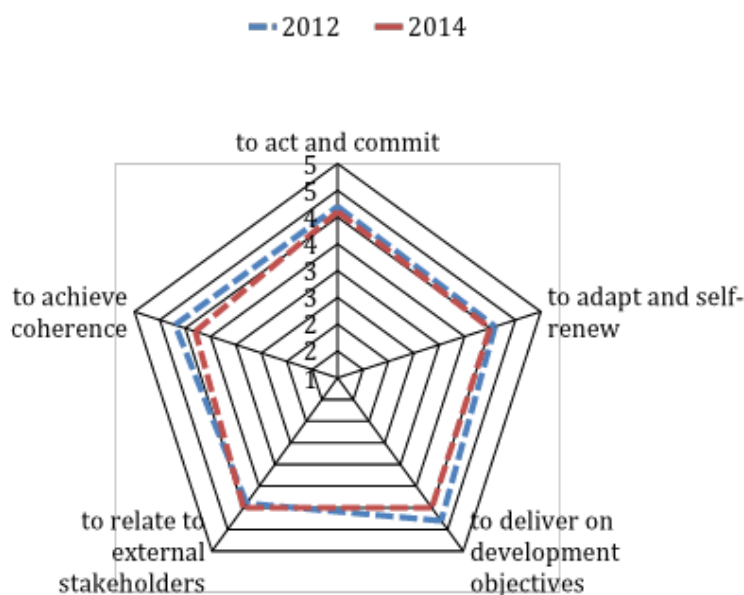
Practical Action Bangladesh's Revised Organisational Time Line

The timeline was completed to show the growth of the organisation over the project period highlighting other organisational changes in addition to MFSII project that could have influence over the evaluation findings. The staff of Practical Action Bangladesh worked with the researchers updating the organisational time line. The main highlights since 2012 have been they have begun the second phase of a large DFID funded project, another Practical Action Bangladesh project received capacity development support from UNICEF, they initiated fourteen new projects and they became involved in an international learning trajectory with the Dutch Wash Alliance which is linked to the Capacity building input of the Dutch Wash Alliance to the Bangladesh Wash Alliance rather than the Capacity building of Practical Action Bangladesh MFS II as an organisation. Nb. The learning trajectory has not yet been mainstreamed it is planned for mainstreaming in 2015.

Table 76: Timeline of Practical Action Bangladesh

1. Developed during OCAT Baseline Workshop

2009	2008	2005-2007	1990-2004
● Conducted piloting of Waste management ● Started SHIREE (stimulating Household Improvements Resulting in Economic	● Introduced a new project on Cold Milk and Hot Profit ● Introduced ISSUE-2 ● Introduced Pro-Eco ● Started	● ITDG became explored as Practical Action Bangladesh still international in Nature ● Introduced Agricultural Technology called	● Established as ITDG, international in Character ● Technology based organization ● Worked with the Philosophy on " Small is Beautiful" ● Started work with 3

Empowerment) Project • Started project on Vulnerability to Resilience • Introduced project on state to Jersey • Started project on VSBK (vertical Shaft brick kiln) • Started project on DRR (Disaster Risk Reduction) • Practical Action Bangladesh obtained Gold Medal for its excellent work on Ecology and Environment	Making Market to strengthen the Small entrepreneurs • Commenced new project on Climate Change to address the people of disaster affected areas • Conducted a research on Bio-Fuel • Developed knowledge Center (more than 10)	FOSHOL project to cultivate natural disaster friendly crops • Integrated Urban Development Project called IUD • Structure Continued	aims: 1) Reducing Vulnerability and Natural Resource Management 2) Markets and Livelihoods Aim 3) Infrastructure Services • Established Chilling Center for Milk Collection • Worked on Improved Cooking stoves • Started Agro processing • Established MDC (Metal Development Center
• Obtained reputation by the APEED (Asia Pacific Forum for Environment and Development • Department of Environment (DoE) became influenced by VSBK	• National need for working on bio gas field • Introduced a national project WASTE to Bio-gas • Ecological Sanitation has significant impact and attracts donor to provide fund	• International requirement to change of name • To address the vulnerable people in the disaster prone areas • Increased Donor attraction and received different projects from interested donors • Making market for Agriculture	• Ensure accessibility of the poor to the low cost technology • Aim to provide accessibility of poor people's provide in market with reasonable price who do not have any access to the market • To protect the people affected by natural disaster like flood river erosion, etc.
GTZ, DFID, Zurik Foundation, World Bank , EC	**EC, WASTE – Netherlands, EU, PKSF**	**EC continued, BLF continued, Introduced new donor- WASTE Netherlands**	**EC, DFID, BLF, ETC Foundation (Netherlands), Different Trustees of UK, FAO**
2012	**2011**		**2010**
• Started Integrated Urban Development – II) • Started SHIREE –II • Started nutrition Project • Associated with Voluntary service Organization • Capacity development introduced by UNICEF (UPPRP)	• Introduced Bangladesh Wash Alliance • Approved a project Waste to Bio Gas • Started a Project on Eco-Sanitation • Introduced a project on Market for Char people (M4C) • Started Climate Change project with new Donor –UNDP • Started a project on Skill Exchange		• Introduced Cyclone resettlement Housing (Reset) • Introduced new project on Climate Change • GoB – UNICEF Capacity Building (SHEWA-B) • Introduced Sludge Management services • Food Facility

● Various support to get a new project and secured financial resources	● Waste to Bio Gas approach incorporated in Government's Policy ● Government appreciated the Model of Cyclone Resistant Housing and Replicated	● PA-UK influenced the donors to provide project to PAB.
EC, DFID, UNICEF, Christian -Aid	**Dutch Wash Alliance, UNICEF, UNDP, SDC, FK (Norway), Tarayana Foundation of Bhutan & Development Alternatives of India.**	**ADB, EC, DFID, UNICEF, Water-Aid Bangladesh**

2. Updated during OCAT Workshop under Final Evaluation

2014	2013
Milestones	**Milestones**

● Practical Action Bangladesh **initiated seven new projects–**
  ○ Mini-piped Water Supply funded by Practice Foundation, The Netherlands
  ○ Public Private Partnership (PPP) for Sustainable Sludge Managed and Services funded by BMGF (Phase 1 & 2)
  ○ CATs Project funded by UNICEF
  ○ Safer City Project funded by DFID
  ○ Vulnerability To Resilience (V2R+) in assistance of ZURICH Insurance
● Practical Action Bangladesh **provided training to partners organizations-**
  ○ Budget Tracking
  ○ URBAN Governance
  ○ Training for School Teacher SMC Members
  ○ ToT for staffs including 2 rural partners
● Practical Action Bangladesh **started new interventions in Agriculture–**
  ○ Climate Smart Agriculture (DFID)
● Practical Action Bangladesh **started new interventions in Disaster Risk Reduction (DRR) and Climate Change (CC)**
  ○ TAMTAM Alert Project (Cord Aid)
  ○ Community Bari Adaption Project
  ○ External Poverty
  ○ Efficient use of water for food (USAID)
	● Practical Action Bangladesh **initiated seven new projects-**
	  ○ Aiding Sustainable Water Technology Realization (**ASTRA**) in Arsenic and Saline contaminated Areas in Bangladesh funded by The Embassy of the Kingdom of The Netherlands (**EKN/DGIS**) and the Bill and Melinda Gates Foundation (**BMGF**)
	  ○ Sanitation Technical for Enterprises (**SANTE**) project funded by EKN/DGIS and BMGF
	  ○ Managed Aquifer Recharge (**MAR**) Project funded by EKN/DGIS
	  ○ **CLP** – UNICEF funded by DFID
	  ○ Climate **Small House** funded by WFC
	  ○ **Waste to Biogas** Project by UNICEF
	  ○ **SANIMART**- Low Cost Sanitary Napkin Production and Marketing Projects by UNICEF
	● Practical Action Bangladesh **provided training to partners organizations**
	  ○ AKVO Flow Monitoring– Share Costs of MFS ll & The Organisations-Transudes
	  ○ CBO Leaders' Development
	  ○ Low Cost Sanitary Napkin Production and Marketing
	  ○ Safe Pit Emptier Training
	● Practical Action Bangladesh **started new interventions in Agriculture–**
	  ○ HEKS – (SWISS)
	  ○ IRRI – (Reduce Post Harvest Lost, UN)
	  ○ M4 C (Markets for Char SWISS)
	  ○ Banana Value Claim in CHT

	(ICCO Dutch)
External Factors contributed to the milestones ● Provide Modern Equipment for Sludge Management	**External Factors contributed to the milestones** ● International Learning Trajectory- a new forum of learning sharing participated by 2 senior persons from Practical Action Bangladesh on behalf of Bangladesh ● Member of Global Urban Group
Donors i) M & B Lates ii) Practical Foundation iii) DFID, UNICEF, EC iv) Waste v) Zurich Insurance vi) ICCO/UIA vii) SDC	**Donors** i) DFID and UNICEF, ii) Waste and Practical Foundation, The Netherlands iii) SDC and WSUP iv) ADB, UNDP, ICCU/KIA v) Cordaid, Netherlands vi) IRRI vii) SIMAVI viii) EC

Research Question 2: Plausible causal mechanisms of change identified through collecting stories of change attributed to Practical Action Bangladesh CD support provided by WASTE.

Overall conclusions from impact stories:

The overall capacity of Practical Action Bangladesh is much more likely influenced by the Practical Action Head Office based in the UK than WASTE based in the Netherlands. Certainly all their organisational capacities are overseen by the UK and their management structures are reflected in the UK.

However there are two areas of change that should be recognised as attributable to WASTE funding:
- The participants of the workshop and subsequent follow up interviews with staff and external respondents all recognise the value of WASTE contribution as they provide seed money for small innovative ideas that are then funded by larger donors to roll out.
- The second area has been the value of the Bangladesh Wash Alliance supported by the Dutch Wash Alliance; helping them increase their national profile with Government Structures and subsequently providing opportunities to access other funding. (This was highlighted by key informant interviews rather than during the 5 capabilities exercise)

It was not possible to attribute any of the individual impact stories of change to direct WASTE contribution namely because all stories of change were from projects or programmes with multiple donors of which WASTE is a very small part. WASTE contributed only 3% of the overall Donor funded projects of Practical Action Bangladesh from 2012 – 2015 the MFSII project period.

The amount of money allocated to Capacity Development for the MFSII period from WASTE has been very small:

Table 77: Capacity Development from MFSII WASTE for Practical Action Bangladesh since 2011

CB funding	Year
Nil	2011
€6,012	2012
€4,636	2013
€6,806 (budget) €2,785 (actual)	2014 2014

5.2.3   Impact Grid stories of change and process tracing (Contribution Analysis)

At the end of the workshop participants were asked to share stories of change or impact stories (the methodology for using Impact stories is attached at Appendix 3.3) that they had encountered since 2012 the following grid contained 9 stories of change of which only one was negative and the majority were identified by the individual participants as resulting from MFS II funding. However this was much more difficult to confirm through the evaluation process.

The following table includes the stories of change and the contribution analysis findings of the researchers after the workshops was completed.

Practical Action Bangladesh's Impact Grid with Stories of Charge

Legend- Impact Stories

1. **Dutch WASH Alliance initiated learning trajectory**, which is a longer-term global platform for sharing of learning and generating new ideas. Through this learning methodology the Dutch WASH Alliance has overcome challenges encountered in Dutch supported WASH programmes and projects by using lessons, best practices, experiments and reflective practices learned from partners' level in four different countries. This is a global process initiated by the Dutch Wash Alliance that only a few staff of Practical Action Bangladesh were aware of suggesting that is has not been disseminated or mainstreamed amongst all Practical Action Bangladesh staff.

Positive Impacts-due to MFS II funding under WASTE Project

2. **Sustainable Faecal Sludge Management Services and inclusion of Safety Equipment-** Integrated MFS I **sustainable waste management approach** continued through MFS II WASTE funding.

In 2013 under MFS II project, Practical Action Bangladesh facilitated and scaled up the Sustainable Faecal Sludge Management Services using all of the previous experiences. They began collaboration with the Municipality, its sweeper groups, and customers. Satkhira Municipal Corporation (MC) provided 10 hectares (area of land) (1 = .247 acres) of land for sludge dumping and treatment. Practical Action Bangladesh provided training to the sweeper groups on Safe Sludge Collection, transportation and disposal. They also provided safety equipment. More recently the Metal Development Centre of Practical Action Bangladesh

introduced low cost mechanized sludge collection (1,300 litre capacity) and a safe transport system innovated by the metal development centre.

Faecal sludge management has not been a priority in Bangladesh and little evidence is available of any systems in place other than the piloted scheme above. Practical Action Bangladesh has recently prepared a faecal sludge management guideline for cities and towns in collaboration with Government. Practical Action Bangladesh is seen as the organisation that develops evidence of the Value of Faecal Sludge Management working with CSOs and pressure groups. They are currently working with the Ministry of DPHC and are also lobbying for improved faecal sludge management services.

3. **Low Cost Sanitary Napkin (KISHORI) Production and Sanitary Equipment Shop (SaniMart)**

In 2012, the Bangladesh Wash Alliance (of which Practical Action Bangladesh is a member) began a project in the slum area of Gorerkanda, Satkhira. The project worked with a group of adolescent girls training them in the importance of improved hygiene encouraging behavioural change. One of the young women who took part was a woman called Rabeya. After receiving training on Low Cost Sanitary Napkin Production, Rabya initiated a shop for selling sanitary goods with the help of Bangladesh Wash Alliance project staff. Investing an initial BDT 50,000 as start-up capital Rabeya and three other girls began producing Low Cost Sanitary Napkin (KISHORI); they also established a SaniMart (Sanitary equipment shop). During 2013 the monthly income was between 1200 and 1500. During the contribution analysis follow up visit the researchers found the sale of KISHORI during the last three months was between BDT 7000-8000, as a result of the supply of the products outside the Municipality.

Hygienic supply of sanitary products in the remote areas of Bangladesh; other than this project are not in evidence. However, the impact of this project will not be measurable until this pilot scheme has been rolled out to further areas of Bangladesh. The women who sell the products and the women who use the products are however satisfied in this small pilot area.

4. **Water Filtration for removal of Salt and Arsenic from drinking water -** MFS II project has provided Practical Action Bangladesh with the opportunity to attempt to create demands of the low-cost salt filtration and low cost filtering system for arsenic poisoning in Bhagharat and Satkhira, where the saline water and arsenic were together a major problem. The project has not been functioning long enough to

measure impact or contribution by MFSII funds. However the use of Practical Action Bangladesh developed technology in a pilot area has been acknowledged as a great contribution by those involved.

5. **Bangladesh Wash Alliance MSF II funding has improved the image of PAB.** Participants of the research believe the MFSII funding has raised new opportunities for funding such as Melinda Gates Foundation as well as increasing their collaboration with Government Structures. Respondents stated WASTE project funding allowed Practical Action Bangladesh to access Government funds because they are able to raise their voice through the capacity building support.

Negative Impacts- due to MFS II funding under WASTE Project

6. WASTE reduced membership of the Bangladesh Urban Wash Alliance from three to two partners by removing funding to BASA after 2013. The impact for Practical Action Bangladesh and HPA the remaining two members has been significant as their workload inevitably increased and the credibility of the Alliance in Bagerhat and Satkhira has been negatively affected. The Government Officials wanted to know why BASA had been dropped and the other two partners were not able to provide the necessary information. Practical Action Bangladesh has worked considerably to restore relationships with a previous level.

Alternative explanations for selected perceived changes

Within the Bangladesh Wash Alliance theory of change,

Change 1 process is documented as follows: issues will be identified, thereafter a baseline survey will be conducted, meetings will be held. As a result a plan is prepared and training provided. This results in communities and government taking responsibility and has a positive impact on maintenance and on the use of disaster resilient WASH facilities by communities.

Change 2: Inclusion of safety equipment within sustainable faecal Sludge Management Services. Practical Action Bangladesh identified the issue of sweeper groups collecting faecal sludge transporting and disposing in an unsafe way. The research team travelled to the field and met with the programme staff, community, sweepers and local Government staff. The feedback from this pilot is stakeholders identified that no other organisation is concentrating on Faecal Sludge disposal. The Ministry of DPHC have also recognised Practical Action Bangladesh as the only organisation working on this topic and has asked them to prepare Faecal Sludge Management guidelines for cities and towns across Bangladesh.

Change 3: Low cost Sanitary Napkin (KISHORI) Production and Sanitary Equipment Shop (SaniMart). Practical Action Bangladesh recognised the need for changing adolescent girls'

menstrual hygiene and provided training on Low Cost Sanitary Napkin Production. A small group of girls began producing napkins and one participant began selling the products to local girls. The research team travelled to the remote area and observed the outputs of this pilot programme. They discovered no evidence of other hygienic supply of sanitary products to Rural Women in this region.

The other four stated changes were not explored for alternative explanations.

5.3   Discussion: Capacity Development intervention's design and implementation

It is very difficult to trace impact from Practical Action Bangladesh back to MFSII funding. The complication of the relationships contributes to this difficulty. Practical Action is an International NGO with a Country Office in Bangladesh, the relationship between these two bodies is strong and staff allegiance with UK is clear, particularly as the systems, and working practices are guided from the UK. The MFSII funding although transferred from WASTE in Netherlands comes under the overall umbrella of the Dutch Wash Alliance led by Simavi through the Bangladesh Wash Alliance to Practical Action Bangladesh. To further complicate any contribution of impact from MFSII the financial contribution recorded to Practical Action Bangladesh budget over the MFSII period of 2012-2015 was only 3% of their overall budget.

The respondents to the research are all very happy to be working with the Dutch Wash Alliance and being members of the Bangladesh Wash Alliance. Their views were less clear around WASTE as the member of the Dutch Wash Alliance and its role. They receive small amounts of capacity building funds from Waste (around €6,000 per year) this amount tends to be pooled with other resources spent.

The participants were much more aware of the capacity building support being provided by the Dutch Wash Alliance led by Simavi. There was some concern raised about the many layers of management structures within the Dutch Wash Alliance and how difficult it was for Practical Action Bangladesh to steer a course through the structures. For example Members of the Dutch Wash Alliance were responsible for different countries WASTE are responsible for Nepal and Simavi are responsible for Bangladesh. Yet WASTE fund Practical Action, Bangladesh in Bangladesh and Simavi provide capacity building support, this did cause concern amongst the respondents.

However Practical Action Bangladesh considers the Alliance system in positive terms because it reduces the risk of corruption and spreads responsibility wider. The environment

for NGOs is not good currently in Bangladesh and any joint working is viewed as a way of ensuring Government is not able to single out one NGO for unfair treatment.

An important lesson to come out of this exercise is the importance of the Dutch Wash Alliance members working together and understanding how the action of one member will affect another. One of the most significant concerns we received from Practical Action Bangladesh was the issue of WASTE discontinuing funding to one of the three partners involved in the Bangladesh Urban Wash Alliance and so creating more work for the other two partners remaining. Although they were now managing the extra work they were still concerned about the negative feedback from Government Officials when the third partner had their funding suddenly cut. Practical Action Bangladesh had to spend considerable time to rebuild relationships with Government.

Another key issue that participants were concerned with after some probing was the issue of poverty in the communities they work with. The participants felt that most of their end-line beneficiaries are struggling to raise enough money to survive and trying to get them involved in innovative technology was very difficult as they had more important priorities. However the added value of the innovation is that MFSII support allows for innovation that otherwise could not have happened. The respondents did comment that the role of introducing innovative technologies was difficult for Practical Action Bangladesh staff. An issue the Dutch Wash Alliance should consider before deciding how they fund WASH initiatives in Bangladesh in the future.

Clearly, Practical Action Bangladesh receives most organisational Capacity Building support from the UK Parent Organisation hence the high quality comprehensive policies and systems being on place requiring little Capacity Building support from WASTE Netherlands.
Since the research was completed the researchers were informed of other capacity building opportunities through the Wash Alliance: Financial Training, Akvo Flow training (on-line monitoring), budget tracking, right to water and sanitation, Sanitation Entrepreneurship development, participation in learning trajectory, Environment Sustainability Training. Unfortunately these were not mentioned during the evaluation process by either Practical Action Bangladesh or WASTE.

5.2 Strengthening civil society component results and discussion
Table 78: Civicus results Practical Action

Follow up 2014	Questions
2	**CIVIC ENGAGEMENT**
2	To what extent do NGOs include needs of target groups in analysis and planning?
2	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
1	What % leaders are members of a formal dialogue platform with local-national government representatives?
0	What % of leaders are members of a sectoral user group?
2	**LEVEL OF ORGANISATION**
2	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs?
2	What % of relevant organizations (national or international) of the sector is the NGO linked to?
1	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
2	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
2	To what extent is the NGO resource base diversified?
	CFA QUESTION: RESOURCE BASE
2	**PRACTICE OF VALUES**
2	To what extent are social organs involved in strategic management of the NGO?
2	To what extent are social organs involved in strategic management of the intermediate organization?
3	To what extent are codes of conduct respected within the NGO?
2	To what extent can social organs (right holders) ask NGO management to be accountable to them?
2	To what extent are codes of conduct respected within IOs?
1	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**PERCEPTION OF IMPACT**
2	What level of intensity of relationship exists between public sector actors and NGO/IO?
3	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
2	To what extent are target groups satisfied with social services delivered by NGO?
3	To what extent are public/private sector actors satisfied with social services delivered by NGO?
1	To what extent has NGO played a role influencing relevant policy changes?
1	**ENVIRONMENT**
2	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
1	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
0	To what extent is NGO involved in studies on civil society?

CIVIC ENGAGEMENT

Score-2

To what extent do NGO include needs of target groups in analysis and planning?

Before a project, Practical Action Bangladesh uses PRA tools to identify the needs of the target groups. Among these tools there are exercises of social mapping, wellbeing ranking, problem identification and ranking. Practical Action Bangladesh also talks to the local NGOs and local leaders. Based on the findings, Practical Action Bangladesh helps the community elaborate its community action plan by identifying the problems, the resources needed and the actions necessary.

Practical Action works with local partners who know the area well which helps understand and identify local needs.

Score-2

To what extent the NGO target groups participate in NGO's analysis and planning procedures?

The beneficiaries at the local level are organized into groups (CBOs, Slum improvement committees, mothers groups, children groups, adolescent groups, child groups, school wash clubs, etc.). They are all requested to prepare action plans, and group leaders receive trainings. They learn how to express the needs of their community and how to speak out. The leaders of the community groups can take part in planning meetings, inception workshops and annual reviews organized by the SPO.

Practical Action has an online monitoring system through smart phones. It is called the AKVO flow monitoring system. The field staff put short descriptions of all the activities taking place at the field level and take pictures. The information is directly sent to the central office of AKVO where the staff compile and analyze the data. With that system, Practical Action Bangladesh is constantly updated of the situation on the field.

Practical Action also organizes quarterly review meetings with the municipality, the local SPO and beneficiaries.

Score-1

What % leaders are members of a formal dialogue platform[93] with local-national government representatives?

According to the country director, 85% of the people in leadership positions in Practical Action Bangladesh (the director and the 6 project managers) are members of formal dialogue

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[93] Formal dialogue platform: the aim is to look at more regular types of consultation with local-national government bodies

platforms with local-national government representatives. She also added that at the local level it was mandatory to be in contact with the government.

Score-0

What % of leaders are members of a sectoral[94] user group?

Only about 5% of leaders are members of sectoral user group- hence a low score of 0.

LEVEL OF ORGANISATION

Score-2

To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs?

According to the country director of Practical Action Bangladesh, once the SPO works with a partner, it becomes almost like an extended part of Practical Action itself. The intermediate organization is involved in all the processes. There are day to day interactions and frequent field visits. The words of the director were confirmed during the field visit in Satkhira where we could observe that not only Practical Action and Hope for the Poorest collaborate closely together but they also share the same office which in practice facilitates a lot the exchange of information.

Intermediate organizations have different occasions to express their interests inside the project management committee. This committee gathers the project manager, the program head, the country director, the partner SPO, the executive director of the partner SPO and some representatives of the partner SPO. All the intermediate organizations are also invited to participate to the annual review.

The director of Hope for the Poorest, underlined the leadership and coordination role of Practical Action Bangladesh as well as its valuable support to organize meetings between partners and donors as well as its role of 'match maker' with the different urban partners. The same partner also mentioned that the help of Practical Action Bangladesh had been valuable at the beginning of the project to do the area selection, the formation of the CBO, the linkages with the municipalities, the project design and the service design.

Score-2

What % of relevant organizations (national or international) of the sector[95] is the NGO linked to?

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[94] sectoral group may means for example in the union land distribution committee

It was estimated that Practical Action Bangladesh is linked to about 600 organizations especially through forums such as the INGO forum (79 members, the Global Urban forum (400 members), The Bangladesh Wash Alliance platform (4 members), the crossline exchange (17 members). About half of them are relevant with the project funded by the Dutch.

Score-1

What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?

Practical Action belongs to different networks including INGO network, Global Urban Forum, Wash Alliance Global platform, international learning trajectory group market development network, biogas network, cook stove network, food processing network, extreme poverty network.

Score-2

With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?

Practical Action program manager estimates that they are involved closely with about 50 NGOs. Practical Action Bangladesh is particularly close to VSO, Action Aid, Plan, Care, Save the Children and WaterAid.

Score-2

To what extent is the NGO resource base diversified?

At the moment DFID is providing Practical Action Bangladesh with most of its funding (50%). The table below provides an overview of the projects and funding sources for the years 2012-2015. The director evaluates that 20-30% of the funding goes to the core activities while 70-80% is restricted fund and project based.

At a Glance Major Donor Funded Project Name/Donors Name/Project Duration/Amount in GBP (£): 2012-2015: 3 Years

Table 79: Sources of funding Practical Action Bangladesh

% of total	Amount in GBP (£)	Donors Name	Project name	Sl No.
41%	2 733 824	DFID - Bangladesh	DFID Shiree Project Phase-II	1

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[95] sector here means the area of intervention supported by the Dutch funding (ef land reform, child rights etc)

9%	586 925	DFID - Bangladesh	DFID Shiree Project Nutrition Project	2
8%	520 887	Zurich Foundation, Switzerland	Household Preparedness Project-Zurick Foundation PhaseII	3
13%	867 932	Zurich Foundation, Switzerland	Household Preparedness Project-Zurick Foundation	
4%	251 451	HEKS, Switzerland	Access to Market and Social Inclusion of Minorities	4
3%	194 317	UNICEF	Integration and Facilitation of Hygiene Behavioral Changes	5
1%	60 775	UNICEF	Sanimart and Waste to Bio Gas	6
6%	419 930	SDC	The Making Markets Work for the Jamuna, Pabna and Teesta (M4C)	7
0.1%	29 806	WASTE, the Netherlands	BRAC WASH Low cost Sanitation	8
1%	59 500	FK, Norway	Promotion of Appropriate Green Technologies	9
3%	229 687	WASTE, the Netherlands	Dutch Wash Sanitation Programme	10
9%	575 027	EEC	EC NSA Multi Country	11
1%	93 439	Bill & Mellinda Gates Foundation	Public Private Partnerships for Sustainable Sludge Management Services in Faridpur, Bangladesh	12
1%	50 000	DFID-UK	Practical Answers	13
100%	6 673 500		TOTAL	

PRACTICE OF VALUES

Score-2

To what extent are social organs involved in strategic management of the NGO?

Practical Action is an International NGO and the majority of its social organs are based in the UK. The board of trustees is the highest authority, it has 13 members. The chief executive is elected from the board of trustees. The international director works to the chief executive and is responsible for maintaining communication with the country director in Bangladesh.

The Board of Trustees members meets 4 times per year. The members are responsible to oversee all the activities of the 7 different countries where Practical Action is involved. They are responsible for the Charity Act under the UK law. They approve the budget plans and have signatory power for amounts above £300,000. They give directions to the SPO. The members of the board of Trustees visit the field occasionally. The board of trustees also has subcommittees that deal with specific issues such as finances, governance, and risk management.

According to the Country Director of Practical Action, the Bangladeshi branch is relatively autonomous. The country director has signing authority for expenditures up to £300, 000. The

director reported that the board of Trustees is ''not very involved in Practical Action Bangladesh's management but it is not detached''.

Score-2

To what extent are social organs involved in the management of intermediate organizations?

The social organs of the Practical Action Bangladesh monitor, supervise, backstop to make sure that there are no irregularities in the intermediate organizations. However they are not actively involved in the management of the intermediate organizations. They give feedback about programme results. The intermediate organizations and partners have their own social organs.

Score-3

To what extent are codes of conduct respected within the NGO?

Practical Action has an exhaustive list of policies and procedures which includes: the partnership policy, archiving policy, movement in the dark policy, gender policy, internship policy, security policy, procurement policy, HR management policy, health safety policy, fire and safety policy, fraud policy, conflict of interests' policy, bribery policy, anti-money laundry policy, anti-terrorism act policy. Since Practical Action is an international NGO, its Bangladeshi branch must also comply with international standards.

The employees are informed of the rules included in the Code of Conduct during their 3 days induction and they have to sign a document stating that they are well aware of the rules of the Code of Conduct. Practical Action Bangladesh has no tolerance about fraud and gender harassment.

The country director considers that the code of conduct is strictly applied. She gave the example of one employee who had behaviour problems with his superior. After a complaint, a committee formed of external people was created to investigate the case. They made recommendations and based on these recommendations, the employee was dismissed.

Practical Action has a gender policy which seems quite exhaustive compared to other NGOs interviewed. It includes many components such as fully paid maternity leaves, the possibility to bring a child at the office or on the field in case no other alternative is possible, the possibility to use a car instead of the bus, special hours to travel while on the field to avoid being in the dark, etc. During the interviews, the people in the field offices seemed well aware of the content of the code of conduct; they also mentioned that they are often monitored by the UK office.

Score-2

To what extent can social organs (right holders) ask NGO management to be accountable to them?

The SPO must submit monthly reports (activities and finance) as well as quarterly annual reports to the board of Trustees. The SPO also submits any relevant document such as policies, partnership information, communication material and financial statements.

Once every 2 months, the Bangladeshi team discusses with the UK team through video conference. Once per year, the country director goes to the UK to sit in person with the UK team and the other country directors of the countries where Practical Action works.

Score-2

To what extent are codes of conduct respected within Intermediate Organisations?

When Practical Action Bangladesh starts a partnership with a new organization, the SPO makes sure that all the appropriate procedures are in place. Practical Action Bangladesh might help the intermediate organization to develop some policies when it is needed. The intermediate organizations are responsible for the implementation of the Code of Conduct. Practical Action Bangladesh might intervene and try to help correcting the situation if it notices some irregularities.

Score-1

To what extent can social organs (right holders) ask intermediate organisations management to be accountable to them?

The social organs are informed of the activities of the intermediate organizations through monthly reports and progress presentation. The executive committee is also involved in the choice of criteria to select partners.

PERCEPTION OF IMPACT

Score-2

What level of intensity of relationship exists between public sector actors and NGO/IO?

Practical Action works closely with the local government especially with the departments of livestock and fisheries. Practical Action Bangladesh frequently invites the government representatives to trainings or activities that the SPO organizes. Practical Action Bangladesh tries to incorporate and inform the government as much as possible in order to be able to run its activities smoothly.

Practical Action works closely with the ministry of agriculture. They work together to set up a call center for agricultural purposes where farmers could call for free to have information about some problems that they are facing.

Practical Action has a MoU with the Bangladesh Agriculture Research Institute. The SPO helps the institute to test new farm machinery in the field.

The municipality of Satkhira has signed a formal MoU with Practical Action Bangladesh (2011-2015). According to the mayor of Satkhira, Practical Action Bangladesh has been actively involved in building the capacities of the municipally regarding water treatment, sludge treatment, solid waste management and urban governance. Practical Action Bangladesh has also trained 15 sweepers who are responsible to empty the human sludge reservoirs. Practical Action Bangladesh has provided protection material as well as trainings and equipment to improve the safety of the workers but also to do a better and safer management of the sludge. It was observed during the field trip that the collaboration between Practical Action Bangladesh and the municipality of Satkhira is very strong and frequent.

In Satkhira, Practical Action Bangladesh and its partner Hope for the Poorest are members of the Ward level coordination committee (WLCC), the town level coordination committee (TLCC) and the Watsan committee. Practical Action Bangladesh is also member of the NGO coordination meeting organized by the government at the district level.

Finally, Practical Action Bangladesh has a working collaboration with Khulna University who helped the SPO mapping the municipalities (with a special focus on the slums).

Score-3
What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?

Practical Action is member of the Bangladesh Municipal Development Foundation as well as a member of the Biogas Development Forum. Both are public private partnerships. Practical Action Bangladesh is also a member of the Society for Urban Poor (SUP) that involves members of the private sector interested to develop programs for the slum dwellers.

Practical Action has a Market program where the SPO links the private sector with the poor beneficiaries. It also has collaborations with Bengal Meat and Pabna Meat. The companies train the beneficiaries on how to rear their animals in order to have a quality acceptable to be bought by them.

Practical Action was interested to establish a partnership with Chevron, however, after doing what they call the ''due diligence'', they found out that Chevron's activities and reputation were not complying with what Practical Action Bangladesh expects from potential partners. Practical Action, with the assistance of the World Bank, built the capacities and supported 20 sanitation entrepreneurs who produce sanitary material at the community level.

Practical Action also collaborates with BUET University regarding the implementation of new technologies.

Score-2

To what extent are target groups satisfied with social services delivered by NGO?

During the projects, mid-term evaluations are conducted and adjustments are done if necessary so the SPO can offer activities that match as much as possible with the needs of the target groups. Practical Action Bangladesh also does follow up after the projects to improve its intervention in the future.

The program manager mentioned that the funds given by WASTE are limited and they allow Practical Action Bangladesh to support only 50,000 people over 5 years. However, the needs are a lot higher which can create some discontentment. In order to overcome this challenge, Practical Action Bangladesh tries to link the project with other stakeholders and donors. For example, Practical Action Bangladesh is working hard to make the municipality incorporate some of the WASH project activities in its development plan for the municipality.

The data collected from the field staff members, the beneficiaries and the senior managers report a level of satisfaction of beneficiaries of approximately 80 to 90%. However staff reports that many beneficiaries have a dependency culture and they have the tendency to never be satisfied and ask everything for free.

During the interviews we met with a CBO in Satkhira. Previously their community did not have access to safe drinking water but Hope for the Poorest and Practical Action Bangladesh had recently installed a water filter to overcome this problem. The CBO members explained that they had volunteered to be members of the CBO. Now they meet once a month by themselves and Practical Action Bangladesh and Hope for the Poorest come every 3 months. The meetings are useful to identify the needs of the community. The members also receive trainings about sanitation, health and other social issues (i.e. early marriage). The CBO is responsible for the management and the maintenance of the water filter. The CBO also collects money every month from all the families for the water filter (electricity and savings for future maintenance). The beneficiaries mentioned that they were highly satisfied about the

water filter and that since its installation the quality of their water had improved dramatically. They were also satisfied about the trainings that they had received and said that they had learnt a lot about hygiene and sanitation.

Score-3

To what extent are public/private sector actors satisfied with social services delivered by the NGO[96]?

During the field visit we met the head of the UP resource center where a desalinization plant has recently been installed by Practical Action. Previously the center was facing an acute problem of water scarcity. Since the installation of the plant, the employees have access to 40 litres of safe drinking water every day. They were very satisfied by the results and they use the plant every day. They wish to be able to have more of these plants in order to provide water to the teacher training center next to the UP resource center.

At the local level, Practical Action Bangladesh and its partner Hope for the Poorest work very closely with the municipality. The program manager said that at the beginning the relationship with the Mayor of Satkhira was very difficult. The mayor had said clearly that he had no trust in NGO. However Practical Action Bangladesh has been very transparent from the beginning and has involved the mayor and other government representatives in all the steps of the development of the project. Nowadays, the mayor is a strong support of Practical Action's activities.

The mayor mentioned that among all the NGOs working in Satkhira, Practical Action Bangladesh is probably the best. As a sign of his support, the municipality has provided some land (8 decimals) to Practical Action Bangladesh for the installation of a human sludge transformation plant. The mayor has also increased the municipal budget dedicated to water and sanitation activities and facilities. The mayor is participating actively in the activities organized by Practical Action, he even recently attended a 3 days training in Jessore.

Score-1

To what extent has the NGO played a role influencing relevant policy changes[97]?

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[96] Here it is not a question of public/private actors receiving NGO services. The question asks about how public/private actors assess (perception) the quality of service delivery. scored of 0-4

[97] changes in the policy arena related to the Dutch funded intervention (land rights, child rights etc)

Practical Action Bangladesh has been influential in the adoption of a waste management program by the government. According to the new government order, there should be a biogas plant in every city where the waste can be used to produce biogas.

Practical Action Bangladesh has also worked with the government in order to encourage the adoption of policies related to the human sludge management. Practical Action Bangladesh is also involved in the national hygiene strategy.

ENVIRONMENT

Score-2

To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?

According to the country director, Practical Action Bangladesh has been influential in defining the intervention of UNICEF in Bangladesh. Now UNICEF is implementing many programs through Practical Action Bangladesh with a budget of more than 1 million pounds. In a similar way, WASTE Netherland has increased its funding years and showed a lot of trust in the work done by Practical Action Bangladesh.

Practical Action Bangladesh has of course a very influential role among the Practical Action consortium. The country director mentioned that the office in Bangladesh was relatively autonomous and had a lot to say to determine the priorities in Bangladesh.

Score-1

To what extent is a context analysis[98] of the space and role of civil society carried out as part of the programme project cycle?

Before starting projects, Practical Action Bangladesh carries out a context analysis of the whole area. The SPO looks at what are the other NGO's activities, what are the major constraints, what are the government activities. Once the needs are compiled, the SPO tries to discuss with the municipality to plan its activities in complement to the ones of the municipality in order to make the activities accepted by the local authorities but also to assure their continuity and sustainability through time.

Score-0

To what extent is the NGO involved in studies on civil society?

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[98]context analysis can take many forms. Question asks if any research/study/needs assessment on the role of civisl society was carried out before starting the programme funded by the Ducth

Practical Action Bangladesh neither conducted nor were involved in studies on civil society

The analysis of the results presented in the above section on strengthening civil indicate that Practical Action Bangladesh is indeed committed to developing and introducing appropriate technology as a means to improve poor people's livelihoods, and uses civil society as a consulted partner in this endeavor. The CIVICUS scoring have, on average, stayed the same across the 5 civicus dimensions (1.6) between 2012 baseline and 2014 follow up.

Table 80: Civics scorings 2012-2014 Practical Action Bangladesh

Baseline 2012	Follow up 2014	Questions
1	**2**	**CIVIC ENGAGEMENT**
2	2	To what extent do NGOs include needs of target groups in analysis and planning?
1	2	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
1	1	What % leaders are members of a formal dialogue platform with local-national government representatives?
1	0	What % of leaders are members of a sectoral user group?
2	**2**	**LEVEL OF ORGANISATION**
1	2	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs?
2	2	What % of relevant organizations (national or international) of the sector is the NGO linked to?
2	1	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
2	2	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
2	2	To what extent is the NGO resource base diversified?
4% of NGO financial resources		CFA QUESTION: RESOURCE BASE
2	**2**	**PRACTICE OF VALUES**
2	2	To what extent are social organs involved in strategic management of the NGO?
2	2	To what extent are social organs involved in strategic management of the intermediate organization?
2	3	To what extent are codes of conduct respected within the NGO?
2	2	To what extent can social organs (right holders) ask NGO management to be accountable to them?
2	2	To what extent are codes of conduct respected within IOs?
1	1	To what extent can social organs (right holders) ask IO management to be accountable to them?
1	**2**	**PERCEPTION OF IMPACT**
1	2	What level of intensity of relationship exists between public sector actors and NGO/IO?
1	3	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?

1	2	To what extent are target groups satisfied with social services delivered by NGO?
1	2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
0	1	To what extent has NGO played a role influencing relevant policy changes?
2	**1**	**ENVIRONMENT**
1	2	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
2	1	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
2	0	To what extent is NGO involved in studies on civil society?

Civic engagement – improving

Practical Action Bangladesh has good and extensive experience working with the poor. Although the ways in which the SPO considers and identifies the needs of the target groups remained the same with a good score of 2, the ways through which they include them in analysis and planning has improved. This improvement needs to be understood carefully. Practical Action Bangladesh's use of PRA and monitoring tools (mobile phones) mainly serves the strategic planning of activities. This information indirectly helps the planning of the SPO. In that sense the target group are increasingly included but participation remains partial and passive.

As far as representation is concerned, because Practical Action Bangladesh operates in slums (i.e. disputed land and problematic/unstable residency) the task of supporting target group representation in locally elected bodies is far more challenging. The project managers are generally members of formal dialogue platforms with members of the national government (having little or no local government representation to turn to). The civil society component could therefore be designed so that CBOs created by Practical Action Bangladesh engage more regularly with ward level agents, together with City Corporation and WASH committee operating in the area/region.

Level of organisation- stagnated

Compared Practical Action Bangladesh with 2012, the 2014 civicus results indicate stagnation in the ways in which the SPO takes part in networks and shares experience. It appears that Practical Action Bangladesh does not focus on improving their connection with other relevant organisations and is content with its current level of engagement. Although it is an important national and international player, Practical Action Bangladesh's relationships with other relevant NGOs are irregular and passive. The SPO might not have the internal capacity to pursue potential dialogues and information sharing exercises and the relatively limited financial resources received from the WASH alliance (3 to 4percent of the SPO's

portfolio) are not sufficient to cover costs associated with these activities. On the other hand, given Practical Action Bangladesh's experience and diversified portfolio and resource base, it would be strategic to emphasise the need for more internal learning and information dissemination.

Practice of values - Improved

The internal governance of Practical Action Bangladesh matches high standards with functioning and mutually enforcing social organs in place with clear roles and responsibilities despite being strongly accountable to their UK based board. As noted in 2012 and confirmed in 2014 the Practical Action Bangladesh social organs have a relatively healthy degree of autonomy which is rare for Bangladesh NGOs which tend to vary between being either too hierarchical or inefficiently independent and non-transparent. Regular meetings with set agendas and clear written rules and procedures denote a high degree of professionalism (bi-monthly video conferences with UK-based team for example).

Perception of impact - improved

Increase in scoring shows that Practical Action Bangladesh has made efforts to materialize partnerships with private sector actors and deepen collaboration with public sector ones further as these are two components of their theory of change. So far, the relationships created with private sector actors are at an exploration stage with Chevron not complying with Practical Action Bangladesh's standards. The ambition to find adequate partners to make the activities more sustainable is important, though challenging. The public sector actors interviewed expressed their willingness to continue working in collaboration with Practical Action Bangladesh on WASH issues and the research team identifies more potential for Practical Action Bangladesh to influence local decisions regarding slum management and policies. Engaging with local government actors can be challenging but Practical Action Bangladesh has access to useful networks (universities for example) that could leverage its advocacy knowledge and weight.

Environment - decline

The CIVICUS results show a slight weakening in the way in which Practical Action Bangladesh engages with issues related to studies of the civil society. Although Practical Action Bangladesh to some extent, has contributed to the process of defining civil society within the consortium, its cooperation with the CFA/ WASH Consortium is still a limited participation that mainly involves information sharing rather than active joint collaboration and mutual strategic partnership. Practical Action Bangladesh has limited internal capacity and perhaps interest in conducting research on civil society in the context in which it runs its

operations. Research in Bangladesh is not part of Practical Action's mandate. In the context of the slum, of WASH intervention in the slum, a civil society analysis would be useful beyond local boundaries and perhaps beyond the national environment. Some key senior staff members have the technical expertise and conceptual understanding of the value of such initiative and that they could conduct and include in their mandate- with the right resources to match it. The research team encourages more participation, research engagement and publication from PAB.

6. Conclusion

6.1 Capacity Development intervention

The main capacity development support received by Practical Action Bangladesh comes from Practical Action UK as the parent organisation. . The CB component received from MFSII was so small it was difficult to assess how well designed it was particularly as the WASTE staff change during the project period meant we were unable to assess if WASTE had reached its CD objectives. However saying that clearly everyone interviewed including the researchers believe the project was well designed and implemented efficiently. In terms of overall assessment, we propose the following scores:

Table 81: Practical Action Bangladesh evaluation scores 2014 for CD

Score	
6	The project was well designed
7	The project was implemented as designed
5	The project reached all its objectives
3	The observed results are attributable to the project intervention
5	The observed result are relevant to the project beneficiaries
9	The project was implemented efficiently

6.2 Strengthening civil society intervention

For the strengthening society component's point of view, Practical Action Bangladesh has room for manoeuvre and improvement. The project was relatively well-designed and rigorously implemented as demonstrated above. The main points highlighted by the research team are that Practical Action Bangladesh should make more effort to strengthen its collaboration and relationship with public (on the national scene) and, more particularly private actors. Moreover, the involvement of Practical Action

Bangladesh in civil society analysis and studies could be beneficial to the CFA and consortium. It is however unsure whether the internal resources of Practical Action Bangladesh currently allows it to be proactive in such domain.

Table 82: Practical Action Bangladesh evaluation scores 2014 for CS strengthening

Score	
8	The project was well designed
7	The project was implemented as designed
7	The project reached all its objectives
8	The observed results are attributable to the project intervention
8	The observed result are relevant to the project beneficiaries

UTTARAN

1. Introduction

The Government of Bangladesh (GoB) demonstrated to the international community its commitment to resolving water issues through the Millennium Development Goals (MDGs). The objective is to improve public health by reducing waterborne diseases and contamination of surface and groundwater. The seventh MDG calls for countries to cut by half the percentage of their population living without safe drinking water and basic sanitation. The Poverty Reduction Strategy Paper (PRSP) envisages reducing infant mortality rate from the 2000 benchmark value of 66 to 37 by 2010 and 22 by 2015. So far, Bangladesh has made significant progress with the open defecation rate reducing it by 28% between 1990 and 2011 and the proportion of the population gaining access to drinking water sources between 1995 and 2011 increased by 23 %. The lack of access to drinking water has severe effects on health, livelihoods, vulnerability, education and poverty for the local population. The Bangladesh Ministry of Environment and Forests (MOEF) describes the salinisation of groundwater stores and fluctuation of soil salinity as a "major concern", and has stated that this problem is a leading cause of soil degradation.

Uttaran is a people-centered organisation and the name itself means 'transition'. It uses a rights based approach to empower communities. The core activities of Uttaran are human rights, land rights, community based river basin management, sustainable water management, adaptation to climate change, ecological agriculture and food security.

2. Context

In the run up to becoming a middle income country (MIC) Bangladesh will be soon be faced with considerable challenges, which will make its citizens increasingly vulnerable to water related issues. There are a number of factors which will increase the significance of water related issues including population growth trend[99] and urbanization trends (which both increase the demand for better water infrastructure); climate change (sea intrusion, natural disasters, increasing salinity); deteriorating access to increasingly scarce natural resources (water and land); vulnerability to price shocks, (illustrated very clearly in 2008); persistent poverty (and concomitant problems such as food insecurity); and one of the highest malnutrition rates in the world. GoB considers the fight against food and nutrition insecurity a

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[99] The population is still growing by over 2 million people per year

key challenge if the country is to become a MIC, and acknowledges the need to address these critical challenges.

Bangladesh's landscape is shaped by three of the largest river systems in the world carried from the adjoining mountains of the Himalayas, the Ganges–Brahmaputra rivers. The Ganges–Brahmaputra–Meghna (GBM) river systems drain a total area of about 1.72 million km^2 (Ahmad et al., 2001) in India, China, Nepal, Bhutan and Bangladesh, henceforth the name Ganges–Brahmaputra–Meghna river basin. What is critical here is that about 93 % of the surface water of the river systems comes from outside the country (Ahmad et al., 2001) which gives rise to an element of uncertainty in the quantity of water available from the surface water system. On the other hand the groundwater is another important source of drinking water, which during the monsoon season is regularly renewed with heavy rainfalls and floods.

The way in which the GoB references water issues across strategic documents such as the country investment plan (CIP), PRSP and Sixth FYP reflects the multifaceted water concerns in the country. The Government of Bangladesh's Poverty Reduction Strategy Paper (PRSP) emphasizes the importance of water resources management in order to achieve sustainable economic growth and development goals (Government of Bangladesh, 2005). Economic growth can enable or accelerate poverty reduction process but not on its own. For the well-being of all citizens to improve, the GoB must ensure that economic gains are redistributed across different strata of the population so they can meet basic human needs. To date only around half of the population has access to basic health care and poor sanitation and nutrition are major causes of illness such as diarrhea, and a major cause of children mortality. GDP growth estimates rely on an agricultural sector growth which is heavily water-dependent.

In the CIP and FYP, the GoB presents agriculture, food security and nutrition as major priorities directly linked with water access, management investments and infrastructures. In other words, it is recognized by the GoB that water issues are critical for other sectors such as public health, human development, agriculture[100], sustainable environmental conservation, food production and security. GoB sets the country's development priorities making a direct fundamental link between agriculture and poverty reduction and food security. The NFP PoA and CIP have been designed on the basis of sectoral policy documents, such as the Flood Action Plan, National Water Policy (in 1999), Food and Nutrition Policy (in 1997), National Plan of Action for Nutrition (in 1997) the Livestock Sector Road Map (in 2006), the Fisheries

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[100] See programme 2 of the CIP: "Improved Water Resource Management and Infrastructure for Irrigation Purposes"

Sector Road Map (in 2006), and the National Disaster Management Plan (in 2007-2015) which are also in line with GoB's Climate Change Strategy and Action Plan of 2009. Achieving food security through sustained or increased wheat and rice production is heavily dependent upon irrigation and access to affordable, good quality water.

3. Project Description

Uttaran was established in Satkhira and since then, it is mainly been active in the South West of Bangladesh. Although Uttaran has an office in Dhaka, its director is based in Tala, in Satkhira district. Uttaran has 841 staff and maintains a good gender ratio (402 Males and 429 Females). Uttaran has received Dutch funding through different channels. The table below outlines the history of Dutch funding sources.

Table 83: History of the Dutch funding sources in Uttaran

Name of the Project	Duration	Name of the Partner	Amount of Fund (BDT.)
Community Development and Leadership Training Project	November 1993 – December 2003	ICCO The Netherlands	BDT. 47,301,679
Sustainable effort to ensure access to safe drinking water and sanitation in southwest Bangladesh	January 2011 to December 2013	Simavi Netherlands	BDT. 61,381,856 (Uttaran leaded this project and two partners received fund from Uttaran)
Sustainable Effort to ensure access to safe drinking water and sanitation in southwest Bangladesh	January 2014 to December 2015	Simavi Netherlands	BDT. 9,460,950
Sustainable Agriculture, Food Security & Linkages (SaFaL)	October 2013 to September 2016	Solidaridad Asia network	BDT. 148,219,120
Sanitation Technical for Enterprises-SANTE	July 2013 to December 2014	WASTE Netherlands	BDT 4,120,000

This section focuses on developing the analysis of the SIMAVI-funded project called, *Sustainable effort to ensure access to safe drinking water and sanitation in southwest Bangladesh*. SIMAVI, the Netherlands-based development organization is CFA partner for this project with the Dutch WASH Alliance (DWA) and it was implemented jointly by three partner organisations in the South West of Bangladesh from 2011 till 2013: AOSED (working in Pankhali, Kailashgonj and Dacope unions), JJS (Bimorta, Bishnupur and Dema unions)

and Uttaran (Parulia and Noapara of Debhata Upazilla and Nalta of Kaliganj Upazilla unions). Amongst partners, Uttaran is the leading organization.

Since January 2014, the funding for this project has been redirected. Uttara continues to work in Satkhira, JJS in Bagerhat district, and AOSED in Khulna district.

Objectives:

Main Objective

To increase the use of safe water and sanitation among 105,658 poor and socio-economically marginalized people of Satkhira, Khulna and Bagerhat Districts.

Implementation strategies:

- Support community people to be organized and to become an active pressure group at local level.
- Capacity building of key stakeholders to address both the demand and supply sides.
- Establish linkages between the community people and the WATSAN service providers.
- Develop user friendly and economic methods of water purification and household waste management.
- Develop ownership of the community people over the water resources to strengthen community management practices.
- Use program monitoring as a tool for community empowerment as an essential component for Right Based Approach.
- Engage mass-media for sensitization of greater civil society and policy makers.
- Close collaboration with educational institutions.

4. Data collection and analytical approach

The civicus methodology will be the same across the sample and will therefore appear in Annex 4 with the fieldwork timetable.

5. Results

Table 84: Civicus results Uttaran 2014

Follow up 2014	Questions
2	**CIVIC ENGAGEMENT**
3	To what extent do NGOs include needs of target groups in analysis and planning?

2	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
2	What % leaders are members of a formal dialogue platform with local-national government representatives?
2	What % of leaders are members of a sectoral user group?
2	**LEVEL OF ORGANISATION**
2	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs?
1	What % of relevant organizations (national or international) of the sector is the NGO linked to?
1	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
3	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
2	To what extent is the NGO resource base diversified?
2	**PRACTICE OF VALUES**
2	To what extent are social organs involved in strategic management of the NGO?
2	To what extent are social organs involved in strategic management of the intermediate organization?
2	To what extent are codes of conduct respected within the NGO?
2	To what extent can social organs (right holders) ask NGO management to be accountable to them?
2	To what extent are codes of conduct respected within IOs?
2	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**PERCEPTION OF IMPACT**
2	What level of intensity of relationship exists between public sector actors and NGO/IO?
2	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
3	To what extent are target groups satisfied with social services delivered by NGO?
2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
2	To what extent has NGO played a role influencing relevant policy changes?
2	**ENVIRONMENT**
2	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
2	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
2	To what extent is NGO involved in studies on civil society?

CIVIC ENGAGEMENT

Score-3

To what extent do NGO include needs of target groups in analysis and planning?

Uttaran's target groups are marginalized farmers, the hardcore poor and more generally, the landless. Most of Uttaran's beneficiaries are women.

Before starting any activity, Uttaran organizes a primary need assessment and depending of the project, it can also conduct a baseline. The SPO organizes meetings and Focus Group

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Discussions (FGD) with community members as well as with the union parishad chairman and community leaders. The SPO does social mapping and wellbeing analysis with the members of the community. Uttaran also collects secondary data from statistics, local level institutions and civil society organisations.

According to the information shared during the interviews, Uttaran organizes workshops where the target groups are invited to meet with Uttaran's staff, civil society members, local leaders and experts to discuss about the needs of the area. The experts and staff take the information gathered and plan an intervention. Another meeting is organized with the target groups and local representatives to share and review jointly the intervention plan.

The fact that the many staff members and even the director are based in the intervention area helps the SPO to be well aware of the needs of the community members. It was discussed that the villagers often visit the Uttaran office in Tala and discuss directly with the director about their concerns.

Score-2

To what extent the NGO target groups participate in NGO's analysis and planning procedures?

Uttaran is a strong believer of social mobilisation. It facilitates community level activities by helping target groups form groups according to their interests through which they identify the priorities for intervention. Uttaran supports them in reaching their objectives.

As an example of these community groups, Uttaran supports the creation of Wash committees at the village level. The village Wash committee meets twice per month and the members (about 35 women per committee) discuss about sanitation, nutrition, health, hygiene and how to get proper services from service providers. The Wash committee is responsible for supervising the proper use of any device provided by Uttaran (i.e. Tubewell, PSF filter, Sanitary Latrine, Rainwater Harvesting collection system) and to teach the community about better sanitary behaviours.

One representative from every village Wash committee is invited to join the union level Wash committee. The members meet every 2 months. Uttaran provides them with training about gender, agriculture and social mobilization. The members of the union Wash committee are mainly involved in advocacy. They define the priorities together and meet with the chairman to inform him about things that need to be improved at the village level.

When the Wash committee both at the village and union level were asked what would happen if Uttaran stopped its support, they answered that it would be more difficult but overall they

could continue their activities because they had learnt the essentials and felt more confident to fight for their rights.

Moreover, Uttaran supports actively two independent civil society groups which are the Pani (water) committee and the Gomi (land) Committee. These two groups are formed of people from the community with different professional backgrounds. The pani committee is a group of 25 volunteers that was created 14 years ago. The members meet every three months to discuss issues related to water management. The pani committee does mainly advocacy work. The pani committee works closely with Uttaran and helps the SPO to identify new project areas. The two groups are an important source of information for the SPO and Uttaran's activities are directly influenced by the priorities identified by these committees.

For its project with Shiree[101], Uttaran is working with smartphones to collect real time data. Every month the frontline staff asks 21 questions to the beneficiaries about different livelihood issues. This allows Uttaran to have real time information about the situation on the field and about the level of implementation of the project. It is also a dynamic way for the beneficiaries to share their concerns and level of satisfaction about the project.

Overall, Uttaran seems to be very close to its beneficiaries and tries to adopt an approach that is as inclusive and as participative as possible. Many of its activities are determined directly by the community groups that Uttaran is working with. Of course there must be limitations to the extent to which target groups help in the strategizing and planning of activities. However our research observed that the Pani Committee and Wash Groups were active and fairly independent of Uttaran which is a good news for sustainability of the project's impact.

Score-2

What % leaders are members of a formal dialogue platform[102] with local-national government representatives?

The director of Uttaran and the 7 members of the executive committee members are regularly involved in dialogues with the government representatives. Uttaran's coordinator said that the role of the executive committee was particularly active and important when the director was jailed in 2007. The EC members met the government officials and the donors to ensure his release.

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[101] Shiree is a UK DFID extreme poverty programme. See www.shiree.org

[102] formal dialogue platform: the aim is to look at more regular types of consultation with local-national government bodies

At the local level, most of the staff is in direct contact with local government representatives. The staff also mentioned that 15-20 women leaders of the groups take part in dialogues with the local government representatives.

Score-2

What % of leaders are members of a sectoral user group?

Among the 21 general members, 7 members, so a third (33%), are representatives of the landless. Among the 6 other SPOs interviewed, Uttaran was the only one who had representatives of its target groups in its social organs. Uttaran sits on the land policy committee with the ministry of land. Uttaran is a partner in the digital land survey project. Uttaran also works closely with the ministry of education for the school feeding program.

LEVEL OF ORGANISATION

Score-2

To what extent are interests of intermediate organisations and other actors (e.g. target groups) effectively represented by NGOs?

Uttaran has 10 sub partners for its land rights program and it has 2 partners for the WASH project. In order to make sure that their interests are represented, Uttaran meets with its partners frequently. They organize bi-monthly meetings of the steering committee (partners, director and EC members) and monthly project group meetings (all the people directly involved in the management of the project). They also participate in quarterly partners coordination meetings. Although these meetings do not involve beneficiaries or front line staff members, given that the senior management in based in the area of intervention, this tends to reduce the distance between decision-makers and beneficiaries.

Uttaran is also leading a group of 4 NGOs in the south-West. The main objective of this group is to provide networking opportunities for smaller NGO members and through its actions, Uttaran tries to help the NGOs to be connected among themselves and also to be better known of the donors.

Score-1

What % of relevant organisations (national or international) of the sector is the NGO linked to?

Among all the organisations that Uttaran is linked with, Uttaran project managers estimate that about 28 organisations out of 100 (28%) are working on topics related to the Dutch funding (mainly water, sanitation and food security).

Score-1

What % of most relevant networks/umbrella organisations (national and international) is NGO linked to?

Uttaran is linked to about 20% of the relevant organisations (national and international). The comprehensive list can be found in the next question.

Score-3

With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?

Uttaran is linked with and shares information with a wide range of relevant actors, notably with universities such as Sussex (UK), Delph and Wageringen in the Netherlands who have a strong expertise in water management. The list below was provided by Uttaran's coordinator and gives an overview of the most relevant collaborations at the local, national and international level.

Table 85: Uttaran's linkages with external organizations

Nature of representation	Name of International organisation
Networks / organisation	
Issue based engagement (Human Rights)	Amnesty International, Netherlands
Partnership	Global Human Rights Defense (GHRD)
Issue based engagement (Human Rights)	Amnesty International, UK
Issue based engagement (Human Rights)	Frontline, Ireland
Issue based engagement (Land Rights)	FIAN Germany
Educational institutions	
Issue based engagement (Climate Change)	Monash University, Australia
Issue based engagement (Sustainable River Basin Management)	Delft University, Netherlands
Issue based engagement (Sustainable River Basin Management)	Ritsumeikan University, Japan
Studying how women's lives are changing due to climate change	University of Sussex
Conducting study on climate change	University of Leeds
Technical research and advocacy partners' who are supporting Uttaran for Life history tracking and reflection study as well as conducting issue based research as part of the project Stimulating Household Improvements Resulting in Economic Empowerment (SHIREE)	University of Bath
Technical partner who is supporting Uttaran to conduct different quantitative survey (Socioeconomic and anthropometric survey) and reinforced to institutionalize the change monitoring Systems package 3 of SHIREE project.	Cambridge University

Links with national level organisation/ networks:

Role of Uttaran / nature of representation	National organisation /Links
Networks/ organisation	
National level member	Association of Development Agencies in Bangladesh (ADAB)
National level member	Campaign for Sustainable Rural Livelihood (CSRL)
National level member	Campaign for Popular Education (CAMPE), A national level network of Education
National level member	Bangladesh WASH Alliance
Issue based engagement (Human Rights)	Bangladesh Legal aid and Services Trust (BLAST)
Issue based engagement (Human Rights)	Ain O Shalish Kendra (ASK)
Issue based engagement (Human Rights)	Bangladesh Human Rights Commission
Educational institutions	
Jointly conducted a study on climate change impact	North South University, Bangladesh

Uttaran is leading following networks:

Role of Uttaran / nature of representation	Name of Local organisation /Links
Networks	
Uttaran formed a Network for Asserting Human Rights (NAHR) in Khulna and Satkhira district where civil society groups, NGOs and different organisations of the society which aim at organizing and empowering the civil society and build consensus against any kind of violation of human rights.	Network for Asserting Human Rights (NAHR)
Uttaran leads SHZANJOG network, a platform of NGOs, in southwest region of Bangladesh where 41 local NGOs are member	SHANJOG Network
Uttaran leads Campaign for Sustainable Rural Livelihood (CSRL) movement in coastal areas of Bangladesh where 33 local NGOs are member.	Campaign for Sustainable Rural Livelihood (CSRL)
Uttaran facilitates a civil society committee called Bhumi Committee to uphold the rights of the marginalized people	Bhumi Committee (Land Committee)
Uttaran facilitates a civil society committee called *Pani* (water) Committee for addressing sustainable river basin management and drinking water issue	Paani Committee (Water Committee)

Score-2

To what extent is the NGO resource base diversified

DFID is the biggest donor of Uttaran and gives 52.88% of the total budget. In the 1990s, the biggest proportion of the funding came from ICCO (Dutch funding). Nowadays, the Dutch funding represents about 5% of the total funding. The first table shows the proportion of funding received by DFID and the Dutch in comparison to Uttaran's total funds. The second table shows in details the different projects, their source of funding as well as their duration.

Donor grant information during the period 2012-2013

Total donor grant received: BDT-	318,103,694
Fund received from DFID -	52.88%
Fund received from Netherlands -	5.02%
Fund received from other donors -	42.10%

Table 86: Uttaran's funding sources since 2006

How long projects' are intended to continue?	Who are the donors funding and the amount of funding?	Name of projects	Sl.
August 2013 to July 2016	Manusher Jonno Foundation (MJF) BDT. 38,408,000	APARAJEO- Access to Public resources by Asserting Rights And Justice for Economic Opportunities	1
April 2012 – March 2015	shiree/DFID BDT. 49,78,63,774	Sustained and Expanded Effort to Make the Ultra Poor Out of Extreme Poverty by Transferring Assets, Cash and Skill in an Integrated Approach (SEMPTI Project) – 2nd Phase	2.
December 2012 to November 2015	European Union BDT. 179,900,000	SALE- Sustainable Access to Land Equality	3
October 2013 to September 2016	Solidaridad BDT. 148,219,120	Sustainable Agriculture, Food Security & Linkages (SaFaL)	4
December 2013 to November 2016	Arannyak Foundation BDT. 72,643,814	Climate Resilient Participatory Afforestation and Reforestation Project	5
November 2012 to June 2014	World Food Programme BDT. 78,705,233	Enhancing Resilience to Disasters and the Effect of Climate change Programme in Satkhira under the Country Programme 200243	6
January 2012 to December 2015	Helen Keller International BDT. 10,681,152	Project Laser Beam	7

July 2011 to June 2017	Misereor Germany BDT. 12,084,067	Advancing Sustainable Indigenous Agriculture in Southwest Bangladesh (ASIA)	8
April 2012 to March 2015	Misereor Germany BDT. 6,720,000	Sustaining Capacity Building of the Grassroots People of the Southwest Bangladesh for Defending, Claiming and Exercising Rights	9
September 2006 to September 2014	Arannyak Foundation (An USAID project) BDT. 10,600,000	Coastal Biodiversity Conservation through Creating AIG Facilities	10
April 2012 to March 2015	Misereoer Germany BDT. 6,300,000	Sustainable River Basin Management	11
Jan. 2011 to Dec. 2014	European Union BDT. 13,362,377	Enhancing Quality of Primary Education through School Feeding Programme	12
November, 2012 to April, 2014	Bangladesh Climate Change Trust Fund (BCCTF), PKSF BDT. 2,500,000	Sustainable Effort to Ensure Access to Safe Drinking Water and Sanitation to Adapt to Climate Change in Southwest Coastal Region	13
January 2014 to December 2015	Simavi Netherlands BDT. 9,460,950	Sustainable Effort to ensure access to safe drinking water and sanitation in southwest Bangladesh	14
June, 2013 to March, 2015	Islamic Relief UK and Canada BDT 16,357,985	Programme for Augmenting Disaster Risk Reduction and Climate Change Adaptation Capacity of the Communities in the South-western Bangladesh	15
May 2013 - December 2015	Save the Children International BDT. 24,000,000	SCI-SOF – 75200099, Sub Award ID – 03176	16
May 2013 to December 2014	Department of Women Affair's, (GoB) BDT. 1,483,040	Vulnerable Group Development Programme (VGD) for 2012-2013 cycle	17
April 2008 to June 2014	Oxfam GB BDT. 14,666,937	Raising Peoples Voice for Climate Justice	18
July 2013 to August 2016	European Union through CARE Bangladesh BDT. 22,800,000	SWITCH-Asia Promoting sustainable consumption and production of Jute Diversified Products project	19
December 2013 to November 2014	One Japanese retired businessman named Mr. Yoshiki Takeshima BDT. 435,240	Empowering Youth to Reduce Socio-Economic Vulnerabilities of the South-western Region of Bangladesh	20
July 2013 to December 2014	WASTE Netherlands BDT 4,120,000	Sanitation Technical for Enterprises-SANTE	21
May 2013 to October 2014	The Asia Foundation	Strengthening Civic Engagement in Elections and Political process for Enhanced	22

	through EWG BDT. 2,815,992	Transparency and Democratic Accountability	
August 2013 – January 2015	British Council BDT. 850,000	Active Citizens Youth Leadership Training (ACYLT)	23
December 2011-September 2015	IRRI Bangladesh Office BDT. 2,939,314	Cereal Systems Initiative for South Asia (CSISA)-Bangladesh project	24

PRACTICE OF VALUES

Score-2

To what extent are social organs involved in strategic management of the NGO?

Uttaran has a General body and an Executive Committee. The general body meets once or twice a year. The general body is the ultimate approval authority. It is responsible of the good governance of the organisation; it approves the policies and the programs budgets. It also selects the audit firm. There are 21 members in the general body. The members include people with different professional backgrounds such as social workers or teachers but it also includes representatives of the target groups.

The executive committee is active and participates in the management. It has 7 members elected from the general body for 2 years. It works on the behalf of the general body. The executive committee also has the signatory authority for the bank account. The EC officially meets quarterly to approve projects, budgets and to monitor the work that is going on. However, in reality the EC meets informally every month and even more often if it is needed. Most of the members of the EC are based in Tala (intervention area) which also makes them very aware of the needs of the communities that Uttaran work with.

Score-2

To what extent are social organs involved in the management of intermediate organisations?

The social organs of Uttaran participate in the selection of the intermediate organisations. Each intermediate organisation selected has its own social organs. The social organs of Uttaran are not directly involved in the management of the intermediate organisations except for the fact that they are informed of their activities and progress and they analyze the monitoring reports.

Score-2

To what extent are codes of conduct[103] respected within the NGO?

A detailed code of conduct exists and it is respected. Uttaran has different policies such as the HR policy, the financial policy, the gender policy, the anti-corruption policy, the child protection policy, the procurement policy and the program policy. All of its 30 branch offices have all the policies printed. Uttaran has zero tolerance for sexual harassment, drug use, financial misappropriation and gender violence and discrimination. All new employees are informed about the code of conduct during the orientation training.

If there is a complaint, an investigation committee is formed. It has 15 days to give a report to the administration. Based on the investigation report, the administration takes disciplinary actions. Uttaran staff gave an example where disciplinary measures had to be taken. They mentioned that one field staff was collecting money from the target groups. This person was suspended during the investigation. The committee wrote a report. A letter was sent to the person accused to ask for explanations. The explanation was not sufficient and it was concluded that he was involved in corruption. His contract was terminated and he was requested to reimburse the money. Similarly, a female staff complained that one male staff was misbehaving with her. The same investigation process was followed and based on the report, the contract of the male staff was terminated.

Score-2

2. To what extent can social organs[104] (right holders) ask NGO management to be accountable to them?

Reports are sent every month to the social organs. These reports include the progress report, accounting documents, audit reports, etc. The meeting minutes are also circulated. Once again, since many members of the EC are based in the intervention area, it is easy for them to monitor the activities, have direct contacts with beneficiaries and make sure that everything is going according to the plans. The EC members can also easily participate to activities or trainings organized by Uttaran.

During an emergency, when the staff is deployed to provide services, they hang on a wall the list of services that they are meant to provide (i.e. the number of kg of food that will be distributed per person, the details of the cash for work program, etc.). The phone numbers of Uttaran's program managers but also members of the executive committee are written so the

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[103] codes of conduct may not be a single document but could be a number of written sources reflecting procedures about financial/human resources management

[104] see footnote 4

beneficiaries can complain directly if things are not going the way they were supposed to. A complaint box is also available for the same purpose.

Score-2

To what extent are codes of conduct[105] respected within Intermediate Organisations[106]?

The intermediate organisation must have a code of conduct to work with Uttaran. It is indeed one the documents that the partners need to provide to Uttaran in the partner selection process. Thus, the intermediate organisations have their own code of conduct and they are responsible for its implementation. Certain essential directives from Uttaran are however included in the partnership agreement that Uttaran signs with its partners. If the partner is not respecting the agreement, a meeting is organized and if the solution cannot be solved or is too serious, the contract with the partner NGO can be terminated. The staff interviewed gave the example of the APAR project where, among the 10 partners, one partnership was stopped due to funds misappropriation.

Every primary organisation that Uttaran supports at the community level has a constitution and is part of a larger federation at the union and Upazilla levels. These mechanisms help to assure that the processes are transparent and make the leaders accountable.

Score-2

To what extent can social organs[107] (right holders) ask intermediate organisations management to be accountable to them?

Intermediate organisations have to submit monthly narrative and financial reports as well as internal audit reports. Uttaran also carries out monthly visits and writes monitoring reports about the partner's progresses. As mentioned in the question 8, the social organs have the power to sanction the IO in case of misconduct.

PERCEPTION OF IMPACT

Score-2

What level of intensity of relationship exists between public sector actors and NGO/IO?

Local level: most of the interactions with the public sector are at the local and district level. Uttaran tries to involve the government representatives as much as possible in its activities in order to assure their smooth implementation. Uttaran invites government representatives to all

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[105] codes of conduct may not be a single document but could be a number of written sources reflecting procedures about financial/human resources management
[106] see footnote 5. Note not all NGOs will have IOs
[107] see footnote 4

its activities, trainings, etc. It also participates to the NGO coordination meeting organized at the district level. Uttaran has collaborations mainly with the departments of fisheries, land, forest, agriculture and livestock. The SPO is also collaborating with the ministry of local government and development. Uttaran is member of different committees such as the legal aid and disaster risk reduction committee at the district level.

National level: Uttaran sits on the land policy committee with the ministry of land. Uttaran is a partner in the digital land survey project. Uttaran also works closely with the ministry of education for the school feeding program. The list below shows the different government bodies that Uttaran interacts with:

Table 87: Utttaran's linkages with government bodies

Governmental bodies
Ministry of Fisheries
Ministry of Livestock
Ministry of Water Resources
Ministry of Land
Ministry of Local Government and Rural Development
Department of Women Affair's, (GoB)
Ministry of Agriculture
District and Upazila Legal Aid Committee
District and Upazila Relief Committee
District, Upazila and Union Land Office
District and Upazila Women Affair's Office
District and Upazila Education Office
District and Upazila Livestock, Agriculture and Fisheries Office
District Social Welfare Office
Divisional and Local Forest Office
District and Upazila DRR Committee

Score-2

What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?

For the WASH program, Uttaran works with 9 local sanitation entrepreneurs. Uttaran selects entrepreneurs already working in the sanitation field, trains them, give them technical support and funding to improve the quality of the sanitary products that they build and install.

Uttaran has a good relationship with the local chamber of commerce. It also has collaborations and agreements with different companies where the SPO sends its beneficiaries

and the companies provide vocational trainings and hire them. Uttaran has for example collaborations with the RMG sector, with a fish processing company, with a jute company and with a tobacco company. Uttaran has also collaboration with Lalteer, a seed company that provides seeds at reduced cost for the beneficiaries.

Uttaran is interested to be more involved with the private sector. The SPO has an agreement with the Corporate Social responsibility Center. It received funding from SIMAVI to be trained about CSR activities. This is part of the Organisation Capacity Strengthening plan of Uttaran and is part of the proposed project.

Score-3

To what extent are target groups[108] satisfied with social services delivered by NGO?[109]

Based on the different monitoring reports done by the donors and the external evaluation teams, Uttaran team shared that the beneficiaries are generally satisfied at 75-80% with the services of Uttaran. Uttaran mentioned that many of their beneficiaries were initially landless. Due to their mobilization, some beneficiaries managed to have access to kash land and have lease agreements that give them access to some land for the next 99 years. This is a significant accomplishment that beneficiaries are proud of and the access to land also provides them a source of income and some stability and security. The work of Uttaran also allowed some beneficiaries to finally receive the national allocations of the social safety net program. This also is an achievement and allows vulnerable beneficiaries to have access to basic resources. Uttaran board members and director mentioned that, compared to the baseline, the evaluation reports done state that now 90% of Uttaran's beneficiaries are out of extreme poverty.

During our interviews at the Union Parishad office, we met a woman who initially was a member of the village Wash committee and later on a member of the pani committee. Thanks to her commitment and involvement in the community, she has been elected as a Union Parishad member. She said that she still has very good relationships with the Wash and Pani Committee.

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[108] No target groups (NGO staff, elites, non NGO members) cant answer this directly. Here you need to ask them if they feel target groups are satisfies with services

[109] Social service here refers to the sector the NGO works in as a result of the Dutch support (e.g. water, sanitation, health, etc) It is not a general questions about social service delivery (most of which may be supported by other donors).

Uttaran staff mentioned however that it is often a challenge to make people understand that they should pay for certain services (i.e. the installation of sanitary latrines can cost 1,500Tk). The beneficiaries are used to relief support and would like to receive things for free.

Score-2

To what extent are public/private sector actors satisfied with social services delivered by the NGO[110]?

The local sanitary entrepreneurs trained and supported by Uttaran are satisfied of the services received from the SPO. They have more knowledge about sanitation and know about the specific conditions to take into consideration in the area (floods, saline intrusion, etc.). Two of them mentioned that they received a loan of 75,000BDT the first year and this was very helpful for the growth of their business. However, both entrepreneurs mentioned that they had only the opportunity to borrow money the first year. They would still want to do so but now loans are no longer available.

During the interviews, we met with the union parishad elected members. The chairman said that he had a good relationship with Uttaran and that among the other NGO present in the area (BRAC, Shushilon, IDEAL, MGF, etc.), Uttaran was the one he preferred to work with. He said that Uttaran had been very active in the area and he particularly appreciated the fact that the SPO installed Pond Sand Filters (PSF). The area is severely affected by saline intrusion and arsenic in water, therefore, the PSF filters are essentials. The chairman was also very happy about the 100km plantation project that Uttaran did to protect the coastal area as well as with the mobilization that occurred in 1997 for the landless.

Uttaran employees said that the relationship with the public sector is generally good. The government representatives give their support to Uttaran's projects. However, it happens that there are conflicts, especially due to the fact that Uttaran works on land issues. It was for example mentioned that some of the local government representatives accept bribes from the musclemen which creates conflicts over land.

More importantly, due to its activities related to the mobilization of landless, the director of Uttaran has been jailed and tortured during 7 months in 2007 (while the caretaker government was in power). It has been a very critical moment for Uttaran. A lot of mobilization and advocacy has been done by Uttaran, other NGO/INGO and Uttaran's donors to liberate him.

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[110]Here it is not a question of public/private actors receiving NGO services. The question asks about how public/private actors assess (perception) the quality of service delivery. So for example, public sector actors may feel my NGO does a terrible job in providing education to poor children. Hence a score of 0-4

However, it was mentioned that when secular governments are in power, the relationship and interactions are a lot better.

Score-2

To what extent has the NGO played a role influencing relevant policy changes[111]

Uttaran has managed to incorporate a clause in the water policy which says that some public ponds in every village should be reserved for drinking purposes only and no fish cultivation should be allowed.

Uttaran has also been very involved in the field of tidal river management. It has developed different plans and 2 have already been implemented by the government. Uttaran is also pushing the government to adopt a new water management policy.

Uttaran has also promoted the rights of the religious and ethnic minorities, including the equity for dalits through the anti-discrimination law. The government made some ordinances related to these issues. The law has been drafted, it should be discussed at the next parliamentary meeting.

At the moment Uttaran is involved with the government to work on land records.

ENVIRONMENT

Score-2

To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?

According to Uttaran, the SPO has been influential to develop the interventions of ICCO in the field of tidal river management. Uttaran representatives were invited by WASTE to go the Netherlands to meet with some Dutch parliamentarians to discuss about river tidal management. Uttaran explained that building embankments was not the most appropriate solution because it has several side effects. This had positive impacts on the direction of the funding.

Score-2

To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?

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[111]changes in the policy arena related to the Dutch funded intervention (land rights, child rights etc)

Context studies are conducted at the beginning of the project. Uttaran project managers gave the example of one context study that has been done for the DFID funded project. During that process, Uttaran met with the union representative, the civil society members, the journalists, the religious leaders, the elected representatives at the Upazilla level and finally the other local NGOs. It was also mentioned in question 1 that the SPO organizes meetings and Focus Group Discussion (FGD) with the community members as well as with the union parishad chairman and community leaders. The SPO does social mapping and wellbeing analysis with the members of the community. Uttaran also collects secondary data from statistics, local level institutions and civil society organisations. Uttaran project managers mentioned that if this analysis concludes that other NGO or stakeholders are doing similar projects to the one planned by Uttaran, the NGO asks the donor to change area to avoid overlapping activities.

Score-2

To what extent is the NGO involved in studies on civil society?

Uttaran has published a booklet on the Policy and Operational guideline of Gono Unnyan Federation and a booklet on the community people of Kapatakkha. They have also publications about the public action, the role and constitution of the gomi and pani committees. The team also mentioned that the People's plan of Action for Management of Rivers had been done collaboratively with the civil society. Finally, Uttaran has also participated in a study on civil society conducted by Care and others.

6. Discussion

Table 88: Civicus scoring Uttaran 2012-2014

Baseline 2012	Follow up 2014	Questions
2	**2**	**CIVIC ENGAGEMENT**
2	3	To what extent do NGOs include needs of target groups in analysis and planning?
2	2	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
1	2	What % leaders are members of a formal dialogue platform with local-national government representatives?
1	2	What % of leaders are members of a sectoral user group?
2	**2**	**LEVEL OF ORGANISATION**
2	2	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs?
1	1	What % of relevant organizations (national or international) of the sector is the NGO linked to?
1	1	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
2	3	With what % of most relevant actors does NGO share

		information, hold dialogues, is involved in joint analysis and joint activity?
2	2	To what extent is the NGO resource base diversified?
4% of NGO financial resources		CFA QUESTION: RESOURCE BASE
1	**2**	**PRACTICE OF VALUES**
1	2	To what extent are social organs involved in strategic management of the NGO?
1	2	To what extent are social organs involved in strategic management of the intermediate organization?
2	2	To what extent are codes of conduct respected within the NGO?
1	2	To what extent can social organs (right holders) ask NGO management to be accountable to them?
1	2	To what extent are codes of conduct respected within IOs?
1	2	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**2**	**PERCEPTION OF IMPACT**
2	2	What level of intensity of relationship exists between public sector actors and NGO/IO?
1	2	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
2	3	To what extent are target groups satisfied with social services delivered by NGO?
1	2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
1	2	To what extent has NGO played a role influencing relevant policy changes?
2	**2**	**ENVIRONMENT**
1	2	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
2	2	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
1	2	To what extent is NGO involved in studies on civil society?

Civic engagement- stable

Comparing 2012 with 2014 CIVICUS scoring shows that Uttaran is consistent regarding the ways in which it interacts with the communities and target groups. Although the average over the two years, the SPO experienced 0.5 progress in general and works closely with its target groups and has a long history of mobilising and supporting community based organisations. This time the SPO scores 3 as opposed to 2 last year because the mechanisms in place to understand the demands and needs of target groups, works more efficiently than it did two years ago (learning curve). Crucially, it might take more time for this to materialize into target groups' contribution and active participation in activities design and planning procedures.

Uttaran has been active building Water Rights Committees which give greater representation to the poor and act as watchdogs to local government behaviour. The Pani Committees are found to be more active and autonomous locally, and less passive. Uttaran staff members hold positions in local government platforms and sectoral user groups, this seems to be limited to the Executive committee of the SPO rather than field staff or Water committee members.

Level of organisation- stable

Uttaran is a recognized and well-established NGO in the locality and arguably the most prominent one in the South West of Bangladesh. Uttaran adopts a two-fold strategy of directly providing services and mobilising relevant stakeholders (local government and private sector representatives) and civil society actors. The connections made between Uttaran's different nature of intervention (water and sanitation in this case but also land), has a direct and clear connection with the poverty reduction agenda and better governance. Interested in the longer-term and sustainable impact Uttaran subscribes to a rights-based approach to development and has much experience notably from its khash land mobilisation (for which it has gained national recognition). For the MFS II project, this translates into the formation of new Water Rights Committees in which the poor, civil society representatives and government/public service providers participate and work to monitor the activities of other relevant stakeholders. At the same time, Uttaran works with local government institutions to further support water and sanitation developments which is a fundamental right for Bangladeshi citizens.

The connection with WASH alliance allows for greater opportunities for building networks and connections internationally as well. Uttaran has asserted itself nationally and is active at sharing information, holding dialogues and joint activities with other relevant actors. Because its profile is also increasingly internationally strong, through a large array of international donors, this reinforces its relevance on the national scene. The SPO at the moment however largely relies on a DFID-funded project.

Practice of value- improved

It has become a well-oiled organizational apparatus with high standard codes of conducts, HR policies, financial policies and gender policy. The SPO has well-established governance arrangements, both in terms of structure and policies/procedures which are known to the staff members.

Its internal accountability maintained by the social organs is therefore unsurprisingly unchanged. The large majority of strategic decisions have to be approved by the director.

However, this is not a strong, rigid hierarchical structure like others included in this study and the power of the social organs in place seems to become increasingly well-balanced across the social organs (depending on the nature of the decision of course).

Perception of impact- stable

The mechanisms in place through which Uttaran impacts positively on its target groups are the Pani Committees. Like for its khas land programmes, Uttaran has built internal management capacity and efficiency at mobilizing people and facilitating dialogues with local government. Its close collaboration with relevant local public sector officials, and can take some credit for achieving the outcome but this process has been largely initiated/facilitated and sped up by Uttaran which acts as an intermediary between the citizens and the local and national government on water and land rights issues. Partnerships with local NGOs and other civil society actors are very good, reflecting Uttaran's history and local reputation.

The new project initiated in 2014 satisfies the beneficiaries and the other implementation partners of the SPO (private sector partners involved in training for example). The direct hardware support (filters) provided by Uttaran may have a limited and less sustainable impact on the communities than its rights-based and social mobilisation approach but it is nonetheless important in order to engage with beneficiaries.

Satisfaction levels with the effectiveness of Uttaran's work on water and sanitation are high with target groups, schools, and local government representatives praising Uttaran's leadership. Through its executive director, Uttaran has a number of strategic links at higher political levels and these are being used to push for policy change. Locally, work with local government institutes is progressing favourably, and an important part of the MFS II project entails training and capacity building for local government officials.

Environment- stable

Uttaran is a leading organization and considered by many external observers as a local model of social mobilisation for Bangladesh. Its involvement in studies on civil society (whether we are talking about inclusion in study, joint study or initiation of "homemade" civil society analysis) has however not improved. And it is not clear why. The SPO has a strong base of local knowledge and longer-term interests that go beyond its water programme and may therefore consider conducting civil society analysis and disseminating the results widely (to external stakeholders etc…) as taking a risk. It is unclear also whether the SPO has the internal capacity and resources to invest in this.

7. Conclusion

The results show that Uttaran is an active player within civil society at the local and national level. Comparison between the baseline results and follow up study results indicate that the outcomes of the civil society component of Uttaran are successful in mobilizing the target group and making them more pro-active in certain areas of intervention. It is found that Uttaran is despite its locality, still well connected with relevant national networks and platforms in Dhaka and benefits from a positive reputation. Uttaran use their social mobilization and rights-based approach as a guard from becoming a service delivery institution or an intermediary between the citizens its serves and the government. Taking such a strict approach is often difficult when the SPO is confronted with structural inefficiencies and patronized systems of governance. The research team recognizes the above as important to maintain state accountability and strengthen the sustainability of the MFSII intervention.

Table 89: Evaluation scoring Uttaran 2014

Score	
8	The project was well designed
9	The project was implemented as designed
8	The project reached all its objectives
9	The observed results are attributable to the project intervention
8	The observed result are relevant to the project beneficiaries

Voluntary Association for Rural Development (VARD)

1. Introduction

Bangladesh is the country of waters as it is located between the water-loaded Himalayas in the North, forming large fresh water rivers across the country to the Bay of Bengal. The north eastern and northern districts including Sylhet, Moulavibazar, Sunamganj, Habiganj, Netrokona, Kurigram, Gaibandha, Lalmonirhat of Bangladesh experience regular destructive flooding due to heavy downpour and the rush of flood water from Assam and Meghalaya. As a low laying area beneath the hilly lands of India Sylhet has special geographical features which have has important negative effects on the social and economic conditions of the region and significant bearing people's lives and livelihoods. With the levels of the Kushiyara river at Amalshid, Sheola and Sherpur; and the Surma river at Kanaighat being variable and relatively unpredictable overflow, Sylhet and Sunamganj often experience long-lasting and devastating waterlogging and road obstruction for 2 to 6 months during the year. These areas are known as the *Haor* (large water body).

Lack of awareness, preparedness and appropriate information flow regarding disasters make the lives of people, particularly the poor, very vulnerable. The Voluntary Association for Rural Development (VARD), the SPO on which this section focuses, has a track record of providing health care services in Sylhet which the mission of promoting self-reliant and socially competitive communities. To lessen the vulnerabilities of poor people in the region, particularly in Sunamganj, VARD implements a Disaster Risk Reduction Programme (DRRP) as one of its priority programme.

This section is organized as follows:
1- The local and national context in which VARD operates is briefly introduced and the main geographic characteristics of the area are described.
2- The MFS-II funded project implemented by VARD is described
3- The data collection process in attached in an annex
4- The result of the follow up study are described and CIVICUS index scorings justified for each of the five disaggregated dimension
5- The discussion section analyses the changes in CIVICUS scores between the time of the baseline and the follow up study and explains them.
6- The conclusion summarizes the main findings and offers brief reflections on the project design for civil society component.

2. Context

The *Haor* region is a distinct wetland ecosystem within Bangladesh consisting of low-lying bowl-shaped depressions between the natural levees of rivers, consisting of numerous interconnected *beels* (water body/big ditches/canals). During the rainy season the entire region usually goes and remains under water for six to seven months from late April to early November. This affects access to infrastructures and services (health facilities educational institutions) (Sarma, 2010)[112] as well as food security. Consequent to the floods, crop lands of this low lying basin are submerged by water flows emerging from the Indian-border hilly areas. Flash floods are also very frequent and have a devastating impact on the lives of local people. Flash floods mainly occur during monsoon when the rivers and streams of neighbouring Indian state of Meghalaya become full.

Rabby et al., (2011)[113] found that 'the *Haor* region produces about 20% of country's total staple food, covers almost one fifth of its total land area and provides livelihood for twenty million people. Along with rice and land taxes, the area provides millions of tons of sweet water fish for local and international markets". Alam et.al. (2011)[114] also mention that the *Haor* region covers about 0.68 million hectares of land and, according to the *Haor* Master Plan (HMP), it covers 16% of total rice area of Bangladesh. The way in which seasonal events and shocks affect livelihoods of the *Haor* populations is therefore very context-specific and critical for this region.

The region has also a high concentration of poverty with 29.56% of the *Haor* population living below the lower poverty line (APPG 2013) [115]. The average literacy rate in the *Haor* districts is only 38%[116] and it scores low in terms of health and education indicators due to lack of public services as evidenced in a recently conducted multi-indicator cluster survey by UNICEF and Bangladesh Bureau of Statistics (BBS)[117]. The communication networks and

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[112] Sarma,P.K., 2010. Scenario of Haor vulnerabilities and other obstacles for sustainable livelihood development in Nikli upazila. Mymensingh: Bangladesh Agricultural University Research System (BAURES).

[113] Rabby,G.T., Alam,M.G., Fredericks,J.L., Nair,S.,Azam,M.N., Al-Amin,Q.A., Sheikh,A.K., Khan,I., 2011. What offers solution to the poverty reduction of the Haor people in Bangladesh? Seasonal migration or a new inshore economic livelihood policy

[114] Alam,S.M., Quayum,M.A ,and Islam,M.A., 2011. Crop Production in the Haor Areas of Bangladesh: Insights from Farm Level Survey Agricultural Economics Division, Bangladesh Rice Research Institute

[115] All-Party Parliamentary Group (APPG) 2013, Parliament can make the difference Neglected *Haor* livelihood, Bangladesh.

[116] The national average is 54.8%

[117] Multiple Indicator Cluster Survey (MICS), 2009, UNICEF

road infrastructure is very poor in the areas and because it is relatively remote and isolated geographically, it does not benefit from much public sector development investment. Communities are scattered across the area and a large number of secondary students drop out of school to support family agricultural work during harvesting season (Rahman, 2011)[118]. The poor need assistance to learn how to anticipate, avoid, cope and recover from these regular shocks and disasters.

3. Project Description

Cooperation between Cordaid and the SPO VARD started in January 2009 for the Community Managed Disaster Risk Reduction, and in May 2012 for the Strengthening Rural Health Service at Grassroot level. The later activity has been stopped due to a lack of funding. However the research team took this as an opportunity to assess the sustainability of the impact of the community health programme stopped in 2014.

The study also looks at the project called Community Managed Disaster Risk Reduction (CMDRR) Phase-II which intends to reduce the risks of disaster through strengthening the capacities of the target groups of 4 upazilas Sunamganj Sadar, Dakhin Sunamganj, Jamlagonj and Biswaberpur under Sunamganj district. It complements the national health programme (HNPSP) of GoB is to reduce morbidity and mortality in the region. One of the components of HNPSP is Essential Services Package (ESP) for which VARD is working on Establishing Reproductive Health Rights through enhancing access to Health Facilities (ERHR-HF). The SPO obtained its registration from the Family Planning Department under Ministry of Health and Family Welfare to implement the project activities in Sylhet Sadar, South Surma and Sylhet City Corporation, Sunamgonj Sadar, South Sunamgonj and Chaddagram Upazila (Sub-district). VARD is therefore a service provider together with Health and Family Planning for ERHR-HF project.

The overall objective of the project is to reduce risks associated with disaster through strengthening the capacities of the target groups by sharing evidence based and proven knowledge and skills in four upazilas of Sunamganj district by February 2016. A total of 18,975 beneficiaries are covered so far. Apart from this, there are 4 specific objectives under the overall objective:
   i)   facilitate training and workshops for enhancing the level of knowledge and skill of the target groups and other concerned stakeholders. Billboards and Booklets

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[118] Rahman, H.Z., 2011. Education Realities in The Haor region: Haor Initiatives for Sustainable Alternative Livelihoods (HISAL) Project, Concern Worldwide, Bangladesh.

will also be published in a limited scale as part of raising awareness of the community people;

ii) collaborate with safety net initiatives of the government and non government organizations aimed at protecting ultra poor from sliding further due to the shocks of disaster;

iii) form new participatory disaster management committees and strengthen the existing ones at the Union level who would work as cadres to protect their own community people (who are vulnerable to disaster) and iv) to strengthen advocacy and net working initiatives at the local level for resource mobilization; establish effective representation of village disaster risk reduction group at Union, Upazila and District level.

4. Data collection and analytical approach

The civicus methodology will be the same across the sample and will therefore appear in Annex 4 with the fieldwork timetable.

5. Results

Table 90: Civicus results VARD 2014

Follow up 2014	Questions
2	**CIVIC ENGAGEMENT**
2	To what extent do NGOs include needs of target groups in analysis and planning?
1	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
2	What % leaders are members of a formal dialogue platform with local-national government representatives?
1	What % of leaders are members of a sectoral user group?
2	**LEVEL OF ORGANISATION**
2	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs?
1	What % of relevant organizations (national or international) of the sector is the NGO linked to?
2	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
1	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
2	To what extent is the NGO resource base diversified?
2	**PRACTICE OF VALUES**
2	To what extent are social organs involved in strategic management of the NGO?
N/A	To what extent are social organs involved in strategic management of the intermediate organization?
2	To what extent are codes of conduct respected within the NGO?
3	To what extent can social organs (right holders) ask NGO management to be

	accountable to them?
N/A	To what extent are codes of conduct respected within IOs?
N/A	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**PERCEPTION OF IMPACT**
2	What level of intensity of relationship exists between public sector actors and NGO/IO?
1	What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?
2	To what extent are target groups satisfied with social services delivered by NGO?
2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
2	To what extent has NGO played a role influencing relevant policy changes?
0	**ENVIRONMENT**
0	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
0	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
0	To what extent is NGO involved in studies on civil society?

CIVIC ENGAGEMENT

Score-2

To what extent do NGO include needs of target groups in analysis and planning?

VARD benefits from a good reputation in the area through the services and activities it has been operating since its inception more than 25 years ago. It has a good contextual understanding of the needs of local people. The field officers are the major links between VARD's management team and beneficiaries, and help management design activities that meet their needs.

VARD organizes beneficiaries in independent community groups which strengthen the resilience of communities to climatic shocks and more able to cope with financial shocks.

Also, VARD revised its Strategic Plan recently on the basis of review its previous performance and based on the target groups' demands. The management structure has recently slightly changed to be more decentralized. It is too soon to tell whether this will be effective at better representing the needs of the beneficiaries and sustain.

Score- 1

To what extent the NGO target groups participate in NGO's analysis and planning procedures?

Formal procedures in place to help target groups participate are scarce. The management team reported involving target groups through group discussions to verify the relevance of the planned activities. The planning and designing of activities remain top-down.

Score-2

What % leaders are members of a formal dialogue platform with local-national government representatives?

Despite VARD's involvement with numerous NGOs and platform, these relationships with other actors often revolve around (are limited) VARD's executive director. The senior team only, led by the executive director, engages in policy dialogues which often limit their actions to information sharing and the significance of these activities on the national policy front is yet to be established.

Score- 1

What % of leaders are members of a sectoral user group?

Only 10% of the leaders are members of a sectoral user group.

LEVEL OF ORGANISATION

Score- 2

To what extent are interests of intermediate organisations and other actors (e.g. target groups) effectively represented by NGOs?

VARD created 112 village disaster risk reduction groups (VDRRG) which are actively functioning and communicating once a week (at least) with field officers. Although these committees are fairly independent they are useful for VARD to keep itself informed about the needs and the interests of the local communities. It facilitates interactions between the groups and the government services. The research team decided to not score VARD higher than 2 because it still seems that the SPO cannot represent fully the multiple interests of such an isolated vulnerable group.

Score-1

What % of relevant organisations (national or international) of the sector is the NGO linked to?

VARD is a member of CMDRR (a national coordination organisation of 13 national level NGOs and INGOs) initiated in 2009 by Cordaid with an aim to institutionalize the concept of community managed disaster risk reduction in Bangladesh context. It mainly consists in sharing information rather than strong advocacy work. Apart from this VARD has relationships with other networks (national and regional) with which it shares information and offers advice. The most significant position of VARD remains at the regional level, in the Sylhet region where it is generally perceived as a well-established and influential organisation.

Score-2

What % of most relevant networks/umbrella organisations (national and international) is NGO linked to?

VARD is a member of about 30% of a relevant networks in Bangladesh since many years and has long-established connections notably with a network called CMDRR introduced in an earlier section. The forum is a national coordination organization of 13 national level NGOs and INGOs of Bangladesh initiated in 2009 by Cordaid. Besides this, the SPO is associated with approximately 20 national NGO networks. These connections are more 'generic' and bring benefits such as training, fund raising, donor linkages, experience sharing and so forth. In many cases, these are not meaningful networks.

More locally, VARD is active at networking with other NGOs operating in Sylhet to strengthen organizational capacity in the areas of education, training, microcredit and reproductive health care services in the Sylhet Division. These are mainly local connections and limited to one specific geographic area.

Score-1

With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?

Within the CMDRR forum VARD acts as the lead organization for the community involvement and strengthening component and facilitates the sharing of information and best practice, and coordinates advocacy work. Although VARD is mainly active through the forum, the forum itself is quite active, in a second network VARD acts as the lead organisation.

Score-2

To what extent is the NGO resource base diversified

VARD has a very diversified portfolio of funding sources ranging from Concern Worldwide, Sightsavers, Oxfam, ActionAid, GoB (Ministry of Labor and Employment) to BRAC. It also runs self-financed Training Center and Eye Hospitals in the region.

PRACTICE OF VALUES

Score-2

To what extent are social organs involved in strategic management of the NGO?

VARD has a very strong and centralized and hierarchical organisational structure which concentrates most of the decision power in the Dhaka head-office. Although this is common

in Bangladesh, this is found to be particularly strong in this SPO. This reduces the room for manoeuvre given to other social organs to participate in decision-making (besides HR management decisions). The social organs are strongly influenced by a few leading figures which clearly decide of the direction the SPO takes.

Score-N/A

To what extent are social organs involved in the management of intermediate organisations?

The programmes under study in 2014 are directly implemented by VARD.

Score-2

To what extent are codes of conduct respected within the NGO?

VARD has a range of written codes of conduct and the staff interviews reported that the SPO's communication system was effective in reporting mis-behaviours and potential problems faced by employees. In generally, the staff appeared satisfied with the level of respect granted by their superiors and enforced throughout the organization (and with beneficiaries).

VARD recently revised its Human Resource Manual, Financial Manual and Micro finance manual to adopt an update policy and developed a contingency plan, disaster policy, child policy, gender policy as well.

Score-3

To what extent can social organs (right holders) ask NGO management to be accountable to them?

The management of VARD is very much top-down and centralised in Dhaka which is not unusual in Bangladesh. The head office makes the major strategic management related decisions. This structure and organisational culture can obstruct the involvement of social organs in decision making and stop information sharing within the organisation (especially information from the field going up senior management).

Score-N/A

To what extent are codes of conduct respected within Intermediate Organisations?

VARD does not work through other organisations.

Score-N/A

To what extent can social organs (right holders) ask intermediate organisations management to be accountable to them?

VARD does not work through other organisations.

PERCEPTION OF IMPACT

Score- 2

What level of intensity of relationship exists between public sector actors and NGO/IO?

VARD organizes and attends meeting with public sector actors under different projects. Mainly it links with local government stakeholders for climate change adaptation measures and awareness raising activities around Sylhet. It encourages and facilitates linkages between the community groups it creates at the village level and the local government representatives. Respondents also mentioned that VARD intends to build awareness amongst doctors working in public hospitals in order to improve the quality and reliability of health services in the region. There however are many obstacles to this.

The community groups formed by VARD actively engage with local government officials (local government representatives can also sometimes be group members) so group members have better political voice as well as awareness and access to public services (health, education, social protection). These social mobilisation processes contribute to making the local governance structure more transparent.

Score-1

What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?

The SPO had very little/no relationship with other private sector actors other than the hospital is runs in Sylhet and some links with Sylhet City Corporation for disaster management issues.

Score- 2

To what extent are target groups satisfied with social services delivered by NGO?

The target groups of the community and satellite clinics (an activity which has stopped) reported positive feedbacks on the health activities that VARD used to undertake and valued their services. In a context where rural communities are physically isolated from public health services (geographically distant) or have access to poor quality services (low attendance of doctors, low quality services) the SPO was successful is designing activities which reached the marginalized poor and built strong relationships with the local communities.

The village community groups interviewed reported having learned from VARD knowledge and leadership which allowed them to adapt to shocks and hazards. These groups were found to be very organized, aware of their rights and empowered. The women composing (98% of

the group) were aware of the sustainability risk of the project they benefit from and independent from it in some respect.

Score-2

To what extent are public/private sector actors satisfied with social services delivered by the NGO[119]?

The main reason why VARD is not scoring 3 here is because of its weak engagement with private sector actors. With public sector ones it enjoys a privileged and constructive relationship. The local government and ministries seem to be satisfied with their services and co-opt together on important, large-scale projects in the region.

Score-1

To what extent has the NGO played a role influencing relevant policy changes[120]?

VARD actively participates in Union level DRR committee (6 events per year per union) and as the other scores indicate VARD is an active local player. However, most of VARD's activities revolve around service provision and information sharing and dissemination not national policy advocacy as such. It goes as far as informing policy and joint-planning some disaster related activities with GoB.

ENVIRONMENT

Score-0

To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?

The SPO managers interviewed reported no participation of VARD in defining civil society related interventions of the CFA, although they reported good communication and information sharing regarding disaster management issues.

Score-0

To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?

We could not find evidence of the SPO carrying out a context analysis of the space and role of civil society.

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[119] here it is not a question of public/private actors receiving NGO services. The question asks about how public/private actors assess (perception) the quality of service delivery. So for example, public sector actors may feel my NGO does a terrible job in providing education to poor children. Hence a score of 0-4

[120] changes in the policy arena related to the Dutch funded intervention (land rights, child rights etc)

Score-0

To what extent is the NGO involved in studies on civil society?

We could not find evidence of the SPO being involved in studies on civil society

6. Discussion

Table 91: Civicus scoring VARD 2012-2014

Baseline 2012	Follow up 2014	Questions
2	**2**	**CIVIC ENGAGEMENT**
2	2	To what extent do NGOs include needs of target groups in analysis and planning?
1	1	To what extent do NGO target groups participate in NGO's analysis and planning procedures?
2	2	What % leaders are members of a formal dialogue platform with local-national government representatives?
1	1	What % of leaders are members of a sectoral user group?
2	**2**	**LEVEL OF ORGANISATION**
2	2	To what extent are interests of intermediate organizations and other actors (e.g. target groups) effectively represented by NGOs?
1	1	What % of relevant organizations (national or international) of the sector is the NGO linked to?
2	2	What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?
1	1	With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?
2	2	To what extent is the NGO resource base diversified?
4percent of portfolio		CFA QUESTION: RESOURCE BASE
1	**2**	**PRACTICE OF VALUES**
1	2	To what extent are social organs involved in strategic management of the NGO?
1	N/A	To what extent are social organs involved in strategic management of the intermediate organization?
2	2	To what extent are codes of conduct respected within the NGO?
1	3	To what extent can social organs (right holders) ask NGO management to be accountable to them?
1	N/A	To what extent are codes of conduct respected within IOs?
1	N/A	To what extent can social organs (right holders) ask IO management to be accountable to them?
2	**2**	**PERCEPTION OF IMPACT**
2	2	What level of intensity of relationship exists between public sector actors and NGO/IO?
2	1	What level of intensity of relationship exists between private

		sector actors and NGO/IO? NGO?
2	2	To what extent are target groups satisfied with social services delivered by NGO?
1	2	To what extent are public/private sector actors satisfied with social services delivered by NGO?
1	2	To what extent has NGO played a role influencing relevant policy changes?
2	**0**	**ENVIRONMENT**
2	0	To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?
2	0	To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?
1	0	To what extent is NGO involved in studies on civil society?

Civic engagement- stable

The analysis of the CIVICUS indicators for 2012 and 2014 shows that commitment of VARD to engage with its target groups and other relevant stakeholders remains unchanged. VARD's capacity to understand its target groups still relies on its experience in the region and high level of expertise on disaster related issues. However despite its intention to adapt its structure to better suit the demand of its beneficiaries, the SPO remains weak at systematically integrating and taking stock of their target groups' perspective on their activities and at facilitating their participation in the planning and designing of activities. The federated village organisations do not serve this purpose of feedback loops. The grassroots groups created by VARD are mostly consulted at the time of implementation of new projects. Whilst there is a commitment to full inclusion of target groups in planning the decisions are mostly taken at the head office in isolation of the beneficiaries and field staff members.

Level of organisation - maintained

The fact that VARD maintained its position (2) since 2012 is not an indicator of stagnation but of asserted commitment to remain an active member of CMDRR and participate in their quarterly meetings. This is amongst the most important NGO networks on disaster risk management in the country, and there is evidence of co-working/joint activities. VARD's participation is therefore essential for the SPO to remain relevant and connected with more centralized and national issues discussed in Dhaka. In Bangladesh, when NGOs work outside of the capital city, the risk is that they isolate themselves from policy-related debates and similar work implemented by other NGOs.

The other networks of which VARD is part of are not necessarily as active and proactive as the CMDRR.

By conserving these relationships VARD is asserting its level of expertise nationally VARD's relationship with CORDAID is considered constructive by both parties and maintains high levels of accountability.

Practice of values – improvement

VARD is a mature organisation driven by charismatic leaders. Their commitment and tight control over the SPO's strategy and management act as a double-edged sword in that it carries both benefit and significant but non-obvious costs or risks. In fact although the scoring under this heading has increased (from 1 to 2) over 2 years, it seems the management team is not formally integrated within the decision making process and that social organs at the top of the hierarchy is strong but less so that the power of few leading figures. This hinders the real involvement of social organs in the decision making. Again, as highlighted in the 2012 baseline, in the context of Bangladesh this is not unique to VARD. Although it safeguards coherence and tight control over operations (notably a very good range of HR, management, gender policy written resources) that enhance internal accountability to the boards and other external agencies, this can negatively affect the responsiveness and adaptability of the SPO. The hierarchical nature of the organizational culture limits the participation of field staff and beneficiaries in operational or strategic decisions. Accountability to staff and beneficiaries may, in turn, be at risk.

Perception of impact - improvement

VARD is a significant player at the district level and is recognized as an efficient service delivery and implementation partner by many other NGOs and Governmental actors. Its impact grassroots work combined with direct service delivery and close collaboration with local and national governmental actors play a significant role in terms of VARD's activities impact on grassroots level access to services and information (health and disaster management). Strengthening local government and creating self-determining village groups together play an important role in building better accountability at the union and upazila level. Beneficiaries and local government representatives are reportedly consistently satisfied with the relationship they have maintained by VARD and the outcome of its activities.

The village groups are capable of identifying and assessing hazards by using Participatory Disaster Risk Assessment (PDRA) and seem better prepared to cope with climatic (and social) shocks together. Although the intervention has been shut down the village groups visited seemed confident and aware of their rights and potential. They also seemed to not be too dependent on VARD teams or on one charismatic group leader, which says something positive about the sustainability of the intervention

Environment - decline

Compared to the baseline data, the follow up results show a steep decline in VARD's engagement in studies with civil society. The SPO has 25 years of experience in this area and has high levels of specialization and expertise in the disaster management and health domain. It undoubtedly a very strong and informed understanding of the civil society context in which it operated. Beyond conducting baselines and consulting key informants, it is not clear if VARD is interested in building cooperative understanding towards such issues and perhaps has evolved from mapping and studying to improving service delivery and a more programmatic approach to this work. The research team judges that VARD has significant room for improvement in this domain and a large knowledge base to publish from. This does not appear to be a priority at the moment.

7. Conclusion

VARD's mission is to promote self-reliant and socially competitive communities. The core mission of the MFS II grant is to strengthen communities to take collective action to alleviate poverty and strengthen livelihoods. The approach attempts to improve the poor's livelihoods through solidarities and connections with relevant external agents.

VARD therefore works directly with beneficiaries and through groups engages with local government officials under the form of workshops and information sharing. In this way the target groups is more politically engaged with local government and more aware of their rights to participate in the community's social life. The research team found that despite the interruption of the intervention, the sustainability of the impact of the village groups seems to be strong and villagers act relatively independently and autonomously. The ways in which VARD engages with civil society might be a contributing factor, and its well-established reputation in the region might another one.

Nationally, VARD engages with relevant departments (especially health) activities but this engagement is dominated by senior management, often the executive director. This hierarchical structural and organizational culture may pose a problem of accountability to beneficiaries and field staff and in the longer-term of sustainability of the institution. For the moment, studies on civil society put aside, VARD is generally improving the way in which it engages with civil society and the evidence collected and presented here show that the component was well designed and implemented by the institution- even if there is always room for improvement. The table below summarizes the results of analysis of the research team.

Table 92: Evaluation scores VARD CS strengthening

Score	
9	The project was well designed
9	The project was implemented as designed
8	The project reached all its objectives
8	The observed results are attributable to the project intervention
9	The observed result are relevant to the project beneficiaries

Part 2: Case Studies

This section presents two of the five thick case studies (Aparajeyo, ACD), the other three can be found under the Capacity Development section of the technical report (AOSED, CDD, SUPRO).

Aparajeyo Bangladesh

1. Introduction

The aim of this paper is to evaluate the 'civil society strengthening' component of a MFS2 supported development intervention aimed at reducing violence against young women and girls. The intervention is part of an umbrella programme managed by PLAN Bangladesh and entitled 'Girl Power Project'. The vision of the GPP is a world in which "*girls and boys are ensured all rights to survival, protection, development and participation; a world in which they develop their personality, talents, and mental and physical abilities to their fullest potential* ".

The paper focuses on the Girl Power Project implemented by Aparajeyo Bangladesh (from here referred to as Aparajeyo), a national child rights organization, founded in 1995 in order to work with children living in and around the slums of Dhaka city. Through its programmes and projects, Aparajeyo provides a range of rights-based services to children through a holistic approach. Key to Aparajeyo's overall approach is the recognition that children are the holders of their own rights. Since these rights are invested in the child's own person, the child is no longer a passive recipient of charity but an empowered actor in her/his own development. The organization emphasizes therefore the need to respect children's 'evolving capacities.'

The paper is organized in the following way. First it offers an overview of key thematic areas that are relevant to the Girl Power project. We will look at gender inequality, child marriage and gendered norms and inequality. This is followed by a brief description of the project, and an overview of our data collection and analytical approach. The results section is divided into two parts: one focusing on an analysis of data generated by civicus data and the other on insights derived from contribution analysis. Following this we look at the overall project, its viability and significance. In the conclusion we offer summary assessments of the project design and implementation.

2. Context

In our contribution analysis samples, two SPOs (i.e. APARAJEYO and ACD) carry out projects which seek address similar key development challenges. Both are part of the Girl Power programme in Bangladesh. As such the introduction to the specific context for both SPOs has significant overlaps.

Gender issues are increasingly studied and monitored in the development sector. The MDGs, adopted by developing countries more than 13 years ago provided governments with a set of common targets. MDG three seeks to *promote gender equality and empower women*, and has specific targets around primary and secondary education enrolment and women's participation in politics. It is argued that gender differentiation and discrimination impinge on girls' ability to be healthy, safe and maintain and/or improve their well-being. In fact in some countries women are often disproportionately represented in the world's poor population, a phenomenon called "the feminization of poverty" (Pearce, 1978). This phenomenon is not specific to developing countries and characterizes the western world's poor too.

The feminization of poverty process must be understood in a holistic manner rather than an economic one by going beyond levels of income and looking at human outcomes in terms of choices and opportunities (Fukuda-Parr 1999). In the development industry, an increasing number of development and poverty reduction programmes and projects specifically target women offering skills trainings, ICT courses, livelihood trainings, hygiene and nutrition workshops, microcredit and so on. The measurement of women's entitlements, capabilities and levels of access often uses indicators such as literacy, life expectancy, primary and secondary school enrollments, maternal mortality rates, access to land, employment rates and wage, and average age at first marriage (Moghadam, 2005).

Gender inequality

The international development community has for some time now recognized the significance of gender inequality. Addressing gender inequalities is seen as necessary to alleviate poverty as well as to establish a society where the rights and entitlements of males and females are equally respected. To this end, gender equality has for some time been an accepted focus of international development efforts, evidenced in its inclusion as a Millennium Development Goal. Whilst it could be argued that international development efforts have resulted in some life enhancing improvements for women throughout the world, it is far less clear if gender inequalities have been reduced. Women and girls continue to face deep rooted discrimination which immediately impact on their life chances.

The UNDP's Gender Inequality Index (GII) aims to highlight gender gaps in key areas of human development. It focuses specifically on three key and interlinked areas: i) reproductive health measured by maternal mortality ratio and adolescent birth rates; ii) empowerment, measured by the proportion of parliamentary seats occupied by females and the proportion of adult females and males aged 25 years and older with at least some secondary education; and iii) economic status, measured by the labour force participation rate of female and male populations.

According to the 2013 Human Development Report, Bangladesh has a GII value of 0.529, ranking it 115 out of 153 countries. The table below captures the GII data for countries in South Asia, one of the regions with the highest gender inequalities in the world.

Table 93: GII data for countries in South Asia

	GII Value	GII Rank	Maternal Mortality Ratio	Adolescent Fertility Rate	Females Seats in Parliament (%)	Population with at least secondary education (%)		Labour force participation rate (%)	
						Male	Female	Male	Female
Sri Lanka	0.383	75	35	16.9	5.8	72.7	75.5	35	76.4
Nepal	0.479	98	170	73.7	33.2	17.9	39.9	54.3	63.2
Bhutan	0.495	102	180	40.9	6.9	34	34.5	66.4	76.9
Bangladesh	**0.529**	**115**	**240**	**125.4**	**11.5**	**25.7**	**44.2**	**73.2**	**85.7**
India	0.563	127	200	32.8	10.9	26.6	50.4	38.8	80.9
Pakistan	0.563	127	260	27.3	19.7	19.3	46.1	24.4	82.9
Afghanistan	0.705	149	460	86.8	27.6	5.8	34	15.7	79.7

Constructed from UNDP data available at http://hdr.undp.org/en/content/table-4-gender-inequality-index

Bangladesh is a good example of a country which is recognized as having made significant success across key development indicators and yet has a poor record in terms of gender inequality. Or put in another way, the country has managed to close gender gaps in key areas but continues to have high levels of gender inequality. Its GII value of 0.529 reveals the extent to which gender discrimination remains stubbornly high regionally and globally.

One of the ways to better understand the persistence of gender inequality in Bangladesh is to examine the role of social institutions, norms, laws and practices that play such a key role in determining access to opportunities, resources and power. The OECD Development Centre's Social Institutions and Gender Index (SIGI) helps us do this. The index sets out to shift the focus away from gender related outcomes to gender inequality related drivers and processes;

and focuses on five key areas: discriminatory family codes, restricted physical integrity, son bias, restricted resources and assets, and restricted civil liberties.

According to its 2014 report, South Asia is the third lowest performing region in the world with all its countries having medium to high discrimination across the five dimensions assessed. Of the South Asian countries, Bangladesh is the poorest performer:

Table 94: SIGI in South Asia

Country	SIGI Category	SIGI Value	Discriminatory Family Code	Restricted Physical Integrity	Son Bias	Restricted Resources and Assets	Restricted Civil Liberties
Bhutan	Low	**0.1142**	0.3238	0.2946	0.2496	0	0.5398
Sri Lanka	Medium	**0.1894**	0.4203	0.2680	0.1482	0.6206	0.5398
India	High	**0.2650**	0.6439	0.3771	0.5415	0.5912	0.3538
Pakistan	High	**0.3012**	0.6908	0.4127	0.6497	0.4075	0.4504
Nepal	High	**0.3228**	0.1812	0.408	1	0.5912	0.2554
Afghanistan	High	**0.3223**	0.7315	0.5473	0.4643	0.5912	0.4601
Bangladesh	**Very High**	0.3899	**0.9730**	**0.3322**	**0.5830**	**0.5912**	**0.4504**

Available at http://genderindex.org/ranking/South%20Asia

One of the striking observations of the SIGI is the significance of discriminatory family codes in Bangladesh. This includes rules related to marriage, parental authority, divorce and inheritance. These are governed by a mixture of codified and uncodified laws which differ according to religious tradition and repented by the country's highest legal authorities. Crucially, the uncodified laws and customs are legally recognised and implemented by different institutions from central government to local communities.

Child marriage

Child marriage is prohibited by international human rights law and many national laws including those in Bangladesh. Whilst boys are married as children, girls are significantly disproportionately affected. In 1984, Bangladesh outlawed child marriage and raised the minimum age for marriage to 18 for females and 21 for males. Further protection was

introduced in 2004 and 2005 when it was decided that all marriages and births had to be legally registered, and failure to do so could result in two years imprisonment. Despite this, child marriage is commonly practiced throughout Bangladesh. The 2013 UNICEF report into child marriage reports that the highest rates are to be found in South Asia and sub-Saharan Africa. Globally, Bangladesh has the second worst performance in terms of women married before the age of 15 or 18, and has the highest rates of marriage involving girls under 15. The 2011 Demographic and Health Survey (DHS) of Bangladesh found that 45.7% of girls between 15 and 19 years of age were either married, divorced or widowed, whilst 74% of women had been married before 18.

In response to the problem of child marriage, it was reported in 2014 that the Government of Bangladesh was 'considering' lowering the age of marriage from 21 to 18 for men, and for women from 18 to 16. Many media reports linked this move with an attempt to appease more conservative political and religious forces in the country.

There is remarkable consistency in the patterns and conditions which result in child marriage, and these reflect trends in Bangladesh. Thus child marriage is far more likely to happen in households that are poor, have lower levels of education and live in rural areas. Equally there is great consistency in consequences of child marriage. Thus girls who are married early tend to leave school, have less employment opportunities, are socially isolated, are unable to negotiate safer sex, have more children to look after, and are less likely to receive medical care while pregnant (UNICEF 2013). This indicates the high risk of early marriages transmitting disadvantage intergenerationally. In cases of child marriage, the transmission of sexual or maternal diseases, the risk of multiple miscarriages, the possibility of child stunting, and the negative impact on educational achievement and physical development, are all increased (Raj et al. 2009).

In Bangladesh the association between poverty and child marriage is by now well established. The practice of dowry highlights this association very well. Although dowry payment in Bangladesh is illegal, there is increasing evidence that it is increasing. Recent research suggests that dowry payments can be more than 200 times the daily wage rate and as such a major determinant of poverty in Bangladesh (Davis and Bach 2010). Moreover, reports from the media and other civil society activists increasingly highlight the association between dowry payments and violence against women.

The practice of child marriage is declining globally. However progress is uneven across and between countries. If the current rates of decline hold in the future, the number of early

marriages will decrease. However the rate of decline is struggling to keep pace with population growth globally. For a country like Bangladesh this challenge is likely to be a priority for some time to come.

<u>Gender norms and inequalities in Bangladesh</u>

Social norms are often a good thermometer of the dynamics of social change in a society. In Bangladesh, the differential impact of societal norms on the lives of women and men remains a major and significant concern. Bangladesh is a highly patriarchal society. Within the household and through local decision-making and legal bodies such as the *samaj* (community) and *salish* (informal arbitration process), men exercise control over women in key areas of life including labour, sexuality, decisions around marriage, mobility and access to markets, opportunities in education and health, control over assets and income. Despite constitutional commitments to equality, state legislation and institutions reinforce the subordination and dependence of women on men. At the same time, control over women is exercised through pervasive gender-based violence.

The institution of purdah plays a key role in setting parameters around the relation between men and women, and the behaviour and actions of the latter in particular. Purdah therefore connects the control of women with family honour, and established norms which women themselves come to internalize (Adnan 1989). Within purdah therefore women may be able to access public spaces and even exercise public office, but they do so by remaining within prevalent cultural norms and expectations (White 1992).

The Global Gender Gap Index 9(GGGI) benchmarks national gender gaps on four key criteria: economic, political, education and health. There are three characteristics of the GGGI. First, it focuses on measuring gaps rather than levels. Second, it captures gaps in outcome variables rather than gaps in input variables. Third, it ranks countries according to gender equality rather than women's empowerment.

Table 95: Bangladesh Global Gender Gap Index[121]

GGGI YEAR	OVERALL		ECONOMIC PARTICIPATION		EDUCATIONAL ATTAINMENT		HEALTH & SURVIVAL		POLITICAL EMPOWERMENT	
	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score
2014 (142	68	0.697	127	0.477	110	0.940	122	0.966	10	0.406

[121] The highest possible score on the GGGI is 1 (equality) and the lowest possible score is 0 (inequality)

2013 (136 countries)	75	0.685	121	0.495	115	0.885	124	0.956	7	0.404
2012 (135 countries)	86	0.668	121	0.480	118	0.858	123	0.956	8	0.380
2011 (135 countries)	69	0.680	118	0.493	108	0.917	123	0.956	11	0.359
2010 (134 countries)	82	0.670	113	0.473	108	0.914	121	0.956	12	0.338

Constructed from http://reports.weforum.org/global-gender-gap-report-2014/economies/#economy=BGD

The table shows that in 2014 Bangladesh achieved its highest ever overall score. It was also among the list of top 10 in the Asia Pacific region for reducing gender gaps, and was top in South Asia. The data however needs to be treated with some caution.

First, in 2014, the country's score on the Economic Participation and Opportunity sub index slipped significantly and now stands well below the sub index average. This sub index includes female-male ratio in labour force participation, wage equality for similar works, estimated earned work, legislators, senior officials and managers and professionals and technical workers. Women are under-represented in managerial, executive and clerical positions. Their employment is relatively higher in the agricultural sector and in export-oriented production such as garments and shrimp processing. However employment in the agricultural sector is highly seasonal and women receive significantly less wages; employment in the export-oriented production industry may be high, but conditions of employment are precarious and, as the recent Rana Plaza building collapse illustrated, dangerous.

Second, although Bangladesh performs well on primary education enrolment and indeed is among the top 10 countries globally (primary education is free in Bangladesh), enrolment rates for females beyond primary education are far lower than those of males. Bangladesh's performance in health and survival is on the other hand very low and places Bangladesh among the twenty lowest-performing countries. There are many indicators which underpin this poor performance. For example, women living in Bangladesh remain at a high risk for maternal mortality and morbidity (Walton and **S**chbley 2013), the prevalence of stunting and wasting among female children is higher than among male children (Unnayan 2011), and women's ability to access to healthcare is less than their male counterparts. Access to resources, gender norms, and values and gender-based violence are barriers to maternal health (Afsana, 2007), and there is some suggestion that in south asia more generally, intimate

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partner relations play a role in lessening a woman's ability to seek any healthcare (McCloskey, Williams, Lichter, Gerber, Ganz, and Sege, 2007).

Bangladesh performs well in the Political Empowerment index, and is ranked 10th. This rating is boosted by the exceptionally high score on the Years with female head of state indicator (Bangladesh has been led uninterrupted by women Prime Ministers since 1990). Over the years, there have also been various affirmative measures to increase women's representation in decision making and public bodies (reservations for women). However gender differentials persist in these same bodies and in community life more generally. As indicated above, Bangladesh has several parallel legal systems (religious laws, civil law, constitutional rights) which are implemented and interpreted in different ways across the country, between communities and within households. With a number of legal systems operating in tandem, contradictions arise and this tends to negatively impact on the rights and status of women.

The Freedom House report 'Freedom in the World 2014 – Bangladesh' noted:

> *In rural areas, religious leaders sometimes impose flogging and other extrajudicial punishments on women accused of violating strict moral codes, despite Supreme Court orders calling on the government to stop such practices. Women also face discrimination in health care, education, and employment. In 2013, Islamic clergy and women's groups remained at loggerheads over implementation of the National Women Development Policy, which holds that women and men should have equal political, social, and economic rights.*[122]

Meanwhile, the April 2014 Report of the Special Rapporteur of the Human Rights Council on Human Rights on violence against women noted that

> *Inequality and power imbalances between men and women are among the root causes of violence against women in the country. This is underpinned by the persistence of patriarchal attitudes towards women, as well as stereotypical views regarding their roles and responsibilities. More than one third of men and women in Bangladesh reportedly believe that wife beating is justified in specific circumstances*[123]

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[122] See http://www.refworld.org/docid/5417f39714.html

[123] See http://www.refworld.org/docid/539831154.html

3. Project description

Aparajeyo is an NGO working nationally since 1995 for child rights recognition and enforcement. It started operating in 1976, working with children living in and around slums in Dhaka with the objective of reducing their vulnerability. It now provides services to excluded and vulnerable children who predominantly live in the urban area in order to protect them against forms of systematic violence, abuse and exploitation. Aparajeyo is a relatively large organisation employing 550 people (of which 55% are women).

One of the main projects discussed with Aparajeyo was the *Girl Power Project* (GPP). The GPP is funded by a consortium called the child right alliance[124], which includes the Dutch government, Plan International, CHI (Child Helpline International) and Free Press. Aparajeyo receives its funding from Plan International Bangladesh. The project started in 2011 and should last until 2015. Aparajeyo is one of the 11 NGO partners of Plan International Bangladesh responsible for the implementation of the project. The activities of the project include vocational trainings for girls, trainings with the local authorities and elites, theater for development, advocacy and lobbying. These are listed in detail the table below (taken from the baseline report).

Table 96: List of Aparajeyo's GPP activities and expected outcomes

ACTIVITIES	OUTCOME
Individual (households) level 1.1. Media messages to provide information to girls and young women on gender equality, women's rights and protection against violence (radio, TV, etc); 1.2. Girls and young women reached through sports programs; 1.3. Girls and young women reached through (socio- legal) protective services; 1.4. Girls and young women reached through awareness, knowledge and skills building initiatives.	Reduction of gender based violence against girls and young women and better protection for girls and young women;
2.1 Media messages to provide information to communities on gender equality, women's rights and protection against violence (radio, TV, etc) 2.2 Communities reached through sports programs 2.3 Communities reached through sensitization measures on gender	Increased awareness, knowledge and skills of girls and young women on gender equality and challenging gender based violence to protect themselves

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[124] now called Girl Power Alliance since 2013

equality and protection against violence 2.4 Communities reached through capacity building measures (trainings, workshops) on gender equality and protection against gender based violence.	against violence and claiming their rights;
Institutional (government) level 3.1 Lobby and advocacy related to girls empowerment, girls' rights to be protected against violence and gender equality 3.2 Capacity building of governmental professionals on the rights of girls and young women (in particular their right to be protected against violence) 3.3 Dialogue between civil society and government in formal dialogue meetings 3.4 Multi-level coalitions and networks developed to advocate for the rights of girls (in particular their right to be protected against violence). Civil society level 3.5 Organizational support provided to community based organizations (to strengthen their capacity to involve girls and young women and promote their rights). 3.6 Organizational support provided to civil society organizations (to strengthen their capacity to involve girls and young women and promote their rights). 3.7 Support provided to the self-organizing initiatives of girls and young women. 3.8 Organizational and institutional support provided to the formation and strengthening of networks of civil society organization's promoting the rights of girls and young women (in particular their rights to protection, education, socio-political participation and economic participation). 3.9 Monitoring of government's responsiveness to girls and young women's rights and needs.	The institutions are more sensitize and ensure their existing services within young women and children.

The GPP is implemented in five wards in Southern part of Dhaka city. Another national NGO covers the northern part of the city. The project has 6,250 direct beneficiaries (girls and young women). Aparajeyo provides and delivers services directly to the beneficiaries themselves with no intermediary institution. Services include life skill training which has 11 components. Beneficiaries are organized into groups known as 'Girls Forum'. Aparajeyo works with 210

such groups and offers different training activities including theater for development, karate training, birth registration, and rights/entitlements awareness raising. Aparajeyo has established 15 child protection committees, which include 5 members from the Girls Forum. The child protection committees meet three times every month.

4. Data Collection and analytical approach

See appendix 4

5. Results

Aparajeyo's CIVICUS scoring and discussion

The analysis of the change in CIVICUS scoring for Aparajeyo for the years 2012 and 2014 are analysed in this section, organized in the five dimensions of the civicus index and listed in the table below.

Table 97: Civicus scorings Aparajeyo 2012-2014

Questions	Follow up 2014	Baseline 2012
CIVIC ENGAGEMENT	**1**	**1**
To what extent do NGOs include needs of target groups in analysis and planning?	2	1
To what extent do NGO target groups participate in NGO's analysis and planning procedures?	1	1
What % leaders are members of a formal dialogue platform with local-national government representatives?	1	1
What % of leaders are members of a sectoral user group?	1	1
LEVEL OF ORGANISATION	**2**	**2**
To what extent are interests of intermediate organizations and other actors (eg target groups) effectively represented by NGOs?	2	2
What % of relevant organizations (national or international) of the sector is the NGO linked to?	2	2
What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?	2	2
With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?	1	1
To what extent is the NGO resource base diversified?	3	3
CFA QUESTION: RESOURCE BASE	MFSII represents 4.46% of Aparajeyo's annual budget	
PRACTICE OF VALUES	**2**	**2**
To what extent are social organs involved in strategic management of the NGO?	2	2
To what extent are social organs involved in strategic management of	2	2

the intermediate organization?		
To what extent are codes of conduct respected within the NGO?	2	2
To what extent can social organs (right holders) ask NGO management to be accountable to them?	2	2
To what extent are codes of conduct respected within IOs?	1	1
To what extent can social organs (right holders) ask IO management to be accountable to them?	1	1
PERCEPTION OF IMPACT	**1**	**1**
What level of intensity of relationship exists between public sector actors and NGO/IO?	1	1
What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?	1	1
To what extent are target groups satisfied with social services delivered by NGO?	2	1
To what extent are public/private sector actors satisfied with social services delivered by NGO?	1	1
To what extent has NGO played a role influencing relevant policy changes?	2	1
ENVIRONMENT	**2**	**2**
To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?	2	2
To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?	2	2
To what extent is NGO involved in studies on civil society?	1	1

Civic engagement- stable

Over the two years, the overall score remains at 1. However there has been an increase score for the assessment of the extent to which the SPO includes he needs of target groups in analysis. As indicated above Aparajeyo works on deeply sensitive issues with individuals, households and communities who are in very vulnerable contexts. Its commitment to engaging with children as active agents as opposed to passive recipients, makes the task of ensuring meaningful participation with the target group challenging. In the context of Bangladesh, this task is indeed enormous, especially given the programmatic focus on young women/girls. In our baseline we observed that although Aparajeyo was committed to include target groups, no meaningful meetings had taken place. Over the past two years we have seen signs of improvement in this regard. Aparajeyo is making serious progress in trying to find ways to formally include young women/girls more in planning, decision making and programme implementation. Getting target group members onto formal dialogues platforms or on to sector user groups is not easy because there are so few around. However in Dhaka at least, Aparajeyo is widely considered to be ahead of its field in terms of engaging meaningfully with young women/girls.

Level of organization- stable

In terms of level of organization, in 2014 we recorded a score of 2 which is the same score of 2012. Moreover the subitem scores have not changed. This however is a very good score. Aparajeyo does not work through intermediate organizations. It however plays a strong role 'representing' its target group beneficiaries and as indicated above, is keen to introduce a cultural change by presenting young women/girls as more active agents in charge of their own destinies. The organization has consolidated its reputation within the development community and within government agencies, as a mature NGO with a clear commitment to the wellbeing of young women/girls. As such it is seen as a pioneering NGO and is linked to the vast majority of relevant organisations. Indeed often, Government officials seek out the views and experiences of Aparajeyo. Thus Aparajeyo is the chair of many network bodies and its Executive Director is a former Chair of (i) Bangladesh Shishu Adhikar Forum - BASF (National apex body of 263 NGOs working in child rights sectors), (ii) Member of Governing body (Global march against child Labour-International Foundation-Netherland) (iii) Coordinator (South Asia and Pacific, Global March against Child Labour-worldwide movement) and (iv) Habitat Council of Bangladesh (membership 180 NGOs). The Executive Director is also the Vice Chair of the Juvenile Justice Roundtable members consisting of UNICEF and other relevant organization. The relation between PLAN and Aparajeyo started in 2012 and is viewed positively on both sides. Aparajeyo is considered a strong and active partner. The composition of the financial resources base of Aparajeyo is very good with a variety of international donors and local donors offering finds over the medium term. As is often the case of NGOs in Bangladesh, the Executive Director assumes significant resource mobilization responsibilities.

Practice of values- stable

In this item again we see no change in the overall scores nor in the sub-item scores. The scores however are consistently quite strong. We have given relatively low marks against the questions regarding IOs since Aparajeyo does not work through intermediary organisations. Despite this we observed however how Aparajeyo carries out capacity development for CBOs in a more informal manner. Aparajeyo is governed by a Board of Directors and has a Senior Management Team that implements the organization's programmes. The Board of Director's Members are elected or re-elected on a fixed term according to procedures set out in a Memorandum and Articles of Association – the organisation's governing document. Each new member is given an individual induction programme. The Board meets regularly against an agenda and with minutes published. The Executive Director formally responds to the Board of Director's chair. IN reality however this organizational structure has no real significance as the Executive Director is firmly in charge of the organization. More than

1,000 staff are employed by Aparajeyo and there is a real sense that the SPO sees it staff as a prized asset. Aparajeyo works to ensure young women/girls are represented at all levels of programme and participate in project implementation decisions in each of its working areas. Although it is a rights based organisation committed to the effective participation of its target groups and key external stakeholders, the role and significance of the organization's leadership is strong. 'Democratising' leadership therefore is an ongoing challenge, which Aparajeyo is aware of. Efforts are made to ensure female children have equal access to the resources and services provided by the organization, and to ensure that the proportion of male and female staff be equitably represented at programme, and more importantly, at policy making levels. This is a very positive characteristic of the organization. Aparajeyo has a good range of internal written human resource type documents. Refreshingly, references to these are published on the organization's website. Staff are aware of the key ones and these are respected. There have been relatively few cases where disciplinary procedures have been introduced.

Perception of impact- stable

In this item, the overall score remains stable over the two years of the assessment but there have been important positive changes in some of the subitems. The main areas where we have observed improvements are in a) satisfaction levels of target groups and b) claims around the influence of SPO on relevant policy changes. IN part we expected this in our baseline report because Aparajeyo has a solid trackrecord of addressing the needs of its target group. The MFS2 had just started when we carried out the baseline and so we anticipated positive improvements. This has happened. The establishment of Girl Forums seems to have played a positive role in strengthening girls' identity and signaling to the wider community an intent to take protection seriously. Feedback from young women and girls on Aparajeyo's work was very strong, and this was supported by equally strong feedback from the carers or guardians of the young women/girls. Aparajeyo has made some important strides in influencing policy and practice. It has participated in national efforts to reduce trafficking and to mobilise against violence against women; it has close working relations with key Ministries including the Ministry of Women Children's Affairs and the Home Ministry. It also partnered with the Bangladesh Bank to introduce a 'savings account' system for street children. This is a highly innovative development which aligns well with Aparajeyo's overall ethos around children as active agents of their destiny. Besides this, Aparajeyo has very good working relations with public and private sector agencies. It receives direct support from a range of private sector actors in the form of small grants, training, house rents. Work opportunities and so forth. Its Board of Directors are

directly involved in identifying and exploiting such opportunities. Levels of satisfaction from both public and private sector actors are very high, with external stakeholders commenting on Aparajeyo's progressive programmes and the integrity of the organization's staff.

Environment - stable

Here we did not observe any major change over the two-year period of assessment. Aparajeyo has a good record for its work on child rights, poverty and urban contexts. There is a wealth of knowledge and programmatic experience that could be exploited more. This explains our relatively low mark on the involvement of Aparajeyo in civil society studies. There are some publications on Aparajeyo and its work – and thankfully some in Bangla. However given the salience of Aparajeyo's expertise, we feel much more can be done. Aparajeyo plays a strong role in CFA strategy in Bangladesh. In part this is a reflection on Aparajeyo and in part a reflection of the inclusive management of PLAN. Aparajeyo feels that it can influence the strategy of CFA and feels its views are respected and listened to. In terms of its programmes. Aparajeyo is very active in carrying out investigations into the space and role of civil society. Its investigations include context analyses of the kind carried out when developing proposals, as well as more innovative action research in which again young women and girls are major participants. Detailed analysis and understanding of the space for civil society in future interventions serves two key functions. On the one hand, it simply informs programme or project decisions. On the other hand, it allows Aparajeyo to gauge and assess wider levels of support for programmes. The need for the latter is anchored in the view that the support of local elites and communities (or at least their agreement not to actively resist interventions) is necessary given the sensitivity of the kind of issues Aparajeyo deals with and – by implication - the level of risk it is exposed to.

Aparajeyo's theory of change

With the participation of their staff members, the research team developed the theory of change for Aparajeyo's strengthening civil society component. Table 103 therefore illustrates linkages between activities, outputs and outcomes and helps summarize the intended contribution to reducing gender-based violence. It is far more than a description of the programme as it pushes staff members to reflect on the logic behind each intervention and unpack assumptions about drivers of change. After laying out the conceptual, theoretical and intended causal linkages, the challenges, threats and risks associated with the activities

implemented in the context of delivering gender related activities to particularly vulnerable women living in challenging contexts.

As stated earlier, the GPP is implemented in five wards in the Southern part of Dhaka city. There are 6,250 beneficiary young women who are organized into Girls Forums. Aparajeyo provides and delivers services directly to beneficiaries. It also supports child protection committees which include members from the Girls Forms.

GPP group members meet three times a month to share information and spread awareness in their communities. Protecting girls is a key aim of the project and early marriages are considered a threat to their protection. Our interviews with various stakeholders confirmed that the main driving factor behind early/child marriages was an intention to protect daughters against the sexual abuse, pregnancy, falling in love then being abandoned and having their reputation ruined as well as their chances of finding a good husband in the future. Girls are considered as particularly vulnerable to these dynamics and are known to either blackmail their parents or elope with the boy/man they are in love with. Parents want, as much as possible, to retain control over their daughters' physical and emotional involvement with men in order to avoid bad reputation and therefore, although they are aware of the possible negative implications of early marriage, will marry off their daughters early. This is therefore a highly sensitive area in which to work. Information is usually suppressed rather than shared. News about early marriages are often disseminated when it is too late to intervene. The GPP create a momentum driven by the girls and for the girls to understand their rights and their opportunities to act regarding child marriage and gender violence. In that way it is creating a link between them and the local government and/or local decision-makers on the issue.

The communities with which Aparajeyo works are particularly difficult because they are mostly migrants and have not established themselves in their localities. Migrants from India for example are to found in the sweeper colonies in old Dhaka. Being from India, they often have different cultures, customs, practices, beliefs and traditions. They also have different languages. Through our interviews we were made aware that in these communities the male-dominated culture is more accentuated, the levels of social exclusion are higher and young women and girls are particularly vulnerable to discrimination and abuse.

The strengthening civil society component of the GPP is particularly important. Family and community are identified as key actors in efforts to reduce violence against women. The role of local religious (imam) and/or community (panchayat) are also significant as is the role of law enforcing agencies especially the police, school leaders and government officials.

Without the support of these agencies, the SPO could not act as safeguard against gender-based abuses and violence. In Aparajeyo's working area, there are few civil society organizations working on the same issues and Aparajeyo is known locally as a pioneer for its efforts to reduce violence against girls and young women.

Given the emphasis the GPP project puts on interaction with local civil society actors, Aparajeyo, like ACD, is very strong. In the constantly changing and dynamic urban environment the project is being implemented the involvement of formal and informal actors is essential to transform social behaviour and values related to gender. The theory of change presented below and developed with the members of staff explicitly shows the different layers of the model of intervention and the key targeted actors. Similarly to the ACD case study, the theory of change of GPP carries weighty underlying assumptions regarding:

- Local government representatives in Dhaka are able to influence the practices regarding marriages
- Local ward cooperation
- Local dalit men/boys cooperation
- Religious leaders cooperation and ability to enforce a no child marriage policy

Table 98: Aparajeyo's theory of change table

Input	Output	Outcome	Impact	Mission
Child protection group formation and training	Provide social safety net to young girls	Increase government linkages and better practices regarding young girls	Contribute to having a preventive system of civil society and loc. gov.	Reduce gender based violence
Life skills and livelihood training support	Increase the capacity and self-confidence of young girls	The communication skills of young girls are improved together with their awareness of their rights	Increase girls' participation in economic and social activities	
Formation of the Girl Forum	Girls and young women meet regularly and support each other in a challenging environment	Young girls are aware of their rights	Young girls are more likely to defend their rights and advocate against child marriage and violence against women	

Training, capacity building and support for duty bearers, local purohit, imams	Duty bearers are informed about the implications of child marriage and are involved in action to stop it	The community intervenes in case of child marriage and gender-based violence	Fewer child marriages occur in the locality and gender-based violence is reduced	
Workshops and trainings for CSOs and media on gender and child protection issues	Better informed media able to report on issues related to child protection and gender inequalities	Strengthened civil society more capable of reporting on and advocating against child marriage and violence against women	Change in wider perceptions on gender based violence	

Compiled by author and verified by staff

The life skills and livelihood training support offered by Aparajeyo Bangladesh enables the girls to realize their economic and social potential and build their confidence. This is particularly important when the activities of Aparajeyo challenge the traditional marriage dynamics. Girls that are better informed and more confident are also more aware of their support network within their community (from religious, community leaders and local elites, teachers etc…). This, in challenging contexts strengthens the young girls' advocacy potential, which would be limited if Aparajeyo did not engage with the duty-bearers, schools and local leaders.

The workshops with the media have for objective to build more understanding of the dynamics of violence to women and also expose its negative implications to the broader public. This is necessary because most long-established practices like child marriage, and well embedded in people's fears, aspirations, cultures and norms. For an isolated household challenging norms, often means taking the risk of being excluded from or have bad reputation within their already vulnerable community. The way in which news (about child marriage, violence against women, rape etc…) are being reported is hugely important is framing the community leaders' attitude towards these issues.

Aparajeyo's contribution analysis

The contribution analysis of Aparajeyo was developed through an iterative process involving interviews and visit of field staff and key local stakeholders external to the SPO. The research team investigated the actors and factors which can also contribute and stand as potential alternative explanation for the intended outcome. The team narrowed the number of alternative explanations to five actors listed below:

- The police and Victim Support Center (VSC)

- Old Town Panchayet Committee and other socio-religious committees

- Other NGOs (BNWLA)

- Mothers and community members

- Local government

The weighing of each actor in relation to the achievement of the outcome was done based on the analysis of empirical data gathered directly from the respondents and secondary sources.

The UNDP initiated a new programme to enhance the government's responsiveness to children and women's abuses. The Victim Support Center (VSC) implemented by the Bangladesh Police shares a lot of its objectives with the work of AB by providing "transition centers" where the victims of violence are brought to, in order to be rehabilitated. This acts as a facilitating agency which links victims with supporting NGOs such as AB (through MoUs) and helps them. Alongside this specific project the Department of Social Services (DSS) and the Ministry of Women & Children Affairs also operates some projects related to issues of vagrancy or children and girls protection in and outside of Dhaka.

The role of the community-based organizations and religion-based entities are significant. As mentioned earlier the ponchayet (which do shalish but not only), take all major decisions for the community with the objective of protecting it from potential external threats. These can often have high expectations regarding the NGOs intervention (infrastructure, money, jobs etc…). For the SPO, having tight, trusting long-lasting relationships with these is necessary but often not sufficient. It was pointed out that the extent to which NGOs can work in certain areas with specific communities can be heavily challenged by informal forms of intermediaries who see in these NGOs' interventions an opportunity to collect regular rents, entry fees, exert power, or a threat to their own aura of influence. Either way a lot of the time, NGOs have to enter in a relationship with them in order to work with the marginalized communities. AB seems rather efficient and successful at entering these sites and negotiating these informal relationships to implement their programmes. Interviews with community members and religious leaders indicated that getting involved in this sort of social activities related to gender with NGOs can jeopardize them and weaken their position in the community. The panchayet and the mosque authorities can influence domestic issues and manage conflict between families in some instances.

We have attributed a score of 0 (nonexistent contribution) to local government. In comparison to the context of operation of the Association for Community Development in Rajshahi where the SPO interacts with local government representatives, in Dhaka city formal interactions

with local government officers is far less frequent. The reason for this, according to the data collected during interviews, is that the elections of ward commissioners have not been held in the last five years. As a result, non-elected secretaries carry out the work of ward commissioners (formal elected representatives). Although non-elected zonal executives appointed by the Government of Bangladesh are in place, the size of the areas that fall under their jurisdiction is immense. As such, they are not able to have significant involvement with local and community-specific issues related to gender. The implication of this is that Aparajeyo does not have a reliable local government counterpart to work with, and the little local government involvement which exists, does not prioritise the issues to which Aparajeyo is committed.

The role of mothers and other community members was given a score of 2 (medium contribution) and assessed as a primary rival in the contribution narrative. This rationale for this has already been rehearsed above. Ultimately it is households who tend to make decisions on early marriages and information on decisions can often emerge once it is too late to react or intervene.

Table 99: Aparajeyo Bangladesh contribution analysis

Alternative explanation	Influencing factors	Type of rival	Degree of influence					Score
			Certainty	Robustness	Range	Prevalence	Evidence	
The police and Victim Support Center (VSC)	**Institutional** MoU implemented between the Victim Support Center and Aparajeyo	**Commingled**	**Low** The VSC is primarily a response to violence not a preventive mechanism- it is a rehabilitation centre (days)	**Low** There is limited evidence of the contribution to VSC to programme outcome (i.e. reducing child marriage)	**Low** The VSC's mission is not to stop child marriage or violence against women	**Low** The support centers are sparse in Dhaka city + different activities	**Low** The agency has reports on reducing violence cases	1
Old Town Panchayet Committee and other socio-religious committees	**Interpersonal** The local community leaders have good relationships with Aparajeyo	**Commingled**	**Medium** Their support is vital for stopping child marriage from happening. Evidence shows they are highly aware of the issues.	**Medium** Many sources have mentioned the role of these CBOs but recognized their limitations (bribe, blackmail of elites, and protection of girls…)	**Medium** Can influence communities' norms and prejudices for/against child marriage	**Low** The degree to which the Ponchayet can influence the outcome in the communities is limited geographically	**Low** Interviews confirmed their awareness but their level of independence from other potential influences is unclear	2
Other NGOs (BNWLA)	**Institutional** The two programmes work alongside each other in Dhaka city (north and south)	**Commingled**	**High** Their support is essential for stopping child marriage from happening in other parts of the city. AB reported being satisfied with BNWLA's work	**High** The NGO has good M&E system to report activities and outreach.	**High** BNWLA shares its mandate with AB.	**Medium** The outcome is a high priority for the NGO working in different areas. They therefore do not directly influence the outcome of the programme in	**High** NGO reports and VSC information	2

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							AB sites	
Mothers and community members	**Individual and interpersonal**	**Primary rival**	**Medium** Families are the primary duty bearers and decision makers about marriage – they are under socio-economic pressures to marry their daughters.	**High** Evidence was very strong. If the mother or father sense a risk for their daughter, the marriage will happen	**Low** Reducing child marriage is not a priority for parents	**High** Can be local-specific. Depends on household capacity. Their actions highly influence the programme's outcome.	**Medium** Large majority of respondents recognized that the outcomes of the programmes depend on parents' action. No measurement/ reports.	2
Local government	**Institutional** non-elected zonal executives (ZE) appointed by GoB but no personal relation with Aparajeyo	**Implementation**	**Low** Their potential involvement could be helpful in penetrating new areas and coordinating action	**Low** Programme staff reported that ZE had interest in the issue. No evidence.	**Low** Outcome is not a priority for local government.	**Low** No elected local government representative in place. Zonal Executives are not engaging with the issues at the local (ward) level.	**Low** No evidence found.	0

6. Conclusion

As the empirical evidence and analysis presented in the above section shows, Aparajeyo is being very active and effective in a challenging urban environment where government support and services are limited. The project is targeted to a particularly marginalized population in Dhaka city where the protective social behaviour of duty bearers is deeply rooted in traditions. These factors put together deepen the vulnerability of the young women and girls in the targeted area. This intervention is particularly interesting as it uncovers stories of necessary negotiation and co-option between the SPO and civil society actors (both formal and informal ones). As for the ACD, an SPO implementing the Girl Power Project in a rural context, the study finds that transforming values and practices requires time and sensitivity of the main stakeholders. The study reveals that despite significant political challenges Aparajeyo is successful at obtaining cooperation and co-option from relevant stakeholders.

We are however convinced of the value of this intervention. There are too many counterfactuals (i.e. contexts where an ACD type intervention does not take place) which lead to greater vulnerability for young women and girls. Taking on this kind of intervention however requires a commitment to impact over time.

It is interesting to compare the contextual factors that influence the operations of the two NGOs implementing the Girl Power Project. In both contexts in Rajshahi and in Dhaka, the SPOs target groups have ethnic, linguistic, historic and religious differences with the Bengali majority. Early marriage in the studied community in Dhaka city happens as a protective measure for women, because of fears of insecurity. In Rajshahi on the other hand, early marriage persists as a result of poverty.

In the Dhaka context targeted communities also experience significant labeling stigma, which constrain their economic opportunities and occupations. So the targeted community is therefore protective of girls' and young women's movement outside the colony. It is difficult for them to find jobs outside the colony. The interviews with SPO field staff members and with Plan International revealed that building relationships with civil society that are necessary for the NGO to achieve its mission take more effort and more time in the specific urban context in which Aparajeyo works, than it does in the rural context of Rajshahi. The local politicians and influent figure (the local elites or the *mastaan* for example) can put the work of the NGO into questioning and seriously obstruct the implementation of the activities if they are not consulted and involved to a certain degree.

In Rajshahi the civil society has more the function of a web of informants that relays critical real-time information to prevent child marriage. In Dhaka civil society actors have more of a legislative and executive function. The relationship with communities is not different to the one in rural settings but the pressures put on this relationships are more dynamic as new comers are likely to threaten the SPO's intervention in the area (take rent, entry fee, subscription fee, tease/intimidate girls).

In terms of summary project evaluation, we would propose the following

Table 100: Evaluation scoring CS strengthening AB 2014

	Score
The project was well designed	9
The project was implemented as designed	9
The project reached all its objectives	7
The observed results are attributable to the project intervention	9
The observed result are relevant to the project beneficiaries	10
The project was implemented efficiently	9

Association for Community Development (ACD)

1. Introduction

The aim of this paper is to evaluate the 'civil society strengthening' component of a MFS2 supported development intervention aimed at reducing violence against young women and girls. The intervention is part of an umbrella programme managed by PLAN Bangladesh and entitled 'Girl Power Project'. The vision of the GPP is a world in which "*girls and boys are ensured all rights to survival, protection, development and participation; a world in which they develop their personality, talents, and mental and physical abilities to their fullest potential* ".

The paper examines a project implemented by the Association for Community Development, A grassroots level human rights based organization which operates in the North West region of Bangladesh and implements a number of projects aimed at disadvantaged and vulnerable groups as well as victims of violence. The specific aim of the project is to reduce incidences of gender based violence against young women and girls. The project has been supported by MFS2 since 2011 and will end in 2015.

The paper begins with an over view of the context in Bangladesh which is relevant to the project. We will look at gender inequality, child marriage and gendered norms and inequality. This is followed by a brief description of the project, and an overview of our data collection and analytical approach. The results sections is divided into two parts: one focusing on an analysis of data generated by civicus data and the other on insights derived from contribution analysis. Following this we look at the overall project, its viability and significance. In the conclusion we offer summary assessments of the project design and implementation.

Our findings and analysis of civicus indicators confirm that the project has managed improvements over the two years of the evaluation. In 2012, ACD started with strong scores and has managed to make some improvements to these. The most significant improvement in observations is around civic engagement, which confirms our analysis in 2012 that ACD's strengths lie in its ability to engage with a range of stakeholders including target groups. The contribution analysis takes this point forward by confirming the complexity of the project which derives from ACD's relation and dependence on local political contexts and actors. However our analysis found that although ACD relies on external stakeholder co-optation, the observed outcomes can be attributed to the NGO. Moreover this attribution can only be made because ACD is successful in engaging with other relevant stakeholders.

The project is a successful one and in many ways is agenda setting. ACD implements projects which touch on the deepest nerve of Bangladesh society. As such, although incredibly complex, the intervention is a beacon activity which has the potential to identify pathways of change which are important to Bangladesh's future development. The project is well designed, impactful and effective.

2. Context

In our contribution analysis samples, two NGOs (i.e. ACD and APARAJEYO) carry out projects which seek address similar key development challenges. As such the introduction to the specific context for both NGOs has significant overlaps.

ACD promotes an integrated approach to establish the rights of women and children which recognises the importance of promoting social justice and community care support mechanisms. This enables ACD to introduce innovations which address the issue of human trafficking especially that of women; gender injustice and violence against women and children. In what follows we focus on three key contextual areas: gender inequality, child marriage and poverty, and gender norms and inequalities.

Gender inequality

The international development community has for some time now recognized the significance of gender inequality. Addressing gender inequalities is seen as necessary to alleviate poverty as well as to establish a society where the rights and entitlements of males and females are equally respected. To this end, gender equality has for some time been an accepted focus of international development efforts, evidenced in its inclusion as a Millennium Development Goal. Whilst it could be argued that international development efforts have resulted in some life enhancing improvements for women throughout the world, it is far less clear if gender inequalities have been reduced. Women and girls continue to face deep rooted discrimination which immediately impact on their life chances.

The UNDP's Gender Inequality Index (GII) aims to highlight gender gaps in key areas of human development. It focuses specifically on three key and interlinked areas: i) reproductive health measured by maternal mortality ratio and adolescent birth rates; ii) empowerment, measured by the proportion of parliamentary seats occupied by females and the proportion of adult females and males aged 25 years and older with at least some secondary education; and iii) economic status, measured by the labour force participation rate of female and male populations.

According to the 2013 Human Development Report, Bangladesh has a GII value of 0.529, ranking it 115 out of 153 countries. The table below captures the GII data for countries in South Asia, one of the regions with the highest gender inequalities in the world.

Table 101: GII scores in South Asian countries

	GII Value	GII Rank	Maternal Mortality Ratio	Adolescent Fertility Rate	Females Seats in Parliament (%)	Population with at least secondary education (%)		Labour force participation rate (%)	
						Male	Female	Male	Female
Sri Lanka	0.383	75	35	16.9	5.8	72.7	75.5	35	76.4
Nepal	0.479	98	170	73.7	33.2	17.9	39.9	54.3	63.2
Bhutan	0.495	102	180	40.9	6.9	34	34.5	66.4	76.9
Bangladesh	**0.529**	**115**	**240**	**125.4**	**11.5**	**25.7**	**44.2**	**73.2**	**85.7**
India	0.563	127	200	32.8	10.9	26.6	50.4	38.8	80.9
Pakistan	0.563	127	260	27.3	19.7	19.3	46.1	24.4	82.9
Afghanistan	0.705	149	460	86.8	27.6	5.8	34	15.7	79.7

Constructed from UNDP data available at http://hdr.undp.org/en/content/table-4-gender-inequality-index

Bangladesh is a good example of a country which is recognized as having made significant success across key development indicators and yet has a poor record in terms of gender inequality. Or put in another way, the country has managed to close gender gaps in key areas but continues to have high levels of gender inequality. Its GII value of 0.529 reveals the extent to which gender discrimination remains stubbornly high regionally and globally.

One of the ways to better understand the persistence of gender inequality in Bangladesh is to examine the role of social institutions, norms, laws and practices that play such a key role in determining access to opportunities, resources and power. The OECD Development Centre's Social Institutions and Gender Index (SIGI) helps us do this. The index sets out to shift the focus away from gender related outcomes to gender inequality related drivers and processes; and focuses on five key areas: discriminatory family codes, restricted physical integrity, son bias, restricted resources and assets, and restricted civil liberties.

According to its 2014 report, South Asia is the third lowest performing region in the world with all its countries having medium to high discrimination across the five dimensions assessed. Of the South Asian countries, Bangladesh is the poorest performer.

Table 102: SIGI scores in Asian countries

Country	SIGI Category	SIGI Value	Discriminatory Family Code	Restricted Physical Integrity	Son Bias	Restricted Resources and Assets	Restricted Civil Liberties
Bhutan	Low	**0.1142**	0.3238	0.2946	0.2496	0	0.5398
Sri Lanka	Medium	**0.1894**	0.4203	0.2680	0.1482	0.6206	0.5398
India	High	**0.2650**	0.6439	0.3771	0.5415	0.5912	0.3538
Pakistan	High	**0.3012**	0.6908	0.4127	0.6497	0.4075	0.4504
Nepal	High	**0.3228**	0.1812	0.408	1	0.5912	0.2554
Afghanistan	High	**0.3223**	0.7315	0.5473	0.4643	0.5912	0.4601
Bangladesh	**Very High**	**0.3899**	**0.9730**	**0.3322**	**0.5830**	**0.5912**	**0.4504**

Available at http://genderindex.org/ranking/South%20Asia

One of the striking observations of the SIGI is the significance of discriminatory family codes in Bangladesh. This includes rules related to marriage, parental authority, divorce and inheritance. These are governed by a mixture of codified and uncodified laws which differ according to religious tradition and repented by the country's highest legal authorities. Crucially, the uncodified laws and customs are legally recognised and implemented by different institutions from central government to local communities.

Child marriage

Child marriage is prohibited by international human rights law and many national laws including those in Bangladesh. Whilst boys are married as children, girls are significantly

disproportionately affected. In 1984, Bangladesh outlawed child marriage and raised the minimum age for marriage to 18 for females and 21 for males. Further protection was introduced in 2004 and 2005 when it was decided that all marriages and births had to be legally registered, and failure to do so could result in two years imprisonment. Despite this, child marriage is commonly practiced throughout Bangladesh. The 2013 UNICEF report into child marriage reports that the highest rates are to be found in South Asia and sub-Saharan Africa. Globally, Bangladesh has the second worst performance in terms of women married before the age of 15 or 18, and has the highest rates of marriage involving girls under 15. The 2011 Demographic and Health Survey (DHS) of Bangladesh found that 45.7% of girls between 15 and 19 years of age were either married, divorced or widowed, whilst 74% of women had been married before 18.

In response to the problem of child marriage, it was reported in 2014 that the Government of Bangladesh was 'considering' lowering the age of marriage from 21 to 18 for men, and for women from 18 to 16. Many media reports linked this move with an attempt to appease more conservative political and religious forces in the country.

There is remarkable consistency in the patterns and conditions which result in child marriage, and these reflect trends in Bangladesh. Thus child marriage is far more likely to happen in households that are poor, have lower levels of education and live in rural areas. Equally there is great consistency in consequences of child marriage. Thus girls who are married early tend to leave school, have less employment opportunities, are socially isolated, are unable to negotiate safer sex, have more children to look after, and are less likely to receive medical care while pregnant (UNICEF 2013). This indicates the high risk of early marriages transmitting disadvantage intergenerationally. In cases of child marriage, the transmission of sexual or maternal diseases, the risk of multiple miscarriages, the possibility of child stunting, and the negative impact on educational achievement and physical development, are all increased (Raj et al. 2009).

In Bangladesh the association between poverty and child marriage is by now well established. The practice of dowry highlights this association very well. Although dowry payment in Bangladesh is illegal, there is increasing evidence that it is increasing. Recent research suggests that dowry payments can be more than 200 times the daily wage rate and as such a major determinant of poverty in Bangladesh (Davis and Bach 2010). Moreover, reports from the media and other civil society activists increasingly highlight the association between dowry payments and violence against women.

The practice of child marriage is declining globally. However progress is uneven across and between countries. If the current rates of decline hold in the future, the number of early marriages will decrease. However the rate of decline is struggling to keep pace with population growth globally. For a country like Bangladesh this challenge is likely to be a priority for some time to come.

<u>Gender norms and inequalities in Bangladesh</u>

Social norms are often a good thermometer of the dynamics of social change in a society. In Bangladesh, the differential impact of societal norms on the lives of women and men remains a major and significant concern. Bangladesh is a highly patriarchal society. Within the household and through local decision-making and legal bodies such as the *samaj* (community) and *salish* (informal arbitration process), men exercise control over women in key areas of life including labour, sexuality, decisions around marriage, mobility and access to markets, opportunities in education and health, control over assets and income. Despite constitutional commitments to equality, state legislation and institutions reinforce the subordination and dependence of women on men. At the same time, control over women is exercised through pervasive gender-based violence.

The institution of purdah plays a key role in setting parameters around the relation between men and women, and the behaviour and actions of the latter in particular. Purdah therefore connects the control of women with family honour, and established norms which women themselves come to internalize (Adnan 1989). Within purdah therefore women may be able to access public spaces and even exercise public office, but they do so by remaining within prevalent cultural norms and expectations (White 1992).

The Global Gender Gap Index 9(GGGI) benchmarks national gender gaps on four key criteria: economic, political, education and health. There are three characteristics of the GGGI. First, it focuses on measuring gaps rather than levels. Second, it captures gaps in outcome variables rather than gaps in input variables. Third, it ranks countries according to gender equality rather than women's empowerment.

Table 103: Bangladesh Global Gender Gap Index[125]

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[125] The highest possible score on the GGGI is 1 (equality) and the lowest possible score is 0 (inequality)

GGGI YEAR	OVERALL		ECONOMIC PARTICIPATION		EDUCATIONAL ATTAINMENT		HEALTH & SURVIVAL		POLITICAL EMPOWERMENT	
	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score
2014 (142 countries)	68	0.697	127	0.477	110	0.940	122	0.966	10	0.406
2013 (136 countries)	75	0.685	121	0.495	115	0.885	124	0.956	7	0.404
2012 (135 countries)	86	0.668	121	0.480	118	0.858	123	0.956	8	0.380
2011 (135 countries)	69	0.680	118	0.493	108	0.917	123	0.956	11	0.359
2010 (134 countries)	82	0.670	113	0.473	108	0.914	121	0.956	12	0.338

Constructed from http://reports.weforum.org/global-gender-gap-report-2014/economies/#economy=BGD

The table shows that in 2014 Bangladesh achieved its highest ever overall score. It was also among the list of top 10 in the Asia Pacific region for reducing gender gaps, and was top in South Asia. The data however needs to be treated with some caution.

First, in 2014, the country's score on the Economic Participation and Opportunity sub index slipped significantly and now stands well below the sub index average. This sub index includes female-male ratio in labour force participation, wage equality for similar works, estimated earned work, legislators, senior officials and managers and professionals and technical workers. Women are under-represented in managerial, executive and clerical positions. Their employment is relatively higher in the agricultural sector and in export-oriented production such as garments and shrimp processing. However employment in the agricultural sector is highly seasonal and women receive significantly less wages; employment in the export-oriented production industry may be high, but conditions of employment are precarious and, as the recent Rana Plaza building collapse illustrated, dangerous.

Second, although Bangladesh performs well on primary education enrolment and indeed is among the top 10 countries globally (primary education is free in Bangladesh), enrolment rates for females beyond primary education are far lower than those of males. Bangladesh's performance in health and survival is on the other hand very low and places Bangladesh among the twenty lowest-performing countries. There are many indicators which underpin this poor performance. For example, women living in Bangladesh remain at a high risk for maternal mortality and morbidity (Walton and Schbley 2013), the prevalence of stunting and

wasting among female children is higher than among male children (Unnayan 2011), and women's ability to access to healthcare is less than their male counterparts. Access to resources, gender norms, and values and gender-based violence are barriers to maternal health (Afsana, 2007), and there is some suggestion that in south asia more generally, intimate partner relations play a role in lessening a woman's ability to seek any healthcare (McCloskey, Williams, Lichter, Gerber, Ganz, and Sege, 2007).

Bangladesh performs well in the Political Empowerment index, and is ranked 10th. This rating is boosted by the exceptionally high score on the Years with female head of state indicator (Bangladesh has been led uninterrupted by women Prime Ministers since 1990). Over the years, there have also been various affirmative measures to increase women's representation in decision making and public bodies (reservations for women). However gender differentials persist in these same bodies and in community life more generally. As indicated above, Bangladesh has several parallel legal systems (religious laws, civil law, constitutional rights) which are implemented and interpreted in different ways across the country, between communities and within households. With a number of legal systems operating in tandem, contradictions arise and this tends to negatively impact on the rights and status of women.

The Freedom House report 'Freedom in the World 2014 – Bangladesh' noted:

> *In rural areas, religious leaders sometimes impose flogging and other extrajudicial punishments on women accused of violating strict moral codes, despite Supreme Court orders calling on the government to stop such practices. Women also face discrimination in health care, education, and employment. In 2013, Islamic clergy and women's groups remained at loggerheads over implementation of the National Women Development Policy, which holds that women and men should have equal political, social, and economic rights.*[126]

Meanwhile, the April 2014 Report of the Special Rapporteur of the Human Rights Council on Human Rights on violence against women noted that

> *Inequality and power imbalances between men and women are among the root causes of violence against women in the country. This is underpinned by the persistence of patriarchal attitudes towards women, as well as stereotypical views*

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[126] See http://www.refworld.org/docid/5417f39714.html

regarding their roles and responsibilities. More than one third of men and women in Bangladesh reportedly believe that wife beating is justified in specific circumstances[127]

3. Project description

One of the main projects implemented by ACD is the *Girl Power Project* (GPP) (2011-2015). The GPP is funded by a consortium called the child right alliance[128], which includes the Dutch government, Plan International, CHI (Child Helpline International) and Free Press. Aparajeyo receives its funding from Plan International Bangladesh. The project started in 2011 and should last until 2015. ACD is one of the 11 NGO partners of Plan International Bangladesh responsible for the implementation of the project. The activities of the project include vocational trainings for girls, trainings with the local authorities and elites, theater for development, advocacy and lobbying. These are listed in detail the table below (taken from the baseline report).

Table 104: List of ACD's GPP activities and expected outcomes

ACTIVITIES	OUTCOME
Individual (households) level 1.1. Media messages to provide information to girls and young women on gender equality, women's rights and protection against violence (radio, TV, etc); 1.2. Girls and young women reached through sports programs; 1.3. Girls and young women reached through (socio- legal) protective services; 1.4. Girls and young women reached through awareness, knowledge and skills building initiatives.	Reduction of gender based violence against girls and young women and better protection for girls and young women;
2.1 Media messages to provide information to communities on gender equality, women's rights and protection against violence (radio, TV, etc) 2.2 Communities reached through sports programs 2.3 Communities reached through sensitization measures on gender equality and protection against violence	Increased awareness, knowledge and skills of girls and young women on gender equality and challenging gender based violence to protect themselves against violence and claiming their rights;

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[127] See http://www.refworld.org/docid/539831154.html
[128] now called Girl Power Alliance since 2013

2.4 Communities reached through capacity building measures (trainings, workshops) on gender equality and protection against gender based violence.	
Institutional (government) level 3.1 Lobby and advocacy related to girls empowerment, girls' rights to be protected against violence and gender equality 3.2 Capacity building of governmental professionals on the rights of girls and young women (in particular their right to be protected against violence) 3.3 Dialogue between civil society and government in formal dialogue meetings 3.4 Multi-level coalitions and networks developed to advocate for the rights of girls (in particular their right to be protected against violence). Civil society level 3.5 Organizational support provided to community based organizations (to strengthen their capacity to involve girls and young women and promote their rights). 3.6 Organizational support provided to civil society organizations (to strengthen their capacity to involve girls and young women and promote their rights). 3.7 Support provided to the self-organizing initiatives of girls and young women. 3.8 Organizational and institutional support provided to the formation and strengthening of networks of civil society organization's promoting the rights of girls and young women (in particular their rights to protection, education, socio-political participation and economic participation). 3.9 Monitoring of government's responsiveness to girls and young women's rights and needs.	The institutions are more sensitize and ensure their existing services within young women and children.

It is worth noting the high 'strengthening civil society' component of this grant. Much of the work is around sensitising local populations and duty bearers, as well as building their capacity to promote greater gender equality as well as to protect young women and girls. The other area of work is in direct intervention so support vulnerable young women and girls. ACD has refuge centres for women and also support training programmes.

The total value of the grant is 2,127,9024 Taka (@240,000 euros). This is the largest grant held by ACD. However ACD has other donors and the MFS2 funding is never the single largest grant in any one year.

4. Data collection and analytical approach

See appendix 4

5. Results

CIVICUS change analysis and discussion

The analysis of the change in CIVICUS scoring for ACD for the years 2012 and 2014 are analysed in this section organized in the five dimensions of the civicus index and listed in the table below:

Table 105: ACD civicus scoring 2012-2014

Questions	Follow up 2014	Baseline 2012
CIVIC ENGAGEMENT	**2**	**1**
To what extent do NGOs include needs of target groups in analysis and planning?	2	1
To what extent do NGO target groups participate in NGO's analysis and planning procedures?	2	1
What % leaders are members of a formal dialogue platform with local-national government representatives?	2	1
What % of leaders are members of a sectoral user group?	1	1
LEVEL OF ORGANISATION	**2**	**2**
To what extent are interests of intermediate organizations and other actors (eg target groups) effectively represented by NGOs?	2	2
What % of relevant organizations (national or international) of the sector is the NGO linked to?	2	2
What % of most relevant networks/umbrella organizations (national and international) is NGO linked to?	2	2
With what % of most relevant actors does NGO share information, hold dialogues, is involved in joint analysis and joint activity?	2	2
To what extent is the NGO resource base diversified?	3	2
CFA QUESTION: RESOURCE BASE	MFSII represents 7% of ACD's annual budget	
PRACTICE OF VALUES	**2**	**2**
To what extent are social organs involved in strategic management of the NGO?	2	2
To what extent are social organs involved in strategic management of the intermediate organization?	3	3

To what extent are codes of conduct respected within the NGO?	3	2
To what extent can social organs (right holders) ask NGO management to be accountable to them?	2	1
To what extent are codes of conduct respected within IOs?	1	2
To what extent can social organs (right holders) ask IO management to be accountable to them?	2	1
PERCEPTION OF IMPACT	**2**	**2**
What level of intensity of relationship exists between public sector actors and NGO/IO?	3	2
What level of intensity of relationship exists between private sector actors and NGO/IO? NGO?	0	1
To what extent are target groups satisfied with social services delivered by NGO?	3	3
To what extent are public/private sector actors satisfied with social services delivered by NGO?	2	1
To what extent has NGO played a role influencing relevant policy changes?	2	2
ENVIRONMENT	**2**	**2**
To what extent has the NGO participated in defining the civil society interventions of the CFA/Consortium?	2	2
To what extent is a context analysis of the space and role of civil society carried out as part of the programme project cycle?	2	2
To what extent is NGO involved in studies on civil society?	1	1

Civic engagement- improvement

Over the two years, there has been an increase in ACD'S civic engagement indicator from 1 to 2. ACD works on deeply sensitive issues and supports beneficiaries who often find themselves in exceptionally vulnerable conditions. As outlined in the baseline, the ability of ACD to operate effectively depends centrally on their engagement with local communities, including local elites and people in positions of authority. This key observation also lies at the heart of our contribution analysis. In our 2014 follow up data collection, we observed that despite the hierarchical structure of the organisation (see below), beneficiary target groups are involved in ACD's strategic and operational choices. At one level this is a pragmatic choice (i.e. if target groups do not want to be involved, ACD cannot really operate) but also a value driven one (i.e. ACD takes pride in approximating a membership based organisation. The baseline also noted ACD's ambition to form a monitoring and evaluation process with greater beneficiary involvement and using child led indicators. This is on-going work which is both ambitious and potentially innovative. The question of leadership of members is complex partly because the nature of ACD's work means that beneficiaries do not always want to 'go public'. Despite this there is good evidence of beneficiary participation especially at the local level. There is also very strong evidence of beneficiaries with a longer relation/association with ACD taking on mentor and leadership roles with 'new' or 'younger' beneficiaries. For this reason we have given a higher score on leadership.

Level of organization- stable

The overall score has not changed from 2012 to 2014 but it should be noted that we observed important improvements. As indicated in the previous section, ACD needs to be closely networked to a range of external stakeholders. In this task, ACD continues to be a network builder – an observation we made in 2012 about the local context but in 2014 also observed at a national level. ACD plays a leading role among the development community in the Northern Region. It has strong network of CBOs which works closely with ACD and follows ACD's development priorities. ACD has also managed to consolidate its network of NGOS regionally which may not share ACD's priorities but remain supportive and are willing to collaborate. The relations with CBOs is transformative in nature and there is also evidence that the relation with NGOs goes beyond formal, nominal collaboration. The transformative content of the relations reflects effectiveness in articulating and representing the interests of key stakeholders to relevant external networks/umbrellas. ACD is also very well linked to the key networks nationally. The invitation to participate in such networks derives from the growing reputation of ACD as a national leader in its specialist area of work. Cases and examples of ACD's work are increasingly publicised nationally, evidenced in PLAN documentation. The resource base of ACD seems diverse. MFSII constitutes around 7% of ACD's annual budget, and ACD has 10 donors. However the Executive Director spends a considerable amount of time in Dhaka – partly to identify resource mobilisation opportunities and partly to consolidate CD's networks.

Practice of values- stable

Again although the overall score has not changed over the two years of the assessment, we have observed important differences. ACD has a good range of internal documents which cover key areas of Human Resources, Gender, Finance, and Child Protection. All staff are expected to read and sign these documents. There are also clear procedures in place if specific guidelines are not followed. Over the years however there have been no serious cases. The one incident staff referred to triggered an internal investigation which resulted in the particular staff member being asked to leave his job. NGOs in Bangladesh are hierarchical and ACD is no different in this regard. The Executive Director is a charismatic, respected and influential figure. However there are formal governance processes and structures in place (social organs) to make her accountable. Strategic meetings occur regularly, with the Executive for example meeting quarterly. There are also ongoing meetings with CBOs and network partners. Respondents belonging to and external to ACD reported that management and strategic meetings are 'open' and 'transparent'. Minutes of meetings are made available and the Executive Director is expected to report to relevant committees. Although

hierarchical, the atmosphere within the office appears relaxed and 'democratic'. This may simply reflect the fact that ACD is a regional NGO and its roots in the local context are strong. The scores of 2012 and 2014 differ in questions related to the IO-NGO relation. We observed good supportive work between ACD and its many partners. The adoption of value based practices by IOs varied: in some cases, there was evidence of good uptake, in other cases, less so. Our overall assessment was that IOs are able to engage with ACD and there are mechanisms for them to hold ACD to account. ACD works well with its partners to introduce good working practices and values. This has on the whole had a positive impact on IOs but there is some variation in IO organizational maturity,

Perception of impact- stable

Again a stable score between 2012 and 2014. However it is in the area of impact that the 2014 assessment found strong evidence of effective performance. As the contribution analysis demonstrates, the relationship between ACD and stakeholders especially in the public sector is crucial for the organisation's strategic and operational ambitions. ACD is aware that its relations especially with local government, police and border security give it organisational strength and operational legitimacy. However it also makes the organisation vulnerable to public sector staff changes or changes to political agendas. ACD also nurtures strong relations with local press representatives. This is a less stable relation in that the press tends to support the kind of work ACD does, but its commitment does not last long. Journalists follow the story of the day! From our observations we concluded that the relationship between ACD and public sector actors was intense and on the whole supportive. The relationships however need to be nurtured and this inevitably falls on the shoulders of ACD. Public sector representatives (media, police, local and national politicians) were unequivocal in their view that ACD was carrying out an important role and its work was very effective. ACD has begun work with Tobacco companies and the Rajshahi Chamber of Commerce in an attempt to establish employment and apprenticeship opportunities for its female beneficiaries. However these initiatives are at a very early stage. Target group satisfaction with ACD is exceptionally high. We observed this among beneficiaries who had been offered refuge but also among women and girls in villages who did not need such intense protection. The establishment of Girl Forums in every union has helped position ACD as an organisation committed to supporting the general development of girls and women. It may be nationally known for its work to prevent early marriages and the trafficking of women, but locally it is also well known for more general programmes of support to girls and women (including sport, education, health etc). The overall perception of impact for ACD is very high. Stakeholders external to the organisation, including a local

MP and high ranking police officials, have claimed that there has been a significant reduction in child marriage and trafficking on the local area, and attribute this to ACD directly. Our contribution analysis confirms this. Our data collection allowed us to listen to many real life examples. In policy terms therefore we would argue that ACD has had a real impact in the implementation of policy. It also makes claims to positively influencing policy development and formulation. It cites its role in the recent Trafficking Act when it identified gaps and challenges at the local level; and also the different events (seminars etc) it organised for the Ministry of Law. It is also a member of the Home Ministry's Task Force on Trafficking of Women and Children. We have been able to confirm the inputs of ACD to this process but – as ACD admits – there were many other influences on the same process.

Environment - stable

Here we did not observe any major change over the two year period of assessment. ACD has built up a very good reputation as an NGO with expertise in trafficking and child protection. Its local knowledge and its operational experience are rightly, highly valued. ACD has been influential in CFA strategy in Bangladesh. When PLAN designed the MFS intervention, the Executive Director of ACD was heavily involved and PLAN uses many cases from ACD in its own lesson learning and external communication. There is also some evidence of ACD influencing PLAN in other ways. For example, ACD is keen to work more with men in order to secure their support for its work with women and children. It is trying to get PLAN to take this strategic approach up and give it more prominence. The approach is derived from ACD's practical experience. In terms of its programmes, ACD is very active in carrying out investigations into the space and role of civil society. This combines some fairly standard context analysis which is then used to develop proposals together with a more sophisticated 'action research' which explores in some details the feasibility and viability of implementing programmes. This analysis may not be always written up but it is key to decisions about programme development and implementation. Local elites are often co-participants in this kind of action research. Where the formal investigation confirms a need for programme intervention but the informal action research warns of insurmountable challenges in implementing a programme (usually defined as social resistance), ACD will delay decisions on introducing new programmes. As far as we could tell, there were no major civil society studies focusing on ACD's work. ACD has however started a new initiative in which it encourages students from the local university to carry out research on its activities. It is too early to assess the impact of this. ACD is also quite active in generating and archiving data. It makes this available to journalists and others with a legitimate interest.

ACD's Theory of Change

ACD has a strong sense of its own Theory of Change – even if it is not written down as well as it could be. The research team, together with ACD staff members, developed the theory of change for Aparajeyo's strengthening civil society component. The table illustrates linkages between activities, outputs and outcomes and helps summarize the intended contribution to reducing gender-based violence. This is not very different from the one of Aparajeyo, Table 103, as it is the same project. The few differences are justified by the fact that the two SPOs operate in very different contexts and therefore need to adapt their strategies to the context and target group's characteristics. The logic behind the key activities is often the same but the emphasis put on some of them can vary. After laying out the conceptual, theoretical and intended causal linkages, the challenges, threats and risks associated with the activities implemented in the context of delivering gender related activities to particularly vulnerable women living in challenging rural contexts.

The aim is to enable young women and girls to live their lives securely with dignity and their rights protected. In order to achieve this, three key changes are needed. First, in situations of vulnerability young women and girls need protected and later they need to be able to stand on their own feet. Second, there has to be significant shift in attitudes and behaviour in society. This includes local communities as well as state officials and duty bearers. Third there needs to be stronger advocacy for progressive changes at the levels of policy and legal developments.

ACD's theory of change is summarised below. It identifies levels of intervention: individual, social-cultural, institutional and civil society.

Table 106: ACD's Theory of change

Input	Output	Outcome	Impact	Mission
Training for vulnerable girls and young women	Girls and young women receive self defense training, livelihood skills training, life skills training	To increase capacity of right holders (girls and young women) to protect themselves against gender based violence	Vulnerability of young women and girls is reduced	Reduce gender based violence
Training and support for CBOs established to promote gender equality & protection	CBOs formed, strengthened and able to intervene to protect vulnerable girls and young women	Greater awareness at local levels of vulnerability of young women and girls, their rights, and of ways to support/promote these	Local communities more resilient and prepared to support gender equality and the protection of young women/girls	
Training, capacity building and support for duty bearers	Local duty bearers are more sensitive, informed and prepared to intervene around gender based violence and gender inequality	Capacity of duty bearers around gender inequality and protection of young women/girls increased Interventions of duty bearers support rights of young women and girls	Rights of young women and girls are respected and upheld by duty bearers	
Workshops and trainings for CSOs and media on gender and child protection issues	Better informed media able to report on issues related to child protection and gender inequalities CSOs formed and mobilised to protect girls and young women	Strengthened civil society more capable of advocating and intervening to protect girls and young women	Change in wider attitudes and responses to gender based violence	

Compiled by author and verified by staff

Given the emphasis on broader institutional and societal change, ACD is aware that alone it cannot reach its objectives. The theory of change is explicitly built on a model where other relevant actors play their part. This introduces a number of key assumptions to the theory of change. The key ones (and put in order by stakeholders) are:

- Local government cooperation
- Men/boys cooperation
- Religious leaders cooperation
- Appropriate and progressive legal reform and implementation
- Stakeholders (UP, religions leaders, elite) have knowledge of law
- Effective Community initiatives

Again through an iterative process involving staff and other stakeholders, we examined the key outputs and explored a range of potential alternative causes. IN line with contribution analysis, we then reduced the list to four alternatives. These were

1. Local government. ACD acknowledges the role of local government in tackling violence against women. If the role of local government is not supportive, ACD readily admits it would not be able to operate. Local government also has a UP Standing Committee on Violence against Women

2. Law enforcing agencies. The rational for this is that exact same as that of the local government

3. Other NGOs and their development activities. All NGOs would say they support gender equality and a reduction in violence. Many would argue that their activities lead to more education and empowered women. These could explain a reduction in violence

4. Local media. The local media was added in because of their links to NGOs, law enforcing agencies and local government.

At the start of our fieldwork we then asked staff to try and rank the relative weight of the different stakeholders. This served as a useful benchmark for us in our data collection and analysis.

If we exclude ACD, staff proposed following relative weights of contribution vis a vis the desired outputs, an indication of contribution to cause: Local government (40%); law enforcement (35%), NGOs (20%), media (5%). When we asked ACD to include its own contribution, the results were ACD (45%), Local government (25%); law enforcement (15%),

NGOs (10%), media (5%). These became the focus of our contribution analysis. The following table summarises the key findings of our contribution analysis.

Table 107: ACD's alternative explanation table

			Degree of Influence					
Alternative Explanation	Influencing factors	Type of rival	Certainty	Robustness	Range	Prevalence	Evidence	Score
Inputs of local government including UP Standing Committee on Violence against Women	**Institutional** UP Chairperson endorsement and functioning standing Committee **Interpersonal** Local government and NGO have good working relations	Direct	**Medium** UP support (non obstruction) is vital to success of programme. However inconsistent evidence this is a real priority	**Medium** A number of verbal sources confirm UP support results in better outcomes. No other sources to support this	**Medium** Evidence indicates that UP support increases commitment of NGOs and local communities	**low** Support is not always consistent	**Low** All confirmed via interviews. No other reliable data sources. Indeed UP Standing Committee on Violence against Women are very poor	2

	Personal UP Chairperson endorsement							
Inputs of Law Enforcement Agents	**Institutional** Programme is supported and implemented throughout region and beyond **Interpersonal**	Direct	Low Law enforcement support is prerequisite to programme success. However	Low Range of sources confirming mechanisms is a significant contributor	Medium UG support seen as vital if NGOs are to implement programmes. But this is all very	Low UG support effective in areas/issues where NGO works or where NGO asks support	Low All confirmed via interviews; some strong confirmation from media reports; weak confirmation from police	2

	Local law enforcement agents and NGOs have good working relations **Personal** Police authorities endorse and are prepared to take action		support is very inconsistent and geographically limited	is low. However support of Law enforcement is a major facilitator of success.	localised.		reports.	
Other NGOs programmes directly or indirectly reduce violence	**Institutional** Reducing violence against women is prioritised by other NGOs	Commingled	**Medium**. Many NGOs locally claims to have reduced violence. This is mostly through	**Moderate** NGOs have their own MEs, reports, external evaluations.	**High** NGOs share a range of outcomes of interest and different	**Moderate** Violence against women is one of the areas of	**Moderate** Mostly NGO reports	2

			indirect means, i.e. a consequence of social development programmes	These vary in quality	programmes have theories of change which indirectly lead to these shared outcomes	concerns		
Local Media	**Interpersonal** Local media and NGOs have good working relations **Personal** Reporters are interested in issues	Implementation	**Low** Media is inconsistent in its coverage and any coverage is fleeting	**Low** Media support is advantage but no real strategic value	**Low** Not media priority	**Low** Restricted to narrow media outlets and no suggestion that this is then debated elsewhere	**Low** Media coverage makes no claim to change.	0

As can be seen in the table we have given a score of 2 (medium contribution) to local government, law enforcing agencies and NGOs and a score of 0 (no contribution) the role of media as a causal mechanism.

The role of the media is clearly important in trying to change attitudes towards gender indiscrimination and its impact on young women and girls. The media plays an important supportive role in that highlights cases mostly where rights of young women and girls are violated or not safeguarded. They are therefore an important cog in civil society and have the ability to make local news and give it national profile. However by admission of all stakeholders, the media follows the story of the day. It is impossible for them to take up an issue such as young women and girls' safety and run with to over a sustained period of time. For local journalists getting national coverage is key to their careers. Issues which attract national coverage have to be focused on immediate events or occurrences.

Other development organisations and NGOs are committed to women's development in the region, and reducing the vulnerability of young women and girls is an important and desired development outcome. We classified NGOs as commingled rivals, i.e along with ACD they contribute to and help explain the observed outcomes. In cases we were able to observe, there is a recognition that regionally ACD is the lead NGO focusing specifically or primarily on reducing gender violence. Other NGOs contribute by raising awareness through their own programmes, empowering women through skills development, offering credit opportunities for women, and aligning with ACD in specific mobilisations or campaigns. The degree of influence therefore is weighted to the fact that NGOs contribute to a broad range of outcomes of interest which impact on the outcome which is primary for ACD. There is also independent evidence (Mostly ME and evaluations of NGO work) to substantiate this.

Law enforcing agencies are key to ACD's success. Here however and unlike the case of NGOs, they are seen and present themselves as direct rival to ACD in terms of explaining observed outcomes. Their influence is significant but passive. IN other words, without their cooperation, ACD cannot operate. However on their own, law enforcing agencies have a much poorer record on reducing violence against young women and children. There is no evidence to suggest the influence of law enforcing agents is strong except for official records such as arrests etc. Moreover support form law enforcing agents tends to be sporadic, inconsistent, and reliant on personal decisions. However in interviews, there was universal agreement that the collaboration – active or otherwise – of law enforcing agents is essential. Law enforcing agents are often seen as colluding with local elites, and one of ACD's challenges is to shift the balance of this alliance.

Much of what we say about law enforcing agents can be applied to local government officials. Hence local government agents are direct rivals to the contribution story grounded around ACD's intervention. The UP Standing Committee on Violence against Women would lend some credence to this contribution potential/ However again there is little evidence that local government priorities the reduction of violence against women and girls, and indeed we were surprised about the extent to which the UP Standing Committee seemed non functional. Whilst local government agents are more facilitators and occasional supporters of ACD's work, they do have more influence in local communities. Again if ACD can secure the support of local government, its work is enhanced. Moreover the refuge centres for victims of gender violence which are run by ACD need to be protected by the local government officials.

From the data we analysed and our observations in the field, the work of ACD is effective and the NGO has reached its formal objectives. Given however the significance of broader social cultural change as well as institutional reform, gauging the extent of ACD's impact is difficult. There is no doubt that ACD is the regional lead organisation in terms of focusing on reducing violence against young women and girls, and we have observed local level cases where communities have put in place effective measures to protect young women and children as result of ACD's support. There are alternative explanations and we have examined these in detail. Although representatives of the alternative explanations claim that reductions in violence is the result of their contributions (i.e. rival explanations), all acknowledge the contribution of ACD. Our examination of the role of the law enforcing agents and local government officials confirm our contribution analysis: results can be directly attributed to ACD but in order to be effective ACD relies on law enforcement and local government support. Appendix 1 summarises a case which shows the balance of contribution between ACD and local government officials. The role of NGOs modifies our contribution analysis in that more general development efforts in the region have an impact on gender relations more broadly. This gives the task of reducing violence against younger women and girls a better context in which to work.

In summarising contribution we are led then to the key criteria of influence:

1. Certainty. There is a strong association between observed outcomes and those predicted by ACD
2. Robustness. ACD contribution to the observed outcomes can be seen in a very good range of sources and through a number of methods

3. Range. There are strong convergences across ACD interventions, which all contribute to the desired outcome

4. Prevalence. ACD's interventions are effective across a wide range of implementation environment and across a wide range of stakeholders.

In conclusion we feel that ACD's own assessment of its 'contribution weight' (45%) underplays their role, significance and impact.

Discussion

ACD operates in the Rajshahi District of Bangladesh. This means its operational area covers the border with India and is known as an area where trafficking occurs frequently. The project therefore is very well suited for the environment in which it was implemented. Being trafficked is a real concern for families with young women or girls living close to the border. The fact that the area is a known trafficking hotspot means that other cases of violence against women and girls are more likely to occur. This is all the more significant because Rajshahi is also home to a number of non-Muslim populations, which on the one hand can be easily targeted and on the other hand, may have localised and more hostile views on the rights of young women and girls.

The project seems to have been well designed. It aligns very well with Girl Power country wide objectives and outcome results, and indeed ACD seems to have made significant contributions to the evolution of the country wide initiative. The project combines two different sets of activities. The first consists of direct interventions to protect young women and girls who are in immediate danger (this often takes the form of offering refuge), and to subsequently enhance their life skills. These are challenging tasks in Bangladesh. Running refuge centres is exceptionally complex in a society where the guardianship of females is so male dominated. Imparting skills is a challenge of a different order. Once young women secure skills, it is not easy to find employment. This is a general observation across Bangladesh and perhaps even more relevant in contexts where young women may located in refuge centres or known to be victims of violence. The second set of activities focuses on wider social and institutional changes. These are difficult to produce and difficult to measure. Ironically it is where noticeable differences can be observed. Where ACD operates, there is greater awareness of gender inequality, there is more likelihood of CBOs being established to support girls and young women, and there is more likelihood of local government support.

In short: we would advise the continued funding of programmes like the one carried out by ACD. We have three main recommendations. First, any support needs to be committed for extended periods of time. Civil society can be changed but it normally re3quires time. Second, we would recommend a larger geographical coverage – perhaps piloting interventions intensely in concentrated areas. At the moment, the Girl Power Project is dispersed over Bangladesh. This allows for different experiences and implementation contexts but perhaps dilutes impact. Finally, some efforts have been made to link the local context with Dhaka. We would recommend more work with national level MPs so that there is greater political support running from the centre to the local. This would enhance impact, effectiveness and efficiency.

In terms of improving the impact evaluation, we would make the following recommendations:

1. We are aware of the complexity of the programme and the interventions. It is important not to do violence to this complexity with over-simplified impact evaluations. Indeed if the programme were to be funded in the future (we recommend it to be supported) we would suggest three types of case evaluations: some earmarked for rigorous impact evaluation, some for 'less rigorous' but meaningful outcome evaluations, and some for process-focused evaluations.

2. Funding for evaluation should be allocated accordingly, and NGOI partners should be supported with in house capacity to be able to carry out these evaluations.

3. ACD's work aims to work though intermediate agencies or groups of actors within civil society in order to promote change at broader societal levels in order to reach the final goal of reducing violence against women. It is difficult to determine cause and effect in initiatives which attempt to influence more general attitudes and values in society (Chapman, 2001). For this reason, we feel that the contribution analysis conducted on ACD indicates a higher weight of contribution than what ACD attributed to itself.

4. Much of the work of ACD relies on capacity development and building of external stakeholders. This is a proper and justified activity and aim. However it would be appropriate to think about unpacking the idea of capacity building/awareness raising in assessment terms.

6. Conclusion

As outlined in the introductory sections of the report on ACD, the issue of gender discrimination and inequality is one of great significance in Bangladesh. It significance is heightened by the fact that according to many indicators (internationally acclaimed ones) gender inequalities are reducing in Bangladesh, and in some cases, the country performs at a very high level. These improvements are to be encouraged.

However it is equally clear that gender inequality is deep rooted and requires social cultural change. This in turn requires sustained interventions over a long period of time.

ACD has been implementing a project under the CFA umbrella of Girls Power. The overall objective of the CFA intervention is the enable girls and young women to have knowledge and skills to shape their own lives. This is a good and necessary development objective. Its effectiveness however is very localised, and ACD is a good illustration of this. In certain areas of the North West, ACD is at the forefront of very effective changes which are highly relevant to the nature of social change in Bangladesh. However as out contribution analysis shows, these changes are effective when ACD has co-opted other relevant stakeholders (mostly law enforcing, local government and civil society). We observed the effectiveness of ACD in one area where it has secured the right kind of co-optation and its ineffectiveness in other areas which are geographically close. The impact, effectives and efficiency of the intervention are therefore highly contingent.

We are however convinced of the value of this intervention. There are too many counterfactuals (i.e. contexts where an ACD type intervention does not take place) which lead to greater vulnerability for young women and girls. Taking on this kind of intervention however requires a commitment to impact over time. In terms of summary project evaluation, we would propose the following.

As stated in the above section, it is interesting to compare the contextual factors that influence the operations of the two NGOs implementing the Girl Power Project. In both contexts in Rajshahi and in Dhaka, the SPOs target groups have ethnic, linguistic, historic and religious differences with the Bengali majority. Early marriage in the studied community in Dhaka city happens as a protective measure for women, because of fears of insecurity. In Rajshahi on the other hand, early marriage persists as a result of poverty.

In the Dhaka context targeted communities also experience significant labeling stigma, which

constrain their economic opportunities and occupations. So the targeted community is therefore protective of girls' and young women's movement outside the colony. It is difficult for them to find jobs outside the colony. The interviews with SPO field staff members and with Plan International revealed that building relationships with civil society that are necessary for the NGO to achieve its mission take more effort and more time in the specific urban context in which Aparajeyo works, than it does in the rural context of Rajshahi. The local politicians and influent figure (the local elites or the *mastaan* for example) can put the work of the NGO into questioning and seriously obstruct the implementation of the activities if they are not consulted and involved to a certain degree.

In Rajshahi the civil society has more the function of a web of informants that relays critical real-time information to prevent child marriage. In Dhaka civil society actors have more of a legislative and executive function. The relationship with communities is not different to the one in rural settings but the pressures put on this relationships are more dynamic as new comers are likely to threaten the SPO's intervention in the area (take rent, entry fee, subscription fee, tease/intimidate girls).

Table 108: Evaluation scores ACD 2014

	Score
The project was well designed	8
The project was implemented as designed	8
The project reached all its objectives	6
The observed results are attributable to the project intervention	9
The observed result are relevant to the project beneficiaries	10
The project was implemented efficiently	8

Conclusion for civil society component

- The political environment has changed dramatically for civil over the period of study. Since end of 2013 the country has experienced a worrying resurgence of political violence and harassment. Fierce tensions between the government and opposition parties and groups create a challenging macroclimate for civil society actors to be active. In particular NGOs engaged in more mobilization strategies (see Narrative Report) face a very uncertain context.

- Bangladesh is a difficult environment for new NGOs, or mature NGOs wishing to work on new issue. Well-established NGOs have long-standing personal relationships built across civil society to policy-making, and this can create barriers to entry for new NGOs who want to build ties with effective stakeholders.

- The pressures put on civil society in the country are multiple. The number of formally registered NGOs keeps increasing and therefore the civil society sector is predominantly occupied by local and international NGOs, funded by mostly international donors. These NGOs are predominantly answerable to their donors and foreign partners on which their survival often depends. Their autonomy as civil society actors is therefore constrained because lines of accountability point upwards or outwards to the external funding bodies.

- In terms of civil society, both think-tanks and the media have important and prominent roles. Over the last 2 years however, attacks against investigative newspapers and journalists challenging the government on sensitive issues (ethnic minorities, extra judicial killings and crimes, corruption and mis-management, human rights) have increased. Such attacks on thinks tanks are less frequent. However think tanks on the whole are less vocal especially in relation to issues who could be construed as opposing the government and its allies. The overall environment in Bangladesh is distinctly hostile to civil society.

- Poverty (MDG 1) is an issue that is been addressed by many of the SPOs included in our sample (BWLA, CSS, SUPRO, PAB, DSK, Caritas, Uttaran). In 2010, Bangladesh was home to 5% of the world's 1.2 billion extreme poor (after India, China and Nigeria). On the whole, Bangladesh is making good progress against its MDG targets, and many predict that MDG 1 will be achieved in the next few years.

- The 16 SPOs, funded by the MFSII scheme and selected for the civil society strengthening component of the study, engage mainly with themes related to good governance and civil society building, health (MDGs 4, 5, 6), water and sanitation issues and gender issues. Bangladesh is proud to have hit most of the UN MDGs targets ahead of the 2015 deadline, but lags behind on employment generation, adult literacy and creating decent wage-employment for women, and the elimination of hunger poverty targets. The country's employment rate for the 15+ years population is 59.3% of the total population, whereas Bangladesh is expected to create jobs for all by 2015. Adult literacy rate for the 15+ years population is only 58.5% of the total population. According to the MDG target, the country needs to make all of its population literate by 2015.

Table 109: Selected SPOs for Strengthening Civil Society (SCS) component:

	CFAs	MDG 1	MDG 2	MDG 3	MDG 4, 5, 6	MDG 7 a, b	MDG 7 c	Good govern.
ADD	Communities of change				X	X		
ASK	Impact			X				X
AOSED	WASH alliance					X	X	
Aparajeyo	Childs right alliance		X	X				X
ACD	Childs right alliance							
BNN	Press Freedom		X	X				X
BWLA	Childs right alliance							X
Caritas	Communities of change	X	X		X	X		
CDD	ICCO alliance				X			X
CSS	Woord in DAAD	X	X		X			X
DSK	SRHR Alliance				X		X	
FPAB	SRHR Alliance			X	X		X	
PAB	WASH alliance	X						
SUPRO	Impact		X					X
Uttaran	WASH alliance					X	X	

VARD	Communities of change				X	X		

* MDG 7 a, b: Sustainable living environment and biodiversity

**MDG 7c: Drinking water and sanitation

- Civil society activists in Bangladesh often point to the need for focusing on Health and Sanitation targets (MDG 4, 5 and 6), especially children's health targets. Although levels of underweight and both mortality rates of children under five and infant mortality rates have been reduced, stunting and under nutrition rates remain alarming (reaching 15% and 50% in some regions, respectively). The problems of child stunting, malnutrition and under nutrition vary significantly across regions, with 51.3% of children in Syhlet for example suffering from stunting and 39.5% underweight. Thirty-nine out of 64 districts in Bangladesh have stunting rates above 40%, the World Health Organisation's critical threshold level for stunting and 55 districts are above the WHO critical threshold level for underweight which is at 30%.

- As far as gender MDGs target are concerned, the recent figures indicate that Bangladesh is in a position to "fix" the gender disparity at the "bottom" (primary education) and at the "top" (political voice) but not unable to improve the rates of women involvement in non-agricultural wage employment. Bangladesh has reached gender parity in primary education, and indeed the gender disparity favours girls! The Gender Parity Index (GPI) in tertiary education was hovering around 0.30 between 2001 and 2008 but increased to 0.39 in 2010 and shot up to 0.66 in 2011 and 0.73 in 2012. Initiatives such as the 'Asian University for Women' in Chittagong aims to make girls' education free up to graduation, and an increasing number of scholarship and stipends for girl students and technical and vocational education have been implemented to improve GPI. It is generally believed that poverty and the hidden costs of tertiary education for girls[129] contribute to this gender disparity. Women's representation in the political sphere appears promising (with women's participation rate in the Parliament increasing from 12.7% in 1991-95 to 18.6% in 2008 and 20.0% in 2014). These rates must be interpreted in the context of policy of increasing reserved seats for women (reaching 50 in 2014). The Speaker of the National Parliament, the Prime Minister, the leader of the opposition and the Deputy leader of the house are all women.

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[129] ratio of girls to boys in tertiary education in 2013 is 0.78

- The Child Rights Alliance through the Girl Power Project implemented by ACD, Aparajeyo and BNWLA aims to reduce gender-based violence (child marriage and domestic violence against young women and girls). The efforts made by the SPOs to build strong linkages with civil society in the challenging context they work in, are promising. The supervision of their work and the support provided by Plan International appears to be efficient at creating an effective intervention that produces relevant outcomes for its beneficiaries. The programme's contribution to gender empowerment at the national scale is difficult to estimate and trace precisely because of all the reasons listed in the previous section. However the SCS component of the GPP certainly contributes to creating important pockets and webs of progressive communities which are aware of and proactive against child marriage and gender-based violence. The project is effective in addressing underlying the socio-cultural factors that make women vulnerable. However tackling these issues and contributing to more impact require long-term commitment from the SPOs and external funding agencies such as MFSII. In general, the political environment around such issues remains (often) relatively open, and as such the challenges faced by NGOs is to make local and national duty bearers accountable for policies regarding rights of women. This refers in particular to common practices such as child marriage, dowry, and weak legal and social protection in the event of divorce and abandonment, and gender based violence.

- Under the CFA Impact the contribution of the two SPOs (SUPRO and ASK) to create more accountable governance structures has been recognized, and highly valued by the research team and target groups in the present political context. The relevance of these governance issues to the broader development agenda (which the MDG symbolize) is, in our view, central and often neglected. This goes back to the idea that such NGOs do not intend to provide and deliver services instead of the state but wish to change institutional structures and mindsets to build more accountability and fairness. Although these SPOs have achieved different Civicus scorings (ASK +1.2 and SUPRO 0) they are both considered valuable interventions that should be further supported by the MFSII scheme.

- Assigning attribution where the financial support is modest and the expectation around policy impact is large, is challenging. Involving NGOs with the local civil society context is a complex and time-consuming process that essentially relies on the NGO staff's relationship with key established stakeholders. If the NGO is isolated

(geographically) or new to the field there may be a need for further financial support to sustain and deepen impact (for example ACD).

- The most significant changes observed within the NGO themselves across the two-year period between the two evaluation rounds are hard to interpret because having long-lasting observable impact through civil society strengthening is a long process that requires both money and time. Therefore the major findings highlighted below, based on the two rounds of CIVICUS scoring, must be interpreted carefully and contextualized.

- In comparison with other funders who do not incorporate a strengthening civil society component to their funding, the MFSII scheme is largely recognized as a more holistic way of influencing local stakeholders' mindsets and institutions. In general, as the summary table below shows, the funded NGO scored increasingly high on *civic engagement*, *practice of values* and *perception of impact* with average scores improving from 1.3 to 1.5, 1.6 to 2 and 1.8 to 2, respectively. The overall absence of changes in the *level of organization* indicates that the NGOs have reached a level of maturity and stable relationships with other actors. This can also suggest that the SPOs could be more proactive in engaging with a larger number of networks and umbrella institutions.

- The SPOs' alignment with the MDGs themes, which receive, broad international consensus, ensure the relevance of their missions for the people they target. The research team strongly believes that beyond this, the addition of the SCS component plays a strategic role in not only contributing to MDGs targets' achievement but in investing in the sustainability of those achievements (sometimes locally, sometimes nationally, depending on the SPO size, approach and theme).

- The CIVICUS scoring attributed to the NGOs vary also according to where the SPOs have set the bar for themselves. The table below summarizes the average CIVICUS scoring per NGO. The range of approaches taken by them in our sample of 16 institutions is broad. Some NGOs (for example the Girl Power Project implemented by ACD, Aparajeyo and BNWLA or the health services and activities delivered by Caritas, CSS, DSK, FPAB or VARD) aim at transforming mindsets to enforce better gender equity through direct service provision. Others take a rights-based approach to transform political structures and enforce constitutional rights (AOSED, CDD, ADD,

SUPRO and UTTARAN). The former are often referred to as 'intermediation' NGOs in that they aim at filling the gaps in public services themselves whereas the later adopt a far-reaching strategy that aims to compel the central government to be more accountable to its citizens in the longer-term.

Table 110: Average aggregated civicus scores across 16 SPOs FY2012-2014

	Average 2014	Average 2012
CIVIC ENGAGEMENT	1.5	1.3
LEVEL OF ORGANISATION	1.5	1.5
PRACTICE OF VALUES	2	1.6
PERCEPTION OF IMPACT	2	1.8
ENVIRONMENT	1	1.6

- Unlike the *capacity development* component the *strengthening civil society* component's outcome is less under the control of the NGO and more likely to be affected by the external environment in which the NGO operates. The openness of the institutional landscape in specific thematic sectors can vary significantly and therefore determine the NGO's outcome achievement in terms of influence on other institutions' practices and policy. For example working in the sector of gender issues (such as ACD and Aparajeyo) might be slightly more *open* to changes than budget and taxation issues, such as SUPRO for example (which clearly challenge long-established structures and mindsets of the political elites).

- The role of the CFAs and the nature of their relationships and commitment level to the funded NGO highly influence the financial contribution's impact on the NGO expected achievement. A long-term, regular, flexible grant support combined with co-operative and mutually supportive long-term relationships creates a favorable learning environment where NGOs can learn and develop sustainable strategies (for example Light For The World and CDD). Distance between the CFA and the NGOs intending to reinforce NGOs' independence and self-determination can entail weak monitoring and follow-up systems that support the strategic thinking of the NGO management. Purely financial relationships with limited strategic support can jeopardize the NGOs' capacities to plan sustainable activities and increase their reliance on donors and putting NGOs at risk (for example AOSED and Practical Action).

- The civil society and NGO environment has generally been affected by political turmoil and disturbance hitting the country since September 2013. The tense political climate can affect the room for maneuver of some of the NGOs that challenge the established political order (SUPRO, ASK, Bangladesh News Network for example).

- Overall the 16 NGOs included in the study score increasingly low in *Environment* as between 2012 and 2014. The NGOs are less involved in publishing and participating in studies on civil society. This is identified as an element that could be pushed forward in encouraging and incentivizing the NGOs to publishing from their knowledge and experience in working with civil society in certain thematic sector and geographical location.

- NGOs that are "owned" by their representative members under a "platform" of grassroots institutions score higher because the processes of including target groups in the analysis are easily implemented and costs associated with it are lower. This for example is the case for SUPRO and other SPOs under the Childs Right Alliance CFA which rely heavily on community networks and cooperation to provide outcome.

- Large-scale, international NGOs tend to be well-connected with other large scale funding agencies/NGOs/donors, and therefore have high standard reporting and accountability mechanisms as relationships with donors tend to be highly formalized. In smaller NGOs the function of the senior staff is usually primordial to the capacity of the NGOs to develop their network and be active on national discussion platforms. A lot of their fund raising capacity, practice of values and advocacy influence often relies on a handful of senior staff members strongly committed to the mission achievement. The ability of NGOs to use MFSII funding and gather the sufficient internal resources to retain good quality strategic managers who develop the capacity and engage in nation-wide dialogues and build long-term personal linkages with other institutions in critical for the sustainability and effectiveness of the intervention.

- It is not surprising to see that a few NGOs' scorings have declined as for some of them the funding has either stopped completely or been significantly reduced. The interruption of financial support in some cases when the NGO was highly dependent on MFSII, significantly affected the internal capacities of NGOs and their ability to plan strategically and engage with relevant stakeholders.

Appendixes

Appendix 1: Additional Results: MDGs

In this appendix we present two sets of data. The first (i.e. Table 1.1 to Table 4.5) provides data and analysis on changes over the time period of the evaluation, i.e. 2012 to 2014. The data refers only to beneficiary respondents. The second set of data (i.e Table 5.1 to table 5.5) provides difference in difference regressions. Both sets of data are organized by SPO Projects, i.e Project A2, A3, A1 and then A4.

1. Project A2: Sustainable Livelihoods of the Poor Women

Table 1.1: Household Demography

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Demography:			
- Household size (average no. of members per household)	4.4	4.63	0.23
- Female headed households (% of households)	6.5	6.4	-0.1
Types of households (% of households)			
- Single family	87.1	78.2	-8.9
- Joint family	12.3	21.8	9.5
- Extended family	0.7	0	-0.7

Table 1.2: Education and Health

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Education			
- Literacy rate (% of members for 15 years of age and above)	41.2	58.21	17.01
- Average years of schooling (for 15 years of aged and above)	2.6	3.2	0.6

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Health status (% of all members)			
- Physically fit for work	65	56.23	-8.77
- Moderate	25.8	37.95	12.15
- Ok but not fully fit for work	6.1	3.74	-2.36
- Sick	3.1	2.08	-1.02

Table 1.3: Employment Status

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Employment status (% of all members aged 15 years and above)			
- Self employed in agriculture	8.1	6.46	-1.64
- Self employed in non-agriculture	15.4	14.39	-1.01
- Agricultural labor	4.3	3.67	-0.63
- Non-agricultural labor	17.4	9.54	-7.86
- Mill/Factory worker	1.8	1.62	-0.18
- Salaried employee	6.9	2.35	-4.55
- Unemployed	1.6	3.67	2.07
- Disabled/retired/elderly cannot work	5.6	3.82	-1.78
- Pension receiver	0.2		-0.2
- Student	2.2	26.73	24.53
- Housewife	34.9	23.49	-11.41
- Others	1.6	4.26	2.66

Table 1.4: Asset Holding and Access to Natural Resources

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Land ownership (in decimals)			
- Average homestead land	7.6	7.871795	0.271795
- Average cultivable land	8.6	13.44231	4.84231
- Permanently leased in khas land	1.2	0.769231	-0.43077
Access to the natural resources available in the locality (% of households)			0
- Khasland	0.9	75.63	74.73

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	47.2	96.27	49.07
- Open water bodies			

Table 1.5: Housing and Sanitation

Indicators	Changes during 2012-2014		
	2012	2014	Changes
- % of households live in own houses	90.9	91.03	0.13
- % of households live in poor quality houses	98.1	96.79	-1.31
- Access to sanitary toilet (% of households)	12.3	82.69	70.39
- Access to safe drinking water (% of households)	100	98.72	-1.28
- Proportion of households with electricity connection (% of households)	7.1	39.74	32.64

Table 1.6: Income-Expenditure and Poverty Status

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Average monthly household income and expenditure (in Taka: US$ 1=Taka 80))			
- Monthly households income	5480.3	8694.866	3214.566
- Monthly households expenditure	6103.1	8705.059	2601.959
Food availability during last one year (% of households)			
- Always in deficit	33.6	13.46	-20.14
- Sometimes in deficit	44.5	64.74	20.24
- Breakeven	17.4	13.46	-3.94
- Surplus	4.5	8.33	3.83
Economic status (self assessment), % of households			
- Middle class		0	0
- Lower middle class	14.2	10.9	-3.3
- Poor	49	80.13	31.13
- Extreme poor	36.8	8.97	-27.83

Table 1.7: Access to Credit and Savings

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Loan			
- Received loan during last one year (% of households)	53.5	63.87	10.37
Sources of loan received (multiple response: % of households)			
- Bank	6	4.04	-1.96
- Other financial organization	3.6	3.03	-0.57
- NGO	77.1	83.84	6.74
- Cooperative society	2.4	1.01	-1.39
- Money lender	18.1	9.09	-9.01
- Relatives/friends/neighbors	15.7	25.25	9.55
- Others	1.2	2.02	0.82
Loan Utilization (multiple response: % of households)			
- Consumption	44.6	35.35	-9.25
- Education	1.2	7.07	5.87
- Medical treatment	36.1	31.31	-4.79
- Building or repairing houses	12	21.21	9.21
- Other household expenditure	10.8	9.09	-1.71
- Purchase of productive asset	19.3	15.15	-4.15
- Capital for small business	1.2	17.17	15.97
- Marriage and other social festival	1.2	1.01	-0.19
- Litigation	7.2	3.03	-4.17
- Repayment of other loans	24.1	27.27	3.17
- Others	19.3	21.21	1.91
Savings			
- Average amount of savings during last one year (in Taka)	1777.7	2764.634	986.934
Amount of saving deposited to (% of households)			
- Commercial banks	0.7	0.76	0.06

	87.1	87.02	-0.08
- NGOs	87.1	87.02	-0.08
- Insurance company	0.7	4.58	3.88
- Local cooperative society/organization	2.1	3.06	0.96
- At home	7.5	4.58	-2.92
- Others	2	0	-2

Table 1.8: Crisis and Crisis Coping

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Crisis			
- Faced crisis during last 3 years (% of households)	77.4	82.69	5.29
Crisis coping mechanism (household level): Multiple response (% of households)			
- Use of savings	12.1	15.22	3.12
- Borrowing	25.3	25.54	0.24
- Selling of other asset	6.1	2.17	-3.93
- Reduces food consumption	44.4	2.72	-41.68
- Reduces other expenses	51.5	27.17	-24.33
- Withdraw of children temporarily from school	2	0	-2
- Sending children to work	7.1	0	-7.1
- Receiving help from Government/NGO	2	1.63	-0.37
- Changing occupation	0	0	0
- Others	4	7.07	3.07
- Nothing	4	20.65	16.65
Crisis coping mechanism (by male members, % of households)			
- Use of savings	6	0	-6
- Borrowing	79.1	16	-63.1
- Selling land	1.5	2	0.5

	2012	2014	Changes
- Selling of other asset	1.5	0	-1.5
- Reduces food consumption	1.5	2	0.5
- Reduces other expenses	4.5	2	-2.5
- Withdraw of children temporarily from school	1.5	0	-1.5
- Receiving help from Government	3	0	-3
- Migrate to other place for searching job	0	2	2
- Spending more time to work	1.5	66	64.5
- Changing occupation	1.5	0	-1.5
- Collected money from wife's house	1.5	0	-1.5
- Others	1.5	4	2.5
- Nothing	1.5	0	-1.5
Crisis coping mechanism (by female members, % of households)			
- Use of savings	0	0	0
- Borrowing	57.1	44.44	-12.66
- Selling of other asset	0	0	0
- Reduces food consumption	0	0	0
- Transfer of family members	0	0	0
- Receiving help from NGO	7.1	44.44	37.34
- Spending more time to work	2.4	2.22	-0.18
- Selling ornament	2.4	2.22	-0.18
- Collect money from parents	23.8	2.22	-21.58
- Nothing	0	0	0

Table 1.9: Access to Institutional Services and the Level of Satisfaction

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Households' access to services (% of households)			
- Public health service	75.3	86.54	11.24
- Public education	44.9	61.54	16.64
- Land office	2.4	10.9	8.5

-	Micro finance institutes/NGOs	2.3	74.36	72.06
-	Social safety-net programs	23.3	29.49	6.19
-	Police	2.6	2.56	-0.04
-	Court	1	7.05	6.05
-	Services from the Union Parishads	23.3	30.13	6.83
Level of satisfaction (% of those received services)				
Public health service				
-	Fully satisfied	6.9	11.54	4.64
-	Partially satisfied	68.5	65.38	-3.12
-	Neither satisfied nor dissatisfied	10	15.38	5.38
-	Dissatisfied	14.6	7.69	-6.91
Public education				
-	Fully satisfied	52.1	39.58	-12.52
-	Partially satisfied	42.7	57.29	14.59
-	Neither satisfied nor dissatisfied	5.2	3.13	-2.07
-	Dissatisfied	0	0	0
Land office				
-	Fully satisfied	0	11.76	11.76
-	Partially satisfied	20	11.76	-8.24
-	Neither satisfied nor dissatisfied	0	70.59	70.59
-	Dissatisfied	80	5.88	-74.12
Micro finance institutes/NGOs				
-	Fully satisfied	38.8	38.26	-0.54
-	Partially satisfied	57	60	3
-	Neither satisfied nor dissatisfied	4.1	0.87	-3.23
-	Dissatisfied	0	0.87	0.87
Social safety net program				
-	Fully satisfied	11.9	41.67	29.77
-	Partially satisfied	61.9	38.89	-23.01
-	Neither satisfied nor dissatisfied	19	16.67	-2.33

	2012	2014	Changes
- Dissatisfied	7.1	2.78	-4.32
Police			
- Fully satisfied	14.3	0	-14.3
- Partially satisfied	42.9	0	-42.9
- Neither satisfied nor dissatisfied	42.9	25	-17.9
- Dissatisfied	0	75	75
Court			
- Fully satisfied	0	0	0
- Partially satisfied	11.1	27.27	16.17
- Neither satisfied nor dissatisfied	66.7	45.45	-21.25
- Dissatisfied	22.2	27.27	5.07
Union Parishad			0
- Fully satisfied	19.1	19.05	-0.05
- Partially satisfied	69.1	50	-19.1
- Neither satisfied nor dissatisfied	10.3	23.81	13.51
- Dissatisfied	1.5	7.14	5.64
Reasons for failing to access the services (% of households who tried but failed)			
- Due to poverty	80	57.14	-22.86
- Because of landless	0	4.76	4.76
- Because of being female	0	4.76	4.76
- Due to being illiterate	5	4.76	-0.24
- Due to employed in low status professional	0	9.52	9.52
- Because of belonging to specific community	5	9.52	4.52
- Others	10	9.52	-0.48

Table 1.10: Issues Related to Facing Natural Disasters and Adaptation

Indicators	Changes during 2012-2014		
	2012	**2014**	**Changes**
Natural disaster			

- Faced natural disaster during last 5 years (% of households)	99.7	80	-22.14
- Received early warning about the disaster (% of households)	59	65.91	-0.84
Sources of receiving early warning (% of households)			
- Radio	4.6	1.72	-3.38
- Television	1.1	12.07	11.1
- Newspaper	0.6	0	-0.6
- Other household members	2.3	39.66	33.07
- Relatives/friends	26.4	6.9	-15.42
- UP chairman/members	0.6	1.72	-0.6
- Announcement through making	68.4	37.93	-29.38
- Don't know	0	0	1.22
- Others	1.7	3.45	-1.7
Have you or any of your household members required to transferring or rescuing during the disaster? (% of households)			
- Yes and transferred/rescued	65.2	48.75	-11.48
- Yes but was not transferred/rescued	21.3	8.75	-12.21
- No, we did not required transferred/rescued	13.5	42.5	23.69
If yes and transferred/rescued, who helped in transferring/rescuing (% of households)			
- Self	78	87.18	3.54
- Relatives/friends	16	12.82	-0.62
- Up chairman/members	4	0	-4
- Government rescue team/army	1	0	-1
- Red crescent Society	0	0	1.54
- Others	1	0	0.54
Have you received relief during or after the disaster? (% of households)			
- Yes	89.7	16.05	-74.82
Sources of relief received (% of households)			
- Union parishad	71.9	92.31	5.88

- Government	17.3	7.69	4.92
- NGOs	10.1	0	-10.1
Have you or any of your household members suffered from water born diseases during or after the disaster? (% of households)			
- Yes	35.5	26.25	-9.05
What did you do to treat the diseases? (% of households)			
- Took marketed Orsaline	36.4	80.95	29.23
- Took homemade Orsaline	0	0	3.13
- Received treatment from public health centre	40	19.05	-8.75
- Received treatment from NGO health centre/workers	3.6	0	-3.6
- Received treatment from private clinic/dispensary	12.7	0	-12.7
- Others	0	0	0
- No treatment receive	7.3	0	-7.3
Have your household stored rice/seed to preserve them during the disaster? (% of households)			
- Yes	4.5	17.5	12.03
If yes, how did you preserve them? (% of households)			
- Higher places in the houses	83.3	21.43	-58.3
- Waterproof pot		57.14	65
- Flood/cyclone shelter	16.7	0	-16.7
- Union parished	0	0	0
- Relative's house	0	21.43	5
- Others	0	0	5

Table 1.11: Assessment about the Activities of the Union Parishad

Indicators	Changes during 2012-2014		
	2012	**2014**	**Changes**
Received benefits under social safety nets program (% of households)			
- Yes	66.3	87.18	20.88
Opinion about tye activities of the union			0

parishad (% of households)			
- Held UP annual budget meeting with the participation of the local people	49.31	37.82	-11.49
- Held meeting regularly of the union parishad to maintain law and order in the locality	35.42	29.49	-5.93
- Held meeting of the union parishad with the participation of the local people to select the beneficiaries of the various social safety net programs	21.53	10.26	-11.27
- Have you or any member of your household participated in any meeting of the union parishad during last one year	18.06	12.18	-5.88
Level of satisfaction about the current activities of the Union Parishad (% of households)			
- Satisfied	45.83	46.15	0.32
- Neither satisfied nor dissatisfied	36.81	29.49	-7.32
- Dissatisfied	17.36	24.36	7
Do you consider corruption a major problem in UP activities? (% of households)			
- Yes	85.42	80.13	-5.29
Opinion about the role of the female UP members (% of households)			
- Performing well	6.25	12.18	5.93
- Lacks commitment	22.22	41.67	19.45
- Lacks responsibility	65.97	32.69	-33.28
- Relatives do thing on their behalf's	5.56	13.46	7.9

Table 1.12: Participation in Organization and Collective Community Activity

Indicators	Changes during 2012-2014		
	2012	**2014**	**Changes**
Have you been involved with any NGO group, cooperatives or any others society over last 10 years? (% of households)			
- Yes	100	98.08	-1.92
Are you or any member of your household currently involved with any club, organization cooperative society, UP committees or any other organization? (% of households)			
- Yes	7.7	7.69	-0.01
If yes, degree of participation in those organization (% of those participated)			
- Attended the meeting only	16.7	16.67	-0.03

- Participate in the discussion actively	58.3	41.67	-16.63
- Key role in the decision making	8.3	25	16.7
- Just involved but not attend any meeting	16.7	16.67	-0.03
Are you or any member of your household currently involved with any collective community activity? (% of households)			
- Yes	12.9	14.1	1.2
If yes, degree of participation in those organization (% of those participated)			
- Attended the meeting only	40	4.55	-35.45
- Participate in the discussion actively	20	36.36	16.36
- Key role in the decision making	5	36.36	31.36
- Just involved but not attend any meeting	35	22.73	-12.27

Table 1.13: Training received

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Have you received training from any NGO or other organization during the last 5 years? (% of households)			
- Yes	87.74	80.77	-6.97
Training received during last 5 years (number of days training received)			
- Livelihood related	1.6	1.57	-0.03
- Health related	1.3	2.06	0.76
- Adaptation to natural disaster	1.3	1.67	0.37
- Rights related	1.3	1.5	0.2
- Management/technical training	1.8	1	-0.8
- Social mobilization	2	4.57	2.57
- Others	1.5	1	-0.5
Opinion about the effectiveness of training received? (% of households)			
- Quite helpful	35.8	28.44	-7.36
- Helps to some extend	47.2	59.72	12.52
- Of no use	17	11.85	-5.15

Table 1.14: Empowerment of Women

Indicators	Changes during 2012-2014

	2012	2014	Changes
Participation in the village development /others meetings (% of households)			
- Not at all	52.9	51.28	-1.62
- Can go alone	36.8	39.74	2.94
- With support from husband	9.7	8.33	-1.37
- With support from household members	0.6	0.64	0.04
Can move alone (% of households)			
- Not at all	20.6	7.05	-13.55
- Can go alone	67.1	76.28	9.18
- With support from husband	9	13.46	4.46
- With support from household members	3.2	3.21	0.01
Participation in household decision making (% of households)			
- Not at all	5.2	3.85	-1.35
- Can do alone	6.5	18.59	12.09
- Along with husband	81.9	66.67	-15.23
- Along household members	6.5	10.9	4.4
Participation in village/community decision making (% of households)			
- Not at all	76.8	56.41	-20.39
- Can do alone	9	21.15	12.15
- With support from husband	12.9	21.15	8.25
- With support from household members	1.3	1.28	-0.02
Participation in choosing family planning methods (% of households)			
- Not at all	0.6	3.21	2.61
- Can do alone	3.9	4.49	0.59
- Along with husband	94.8	90.38	-4.42
- With support from household members	0.6	1.92	1.32
Participation in decision making around childrens' education (% of households)			
- Not at all	1.9	0.64	-1.26
- Can do alone	3.9	6.41	2.51
- Along with husband	91	76.28	-14.72
- Along household members	3.2	16.67	13.47
Participation in decision making around childrens' marriage (% of households)			

-	Not at all	1.3	1.92	0.62
-	Can do alone	4.5	4.49	-0.01
-	Along with husband	80	61.54	-18.46
-	Along household members	14.2	32.05	17.85

Operating business/income generating activates (% of households)

-	Not at all	20.6	28.21	7.61
-	Can do alone	6.5	14.74	8.24
-	With support from husband	65.2	54.49	-10.71
-	With support from household members	7.7	2.56	-5.14

Able to go market places for selling/buying products (% of households)

-	Not at all	72.3	52.56	-19.74
-	Can do alone	20.6	33.97	13.37
-	With support from husband	5.8	10.9	5.1
-	With support from household members	1.3	2.56	1.26

Able to go to relatives' house (% of households)

-	Not at all	17.4	2.56	-14.84
-	Can do alone	62.6	66.03	3.43
-	With support from husband	13.5	21.15	7.65
-	With support from household members	6.5	10.26	3.76

Able to go to the hospital (% of households)

-	Not at all	25.8	3.21	-22.59
-	Can do alone	48.4	55.13	6.73
-	With support from husband	18.7	25.64	6.94
-	With support from household members	7.1	16.03	8.93

Able to go to get services from different sources (% of households)

-	Not at all	12.9	19.87	6.97
-	Can do alone	1.9	8.97	7.07
-	With support from husband	49	18.59	-30.41
-	With support from household members	36.1	52.56	16.46

Able to make decision on spending from own earning (% of households)

-	Not at all	1.3	20.43	19.13
-	Can do alone	3.2	5.38	2.18

-	Along with husband	72.3	74.19	1.89
-	Along household members	23.2	0	-23.2

2. Project A3: Rural Development Program

Table 2.1: Household Demography

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Demography			
- Household size (average no. of members per household)	4.2	4.63	0.43
- Female headed households (% of households)	4.1	6.32	2.22
Types of households (% of households)			
- Single family	87.8	82.63	-5.17
- Joint family	10.2	11.58	1.38
- Extended family	2	5.79	3.79

Table 2.2: Education and Health

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Education			
- Literacy rate (% of members for 15 years of age and above)	39.9	48.68	8.78
- Average years of schooling (for 15 years of age and above)	2.4	2.66	0.26
Health status (% of all members)			
- Physically fit for work	46.5	45.68	-0.82
- Moderate	39.7	41.01	1.31
- Ok but not fully fit for work	10.1	10.19	0.09
- Sick	3.8	3.12	-0.68

Table 2.3: Employment Status

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Employment Status (% of all member aged 15 years and above)			
- Self employed in agriculture	3.4	10.72	7.32

-	Self employed in non-agriculture	10.5	7.82	-2.68
-	Agricultural labor	23.9	13.75	-10.15
-	No-agricultural labor	7.5	5.04	-2.46
-	Mill/Factory worker	1.6	2.14	0.54
-	Salaried employee	2.8	4.29	1.49
-	Unemployed	3	5.04	2.04
-	Disabled/retired/elderly cannot work	2.8	5.17	2.37
-	Pension receiver	0	0	0
-	Student	4.5	26.99	22.49
-	Housewife	38.1	15.26	-22.84
-	Others	2	3.78	1.78

Table 2.4: Asset Holding and Access to Natural Resources

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Land Ownership (in decimals)			
- Average homestead land	4.4	5.078947	0.678947
- Average cultivable land	3.9	5.773684	1.873684
- Permanently leased in khas land	3.4	6.823684	3.423684
Access to the natural resources available in the locality (% of households)			0
- Khasland	33.8	34.74	0.94
- Open water bodies	44.5	67.89	23.39

Table 2.5: Housing and Sanitation

Indicators	Changes during 2012-2014		
	2012	2014	Changes
- % of households live in own houses	81.6	90.53	8.93
- % of households live in poor quality houses	86.7	93.68	6.98
- Access to sanitary toilet (% of households)	17.9	58.42	40.52
- Access to save drinking water (% of households)	90.3	90	-0.3
- Proportion of households with electricity	14.3	28.95	14.65

connection (% of households)			

Table 2.6: Income-Expenditure and Poverty Status

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Average monthly household income and expenditure (in Taka: US$1=Taka 80)			
- Monthly households income	4594.4	7368.384	2773.984
- Monthly households expenditure	6049.8	7229.409	1179.609
Food availability during last one year (% of households)			
- Always in deficit	31.6	19.47	-12.13
- Sometimes in deficit	41.8	40.53	-1.27
- Breakeven	17.9	30.53	12.63
- Surplus	8.7	9.47	0.77
Economic status (self assessment), % of households			
- Middle class	0	0.53	0.53
- Lower middle class	8.7	25.26	16.56
- Poor	56.6	51.58	-5.02
- Extreme poor	34.7	22.63	-12.07

Table 2.7: Access to Credit and Savings

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Loan (% of households)			
- Received loan during last on year	56.6	59.69	3.09
Sources of loan received (multiple response: % of households)			
- Bank	2.7	3.51	0.81
- Other financial organization	2.7	0.88	-1.82
- NGO	56.8	47.37	-9.43
- Cooperative society	6.3	5.26	-1.04
- Money lender	27.9	30.7	2.8
- Relatives/friends/neighbors	14.4	21.93	7.53

	5.4	11.4	6
- Others			

Loan Utilization (multiple response: % of households)

Indicator			
- Consumption	60.4	50	-10.4
- Education	4.5	3.51	-0.99
- Medical treatment	28.8	28.95	0.15
- Building or repairing houses	18	13.16	-4.84
- Other household expenditure	9	5.26	-3.74
- Purchase of productive asset	19.8	8.77	-11.03
- Capital for small business	3.6	8.77	5.17
- Marriage and other social festival	2.7	0	-2.7
- Litigation	4.5	7.02	2.52
- Repayment of other loans	14.4	17.54	3.14
- Others	13.5	16.67	3.17

Savings of the households (in Taka)

Indicator			
- Average amount of savings during last one year	1801	3236.80	1435.80

Amount of saving deposited to (% of households)

Indicator			
- Commercial banks	0.6	3.82	3.22
- NGOs	52.4	47.33	-5.07
- Insurance company	3	11.45	8.45
- Local cooperative society/organization	17.7	11.45	-6.25
- At home	12.2	5.34	-6.86
- Others	14	20.61	6.61

Table 2.8: Crisis and Crisis Coping

Indicators	Changes during 2012-2014		
	2012	**2014**	**Changes**
Faced crisis during last 3 years (% of households)	67.4	53.68	-13.72
Crisis coping mechanism (household level): Multiple response (% of households)			
- Use of savings	28.9	19.23	-9.67
- Borrowing	27	25.64	-1.36
- Selling of other asset	17.5	24.36	6.86

-	Reduces food consumption	11.3	17.95	6.65
-	Reduces other expenses	10.3	11.54	1.24
-	Withdraw of children temporarily from school	10.3	2.56	-7.74
-	Sending children to work	0	3.85	3.85
-	Receiving help from Government/NGO	12.4	0	-12.4
-	Changing occupation	5.2	1.28	-3.92
-	Others	5.2	10.26	5.06
-	Nothing	2.1	12.82	10.72
Crisis coping mechanism (by male members, % of households)				
-	Use of savings	26	8.16	-17.84
-	Borrowing	34.6	46.94	12.34
-	Selling of other asset	12.6	2.04	-10.56
-	Reduces food consumption	2.4	2.04	-0.36
-	Reduces other expenses	2.4	2.04	-0.36
-	Withdraw of children temporarily from school	3.9	0	-3.9
-	Spending more time to work	7.9	6.12	-1.78
-	Changing the occupation	4.7	4.08	-0.62
-	Others	3.9	24.49	20.59
-	Nothing	4.7	0	-4.7
Crisis coping mechanism (by female members, % of households)				
-	Use of savings	2.4	8.33	5.93
-	Borrowing	21.7	37.5	15.8
-	Selling of other wealth	3.6	0	-3.6
-	Reduces food consumption	4.8	8.33	3.53
-	Receiving help from NGO	9.6	0	-9.6
-	Spending more time to work	12	12.5	0.5
-	Selling Ornament	1.2	0	-1.2
-	Collect money from father's house	7.2	16.67	9.47

Table 2.9: Access to Institutional Services and the Level of Satisfaction

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Households' access to services (% of households)			
- Public health service	37.8	42.63	4.83
- Public education	18.2	35.79	17.59
- Land office	3.7	5.79	2.09
- Micro finance institutes/NGOs	34.6	36.84	2.24
- Social safety-net programs	19.3	23.68	4.38
- Police	6.9	2.63	-4.27
- Court	31	9.47	-21.53
- Services from the Union Parishads	0.6	35.26	34.66
Level of satisfaction (% of those received services)			
Public health service			
- Fully satisfied	14.3	7.79	-6.51
- Partially satisfied	47.3	33.77	-13.53
- Neither satisfied nor dissatisfied	20.9	37.66	16.76
- Dissatisfied	17.6	20.78	3.18
Public education			
- Fully satisfied	23.8	31.34	7.54
- Partially satisfied	66.7	47.76	-18.94
- Neither satisfied nor dissatisfied	2.4	17.91	15.51
Land office			
- Fully satisfied	8.3	9.09	0.79
- Partially satisfied	41.7	27.27	-14.43
- Neither satisfied nor dissatisfied	8.3	54.55	46.25
Micro credit institute/NGO			
- Fully satisfied	43.4	31.43	-11.97
- Partially satisfied	51.5	45.71	-5.79
- Neither satisfied nor dissatisfied	4	20	16

Social safety net program			
- Fully satisfied	19	0	-19
- Partially satisfied	52.4	27.59	-24.81
- Neither satisfied nor dissatisfied	23.8	6.9	-16.9
Police			
- Fully satisfied	0	50	50
- Partially satisfied	36.4	0	-36.4
- Neither satisfied nor dissatisfied	0	25	25
- Dissatisfied	63.6	25	-38.6
Court			
- Fully satisfied	13.5	23.53	10.03
- Partially satisfied	29.7	23.53	-6.17
- Neither satisfied nor dissatisfied	29.7	35.29	5.59
Union parishad			
- Fully satisfied	15	0	-15
- Partially satisfied	65	25.53	-39.47
- Neither satisfied nor dissatisfied	15	44.68	29.68
- Dissatisfied	5	29.79	24.79
Reasons for households failure to access the services (% of households who tried but failed)			
- Due to poverty	45	54.35	9.35
- Because of being female	1.8	2.17	0.37
- Due to being illiterate	9.9	6.52	-3.38
- Due to employed in low status professional	5.4	4.35	-1.05
- Because of belonging to specific community	16.2	8.7	-7.5
- Others	13.5	17.39	3.89

Table 2.10: Issues Related to Facing Natural Disasters and Adaptation

Indicators	Changes during 2012-2014		
	2012	**2014**	**Changes**
Natural disaster (% of households)			

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- Faced natural disaster during last 5 years	44.2	21.05	-23.15
- Received early warning about the disaster	35.6	45.24	9.64
Sources of receiving early warning (% of households)			
- Radio	41.9	**0**	-41.9
- Television	25.8	**0**	-25.8
- Other household members	0	**0**	0
- Relatives/friends	0	**0**	0
- Union Chairman/member	0	100	100
- Announcement through making	67.7	47.37	-20.33
Have you or any of your household members required transferring or rescuing during the disaster? (% of households)			
- Yes and transferred/rescued	4.3	**0**	-4.3
- Yes but was not transferred/rescued	7.5	7.5	0
- No, we did not required transferred/rescued	88.2	92.5	4.3
If yes and transferred/rescued, who helped in transferring/rescuing (% of households who were rescued)			
- Self	0	0	0
- Relatives/friends	100	**0**	-100
Have you received relief during or after the disaster? (% of households)			
- Yes	2.5	7.5	5
Sources of relief received (% of households who treceived relief)			
- Union Parishad	75	100	25
- Government	25	**0**	-25
- NGOs	0	**0**	0
Have you or any of your household members suffered from water born diseases during or after the disaster? (% of households)			
- Yes	2.6	7.69	5.09
What did you do to treat the diseases? (% of households in which members suffered from water borne diseases)			
- Took marketed Orsaline	30	66.67	36.67
- Received treatment from public health centre	0	33.33	33.33

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	2012	2014	Changes
- Received treatment from private clinic/dispensary	70	0	-70
- Red crescent society	0	0	0
Have your household stored rice/seed to preserve them during the disaster? (% of households)			
- Yes	11.8	0	-11.8
If yes, how did you preserve them? (% of households who preserved seeds)			
- Higher places in the houses	100	0	-100
- Flood/cyclone shelter	0	**0**	0
- Union parished	0	**0**	0

Table 2.11: Assessment about the Activities of the Union Parishad

Indicators	Changes during 2012-2014		
	2012	**2014**	**Changes**
Received benefits under social safety nets program (% of households)			
- Yes	48.4	42.11	-6.29
Opinion about activities of the union parishad (% of households)			
- Held UP annual budget meeting with the participation of the local people	37.24	11.05	-26.19
- Held meeting regularly of the union parishad to maintain law and order in the locality	29.08	6.32	-22.76
- Held meeting of the union parishad with the participation of the local people to select the beneficiaries of the various social safety net programs	14.8	4.74	-10.06
- Have you or any member of your household participated in any meeting of the union parishad during last one year	2.55	3.16	0.61
Level of satisfaction about the current activities of the Union Parishad (% of households)			
- Satisfied	3.57	1.05	-2.52
- Neither satisfied nor dissatisfied	40.82	25.79	-15.03
- Dissatisfied	55.61	73.16	17.55
Do you consider corruption a major problem in UP activities? (% of households)			
- Yes	90.82	92.63	1.81
Opinion about the role of the female UP members (% of households)			

	3.06	1.58	-1.48
- Performing well	3.06	1.58	-1.48
- Lacks commitment	42.86	22.63	-20.23
- Lacks responsibility	31.63	65.26	33.63
- Relatives do thing on their behalf's	21.94	8.95	-12.99

Table 2.12: Participation in Organization and Collective Community Activity

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Have you been involved with any NGO group, cooperatives or any others society over last 10 years (% of households)			
- Yes	100	98.94	-1.06
Are you or any member of your household currently involved with any club, organization, cooperative society, UP committees or any other organization? (% of households)			
- Yes	13.78	15.79	2.01
If yes, degree of participation in those or organization (% of those involved)			
- Attended the meeting only	3.7	33.33	29.63
- Participate in the discussion actively	62.96	36.67	-26.29
- Key role in the decision making	25.93	13.33	-12.6
- Just involved but not attend any meeting	7.41	16.67	9.26
Are you or any member of your household currently involved with any collective community activity? (% of households)			
- Yes	12.76	2.63	-10.13
If yes, degree of participation in those activity (% of those involved)			
- Attended the meeting only	4	20	16
- Participate in the discussion actively	68	20	-48
- Key role in the decision making	24	40	16
- Just involved but not attend any meeting	4	20	16
Are you or any member of your household currently involved with self-help group? (% of households)			
- Yes	5.61	7.89	2.28
If yes, degree of participation in those activity (% of those involved)			

	16.7	20	3.3
- Attended the meeting only	16.7	20	3.3
- Participate in the discussion actively	16.7	53.33	36.63
- Key role in the decision making	25	20	-5
- Just involved but not attend any meeting	41.7	6.67	-35.03

Table 2.13: Training received

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Have you received any training from any NGO or other organization during last 5 years? (% of households)			
- Yes	33.2	36.87	3.67
Training received during last 5 years (no.of days)			
- Livelihood related	1.6	1.55	-0.05
- Health related	1.3	1.5	0.2
- Adaptation to natural disaster	1	1.67	0.67
- Rights related	2.2	1.31	-0.89
- Management/technical training	1.3	3.5	2.2
- Social mobilization	1.3	1.67	0.37
- Others	1.3	1	-0.3
Opinion about the effectiveness of the training receive (% of those received tarining)			
- Quite helpful	38.6	22.5	-16.1
- Helps to some extend	59	66.25	7.25
- Of no use	2.4	11.25	8.85

Table 2.14: Empowerment of Women

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Participation in the village development/others meetings (% of households)			
- Not at all	59.2	64.21	5.01
- Can go alone	20.4	10	-10.4
- With support from husband	19.4	24.74	5.34
- With support from household members	1	1.05	0.05

Able to move alone (% of households)			
- Not at all	12.8	22.63	9.83
- Can do alone	71.4	48.95	-22.45
- Discussing with husband	15.3	26.84	11.54
- Discussing with family members	0.5	1.58	1.08
Participation in household decision making (% of households)			
- Not at all	3.6	5.26	1.66
- Can do alone	21.4	14.74	-6.66
- Discussing with husband	69.9	77.89	7.99
- Discussing with family members	5.1	2.11	-2.99
Participation in village/community decision making (% of households)			
- Not at all	58.7	60	1.3
- Can do alone	9.2	18.42	9.22
- Discussing with husband	30.6	20.53	-10.07
- Discussing with family members	1.5	1.05	-0.45
Participation in choosing family planning methods (% of households)			
- Not at all	3.6	4.21	0.61
- Can do alone	16.8	5.26	-11.54
- Discussing with husband	78.6	90.53	11.93
- Discussing with family members	1	0	-1
Participation in decision making around childrens' education (% of households)			
- Not at all	0.5	4.74	4.24
- Can do alone	17.3	6.84	-10.46
- Discussing with husband	78.1	86.84	8.74
- Discussing with family members	4.1	1.58	-2.52
Participation in decision making around childrens' marriage (% of households)			
- Not at all	0.5	4.74	4.24
- Can do alone	10.2	3.16	-7.04
- Discussing with husband	74	80	6
- Discussing with family members	15.3	12.11	-3.19

Operating business/income generating activates (% of households)

- Not at all	30.1	36.32	6.22
- Can do alone	16.8	30.53	13.73
- Discussing with husband	51	31.58	-19.42
- Discussing with family members	2	1.58	-0.42

Able to go to the market places for selling/buying products (% of households)

- Not at all	72.4	60	-12.4
- Can do alone	19.4	19.47	0.07
- Discussing with husband	7.1	17.89	10.79
- Discussing with family members	1	2.63	1.63

Able to go to relatives house (% of households)

- Not at all	5.6	3.68	-1.92
- Can do alone	66.3	55.79	-10.51
- Discussing with husband	26	37.37	11.37
- Discussing with family members	2	3.16	1.16

Able to go to the hospital (% of households)

- Not at all	5.1	3.68	-1.42
- Can do alone	45.9	33.16	-12.74
- Discussing with husband	43.4	57.89	14.49
- Discussing with family members	5.6	5.26	-0.34

Able to go to get services from different sources (% of households)

- Not at all	16.3	4.21	-12.09
- Can do alone	8.7	11.58	2.88
- Discussing with husband	62.2	72.11	9.91
- Discussing with family members	12.8	12.11	-0.69

Able to make decision on spending from own earning (% of households)

- Not at all	4.1	48.15	44.05
- Can do alone	18.9	4.94	-13.96
- Discussing with husband	65.3	46.91	-18.39
- Discussing with family members	11.7	0	-11.7

3. Project A1: Girl Power Program

Table 3.1: Household Demography

Demographic Indicators	Changes during 2012-2014		
	2012	**2014**	**Changes**
Age			
- Age of the respondents (years)	15.1	16.3	1.2
Marital status			
- % of the respondents who are married	16.67	15.82	-0.85
- % of marriages where dowry was paid	23.08	16.67	-6.41
- Age at first marriage (years)	15.08	16.76	1.68

Table 3.2: Education and Health

Indicators	Changes during 2012-2014		
	2012	**2014**	**Changes**
Schooling			
- % of the respondents currently at school	63.64	58.76	-4.88
- Average completed years of schooling (Years)	5.3	7.23	1.93
- Literacy rate (% of the respondents)	91.92	94.35	2.43
Health status (% of the respondents)			
- Physically fit for work	43.94	57.63	13.69
- Moderate	39.39	36.72	-2.67
- Ok but not fully fit for work	11.62	5.65	-5.97
- Sick	5.05	0	-5.05

Table 3.3: Occupation of the respondents (% of the respondents)

Indicators	Changes during 2012-2014		
	2012	**2014**	**Changes**
- Garments worker	0.51	2.26	1.75
- Other Mill/factory worker	0.51	0	-0.51
- Handloom	31.31	21.47	-9.84

	3.54	4.52	0.98
- Self employed in small and cottage – industry	3.54	4.52	0.98
- Job in the private sector/NGO	2.02	1.69	-0.33
- Other salaried job holder	0.51	0	-0.51
- Paper collector	0.51	0	-0.51
- Student	50	47.46	-2.54
- Housewife	4.04	9.6	5.56
- Household work	3.54	3.39	-0.15
- No work	3.03	7.91	4.88
- Others	0.51	1.69	1.18

Table 3.4: Household Information of the Respondents

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Respondent's contribution to household income (% of total household income)	20.81	36.16	15.35
Average completed years of schooling of the father (years)	3.2	3.75	0.55
Average completed years of schooling of the mother (years)	2.4	2.3	-0.1
Average completed years of schooling of the husband (years)	5.83	6.3	0.47
Father's main occupation (% of the respondents)			
- Rickshaw/van puller, push cart driver	6.57	2.82	-3.75
- Other transport worker	6.06	3.95	-2.11
- Small business	9.09	19.21	10.12
- Day laborer	7.58	18.08	10.5
- Mill/factory worker	7.58	9.04	1.46
- Government employee	4.04	3.95	-0.09
- Job in the private sector/NGO	1.01	10.17	9.16
- Night guard	5.05	2.26	-2.79
- Construction worker	2.53	0	-2.53

-	Tempo/CNG/Nosimon driver	2.53	5.08	2.55
-	Unemployed	4.04	1.13	-2.91
-	Disabled/retired/old/cannot work	0.51	5.08	4.57
-	Handloom	4.04	2.82	-1.22
-	Self Employed in Small and Cottage Industry	2.53	5.08	2.55
-	Poultry/live stock rearing/selling of milk/egg etc.	0.51	0	-0.51
-	Other	36.36	11.3	-25.06
Mother's main occupation (% of the respondents)				
-	Small business	1.01	1.69	0.68
-	Day laborer	2.02	2.26	0.24
-	Mill/factory worker	10.61	4.52	-6.09
-	Government employee	0.51	0	-0.51
-	Job in The Private Sector/NGO	0.51	6.78	6.27
-	Unemployed	0	0	0
-	Housemaid/Residential worker	9.6	7.34	-2.26
-	Handloom	6.57	9.6	3.03
-	Self employed in small and cottage industry	2.02	1.13	-0.89
-	Housewife	60.61	64.41	3.8
-	Others	6.57	2.26	-4.31
Husband's main occupation (% of the respondents)				
-	Rickshaw/van puller, push cart driver	0	3.33	3.33
-	Other transport worker	0	3.33	3.33
-	Small business	16.67	16.67	0
-	Day laborer	0	10	10
-	Mill/factory worker	16.67	6.67	-10
-	Government employee	0	0	0
-	Job in the private sector/NGO	0	16.67	16.67
-	Night guard		3.33	3.33

Indicators			
- Construction worker	0	3.33	3.33
- Tempo/CNG/Nosimon driver	5.56	3.33	-2.23
- Unemployed	0	0	0
- Handloom	5.56	3.33	-2.23
- Self Employed In Small and Cottage Industry	11.11	10	-1.11
- Other	44.44	20	-24.44
Income and expenditure (in Taka: 1US$=Taka 80)			
- Average Monthly income of the household	9026	12052	3025.98
- Average Monthly expenditure of the household	8666	11579.1	2913.1
Food condition (% of the households)			
- Always in deficit	29.8	23.16	-6.64
- Sometimes in deficit	46.46	14.69	-31.77
- Breakeven	19.19	29.38	10.19
- Surplus	4.55	32.77	28.22

Table 3.5: **Participation in Household Activity**

Indicators	Changes during 2012-2014		
	2012	**2014**	**Changes**
- % of respondents living in own house	30.3	19.77	-10.53
- Land holding in village (decimals)	20.71	27.39	6.68
Water fetching			
- Completely alone (% of the respondents)	34.85	12.99	-21.86
- Jointly with other female members of the household only (% of the respondents)	48.99	43.5	-5.49
- Time spent per day for collecting water (in minutes)	40	30.06	-9.94
Fuel collection			
- Completely alone (% of the respondents)	15.66	2.26	-13.4
- Jointly with other female members of	30.81	7.91	-22.9

the household only (% of the respondents)			
- Time spent per day for collecting fuel (in minutes)	34	14.06	-19.94
Food preparation (% of the respondents)			
- Completely alone	21.72	14.2	-7.52
- Jointly with other female members of the household only	44.95	51.14	6.19
House cleaning (% of the respondents)			
- Alone	49.49	34.46	-15.03
- With other female members jointly	44.95	62.71	17.76
- With other male members jointly	0.51	0.56	0.05
- Do not clean	5.05	2.25	-2.8
Care giving			
- Yes (% of the respondents)	53.03	46.79	-6.24
- Average time spending to care the child and older member of the households (in minutes)	128	152.80	24.80
Access to the following Media for information/communication (% of the respondents)			
- Mobile	79.29	79.66	0.37
- Radio	20.71	25.42	4.71
- TV	85.35	94.35	9
- Computer	6.57	4.52	-2.05

Table 3.6: Awareness Related Information

Indicators	Changes during 2012-2014		
	2012	2014	Changes
% of respondents who know about minimum age at marriage for girl	68.95	99.44	30.49
Opinion about the minimum age of marriage for girl (years)	18.6	18.25	-0.35
Opinion about early marriage (% of the respondents)			
- Good	0	2.82	2.82
- Normal	3.54	0.56	-2.98
- Harmful	88.89	96.05	7.16

- Don't know	7.58	0.56	-7.02

Opinion about the consequences of early marriage (Multiple Responses, % of the respondents)

- Early pregnancy	51.5	51.41	-0.09
- Harmful effect on health	55.1	72.32	17.22
- Adverse impact on education	41.9	42.37	0.47
- Can't look after family properly	35.9	37.85	1.95
- Can't take proper care of children	20.7	23.73	3.03
- Can't adjust with husband properly	36.4	18.08	-18.32
- Others	12.6	2.26	-10.34

Opinion about early pregnancy (% of the respondents)

- Normal	3.03	1.13	-1.9
- No problem	0	0	0
- Risky	84.34	98.87	14.53
- Don't know	12.63	0	-12.63

Opinion about the consequences of early pregnancy (Multiple Responses, % of the respondents)

- Death of mother	55.1	71.02	15.92
- Death of children	29.3	53.98	24.68
- Poor health of mother and children	40.1	73.3	33.2
- Weak/sick child	3.6	43.18	39.58
- Don't know	8.4	1.14	-7.26

Opinion about dowry during marriage (% of the respondents)

- Normal	9.34	1.69	-7.65
- Shameful/unlawful	70.71	97.18	26.47
- Don't know	10.61	0.56	-10.05

Opinion about birth registration (% of the respondents)

- Necessary	88.84	94.92	6.08
- Not necessary	4.05	1.13	-2.92
- Extra clumsy	0	1.13	1.13
- Money need	0	1.13	1.13
- Don't know	12.12	1.69	-10.43

Mode of washing hands before meals (% of the respondents)			
- With water/ashes/soil	24.76	43.5	18.74
- With soap	75.25	56.5	-18.75
Mode of washing hands after defecation (% of the respondents)			
- With water/ashes/soil	9.6	7.34	-2.26
- With soap	90.4	92.09	1.69
Opinion about violence against women (% of the respondents)			
- Guilt/Crime/Illegal	98.48	100	1.52
- Not Guilt/Crime/ Illegal	1.52	0	-1.52
Is there any law to protect from violence against women? (% of the respondents)			
- Yes	72.82	92.05	19.23
- No	2.05	0.57	-1.48
- Don't know	25.13	7.39	-17.74
Is there any Government /Non-Government program to help oppressed young women and girls? (% of the respondents)			
- Yes	80.81	86.44	5.63
- No	4.04	0	-4.04
- Don't know	15.15	13.56	-1.59

Table 3.7: Gender Equity Related Response

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Opinion about comparative wage between men and women in the work place (% of the respondents)			
- Males/Boys should get the priority	10.1	1.13	-8.97
- Females/Girls should get the priority	3.03	0.56	-2.47
- Both equally	85.35	98.31	12.96
- Don't know	1.52	0	-1.52
Opinion about boys and gilrs food consumption in the family (% of the respondents)			
- Males/Boys should get the priority	10.1	1.13	-8.97
- Females/Girls should get the priority	1.01	0	-1.01

-	Both equally	87.88	98.87	10.99
-	Don't know	1.01	0	-1.01

Opinion about the distribution of inherited properties between men and women (% of the respondents)

-	Males/Boys should get the priority	17.17	7.91	-9.26
-	Females/Girls should get the priority	1.52	0	-1.52
-	Both equally	76.26	92.09	15.83
-	Don't know	5.05	0	-5.05

Opinion about education provision between boys and girls (% of the respondents)

-	Males/Boys should get the priority	5.56	0	-5.56
-	Females/Girls should get the priority	7.58	0.56	-7.02
-	Both equally	82.83	99.44	16.61
-	Don't know	4.04	0	-4.04

Opinion about medical treatment between boys and girls (% of the respondents)

-	Males/Boys should get the priority	4.55	0.56	-3.99
-	Females/Girls should get the priority	3.54	0	-3.54
-	Both equally	89.9	99.44	9.54
-	Don't know	2.02	0	-2.02

Opinion about comparative participation of men and women in income generating activities (% of the respondents)

-	Males/Boys should get the priority	21.21	14.12	-7.09
-	Females/Girls should get the priority	2.02	0	-2.02
-	Both equally	73.23	85.88	12.65
-	Don't know	3.54	0	-3.54

Opinion about comparative participation of boys and girls in the local association/club/committee (% of the respondents)

-	Males/Boys should get the priority	18.69	11.3	-7.39
-	Females/Girls should get the priority	5.05	0	-5.05
-	Both equally	62.63	88.7	26.07
-	Don't know	13.64		-13.64

Opinion about comparative participation of boys and girls in collective community activities (% of

the respondents)

- Males/Boys should get the priority	18.69	9.6	-9.09
- Females/Girls should get the priority	2.53	0	-2.53
- Both equally	65.15	90.4	25.25
- Don't know	13.64	0	-13.64

Table 3.8: Participation in Household Decision Making

Indicators	Changes during 2012-2014		
	2012	2014	Changes
For self education (% of the respondents)			
- Mainly by self	41.85	9.77	-32.08
- other female members of the household	51.15	20.11	-31.04
- other male members of the household	0	0.57	0.57
- Jointly with other female members of the household	6.99	1.15	-5.84
- Jointly with other male members of the household	0	24.14	24.14
- All members of the household	0	44.25	44.25
For self marriage (% of the respondents)			
- Mainly by self	34.27	1.69	-32.58
- other female members of the household	54.29	7.34	-46.95
other male members of the household	0	3.39	3.39
- Jointly with other female members of the household	11.42	1.69	-9.73
- Jointly with other male members of the household	0	20.34	20.34
- All members of the household	0	65.54	65.54
For buying important/expensive goods for the household (% of the respondents)			
- Mainly by self	9.7	0	-9.7
- other female members of the household	74.15	10.17	-63.98
other male members of the household	0	3.95	3.95

- Jointly with other female members of the household	16.15	6.78	-9.37
- Jointly with other male members of the household	0	35.59	35.59
- All members of the household	0	43.5	43.5
For buying daily food and necessities for the household (% of the respondents)			
- Mainly by self	14.73	2.26	-12.47
- other female members of the household	58.79	35.59	-23.2
other male members of the household	0	2.82	2.82
- Jointly with other female members of the household	26.48	19.21	-7.27
- Jointly with other male members of the household	0	18.08	18.08
- All members of the household	0	22.03	22.03
For participation in income earning activities (% of the respondents)			
- Mainly by self	50	4.02	-45.98
- other female members of the household	40.48	20.69	-19.79
other male members of the household	0	6.32	6.32
- Jointly with other female members of the household	9.52	7.47	-2.05
- Jointly with other male members of the household	0	27.01	27.01
- All members of the household	0	34.48	34.48
Regarding making decision on spending from own income (% of the respondents)			
- Mainly by self	64.17	41	-23.17
- other female members of the household	28.36	21	-7.36
other male members of the household	0	1	1
- Jointly with other female members of the household	7.47	7	-0.47
- Jointly with other male members of the household	0	4	4
- All members of the household	0	25	25

Regarding making decision on participation in any samity/committee (% of the respondents)			
- Mainly by self	63.16	4.6	-58.56
- other female members of the household	31.58	21.26	-10.32
other male members of the household	0	2.3	2.3
- Jointly with other female members of the household	5.26	8.05	2.79
- Jointly with other male members of the household	0	25.29	25.29
- All members of the household	0	38.51	38.51
Regarding making decision for participation in training program (Multiple Responses, % of the respondents)			
- Mainly by self	57.43	6.25	-51.18
- other female members of the household	32.67	21.59	-11.08
other male members of the household	0	1.7	1.7
- Jointly with other female members of the household	9.9	11.36	1.46
- Jointly with other male members of the household	0	20.45	20.45
- All members of the household	0	38.64	38.64

Table 3.9: **Participation in household decision making (For married woman only)**

Indicators	Changes during 2012-2014		
	2012	2014	Changes
For deciding on children's education (% of the married respondents)			
- Mainly self	16.67	0	-16.67
- Husband alone	0	17.65	17.65
- Jointly with husband	83.32	70.59	-12.73
- All of the family member	0	11.76	11.76
For using Family Planning Method (% of the married respondents)			
- Mainly self	0	10	10
- Husband alone	0	13.33	13.33
- Jointly with husband	100	76.67	-23.33

For taking Child/going for Pregnancy (% of the married respondents)			
- Mainly self	8.32	0	-8.32
- Husband alone	0	13.33	13.33
- Jointly with husband	91.67	86.67	-5
- All of the family member	0	0	0

Table 3.10: Mobility of Girls and Young Women

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Able to Participate in meetings (% of the respondents)			
- Not at all	37.88	17.51	-20.37
- Can do alone	29.8	40.68	10.88
- With support from male members	5.05	7.34	2.29
- With support from female members	11.62	12.43	0.81
- With support from all household members	15.66	22.03	6.37
Able to move alone (% of the respondents)			
- Not at all	26.77	3.95	-22.82
- Can do alone	58.59	81.92	23.33
- With support from male members	4.04	4.52	0.48
- With support from female members	7.58	6.21	-1.37
- With support from all household members	3.03	3.39	0.36
Able to participate in household decision making (% of the respondents)			
- Not at all	25.25	14.69	-10.56
- Can do alone	26.77	23.73	-3.04
- With support from male members	11.11	10.73	-0.38
- With support from female members	11.62	21.47	9.85
- With support from all household members	25.25	29.38	4.13
Able to participate in the decision making of the community (% of the respondents)			
- Not at all	50.51	43.5	-7.01
- Can do alone	27.78	16.38	-11.4

- With support from male members	3.03	8.47	5.44
- With support from female members	5.05	7.34	2.29
- With support from all household members	13.64	24.29	10.65
Able to go to the market places for selling/buying products (% of the respondents)			
- Not at all	30.81	6.78	-24.03
- Can do alone	57.58	65.54	7.96
- With support from male members	3.54	5.65	2.11
- With support from female members	2.53	14.69	12.16
- With support from all household members	5.56	7.34	1.78
Able to go to relatives house (% of respondents)			
- Not at all	34.85	1.13	-33.72
- Can do alone	22.22	40.68	18.46
- With support from male members	6.57	9.04	2.47
- With support from female members	10.1	37.85	27.75
- With support from all household members	26.26	11.3	-14.96
Able to go to the hospital (% of respondents)			
- Not at all	30.46	1.13	-29.33
- Can do alone	10.66	31.07	20.41
- With support from male members	11.17	7.91	-3.26
- With support from female members	22.84	41.81	18.97
- With support from all household members	24.87	18.08	-6.79
Able to go to get services from different sources (% of respondents)			
- Not at all	19.19	0.56	-18.63
- Can do alone	25.25	24.29	-0.96
- With support from male members	6.57	9.6	3.03
- With support from female members	23.74	42.37	18.63
- With support from all household members	25.25	23.16	-2.09

Table 3.11: Violence Related Information

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Experienced violence in the family, community, educational institution or working place during the last 2 years (% of respondents)			
- Yes	60.61	70.62	10.01
- No	39.39	29.38	-10.01
Types of violence faced in the family (Multiple Responses, % of respondents)			
- Verbal abuse	95	82.05	-12.95
- Physical assault	51.3	42.31	-8.99
- Son preference	26.3	34.62	8.32
- Forced to do work	2.5	0	-2.5
- Social quarrel	0	1.28	1.28
- Maximum work	0	2.56	2.56
- Sexual harassment / rape	0	0	0
- Physical torture by husband	7.5	3.85	-3.65
- Violence by mother in low	0	3.85	3.85
Average no of violence experienced in the family during the last 2 years (numbers)	10	113.98	103.98
Types of violence experienced in the community (Multiple Responses, % of respondents)			
- Verbal abuse	5.1	12.99	7.89
- Physical assault	1.3	0	-1.3
- Bound to do work	1.3	2.6	1.3
- Dowry related	2.6	0	-2.6
- Eve teasing	47.4	58.44	11.04
- Social conflict	21.8	35.06	13.26
- Giving less wage	6.4	0	-6.4
- Employed in extra work	2.6	0	-2.6
- Trying to rape	1.3	0	-1.3
- Religious prescription (Fatwabazi)	1.3	0	-1.3
- Slandering/negative social attitudes	21.8	7.79	-14.01

Average no of violence experienced in the community during the last 2 years (numbers)	4	50.38	46.38
Types of violence experienced in the educational institutions (Multiple Responses, % of respondents)			
- Verbal abuse	23.3	36.07	12.77
- Physical assault	53.3	31.15	-22.15
- Son preference	3.3	3.28	-0.02
- Bound to do work	3.3	0	-3.3
- Eve teasing	26.7	72.13	45.43
- Slandering/negative social attitudes	3.3	0	-3.3
- Harassment in transport/vehicles	3.3	1.64	-1.66
Average no of violence experienced in the educational institution during the last 2 years (numbers)	4	19.8	15.8
Types of violence experienced in the working places (Multiple Responses, % of respondents)			
- Verbal abuse	0	16.67	16.67
- Physical assault	0	0	0
- Bound to do work	6.7	0	-6.7
- Employed in hazarder work	0	0	0
- Eve teasing	6.7	33.33	26.63
- Low wage	46.7	16.67	-30.03
- Extra work load	20	33.33	13.33
- Slandering/ Negative social attitudes	20	0	-20
- Torturing by household head/master/housewife	13.3	0	-13.3
- Sexual harassment in the working places	6.7	0	-6.7
- Harassment in transport/vehicles	20	33.33	13.33
- **Average no of violence experienced in working places during the last 2years (numbers)**	4	2.63	-1.37
% of respondents sought justice/remedy against the violence they experienced			

- Yes	53.72	43.2	-10.52
- No	46.28	56.8	10.52
Sources of seeking justice/remedy (Multiple Responses, % of respondents)			
- Family head	87.7	55.56	-32.14
- Society leader/Respected person	3.1	22.22	19.12
- Employer	1.5	0	-1.5
- Police Station	0	0	0
- Shalish Committee	0	0	0
- NGO representatives	4.6	0	-4.6
- Girl power forum	0	18.52	18.52
- Others	3.1	3.7	0.6
Nature of justice/remedy received (% of respondents)			
- Listened but no justice/remedy	67.73	12.96	-54.77
- Listened but did not receive proper justice	14.51	18.52	4.01
- Did not take seriously	0	14.81	14.81
- No result but reacted	0	0	0
- Accused the victim instead	4.8	7.41	2.61
- Fruit result	12.9	46.3	33.4
Opinion about reasons for not complaining (% of respondents)			
- Shame	40.47	32.39	-8.08
- Fear	40.47	5.63	-34.84
- Past experience of receiving no justice/remedy	14.29	16.9	2.61
- Prohibition from family	4.76	11.27	6.51
- Others	0	25.35	25.35
- Not applicable	0	8.45	8.45

Table 3.12: Participation in institutional and social activities

Indicators	Changes during 2012-2014		
	2012	**2014**	**Changes**

Member in Association/Committee/NGO group (% of respondents)			
- Yes	91.59	97.74	6.15
- No	8.41	2.26	-6.15
Involvement in any Association/Club/Ward Standing Committee/Other organization in the local area (% of respondents)			
- Yes	12.12	2.82	-9.3
- No	87.88	97.18	9.3
Opinion about the degree of Participation (% of respondents)			
- Only attend the meeting	33.3	20	-13.3
- Actively participate in the discussion	54.2	40	-14.2
- Actively participate in decision making	12.5	40	27.5
- Only involved but not attend any meeting or activity	12.5	0	-12.5
Whether involved in any policy making committee of the ward (% of respondents)			
- Yes	1.52	0	-1.52
- No	98.48	100	1.52
Whether involved in collective community activities (% of respondents)			
- Yes	2.02	1.13	-0.89
- No	97.98	98.87	0.89
Whether involved in Shalish committee activities (% of respondents)			
- Yes	1.52	0	-1.52
- No	98.48	100	1.52
Whether any relation/ communication with the leaders/powerful person in the community/local area (% of the respondents)			
- Yes	19.19	6.78	-12.41
- No	80.81	93.22	12.41

Table 3.13: Training Received

Indicators	Changes during 2012-2014		
	2012	**2014**	**Changes**
Have you received any training from any NGO or other organization during last 2 years? (% of			

	respondents)			
-	Yes	78.28	95.66	17.38
-	No	21.72	4.34	-17.38
Training received during last 2 years (no. of days)				
-	Self defense training	1	2.26	1.26
-	Life skill	1.61	2.72	1.11
-	Gender related	1.09	5.37	4.28
-	Child care and right	1.56	6.48	4.92
-	Awareness and protection of right	1	5.09	4.09
-	Management and technical skill	1.1	6.76	5.66

Table 3.14: Right related Information

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Experienced violation of rights during the last 2 years (% of respondents)			
- Yes	37.88	18.08	-19.8
- No	62.12	81.92	19.8
Types of violation of rights experienced (Multiple Responses, % of those experienced violation of rights)			
- Negligence or discriminatory behavior from family	28	56.25	28.25
- Physical torture	48	37.5	-10.5
- Husband's second marriage	0	3.13	3.13
- Having involuntarily pregnancy or abortion	1.3	0	-1.3
- Abuse for giving birth of a girl-child	0	0	0
- Deprived from inheritance	2.7	3.13	0.43
- Deprived of participating in household decision making	9.3	0	-9.3
- Mental torture/abuse	14.7	3.13	-11.57
- Demanding dowry	1.3	0	-1.3

- Slandering without any reason	2.7	0	-2.7
- Harassment in transport/vehicles	0	12.5	12.5
- Deprived of getting due social status/dignity	28	0	-28
- Faced social deprivation/discrimination	21.3	0	-21.3
Steps taken for protection from violation of rights (Multiple Responses, (% of those experienced violation of rights)			
- No steps taken	66.7	75	8.3
- Complain lodged to the ward commissioner	30.7	6.25	-24.45
- Complain to Arbiter(Shalish)Committee	50.7	0	-50.7
- Join the group and complain lodged to the group	30.7	0	-30.7
- Filed court case	17.3	6.25	-11.05
- Complain lodged to the influential relatives	18.7	15.63	-3.07
- Complain to higher management	0	9.38	9.38
- Satisfactory results/remedies received	5.3	30	24.7
- Partial results/remedies received	12	10	-2
- Nothing happened	72	60	-12
- New problem created due to making complain against	6.7	10	3.3
- Others	0	0	0

4. Project A4: Unite for Body Rights - CHC Project

Table 4.1: Awareness Related Information

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Awareness about minimum marriage age			
- % of respondents know about minimum age at marriage for girl	92.9	99.29	6.39
- Minimum age of marriage for girl (in years)	18.14	18.07	-0.07
- % of respondents know about minimum age at marriage for boy	87.9	99.29	11.39
- Minimum age of marriage for boy (in years)	21.98	21.73	-0.25
Opinion about early marriage (% of respondents)			
- Good	0	0	0
- Normal	4.3	0	-4.3
- Harmful	90.8	100	9.2
- Don't know	4.9	0	-4.9
Opinion about consequences of early marriage (Multiple Responses, % of respondents)			
- Early pregnancy	42.5	57.14	14.64
- Harmful effect on health	79.1	76.43	-2.67
- Adverse impact on education	50	42.86	-7.14
- Can't look after family properly	36.6	39.29	2.69
- Can't take proper care of children	26.9	37.14	10.24
- Can't adjust with husband properly	6.7	25	18.3
Opinion about early pregnancy (% of respondents)			
- Normal	7.1	0	-7.1
- No problem	0	0	0
- Risky	90.1	99.29	9.19
- Don't know	2.8	0.71	-2.09
Opinionnabout consequences of early pregnancy (Multiple Responses, % of respondents)			
- Death of mother	75.8	77.7	1.9

-	Death of children	60.2	68.35	8.15
-	Poor health of mother and children	60.9	58.27	-2.63
-	Weak/sick child	35.9	58.99	23.09
-	Don't know	1.6	2.16	0.56
Opinion about dowry during marriage (% of respondents)				
-	Normal	7.1	2.86	-4.24
-	Shameful/unlawful	90.1	97.14	7.04
-	Don't know	2.8	0	-2.8
Opinion about birth registration (% of respondents)				
-	Necessary	95	97.86	2.86
-	Don't know	4.3	0	-4.3
Mode of washing hands before meals (% of respondents)				
-	With water/ashes/soil	25.5	26.43	0.93
-	With soap	73.8	73.57	-0.23
Mode of washing hands after defecation (% of respondents)				
-	With water/ashes/soil	6.4	2.85	-3.55
-	With soap	93.6	97.14	3.54
Opinion about violence against women (% of respondents)				
-	Guilt/Crime/Illegal	96.5	100	3.5
Is there any law to protect from violence against women? (% of respondents)				
-	Yes	82.4	95	12.6
-	No	0	2.14	2.14
-	Don't know	17.6	2.86	-14.74
If yes, types of law (% of those who about the existence of laws)				
-	Domestic Violence (prevention & protection) Act	2.7	5.26	2.56
-	Violence against Women and Children Act	82.1	86.47	4.37
-	Muslim Family Law in Bangladesh	0.9	1.5	0.6
-	The Family Court Ordinance	8	0.75	-7.25
-	Dowry prohibition act	6.3	5.26	-1.04
-	Acid crime control	0	0.75	0.75

Is there any Government/Non-Government program to help oppressed young women and girl? (% of respondents)			
- Yes	55.5	79.29	23.79
- No	2.8	2.86	0.06
- Don't know	44.7	17.86	-26.84
If yes, types of program available (% of those who know about the availability of such program)			
- OCC (One Stop Crisis Centre)	1.4	4.5	3.1
- Victim Support Centre	8.1	18.92	10.82
- Legal Support Centre	55.4	52.25	-3.15
- Social Welfare Shelter Centre	10.8	8.11	-2.69
- CHC	2.7	2.7	0
- Other	6.8	0.9	-5.9
- Don't know	14.9	12.61	-2.29

Table 4.2: Gender Equity Related Response

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Opinion about comparative wage between men and women in the work place (% of respondents)			
- Males/Boys should get the priority	12.1	6.43	-5.67
- Females/Girls should get the priority	0	0	0
- Both equally	87.9	93.57	5.67
Opinuin about comparative boys and gilrs food consumtion in the family (% of respondents)			
- Males/Boys should get the priority	0.7	0.71	0.01
- Females/Girls should get the priority	0	0	0
- Both equally	99.3	99.29	-0.01
Opinion about distribution of inherited properties between men and women (% of respondents)			
- Males/Boys should get the priority	38.3	13.57	-24.73
- Females/Girls should get the priority	61	0.71	-60.29
- Both equally	0.7	83.57	82.87
- Don't know	0	2.14	2.14
Opinion about education provision between boys and girls (% of respondents)			

	2012	2014	Changes
- Males/Boys should get the priority	1.4	2.14	0.74
- Females/Girls should get the priority	98.6	0	-98.6
- Both equally	0	97.86	97.86
Opinion about medical treatment between boys and girls (% of respondents)			
- Males/Boys should get the priority	2.1	0.71	-1.39
- Females/Girls should get the priority	0	0	0
- Both equally	97.2	97.86	0.66
- Don't know	0.7	1.43	0.73
Opinio about comparative participation of men and women in income generating activities (% of respondents)			
- Males/Boys should get the priority	18.4	25.71	7.31
- Females/Girls should get the priority	79.4	0	-79.4
- Both equally	0	72.86	72.86
- Don't know	2.13	1.43	-0.7
Opinion about comparative participation of boys and girls in the local association/club/committee (% of respondents)			
- Males/Boys should get the priority	23.4	27.86	4.46
- Females/Girls should get the priority	74.5	0.71	-73.79
- Both equally	2.1	70	67.9
- Don't know	0	1.43	1.43
Opinions about comparative participation of boys and girls in collective community activities (% of respondents)			
- Males/Boys should get the priority	22.7	27.14	4.44
- Females/Girls should get the priority	0.7	0.71	0.01
- Both equally	74.5	71.43	-3.07
- Don't know	2.1	0.71	-1.39

Table 4.3: Knowledge about Family Planning Methods

Indicators	Changes during 2012-2014		
	2012	**2014**	**Changes**
% of the respondents who heard about the family planning methods	78.7	99.28	20.58

Opinion about usefulness of family planning methods: (Multiple response, % of resondents)			
- Increase the solvency of the households	68.5	75.36	6.86
- Advantageous to educate the children	68.5	59.42	-9.08
- Children have better health and nutrition	57.7	61.59	3.89
- Mother's health and nutrition is ensured	36	60.14	24.14
Opinion about consequences of family planing methods: (Multiple response, % of resondents)			
- Side effects	41.4	50	8.6
- Risk of infertility	18	37.68	19.68
- Husband does not like	22.5	35.51	13.01
Opinion about giving birth in quick succession?(Multiple response, % of resondents)			
- Benefits of a large family	18.4	9.49	-8.91
- Leads to poor health of mother and children	83	93.43	10.43
- Economic burden	56.7	84.67	27.97
- Inadequate birth spacing	19.1	43.07	23.97
- Don't know	1.4	2.92	1.52
Knowledge about specific family planning methods (% of resondents)			
- Pill/edible tablet	85.8	82.8	-3
- Emergency pill	29.1	33.76	4.66
- IUD/Copper T	6.4	33.12	26.72
- Injection/Depo	53.2	64.33	11.13
- Condom	70.2	87.26	17.06
- Implant/Norplant	12.06	40.13	28.07
- Safe period	4.3	19.11	14.81
- *Azol*	1.4	6.37	4.97
- Ligation/Tubectomy	32.6	42.68	10.08
- Vasectomy/NSV	10.6	38.22	27.62
Knowledge about options available to deal with unexpected pregnancy (% of resondents)			
- MR /Menstruation regularization	1.4	14.65	13.25
- Abortion	14.2	19.11	4.91
- Consult with doctors	44	31.21	-12.79
- Do not know	39.7	34.39	-5.31
MR Related Awareness			

% of the respondents who heard about MR	37.6	43.31	5.71

Khowledge about minimum period (weeks) required before going for MR after becoming pregnant (% of resondents)			
- Up to 8 to 10 weeks when provided by specialized provider (correct)	29.5	28.03	-1.47
- Others (incorrect)	5.3	2.55	-2.75
- Do not know	65.3	69.43	4.13
Knowledge about sources of MR services (% of resondents)			
- Qualified doctor	44.9	23.57	-21.33
- Nurse/Paramedic	43.6	5.73	-37.87
- Family welfare centre (FWC)	3.8	1.27	-2.53
- Trained health worker	7.7	3.82	-3.88
- Pharmacist	0	0.64	0.64
- Others	0	55.41	55.41
- CHC	0	8.92	8.92
Source of knowledge/information about MR services (% of resondents)			
- CHC-UBR training	23.5	59.42	35.92
- School	29.4	43.48	14.08
- Friends/family	76.5	71.01	-5.49
- Community meetings	21.6	5.8	-15.8
- Health centre	35.3	33.33	-1.97
- Health worker	5.9	14.49	8.59
- NGO	9.8	11.59	1.79
- Poster/leaflet	3.9	4.35	0.45

Table 4.4: Awareness about STD, HIV and Safe Sex

Indicators	Changes during 2012-2014		
	2012	**2014**	**Changes**
% of the respondents who knows about STD	69.5	84.71	15.21
% of the respondents who knows about HIV	87.2	88.54	1.34
% of the respondents who knows about Safe sex	56	85.35	29.35

Table 4.5: Counseling Related Information

Indicators	Changes during 2012-2014		
	2012	2014	Changes
Actions to be taken in case of any problem related to puberty, sexual and reproductive health (Multiple response, % of resondents)			
- To consult with CHC/UBR representative	8.5	57.69	49.19
- To discuss with class mates/friends	53.9	67.95	14.05
- To discuss with family member	58.2	64.1	5.9
- To discuss with others	9.2	14.74	5.54
- Not to discuss with anybody and keep quite	2.1	0	-2.1
- Do not know	20.6	16.67	-3.93
Is there any institution available in your locality to provide advice/counseling services if incase of problem related to puberty, sexual and reproductive health (% of resondents)			
- Yes	42.1	73.25	31.15
If yes, types of institutions available (Multiple response, % of respondents who knows about the institutions)			
- CHC/UBR	35.1	85.22	50.12
- Public health centre	36.4	81.74	45.34
- Private organization	39	60	21
- Others	2.6	8.7	6.1
- Do not know	29.9	0.87	-29.03

5. Difference-in-Difference Regressions

Table 5.1: Results from Difference in Difference Regression: Sustainable Livelihoods of the Poor Women (Project A2)

Indicators	DID Regression Results		Probit Marginal Effect	
	Coefficient	SE	Coefficient	SE
Land ownership (in decimal)				
- Average homestead land	0.711**	0.266	-	-
Economic status (self assessment), % of households				
- Extreme poor			-0.116**	0.057
Involvement with collective community activities (% of households)				
- Yes	-	-	0.038**	0.018
Female participation in household decision making (% of households)				
- Not at all	-	-	-0.024**	0.011
- Can do alone	-	-	0.015	0.062
Female participation in decision making of village/community (% of households)				
- Can do alone	-	-	0.092*	0.049
Female participation in choosing family planning methods (% of households)				
- Can do alone	-	-	0.059*	0.035
Female participation in decision making around childrens' education (% of households)				
- Not at all	-	-	-0.055*	0.028
- Can do alone	-	-	0.062**	0.030
Female participation in decision making around childrens' marriage (% of households)				
- Not at all	-	-	-0.034*	0.019
- Can do alone	-	-	0.058**	0.023
Female able to go to relatives house				
- Can do alone	-	-	0.089**	0.040
Female able to go to the hospital				
- Can do alone	-	-	0.032**	0.015

Note: Probit model is calculated only for dummy variables and the DID is calculated from the marginal effect of interaction variable.
Inference: ** p<0.05; * p<0.1

Table 5.2: Results from Difference in Difference Regression: Rural Development Program (Project A3)

Indicators	DID Regression Results		Probit Marginal Effect	
	Coefficient	SE	Coefficient	SE
Education				
- Average years of schooling (for 15 years of age and above)	0.135**	0.062	-	-
Land Ownership (in decimals)				
- Average homestead land	0.791**	0.380	-	-
- Average cultivable land	1.708**	0.738	-	-
- Permanently leased in khas land	4.662*	2.746	-	-
Savings of households (in Taka: 1 US$=80 Taka)				
- Average amount of savings during last one year	1217.486**	597.409	-	-
Household current involvement with any club, organization, cooperative society, UP committees or any other organization (% of households)				
- Yes	-	-	0.044**	0.021
Household current involvement with any collective community activity (% of households)				
- Yes	-	-	-0.059	0.035
If yes, degree of participation in those activities (% of those involved)				
- Key role in the decision making	-	-	0.273**	0.124
Household current involvement with self-help group (% of households)				
- Yes	-	-	0.045**	0.021
Received training from NGO or other organization during last 5 years (% of households)				
- Yes	-	-	0.045**	0.022
Female participation in village/community decision making (% of households)				
- Can do alone	-	-	0.087**	0.044
Female participation in decision making around childrens' education (% of households)				
- Can do alone	-	-	0.073**	0.032
Female operating business/income generating activates (% of households)				
- Can do alone	-	-	0.088**	0.038

Note: Probit model is calculated only for dummy variables and the DID is calculated from the marginal effect of interaction variable.

Inference: ** p<0.05; * p<0.1

Table 5.3: Results from Difference in Difference Regression: Girl Power Program (project A1)

Indicators	DID Regression Results		Probit Marginal Effect	
	Coefficient	SE	Coefficient	SE
Schooling (years)				
Average years of schooling	0.996***	0.396	-	-
Household expenditure (in Taka)				
Average Monthly expenditure of the household	1096.409**	319.56	-	-
Food condition (% of respondents)				
Sometimes in deficit	-	-	-0.199**	0.075
Care giving (in minutes)				
Average time spending to care the child and older member of the households ill and older member of the households	-26.066**	7.447	-	-
Access to the following Media for information/communication (% of respondents)				
Mobile	-	-	0.073**	0.028
Decision making around buying daily food and necessities for the household (% of respondents)				
All members of the household	-	-	0.093**	0.031
Abe to go the hospital				
Can do alone	-	-	0.141**	0.065
Able to go to get services from different sources				
Can do alone	-	-	0.049*	0.023
Received training from any NGO or other organization during last 2 years				
Yes	-	-	0.317**	0.064

Note: Probit model is calculated only for dummy variables and the DID is calculated from the marginal effect of interaction variable.
Inference: ** $p<0.05$; * $p<0.1$

Table 5.4: Results from Difference in Difference Analysis: Unite for Body Rights–CHC Project (Project A4 - Household)

Indicators	Probit Marginal Effect	
	Coefficient	SE
Food availability during last one year (% of households)		
- Sometimes in deficit	-0.140**	0.067
Use of antenatal care (% of respondents)		
- % of respondent need antenatal care during pregnancy	0.369**	0.080
Sources of antenatal care (% of respondents who needed antenatal care)		
- Christian Hospital Chandraghona (CHC)	0.020	0.066
Use of Post-Natal Care (% of respondents)		
- % of respondent need post-natal care after delivery	0.348**	0.082

Note: Probit model is calculated only for dummy variables and the DID is calculated from the marginal effect of interaction variable.
Inference: ** $p<0.05$; * $p<0.1$

Table 5.5: Results from Difference in Difference Analysis (Unite for Body Rights – CHC Project-Adolescent)

Indicators	Probit Marginal Effect	
	Coefficient	SE
Awareness Related Information:		
Opinion about early marriage (% of respondents)		
- Harmful	0.170**	0.042
Opinion about early pregnancy (% of respondents)		
- Risky	0.117**	0.049
Opinion about dowry during marriage (% of respondents)		
- Shameful/unlawful	0.234**	0.057
Opinion about birth registration (% of respondents)		
- Necessary	0.165**	0.049
Mode of washing hands after defecation (% of respondents)		
- With soap	0.149**	0.050
Is there any law to protect from violence against women? (% of respondents)		

- Yes	0.140**	0.062
Opinion about comparative wage between men and women in the work place (% of respondents)		
- Equally both	0.186**	0.070
Opinion about boys and girls food consumption in the family (% of respondents)		
- Equally both	0.129**	0.045
Opinion about distribution of inherited properties between men and women (% of respondents)		
- Equally both	0.252**	0.064
Opinion about education provision boys and girls (% of respondents)		
- Equally both	0.110**	0.048
Opinion about medical treatment between boys and girls (% of respondents)		
- Equally both	0.107**	0.043
Opinion about comparative participation of boys and girls in the local association/club/committee (% of respondents)		
- Equally both	0.082**	0.040
Knowledge about Family Planning Methods (% of respondents)		
% of the respondents who heard about family planning methods	0.306**	0.073
Knowledge about specific family planning methods (% of respondents)		
- Pill/edible tablet	0.180**	0.079
- Emergency pill	-0.103**	0.043
- IUD/Copper T	0.263**	0.053
- Injection/Depo	0.154*	0.090
- Condom	0.177**	0.082
- Implant/Norplant	0.287**	0.064
- Safe period	0.230**	0.049
- Azol	0.085**	0.029
- Vasectomy/NSV	0.310**	0.063
Knowledge of options available to deal with unexpected pregnancy (% of respondents)		
- MR /Menstruation regularization	0.181**	0.039
- Abortion	0.291**	0.067
- Consult with doctors	-0.141*	0.071

Knowledge about minimum period (weeks) of going for MR after becoming pregnant (% of respondents)		
- Up to 8 to 10 weeks when provided by specialized provider (correct)	0.192*	0.106
- Do not know	-0.249**	0.111
Knowledge about the source of MR services (% of respondents)		
- Qualified doctor	0.363**	0.106
- Nurse/Paramedic	-0.267**	0.086
- Trained health worker	0.071**	0.034
- Others	-0.252**	0.059\
Awareness about STD, HIV and Safe Sex (% of respondents)		
% of the respondents knows about STD	0.262**	0.085
% of the respondents knows about HIV	0.314**	0.069
% of the respondents knows about Safe sex	0.378**	0.084
Is there any institution available in your locality to provide advice/counseling services if incase of problem related to puberty, sexual and reproductive health		
- Yes	0.212**	0.082

Note: Probit model is calculated only for dummy variables and the DID is calculated from the marginal effect of interaction variable.

Inference: ** $p<0.05$; * $p<0.1$

Appendix 2: Methodology: MDGS

According to the methodology used in the study, we have data from baseline and follow-up surveys, which were separated by a two-year interval. The study has also drawn sample households/respondents from both project beneficiaries and the control/comparison groups. The baseline survey was conducted during the second half of 2012 and the follow-up survey during the second half of 2014.

Selection of Respondents

In projects A2 and A3, the implementing NGOs used certain inclusion criteria to select the beneficiary households for the projects. The same set of indicators was used to select the sample households from the two projects for the present study. In the first stage, a census was carried out in the respective villages to collect information based on the above indicators. Then a list of eligible households was prepared and this was used to randomly sample households for our study.

The same technique was applied for both the beneficiary and the control/comparison groups for both projects (A2 and A3). However since project A2 was implemented in only five villages, all the villages were considered for sample selection purposes. Control/comparison households were also chosen from the same villages as the size of each of the villages was quite large and scattered (which is common feature of coastal areas in Bangladesh). For project A3, a two-stage random sampling technique was used to select the sample households as the project has been implemented in several villages of 17 districts across the country. In the first stage, five beneficiary and five control/comparison villages were chosen from which the sample households were then chosen randomly using the procedure mentioned above.

In projects A1 and A4, the sample of beneficiaries was chosen randomly from among the project beneficiaries. The selection of control/comparison groups was not as easy as the previous two projects, but, attempts were made to find control/comparison groups for both the projects using the same criteria that were used by the NGOs to select the target groups.

The basic feature of the beneficiaries and the control/comparison groups is that they both live in similar geo-physical, political and cultural settings and are from similar socioeconomic background.

For two projects (A2 and A1), the control/comparison groups were chosen from the same villages/communities and for the remaining two projects (A3 and A4), the control/comparison groups were selected from neighbouring villages/communities. The selection of the households/respondents was made in line with the way beneficiaries were selected.

The table below presents the size of the sample of both beneficiary and the control/comparison groups for each of the projects.

Sample size beneficiary and control groups for each project

Projects	Sample size: Beneficiary	Sample size: Control/ comparison
A2. Sustainable Livelihoods of the Poor Women	150	100
A3. Rural Development Program	200	100
A1. Girl Power Program	200	100
A4. Unite for Body Rights – CHC Project	150	100
Total	700	400

Survey Instruments

Four questionnaire sets were developed to collect information for both the baseline and the final follow-up surveys. The first questionnaire set of was used for Projects A2 and A3 to collect information from respondent households. The second questionnaire set of was used for Project A1 to collect information from respondent girls and young women. The Third and fourth questionnaire sets of were used for Project A4 to collect information from both the respondent households and adolescent boys and girls. The questionnaires included variables related to demographic, socio-economic, gender relations, women empowerment, sexual and reproductive health, and relevant other issues.

Data Cleaning and Quality Check

In the process of collecting, organising and analysing our data, the following steps were taken to ensure data cleaning and quality:

- Editing of the questionnaire by the enumerator themselves immediately after administering the interviews;
- Monitoring the interviewing process by the senior lead research supervisor;
- Verifying and editing the completed questionnaires by the supervisor;

- Completing data entry, generating descriptive statistics for all the variables to check for any outliers in the data or mistakes in data entry;
- Carrying out consistency checks to ensure the quality of data;

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Key Features of Project Beneficiaries at Baseline

In this sub-section, we present some of the key features of the beneficiaries from the baseline studies of the four projects. In the first table, we present characteristics of beneficiaries from Projects A2 and A3. The second table presents data from beneficiaries of Projects A1 and A4.

As observed from the data, approximately three-fourths of the households of Projects A2 and A3 were food deficit households at the baseline point. The majority of households were also poor on the basis of poverty line based calculations[130]. They also had virtually no or very little land to cultivate, and the majority had low levels of literacy. Access to utilities and services for the majority was poor, and an overwhelming majority had faced some form of crisis in recent years. The data also indicates that women's participation in collective community activities was also relatively poor.

It is observed from Project A1 that although there are already some high levels in respect of knowledge and awareness of girls and young women on some social issues, they are still far behind in respect of early marriage and dowry, schooling, household work burden, inheritance, participation, mobility, and similar other aspects. We assume the higher response rates reflect the fact that the project started 2011 – two years before the baseline. The majority of responses also indicated incidences of violence against them in recent years, for which only a half of them sought justice/remedies.

A similar pattern is also observed for project A4. Some high responses are noted among adolescent boys and girls at baseline in respect of knowledge and awareness regarding some social issues. This we assume is because the baseline came after the start of the project. But they were still far behind than what the ideal situation should be in respect of sexual and reproductive health and rights.

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[130] Calculations are based on Cost of Basic Needs approach.

Key Features of Project Beneficiaries at Baseline: Projects A2 and A

(% of households)

Indicators	Project A2	Project A3
Poor households (based on expenditure data)	70.4	57.6
Food deficit households	78.1	73.4
Average cultivable land (in decimals)	8.6	3.9
Literacy rate (15 years and above)	41.2	39.9
Access to sanitary toilet	12.3	17.9
Households with electricity connection	7.1	14.3
Faced crisis during last 3 years	77.4	67.4
Women can participate in the village development/other meetings alone	36.8	20.4

Key Features of Project Beneficiaries at Baseline: Projects A1 and A

(% of respondents)

Indicators	Project A1	Project A4
Age of the respondents (years)	15.1	-
Married respondents	16.67	-
Currently at school	63.64	-
Water fetching: alone or with other female members of the household	83.84	-
Knows about minimum age at marriage for girl	96.0	-
Opinion about early marriage: harmful	88.89	90.8
Opinion about early pregnancy: risky	84.34	90.1
Opinion about dowry during marriage: shameful/unlawful	70.71	90.1
Opinion about inheritance between men and women: equal	76.26	61.0
Opinion about participation of boys and girls in collective community activities: equal	65.15	74.5
Girl/young women can participate in meetings alone	29.80	-

Girl/young women can go to the hospital alone	10.66	-
Faced violence during the last 2 years	60.61	70.1
Respondents sought justice against the violence they faced	53.72	35.5
Heard about family planning methods	-	78.7
Heard about MR	-	37.6
Heard about STD	-	69.5
Heard about HIV-AIDS	-	87.2
Have knowledge about safe sex	-	56.0
Knows about counselling providing institution available in the locality	-	42.1

Appendix 3: Methodology: Capacity Development
3.1 General Methodology

There are many different ways of assessing capacity development within organisations. Some of the most common are outcome mapping, stories of change, most significant change, ladders of change, satisfaction surveys and market model methodologies. The most commonly used methodology is an 'organisational assessment' tool, which can be used in one of two ways: firstly, an assessment may be carried out and used to develop a capacity development plan, which can then be monitored over its lifetime by defining objectives and indicators in the normal way; secondly, assessments may be replicated at intervals to compare progress over time. For the purposes of this evaluation there was no discussion necessary as the format of the baseline report indicated that repeat organisational assessments would be needed.

Once a decision had been made to use repeat applications of organisational assessments against the five-capabilities, the only decision left was how to generate the information. Best practice suggests that organisational assessment methodologies are most effective when:

- organisations are encouraged to analyse their own capacities through a participatory and empowering process;
- the assessment is facilitated by a trained and experienced practitioner; and
- the findings of the exercise are de-linked from funding decisions.

In addition, because the central purpose of capacity building is to enhance the capacity of those involved, the researchers believe it essential that any formal M&E contributes to this process and does not undermine it. This meant trying to ensure that the process was as valuable as possible for the Bangladeshi NGOs whilst still serving the needs of the Dutch agencies and their back donors. As such, the decision was taken to engage as many of the key staff (within limits) of each relevant agency in the exercises as possible, and to let them have a large say over which indicators were chosen within the five capabilities. This was so that the organisational assessments would be valuable in themselves, and would not be reduced to the level of formulaic exercises carried out for external stakeholders.

In theory, it would have been possible to include a range of other stakeholders in the assessments, such as government officials or beneficiaries. This was not considered useful as

it was felt that it would have impaired the honesty of the staff concerned, especially in a culture such as Bangladesh where people do not always feel comfortable about being self-critical in the presence of external stakeholders. However, some agencies did invite representatives of partner agencies to contribute to organisational assessments alongside agency staff, and where the agency was a membership organisation members were included as well as staff. Other stakeholders were approached through stakeholder focus groups or during one-to-one interviews where the researchers were able to cross check the information received through guided questioning

In each baseline workshop participants selected their own indicators within each of the five capability areas. This enabled comparative ranking of strengths and weaknesses in the five capability areas, whilst falling short of using globally applicable indicators. In practice this meant that agencies could compare progress over time within common areas, whilst still using contextually relevant indicators. However, a five-point ranking scale was used across all agencies in order to aggregate information.

Every effort was made to ensure the indicators were understood by all staff attending both baseline and endline assessment. The levels of respondents were as far as possible the same and the same research facilitators attended both assessments. Any anomalies to this point are discussed in the individual assessment reports.

The organisational assessments were repeated at the end of the evaluation. It was decided not to apply an assessment at the mid-point for three main reasons:

1. the baseline assessment was a facilitated process, and if not facilitated in the same way the results would not be comparable;
2. the margin for error of measuring change over short timescales (less than two years) might actually be greater than the extent of the change itself; and
3. all the Bangladeshi NGOs concerned are well-established with appropriate financial, operational and managerial systems. It was felt unlikely that changes in capability would be dramatic, and there would arguably be little to see if the exercise were to be repeated before the end of the evaluation.

For the second and final assessment, INTRAC tried to ensure that the same cohort of staff and (if relevant) partners was present as at the baseline. In practice, this did not always prove possible because of high staff turnover in some agencies, which will have introduced some

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margin for error. This meant that some time in the workshop had to be spent introducing new staff to the selected indicators and the ranking and rating system. The methodology used was the same as for the baseline assessments with the following exceptions:

Evidence was provided for the end assessment ranking rather than the first assessment.

Participants were asked to explain any changes between the two assessments.

The facilitators provided comparison notes to assess and explain changes between the two assessments.

The spider diagram (the diagrammatic representation of the 5-capabilities) was updated with new results superimposed onto the old ones. An organisational timeline was also updated during the second assessment workshop, outlining key milestones and donors for each of the years following the first assessment. This was done to help provide evidence for organisational change.

After the second and final assessment had been completed, an impact grid was introduced to collect stories of change from the workshop participants. The impact grid was also generated from selected key informant interviews with wider participants. An impact grid is a method that enables participants to identify what difference the interventions of a project / programme have made to them. The participants identified stories of change – both positive and negative – and provided indications of how strongly the change could be attributed to the interventions of the project (in this case the capacity development efforts of the Dutch agencies). These stories were placed on a grid with the degree of positivity of the change on the y-axis and the degree of attribution to the Dutch capacity development agencies on the x-axis.

The initial intention was to select some of the stories and use process tracing to first verify (or not) the stories and second to assess contribution. However, this proved very difficult for the capacity development element for two main reasons:

It was felt there was simply not enough time to conduct proper process tracing, even for one or two changes within each organisation.

Conducting process tracing on identified changes beyond organisational change would have required a twofold process: firstly tracing change from the beneficiary to the organisation, and then from the organisation to the capacity development support. It was felt that there was too much margin for error, particular as the links between capacity development and the Dutch agencies were uncertain and tenuous in some cases.

As a result, the researchers opted to hold wider interviews and discussions to confirm or reject some of the most significant stories of change identified during the workshop. Evidence was recorded and analysis of the evidence led to decisions on whether to include the changes or not. It was also decided in some cases to analyse multiple changes rather than focusing on just one or two per organisation. This enabled more stories to be investigated, but not in as much depth. The decision to follow more stories allowed us to triangulate our analysis of impact and contribution, In other cases, a couple of major changes were identified and followed through with interviews and focus groups with wider stakeholders, enabling a check against the veracity of claims by the initial group.

For each story alternative explanations for change were sought, and sometimes confirmed or rejected (or sometimes acknowledged as contributory factors) but this was done in an informal way and is not consistent with the formal process tracing methodology.

It was not possible to perform a full process-tracing methodology due to time constraints and the fact that more than one step in the process was involved. However, the researchers attempted to outline other possible causes for each of the impact grid stories, and collect further evidence to affirm or reject these alternative causes. The researchers refer to this as contribution analysis rather than process tracing throughout this document.

Ultimately, the final report was designed to provide an overview of:

1. the extent to which capacity development had occurred between the baseline and end point;
2. the extent to which this could be attributed to the support of the Dutch agency concerned; and stories of change that identified how changes in capacity might have contributed to wider change

3.2 Workshop Methodology

MFS II Evaluation Bangladesh NGO Capacity Development

END EVALUATION DATA COLLECTION PROCESS

DAY ONE workshop methodology	
10.00	Welcome and purpose for the workshop
	Introductions (participants will know each other but will need to introduce

	themselves to the facilitators):
	Name and length of time in the organisation
	What your role in the organisation
	What skills you bring to this workshop
	INTRAC and PHD researchers to introduce themselves to the participants
	Purpose of the workshop: The Dutch Government under their MFS II funding scheme have requested an evaluation of their funds. The purpose of this workshop is to measure any change within the five selected organisations CDD, VERC, SUPRO, Practical Action Bangladesh and AOSED against the Baseline Assessments completed in 2012.
	Present the outline of the workshop
	Go through the outline describing each session and what we are expecting to achieve at the end of the workshop
	Present the old time line developed during the baseline and add any further key moments of change since 2012.
	Setting the scene for the workshop:
	Review what has happened so far including major findings from the interim report prepared by Ashish (Ashish to develop for each organisation)
	Update the time line on screen
11.00	Break
11.15	Using the 5 capabilities model (description of research methodology)
	Describe the 5 capabilities model
	Capability to act and commit
	Capability to adapt and self- renew
	Capability to deliver on development objectives
	Capability to relate
	Capability to achieve coherence
	Describe the agreed indicators and how they were ranked for each organisation during the Baseline workshop (as a reminder of what was done The indicators selected at the baseline will be on a flip chart without the previous scoring included

	Begin ranking the organisational capacity (capability) in agreed areas (noting where evidence would be available) Using the previously agreed methodology appropriate to the organisation begin the process of ranking each agreed indicator in a methodical process. (Identify evidence for each agreed ranking figure) Use cards to capture the evidence from each group. Aggregate the organisational capacity (capability) in agreed areas Aggregation of results across each capability and reflect findings on a spider-gram for each capability (if you have 5 indicator scores add the scores up divide by 5) if the answer is 3.2 use 3.2 don't round up or down.) Use to one decimal point.
13.00	Lunch
14.00	Continue discussions of ranking exercise Share the two different results (baseline and end evaluation) with the participants and help them think about stories of change that highlight the difference in the two charts.
15.00	Break

15.15	Using the Impact grid methodology participants will gather stories of change that can be linked to the MFSII funding both positive and negative which will be placed on an impact grid
18.00	Continue with the impact Grid exercise until all stories are collected Identify any evidence to show how far the changes have taken place Closure of workshop Thank the participants and explain what will happen next including the next steps and sharing of the final report before it goes to the Dutch End of Day one workshop
DAY TWO and THREE: PROCESS TRACING	
	Day two and three will not be sequential it will depend on who is available for interview and when and some of the steps could be completed in the workshop if the right people are present. It may be necessary to jump between the different

		steps
		Document what was done to achieve the selected changes: INTRAC researchers will meet with appropriate members of staff and any other key stakeholders (these may need to be interviewed later depending on availability) to clarify the findings from the previous day workshop and identify one or two stories of change to apply process tracing. This group will help with documenting what has been done to achieve the changes that were selected in the Workshop by exploring: Rational for Dutch capacity development funding (Discussion on capacity development for what within each organisation linking to the Theory of Change) – a printed copy of the ToC to be available for each workshop (or on a screen) What steps were taken by the Dutch agency to support the Organisation What steps were taken by the organisation to achieve the changes at community level or support to other NGOs
		Produce evidence for achievement of changes: (this will spread over both days including possible remote interviews) INTRAC have already suggested this work could include: Interviews with senior managers; Interviews with local government, peer NGOs and communities; One to one interviews with CFA local offices One to one interviews with CFA staff not based in Bangladesh but oversee the projects as project managers Others may be identified by the organisation staff at the time of the OCAT workshop
		Identification of plausible causal explanations Identify possible alternative explanations which can be developed into a more plausible explanation or hypothesis – alternative suggestions as to how changes came about.
15.00		
		Process Verification: Assess the extent to which each explanation is supported by available evidence.
		Report writing Produce an analytical report for each selected change

3.3 Impact Grid Methodology

Why use Impact Grids?

This is a method that enables partners and beneficiary groups to identify what difference the interventions of the project/programme have made to them. The participants identify *stories*- brief examples of the knowledge, skills and confidence building they have gained, and what they have done as a result. These stories can be positive or negative- it is the respondent who makes this judgement. The identification of these examples enables analysis of the outcomes and impact and also gives an indication of how strongly the change can be attributed to the interventions of the project. The position of the examples on the grid can also be analysed to see what patterns emerge (e.g. is it women giving this type of example? is one aspect of the project producing the greatest impact?). An additional benefit is that the grid may identify stories that can be developed into case studies.

Who/When:

The tool is used with individuals, groups and teams that potentially benefit (or are effected by) the project- so this may be disadvantaged people but also organisations (such as partners who are in a capacity building relationship with the implementers). The method works best with participants that have a reasonable level of education but it can be used with illiterate respondents if resource people are present to write down the stories. As it is concerned with outcomes and impact the project needs to have been running for long enough that the inputs can take effect. For example if the intervention is a training course then the impact grid could be used three or six months later but not immediately at the end of the course.

The Method

The grid consists of a vertical axis with a horizontal axis that divides the vertical one into a positive area (+ve) and a negative area for stories that respondents rate as having an adverse effect (-ve). The horizontal axis represents the respondent's assessment of how strongly the story can be attributed to the project's interventions. In other words if they believe that they would not have done the new thing without the project, they place their story on the strongly attributed end of the axis; if they believe that the action may have happened anyway but that some effect on the action was a consequence of the project, then they place their story on the weakly attributed end of the axis. When the exercise is completed the grid may have stories

distributed across all parts of the positive and negative areas though it is usual to have many more positive ones.

To conduct an impact grid exercise the participants need to be brought together in a meeting/workshop. The minimum number is about six (a sufficient number is required to enable the dynamic of the process to work) and the maximum is about 12 to 15. If there is more than this it is best to divide into groups of about twelve.

The facilitator can be a member of the implementing team though it is easier if an outsider (who has no vested interest in the outcomes) runs the process. The facilitator outlines to the participants the recent history of the project. The purpose of this is to remind people of what has happened but this briefing must be done very sensitively to avoid biasing the respondents towards recalling certain interventions and outputs. Participants are then asked to think how the project has affected them and write down examples on post-it notes. There is no limit to how many stories each person can compile though in practice most identify about 2 to 4. The respondents then share their stories with a partner- this helps them clarify their experience (and have the opportunity to re-word their example) and may also give them new ideas about an outcome they had not originally identified.

The group then comes together and each person reads out their story and sticks it onto the grid in the position they believe is appropriate. They explain to the group why they chose the location. They can be challenged by others to reconsider the location and move the story if they agree with the challenge.

Once the exercise is over and the respondents have left the room the facilitator numbers each story and draws an A4 replica of the grid showing the position of the numbered stories. The wall grid can be taken down. The stories are then analysed to identify the areas that the respondents have identified but as important is an analysis of the patterns to emerge. For example: the proportion of positive to negative stories; the characteristics of the respondents giving negative stories; the characteristics of those reporting stories strongly attributed to the project (are they mainly women or men, richer or poorer, or is it certain types of interventions that evoke a strong attribution rating?) If the tool is being used as part of an evaluation then the grid with its stories can be reproduced in the Appendix to the report while the conclusions from the analysis can be presented in the main body of the report.

The impact grid method can be used over the life of the project with the same respondents and this will enable the implementing team to track how, and when, changes are emerging in the beneficiary groups. Another very useful aspect of the tool is that it provides an early identification of examples of change, and some of these may lend themselves to further examination and writing up as case studies.

Appendix 4: Methodology: Civil Society Strengthening

In our original submission for the strengthening civil society component of the MFS II evaluation, we included 'thicker' case studies of a select number of NGOs to complement the CIVICUS approach we had used to evaluate a larger number of NGOs. We had settled on this approach from the beginning of our evaluation because of concerns that the CIVICUS assessment on its own would not pick up some of the complexity involved in trying to strengthen civil society in Bangladesh. Whilst 'thin cases' of NGO interventions may provide a snapshot of time-bound selected indicators, they are less equipped to pick up on the processes that underpin the same indicators. This is where 'thick cases' come in to play. They provide an opportunity to better engage with processes which underpin specific indicators and as such take us some way to explore *why* particular interventions may work or fail, and *why* certain contributions may have impact or not . This, we would argue, is an important entry point if we are to make meaningful assessments of the task of strengthening civil society. By carrying out a small number of in depth case studies we therefore wish to engage with the complex causal links present in the kind of interventions we were examining (Yin 1994).

However we accept that the task of identifying and then making sense of these complex casual links is a significant challenge. This is partly because linear assumptions about causality, common in much of the literature, do not present themselves in reality. Supporting change in civil society is a far more complex and messy business. First of all, in strengthening civil society actions, NGOs rarely – if ever – work in isolation. As is evidenced in our cases, NGOs constantly engage with governments, other civil society and community actors and in some cases, the private sector. These actors interact in a non-linear fashion and normally the results are greater than the sum of their parts. This makes it difficult to attribute specific outcomes solely to NGO interventions. Second, although most of the NGOs funded under the MFS II undertook strengthening civil society activities, in most cases they were engaged in these activities prior to the MFS II investment. In some cases, the NGOs involved are established leaders in strengthening civil society. In such contexts it is difficult to distinguish the specific contribution of MFS II. Third and related to the previous point, in many cases the overall contribution of MFS II to the NGO is relatively modest; and the strengthening civil society component is only one part of the modest contribution. In the end, the dedicated strengthening civil society component can in effect be very little. Finally whilst it is difficult to assess the contribution of NGOs to specific development outcomes, it is an even greater challenge to conduct a counterfactual analysis which would enable us to assess what would have happened if the NGO had not existed or intervened.

The introduction of 'thick cases' was intended to enable us to make better sense of complex programmes in dynamic settings. We decided to develop our thick cases around Contribution Analysis (CA), which is a theory based approach to evaluation developed precisely to engage with complexity and dynamism in evaluations and assessments (Mayne 2011). Rather that focus on causality in the traditional positivist sense (i.e. by constructing a counterfactual), CA sets out to assess the contribution an intervention may have made to observed results or outcomes. In so doing, CA acknowledges the fact that conditions and processes external to the intervention, may impact on the interventions and the outcomes associated with the intervention. The aim therefore is to collect evidence from a variety of sources in order to test whether or not there is evidence of a 'plausible association' or a 'credible performance narrative' (Kotvojs and Shrimpton 2007) between intervention and outcomes. *Contribution* therefore is not co-terminous with *attribution* (Mayne 2012).

At the heart of a CA is an attempt to test a Theory of Change against logic, available evidence, key assumptions and alternative explanations. One of the key characteristics of CA is that it purposefully sets out to identify plausible alternative explanations underpinning specific outcomes. By examining the different plausible explanations, the aim is to reduce the uncertainty about specific contributions and as a consequence, strengthen the argument in favour of specific contribution(s) (Yin 1994)

Although there have been several iterations to CA, its key steps have remained essentially unchanged (Mayne 2001, updated 2012) and consist of

1. Set out the cause-effect to be addressed
2. Develop the postulated theory of change, including rival explanations
3. Gather existing evidence of the theory of change
4. Assemble and address he contributions story, and challenges to it
5. Seek out additional evidence
6. Revise and strengthen contribution story.

In implementing our CA, we adopted a strong iterative approach and sought out as much data sources as we could. Key data sources included formal data sets, literature reviews, case studies, focus group discussions and interviews with key stakeholders. The highlight of our data collection was the field trips to the selected NGOs, which lasted 4-5 days. Prior to the fieldtrips, we would collect available literature and if possible carry out preliminary interviews with CFA representatives and other potentially relevant stakeholders in Bangladesh. On the first day of our fieldtrip, we would work with project staff to develop the

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theory of change, establish the cause-effect to be explored, estimate the contribution of the NGO, and identify a list of alternative plausible associations/contributions. This helped us identify the key stakeholders whom we would interview or visit during the remainder of the fieldwork. It was important for us that in our interactions with different stakeholders, we let the "effect or outcome" drive the questions and not some concern with NGO performance. We found that once we started from the outcome or effect, it was much easier to have a richer discussion about causes and plausible contributions.

Following fieldwork, we began the task of analysis and establishing our contribution story. During this time and where possible, we continued to collect data and interview relevant staff including CFA representatives in Bangladesh. In developing our contribution story, we adopted and extended the practical framework outlined by Lemire et al (2012). The framework includes the following components:

A description of the most salient influencing factors and alternative explanations related to the outcome;

An assessment of the context in which the factors and explanations make themselves present. These can be a) the individual level; b) the interpersonal level; c) the institutional level and d) the infra structural level.

A description of the type of explanation identified in (1). This could be

Primary explanation, i.e the main factor accounting for the observed outcome

Direct rival, i.e a factor which represents an alternative to the primary explanation. The presence of a direct rival undermines the contribution story

Commingled rival, i.e other mechanisms which with the primary explanation, account for observed outcomes. Typically this modifies rather than undermines the contribution story

Implementation rival, i.e. influencing factors in implementation process that modify outcomes. These are not rival factors in the more substantive sense

The next component summarises the degree of influence which is assessed across five attributes:

Certainty – observed outcomes match the one predicted by factor/influence

Robustness – factor/mechanism is identified as a significant contributor across a range of data sources

Range – factor/mechanism contributes to a broad range of outcomes of interest

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Prevalence – factor/mechanism contributes to outcomes of interests across a range of implementation environments and target groups

Evidence – this refers to the quality of evidence produced to substantiate contribution

Having assessed the different components, we applied a scoring system: 0 = contribution is nonexistent; 1 = contribution is weak/low; 2 = contribution is medium; 3 = contribution is high.

The following table captures the information captured by the components above:

Alternative Explanation	Influencing factors	Type of rival	Degree of Influence				Evidence	Score
			Certainty	Robustness	Range	Prevalence		
A								
B								
C								
D								

The above steps allowed us to establish a draft contribution story. In order to strengthen the story, we submitted our findings to review and scrutiny. This included a review by the evaluation team leader, feedback of the NGOs and a review by a senior expert who had not participated in the process.

Our overall sense is that the CA process added value in a number of ways. First, it provided us with a systematic and structured process which helped assess contribution to observed outcomes. Second, the CA process allowed us to acknowledge quite explicitly the co-influence of actors and factors beyond the immediate programme of interest. Third, our analysis of contribution evolved over time as we managed to incorporate an increasing number of information sources

Where possible we carried out the CIVICUS scoring and the CA together. Assessing one helped enrich the other. To be consistent with our methodology during the baseline study, we carried out CIVICUS evaluations in teams. Typically, research teams of two would visit the NGO to be assessed and over a period of 2-3 days would carry out interviews with key

stakeholders, belonging to and external to the NGO. The researchers would then compare findings and together arrive at a final CIVICUS score. This score would then be discussed with and tested by the senior researcher. The senior researcher had access to the detailed baseline scores but not the researchers. Once the team had agreed a final follow up CIVICUS score, the senior researcher would compare with the baseline data. Where differences in scores arose, the senior researcher would again discuss with the relevant researchers. A draft assessment of the baseline and follow up scores was written up and shared with the NGOs and CFAs. At this point, the assessments were also reviewed by the evaluation team leader.

In the case of ACD, with staff we identified 4 key outcomes for the project. These were based on a detailed discussion of the theory of change (see below). WE also returned to the outcomes at the end of the data collection period to confirm the outcomes. Quite rightly, staff insisted that the outcomes were interlinked. The key outcomes were:

Individual level outcome: To increase capacity of right holders (girls and young women) to protect themselves against gender based violence

Socio Cultural level outcome: Greater awareness at local levels of vulnerability of young women and girls, their rights, and of ways to support/promote these

Institutional level outcome: Capacity and interventions of duty bearers around gender inequality and protection of young women/girls increased

Civil Society level outcome: Strengthened civil society more capable of advocating and intervening to protect girls and young women

Appendix 5: Meetings and Fieldwork Schedules

5.1 Capacity Development: Meetings

5.1.1 VERC

List of attendees OCAT Workshop VERC (Village Education Research Centre)

	Name of participants	Designation and project	Organization
1	Subash Chandra	Coordinator, TGC	VERC
2	Bijon Sarker	A/C	SEDA
3	Quamrul Islam	Coordinator, RED	VERC
4	Shahanaz Rahman	Project Coordinator	VERC
5	Shahanaz Parvin	Asst. Coordinator	VERC
6	Sutana Afroza	Asst. Coordinator	VERC
7	Jamal Hossain	Asst. Coordinator	VERC
8	Nasrin Akter	Paramedic ERHSA	SEDA
9	Kamrul Hasan	Asst. Coordinator	VERC
10	Farzana Banu	Asst. Coordinator	VERC
11	Rumana Dalia	Supervisor	VERC
12	Lovely Easmin	Supervisor	VERC
13	Tarun Kumer Sarker	Asst. Coordinator	VERC
14	Khandaker Faisal Ahmed	Asst. Coordinator	VERC
15	Ruksana Akter	Asst. Coordinator	VERC
16	Mustafizur Rahid	Asst. Coordinator	VERC
17	Babul Monal	Project Manager	VERC
18	Sakhawat Hossain	Director, Training, CB, SP	PHD
19	Brian Pratt	INTRAC Associate	INTRAC
20	Raisul Islam	Program Officer	PHD

Focus Group Discussion

A short focus group discussion by Sakhawat Hossain and Raisul Islam with 20 school teachers working on VERC education programme.

Interviews:

Md. Abdur Rasid (Rtd. Gov. Education officer, Member Education committee)

Md. Shams Uddin Khan (Audit Divisional Chief, Forest Industries Development, Member education committee).

Subash Chandra (Director Training and Communications VERC)

Finance Department VERC

Sheik Halim (Founding Director VERC)

Mahmudir Kabir, Country Director Terre des Hommes NL

5.1.2 SUPRO

List of attendees SUPRO (STAR Center)

	Name of participants	Designation and project	Organization
1	Saharifa Khatun	NC member national council	SUPRO
2	Shamima Akhter Moonmoon	NC member,	SUPRO,SBUMS
3	M.A Salam	NC member	SUPRO
4	Subrato Das Baishnab	ED.S.D.M.F	SUPRO
5	Manju Rani Pramanik	NC member	SUPRO
6	Alison Subrata Baroi	District secretary	SUPRO
7	Sakhawat Hossain	Director, Capacity Building, Trg and Special program	PHD
8	Mahabubur Rahman	District secretary	SDO
9	Anne Garbutt	Senior Researcher	INTRAC
10	Brian Pratt	Researcher	INTRAC
11	Raisul Islam	Local Reseracher	PHD
12	Shakera Nahar	Coordinator Campaign	SUPRO
13	Md. Shariful Islam	Coordinator training & capacity building	SUPRO
14	Md. Areful Islam	AC Associate coordinator tax campaign	SUPRO
15	Dil Afrose Duetee	AC-Networking & Mobilisation	SUPRO
16	Md. Shaiful Islam	AC-Accounts	SUPRO
17	Helena Akter	Support Staff	SUPRO
18	Md. Enamul Haq Imran	AC-Finance & Admin	SUPRO
19	Md. Moazzem Hossain	AC-media &	SUPRO

	Development Communications	
20	Md. Khalil	Support Staff	SUPRO

5.1.3 AOSED: 22 September, 2014

List of attendees AOSED Stakeholders Sharing Meeting 22 September, 2014 (AOSED Office, Khulna)

	Name of participants	Designation
1	Chitta Ronjan Mondal	Field Manager
2	Himadre Roy	Field Organizer
3	Fazle Bari	FAO
4	Palash Das	Coordinator Program
5	Mst. Khadijatul Kubra	Assistant Account
6	Faiaz Ahmad	Volunteer
7	Helen Khatun	Program Officer
8	Rahela Khatun	Documentation Officer
9	Sumon Biswas	Field Organizer
10	Abdur Rahim	Accountant
11	Sk. Babul Hossain	Support Staff
12	Bigitte Gomes	Development Advisor
13	Shamim Arefeen	Executive director AOSED
14	Ashish K. Dutta	Director, Research, Monitoring and Evaluation, PHD
15	Brian Pratt	INTRAC

5.1.4 AOSED: 23 September, 2014

List of attendees AOSED Stakeholders Sharing Meeting 23 September, 2014 (AOSED Office, Khulna)

	Name of participants	Designation
1	Humayun Kabir Boby	General Secretary

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2	Rehana Akter	Secretary
3	Md. Firoz Ahmed	Water Rights Committee
4	Subol Ghosh	Secretary
5	Sadiqur Rahman	Bangladesh Youth Forum on Water Justice
6	Bigitte Gomes	M & E Officer
7	Brian Pratt	RPC- VSOB
8	Ashish K. Dutta	Development Advisor AOSED
9	Gouranga Nanda	INTRAC
10	Md. Sahab Ali	Director
11	Zillur Rahman	Research, Monitoring and Evaluation, PHD
12	Nazmul Huda	Bureau Chief, BBC
13	Hasan Mehedi	Staff Reporter

5.1.5 CDD

List of attendees

	Name of participants	Designation and project
1	Masudul Abedin Kahn	Deputy Director
2	Anika Rahman	Assistant Director
3	Md. Moinul Islam	Coordinator
4	Ashit Kumar Chakrabarty	A/C Orthotist
5	Shaleha Akter Bithi	H/C
6	Umme Salma	Assistant Coordinator
7	SK.G.Mohiuddin	Assistant Coordinator
8	Gopal Chandra Saha	Assistant Coordinator
9	Moni Krishno Roy	Livelihood & DRR Program Officer
10	SK. Md. Faisal Hossain	Capacity Building

		Officer	
11	Jahangir Alam	Disability Specialist of Thematic	
12	Rashisul Azam	Assistant Coordinator	

Individual Interview participants:

CDD

AHN Noman Khan   Executive Director

Md Shahsahan   Finance Officer CDD

Masudul Abedin Kahn Deputy Director

Light for the World Netherlands

Matthijs Nedeveen

Lieke Scheewe Light for the World Netherlands

Eco Socially Development Organisation (ESD) partner of CDD

Md Abdulul Alim   Executive Director,

Bandhu Kallyan Foundation (BKF) Partner of CDD

Mr. S. M. Faruk Hossain   Sr. Manager, Training and Communications

Md. Sanowar Hossain   Manager operations, Disability Rehabilitation Programme

5.2 Civil Society Strengthening Fieldwork Schedules

5.2.1 Action on Disability and Development (ADD)

Date and time	Place	Designation of interviewee	Topic of investigation
[26.06.14] 10am	Banani, Dhaka	Ferhana Ferdous Head Of Program	Details about ADD's activity.
[26.06.14] 11:00am	Banani, Dhaka	M Nurun Nabi Project Manager, ADD	Details about ADD's activity.
[22.06.14] 11.45am	Banani, Dhaka	Aziz Ahmed Romel, Monitoring Officer	Details about ADD's activity.
[22.06.14]	Banani,	Asif Khaled Shams	Details about ADD's

12.40pm	Dhaka	Accounts Officer	activity.
[22.06.14] 2:00pm	Banani, Dhaka	Al-Amin, Economic Secretary, DPO-Badda , Dhaka. Beneficiary of ADD	Beneficiary selection; Working strategy; Project works; Project success; Reputation of ADD.
[13.07.14] 8.30am	Palash Nagar, Mirpur	Fozlul Haque, Capacity Development Facilitator, ADD Md. Abed Mannaf Ahsan, Executive, Brand & Marketing	Beneficiary selection; Working strategy; Project works; Project success; Reputation of ADD.
[13.07.14] 10.30am	Palash Nagar, Mirpur	Akter Layek, Center Incharge, PalashNagar Panah, Mirpur, Dhaka	Beneficiary selection; Working strategy; Project works; Project success; Reputation of ADD; Problems projects are facing; Future plan
[13.07.14] 10.30am	Palash Nagar, Mirpur	Mr. Sohel Rana Center Incharge, Shah Ali Panah Center	Beneficiary selection;Working strategy; Project works; Project success; Reputation of ADD; Problems projects are facing; Future plan
[13.07.14] 10.30am	Palash Nagar, Mirpur	Marium (16), Disable beneficiary of ADD Alamin (18), family member of a disable beneficiary Ramjan (36), disable beneficiary of ADD. Md. Jewel (28), disable beneficiary of ADD.	Satisfaction & needs.

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5.2.2 Ain o Salish Kendra (ASK)

Date and time	Place	Designation of interviewee	Topic of investigation
[22.06.14] 10:30-11:00	ASK office	Munira Rezwana Afrin (client of Ask)	The type and quality of services offered by ASK
[22.06.14] 11:00-12:30	ASK office	Dr Hameeda Hossain (executive board)	All the questionnaire
[22.06.14] 12:30-14:30	ASK office	Sanaiyya Faheem Ansari (Sr Deputy director, Gender and social justice unit, Advocate, Supreme Court of Bangladesh) Fatema Mahmuda (Senior Deputy Director Planning, Monitoring & Evaluation) Md. Moqsuq Malaque (Deputy Director Administration unit) Nina Goswani (director legal aid unit) John Asif (investigation and training chief) Gita chalna (sr deputy director child rights unit)	All the questionnaire
[22.06.14] 15:30-16:30	ASK office	Pyamelia Saha (Sr Accountant) Phillip Arnold (finance coordinator) Mahmuda Sultana (sr Adm manager, HR)	Finance and HR related questions
[27.06.14] 13:30-14:00	Phone	Program For Eco-Social Development (PESD).	Questions related to its collaboration with ASK

5.2.3 Bangladesh National Women Lawyers Association (BNWLA)

Date and time	Place	Designation of interviewee	Topic of investigation
[23.06.14]	Office of BNWLA in	Nazma Akter Sr Reporter, ATN Bangla,	The involvement of BNWLA with journalists and relationship of

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	Dhaka	Reporter for ''Amra korbo Joy''	BNWLA with media
[23.06.14]	Office of BNWLA in Dhaka	MD. Rafiquizzaman, Manager- Finance (Acting) BNWLA Rezaul Karim, manager admin, BNWLA	Questions related to donors, social organs and code of conduct
[23.06.14]	Office of BNWLA in Dhaka	Ashrafun Nahar Mishti, representant of CSO, Women with Disable Development Foundation (DPOD)	Relation of BNWLA with the intermediate organisations
[23.06.14]	Office of BNWLA in Dhaka	Shabana and Sumi, Beneficiaries, members of the girl forum	Type of services received by the beneficiaries Work of the Intermediate organisation Level of satisfaction
[23.06.14]	Office of BNWLA in Dhaka	Shoaiba Rahman, coordinator of the Girl Power Project, BNWLA	Details about the projects funded by the Dutch Full questionnaire
[23.06.14]	Office of BNWLA in Dhaka	Fatema Rasid Hasan, Advisor for BNWLA, member of the executive committee	Roles, responsibilities and involvement of social organs
[23.06.14]	Office of BNWLA in Dhaka	Gita Rani Mondol, CSO, Suchona Shasho Shikkha Foundation Mitthu Gosh, Dhaka DPOD	Relation of BNWLA with the intermediate organisations
[23.06.14]	Office of BNWLA in Dhaka	Md. Abdullah al Fuad, Technical Officer (Girls Power Project) Shah Alam Technical Officer (Girls Power Project)	GPP project, activities of BNWLA, relation with partners and beneficiaries

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		Atiqur Haque Nipu, Technical Officer (Girls Power Project)	
[29.06.14]	Office of BNWLA in Dhaka	Abdullah Al Hasan, Director Project	BNWLA activities, relation with beneficiaries, partners, private sector, public sector. Role of the social organs, disciplinary measures.

5.2.4 Bangladesh News Network (BNN)

Date and time	Place	Designation of interviewee	Topic of investigation
[10.07.14] 11am	Dhanmondi Dhaka	Mr. Shahiduzzaman Editor & CEO	Details about News Network's activity. Investigation report is attached
[10.07.14] 1pm	Dhanmondi Dhaka	Md. Rezaul Karim Prgramme Officer	Details about News Network's activity. Investigation report is attached
[10.07.14] 1pm	Dhanmondi Dhaka	Sanjay Kumar Saha	Accounts Information.
[11.07.14] 2:30pm	Banani, Dhaka	Zaglul Ahmed Chowdhury Consulting Editor, Financial Express & former, Editor of BSS	News Networks activity & reputations. Strengths & weaknesses. Fellowship program.
[12.07.14] 3:00pm	Dhaka	Masuda Laboni Beneficiary of news Network, Currently reporter at Channel 24	Detail About fellowship program and training.
[12.07.14]	Dhaka	Sanchita Karmakar, Masuda Laboni Beneficiary of news Network,	Detail About fellowship program and training. Reputation of News Network

Date and time	Place	Designation of interviewee	Topic of investigation
		Currently reporter at Boishakhi TV	
[12.07.14]	Dhaka	Ishita Sharmin Rayhan Beneficiary of news Network.	Detail About fellowship program and training. Reputation of News Network

5.2.5 CARITAS

Date and time	Place	Designation of interviewee	Topic of investigation
[06.07.14] 9:00-11:30 and 15:00-16:15	Caritas office, Dhaka	Francis Atul Sarker, Development Director Jyoti Gomes, Project Coordinator - LP Pintu William Gomes, Manager - CBDM Mamunur Rashid, Manager – PME	Caritas activities Relationship with the beneficiaries, public and private sector All questionnaire
14:00-15:00 [06.07.14]	Caritas office, Dhaka	Sebastian Rozario, Administrative Director Joachim Gomes, Manager Accounts Anita M. Rozario, Manager -HR Mr. A. Majid Mallik, HR	Donors; HR issues; Code of conduct; Social organs
11:30-13:00 [06.07.14]	Caritas office, Dhaka	Kaniz Fatema, Professor, member of the Finance and audit committee Abdul Majid Mallik, member of the executive committee Sister Gloria, Director Holy Cross college. Member of the Executive committee	Role and responsibilities of the Social organs
Field Trip Satkira district			

08.07.2014	Caritas Kochukari resource Center	Rita Soha, field officer amra o pari Binita Boiragi, A.F.O. (clave) Pakitro mondol, Education supervisor (Light house) Iqbal Hossain, Animator Amra o Pari Md, Zinnatali, field officer Dipecho-VII Md Ikbal Faruk, Project manager Dipecho VII Sanjilo Kr Mondol, Project Officer Dipecho-VII Prasanto Mondol, Field officer, C.C. Australia Asim Biswash - Asst. Field Officer - Sufol (Project name)	Field activities; projects; relations with beneficiaries; code of conduct
Local elected representative			
08.07.2014	Caritas Kochukari resource Center	Nurul Islam - Buri Goalini – Chairman	Relationship of Caritas with the public sector; Activities of Caritas; Recommendations
Beneficiaries			
08.07.2014	Cyclone shelter, East Durgabati village, Burigualini	Arabinda kamur Mondal Mohammadpur Habibur Mohammapul Aybud Ali Monol Bilob Kumar Mondol	Needs of the beneficiaries of the area; process to chose the location of the cyclone shelter; Participation of the community in the design of the cyclone shelter

08.07.2014	Shufol group, Dhankali village, Union Munshiganj	Abinash Chandra Mrida	Activities of Caritas; CBO and community based groups; Relationship of Caritas with beneficiaries; Recommendations
		Korun Ratra	
		Ponimal Mondol	
		Anima Sarker	
		Arahina Rani	
		Komita	
		Rony Rari Mrida	
		Josho Rani Mondol	
		Rahim Gaji	
		Sarshwati	
		Joyonti	
		Samoli Mondol	
		Sefali Mondol	
		Sita Rani	
		Yosuf Sarden	
		Kubbat Ali Mondol	
		Nomita Mondol	
		Samti Mondol	
		Nirabala	

5.2.6 Christian Service Society (CSS)

Date and time	Place	Designation of interviewee	Topic of investigation
[07.12.14] 11:00- 11:45	CSS office, Khulna	Tania Rahman - Director, Finance Satyendra Nath mallick- Finance and monitoring officer Iasin Alam- Finance and monitoring officer	All the questionnaire
[07.12.14] 11:45- 12:30	Goallamari, Khulna	Martin Biswas, PM, Home of Blessing	CSS education services

[07.12.14] 12:30-1:30	Goallamari, Khulna	Nipa Biswas, beneficiary Brishti Bala, beneficiary Dalia Mandal, beneficiary Tapati Haldar, beneficiary Jenet Biswas, beneficiary Dipa Baroi, beneficiary Merry Ann sharkar, Metron Sumona, Dean	CSS education services
[07.12.14] 2:30-3:30 pm	CSS Office Khulna	Lotus Shilpa Baroi, Beneficiary Tomal Biswas, Beneficiary S. M. Abdur Rob, Presedent of Gourambha executive committee of RHC clinic. Salman, Beneficiary	CSS social , education and health services
[07.12.14] 3:30-4:30 pm	CSS Office Khulna	Sazzadur Rahman, Director, Planning Monitoring Evaluation and Learning, Robayed Karim, Coordinator, Evaluation Ashalota Halder, coordinator HRM	All the questionnaire
[07.12.14] 4:30-5:00 pm	CSS office	Pastor Arabindu Samaddar Chief Executive Officer, Economic Development Sector David Thomas Gomes, Director, Education Birendra Kumar Nath, Director, Economic Development sector. MD. Asaduzzaman, Proram Manager, ASHCVP	Finance and HR related questions

5.2.7 Dustha Shasthaya Kendra (DSK)

Date and time	Place	Designation of interviewee	Topic of investigation
[22.06.14] 10am	Dhaka	Mr Suvashish Chandra Sr. Coordinator, Finance DSK	Details about DSK's activity. Investigation report is attached in

Date and time	Place	Designation of interviewee	Topic of investigation
			appendix B
[22.06.14] 10:45am	Dhaka	Mr. Pranab Kumar, Project Director, DSK	Details about DSK's activity. Investigation report is attached in appendix C
[22.06.14] 11.30am	Dhaka	MS. Dalia, Co-coordinator, Administration, DSK	Details about DSK's activity. Investigation report is attached in appendix D.
[06.07.14] 12.00pm	Dhaka	• Rojina (41 years old, 2 years with DSK) Tailoring Business • Lolita (36 years old, 2 years with DSK) Small entrepreneurship Business. • Sufia (50 years old, 4 years with DSK) Leader of local labors. • Sokhina (46 years old, 4 years with DSK) Clothing Business • Ms. Golapi, Beneficiary, DSK • Ms. Moyna, Beneficiary, DSK • Ms. Nurjahan, Beneficiary, DSK • Ms. Sufia, Beneficiary, DSK • MS. Anoara, Beneficiary, DSK • Ms. Nazma, Beneficiary, DSK • Ms. Bebi, Beneficiary, DSK	Supports from DSK; DSK operation Needs & Satisfaction; Training; Economic condition.

5.2.8 Family Planning Association of Bangladesh (FPAB)

Date and time	Place	Designation of interviewee	Topic of investigation
[24.06.14] 10am	Dhaka	Mr. A F M Matiur Rahman PhD. Executive Director, FPAB	Details about FPAB's activity.
[24.06.14] 10:45am	Dhaka	Mr. Md. Moazzem Hossain Program Manager, FPAB	Details about FPAB's activity.
[24.06.14] 11.30am	Dhaka	Mr. S M Golam Mostofa, Finance Directore and Mr. Abu Kaiyum, finance officer.	Details about FPAB's activity.

[25.06.14] 12.00pm	Dhaka	Mr. Md. Tofazzalur Rahman. Assistant Director, HR, FPAB.	Details about FPAB's activity.
[25.06.14] 12.00pm	Dhaka	Sabina Yasmin District Officer	Details about FPAB's Health activity.
[25.06.14] 1.00pm	Dhaka	Shahnaz Alam Beneficiary Hasina Begum Beneficiary Ruksana Begum Beneficiary	Satisfaction & needs; Problems
[22.07.14] 3:00pm	Bogra	Moulana Mustakim Community Advocate, FPAB	FPAB access and reputation; Difficulties at grassroots level; Acceptability; Satisfaction.
[22.07.14] 3:00pm	Bogra	Moulana Idris President, District Madrasa association.	FPAB access and reputation; Difficulties at grassroots level; Acceptability; Satisfaction.

5.2.9 Practical Action Bangladesh

Date and time	Place	Designation of interviewee	Topic of investigation
[01.07.14]	Practical Action Bangladesh Dhaka	Wahiduzzaman Babur –Head of Finance, Admin, HR and IT Gias Uddin – Manager, HR Mohammad Joynal Abedin - Senior Accounts Manager, FAPIT, PAB	Donors; HR policies; Code of conduct; Roles and Responsibilities of social organs
[01.07.14]	Practical Action Bangladesh Dhaka	M.D. Eramul Honne, Executive Director, hope for the poorest (Practical action's partner)	Relationship with the partner organizations

[01.07.14]	Practical Action Bangladesh Dhaka	Veena Khaleque, Country Director PAB Uttam Kumar Saha, Head Energy and Urban services Dipok Chandra Roy, program manager	Activities of Practical Action Bangladesh; Relationship with the beneficiaries, public and private sector; Participative approach
Representatives from Satkhira Municipality			
[09.07.14]	Satkhira City hall	Ma Jalil, Mayor Satkhira Municipality Md Iman Uddin Instructor Farida Akther Beauty, councillor Satkhira Md Saiful Islam, secretary Sathkira Farhadiba Khan, councillor Nazmul Karim Executive Engineer Md Riaur Rahman, slum development officer, Satkhira municipality Sk. Safiq UD Dowla Sagon, Planner Manager Satkhira Municipality Josna Ara, councilor, Satkhira Municipality	Relationship of Practical Action Bangladesh and its partners with the public sector; Activities of Practical Action Bangladesh
[09.07.14]	Satkhira City hall	Idril Ali, Conservancy Inspector Arshad Ali, cleaner trained by Practical Action Sohad, cleaner trained by Practical Action	Quality of training given and other material provided by Practical Action Bangladesh
Practical Action Field office Satkhira			
[09.07.14]	Practical Action Satkira office	Khandaker Ahsan Rakib, project officer BWA project, Practical Action Satkira	Field activities of Practical Action Bangladesh; Roles and responsibilities of Practical Action Bangladesh with its partners; Relationship with the municipality

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Hope for the Poorest Satkhira office			
[09.07.14]	Practical Action Satkira office	Lakshman Dutta, Field Coordinator for hope for the poorest (partner organization) Sale Mahmud, project officer Bwa project Zahanara Aktar, Community mobilizer, hope for the poorest	Field activities of hope for the Poorest; Roles and responsibilities of Practical Action Bangladesh with its partners; Relationship with the municipality; Relationship with Practical Action Bangladesh
Beneficiaries			
[09.07.14]	Bagan Bari, Mission para	Nazma Begum, CBO's head Mazeda Begum, CBO member Momena Begum, CBO's head	Activities of Practical Action Bangladesh and HP; Relationship with the beneficiaries; Needs of the community

5.2.10 UTTARAN

Date	Place	Designation of interviewee	Topic of investigation
[30.06.2014]	Office Uttaran	Benedict Poret sardan, coordinator admin Shamlihv Chowdhury, assistant coordinator Tala office Md. Masudur Rahman, Project accountant shire, DFID project Md Moniruzzaman, project accountant EU sale project	Donors; Social organs; HR procedures

		Ali Istiaq Hasan Tulukder, Manager finance monitoring	
[30.06.2014]	Office Uttaran	Achintya Islam, vice chairman of the executive committee Dr Nazrul Islam, chairman of the executive committee Shahidul islam, Director Uttaran	Responsibilities of the social organs; Activities of Uttaran; Accountability
[30.06.2014]	Office Uttaran	Md. Abdul Khaleque, Project coordinator	Activities of Uttaran Relation with the beneficiaries, the public and private sector Roles and responsibilities of the social organs
[30.06.2014]	Office Uttaran	Tuhin Joddur M&E officer, WASH project Hasina Parvin, Project coordinator, child resilience project Fatima Halim, Coordinator Uttaran Mamun Rashi P, project coordinator	Activities of Uttaran; Relation with the beneficiaries, the public and private sector; Roles and responsibilities of the social organs
Field Trip Satkira District			

[07.07.2014]	Office Uttaran (pani committee meeting)	S.M. Amjad Hossain, CBO Chairperson, businessman and freedom fighter Nijamul Islam, businessman Adibul Wahab, journalist Alhatul Nessa, Social worker Hamida Begum Kaleda Akter, up member Riajul Islam, Principal	Activities of the civil society; Pani committee; Support of Uttaran; Needs of the area
Local government representatives			
[07.07.2014]	Kaligonj Upazila office	S.M. Asadur Rahman, Chairman GNO Nalta up, Kalingong Satkira Momotaz, UP member Sarosati Devi, UP member Afsar Ali, UP member	Activities of Uttaran; Relationship with the public sector
Beneficiaries			
[07.07.2014]	Village, Kaligonj Upazila	Khainur, beneficiary Panur, beneficiary Sokhina, beneficiary Narjahan, beneficiary Shahinur, beneficiary Ramiba, beneficiary Banu, beneficiary Mili, beneficiary Champa, beneficiary Momena, beneficiary Rubia, beneficiary	Activities of Uttaran; Level of satisfaction; Recommendations
Beneficiaries member of the wash committee			

[07.07.2014]	Uttaran field office, Kaligonj	Khainur khejar Baria, union wash committee Monira, union wash committee Nasima, union wash committee Tahmina, union wash committee Sonkori Rani, union wash committee Mamotaz, union wash committee Rahimaj, union wash committee Hameda, union wash committee	Activities of the wash committee; Level of satisfaction; Recommendations
Local Entrepreneurs			
[30.06.2014]	Uttaran Office, Dhaka	MD Asadul Islam, Sanitary entrepreneur	Trainings and services received from Uttaran; Relationship with the private sector
[07.07.2014]	North Nalta village, kaligonj upazila	Md Ibrahim hasan, Sanitary entrepreneur	Trainings and services received from Uttaran; Relationship with the private sector

5.2.11 Voluntary Association for Rural Development (VARD)

Date and time	Program	Place of visit	Participant
[23.08.14] 10:00am - 12:00	Meeting with Project related staff	VARD Project Office, Sylhet .	Visitors, DD (Monitoring), AD-Project Office (Ex. PM –ERHR HF project), PC-ABDC, PM-ECCO, Ex. Staffs of ERHR-HF project.

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12:10 1:30pm	Discussion meeting on Administration related information.	VARD Project Office, Sylhet .	Visitors, DD (Monitoring), AD-Project Office (Ex. PM –ERHR HF project),PC-ABDC,
2:30-3:30pm	Meeting with Project stockholder (SCMC member)	Kushighat, Sylhet	Visitors, DD (Monitoring), AD-Project Office (Ex. PM –ERHR HF project), PC-ABDC
3:30-5:00pm	Visit beneficiary households	Agpara , Ward-18 ,SCC	Visitors, DD (Monitoring), AD-Project Office (Ex. PM –ERHR HF project), PC-ABDC,
[24.08.14] 10:00-11:30am	Meeting with Media (Journalist)	Syfdia, Zinddabazar, Sylhet	Visitors, DD (Monitoring), AD-Project Office (Ex. PM –ERHR HF project),PM-ECCO
11:30 - 1:30pm	Meeting with government Health & Family Planning officials	Upzilla parishad, Khadimnagar, Sylhet	Visitors, DD (Monitoring), AD-Project Office (Ex. PM –ERHR HF project),PM-ECCO
2:30-3:30pm	Civil Society representative , Member of Governing bodies of VARD	VARD project Office	Visitors, DD (Monitoring), AD-Project Office (Ex. PM –ERHR HF project)
3:30-5:00pm	Beneficiary Households visit	Lakkatura Tea Garden,Sylhet	Visitors, DD (Monitoring), AD-Project Office (Ex. PM –ERHR HF project)
[25.08.14] 8:30	On the way to Sunamgonj	-	Visitors

10:00am			
10:30 2:30pm	Meeting with beneficiary, meeting with CG and meet with local elected body	Kolia CC, Kolia, Sunamgonj	Visitors, Project staffs – Sunamganj
2:30-4:30pm	Meeting with staff members	-	-

5.2.12 An organisation for Socio-Economic Development (AOSED)

Date and Time	Person name and position	
[28.02.14]	SImavi SPO at Simavi Office in Dhaka	Simavi office
[12.08.14] 10am	Shamim Arefin, Executive director of AOSED	At AOSED
[12.08.14] 2pm	AOSED staff meeting	At AOSED
[12.08.14] 5pm	Khulna University of Engineering and Technology (KUET)	At KUET
[12.08.14] 6.30pm	Dr. Sheikh Bahar Ul Alam Doctor in Private Hospital Head of Bangladesh Medical Association Awami representative	At private hospital office
[13.08.14] 9.30am	Meeting with beneficiaries in Dacope Village Wash Committee members	In the village
[13.08.14] 11am	Pani Adhikar Committee members at Union Level: 1.Joyonto Rani Sarkar - Asst. President 2. Beauty Ray - Organizing Secretary 3.Sagor Sen – Young Secretary 4.Binoy Krishno Ray – Secretary 5. Aup gain – Secretary	At AOSED local office
[13.08.14] 12.30am	Upazilla Porishad Chairman Sheikh Abul Hossain	At UP office in Dacope
[13.08.14]	Politician: (In Khulna City)	At AOSED

6pm	1.Ali Akbar Tipu – City Corporation Councilor	office in
	2.Khokon – General Secretary (Communist Party Bangladesh, CPB)	Khulna
	3.H.M Shahadat – Khulna District Secretary	
	4. Saymol Singho Ray – Krishi league	
[13.08.14] 8pm	Prof. Dilip Kumer Dutta (Applied Geo- Chemistry) Prof. in Environment Science	At AOSED office in Khulna
[14.08.14] 10.30am	Journalists: 1.Kousik De – Kaler Kantho (National News Paper) 2. Montu- Jugantor (National News Paper) 3. Gourango (Kaler Kantho) 4. Aman – ul- Allah 5. Amol Shah – New Age National News Paper)	At AOSED office in Khulna
[14.08.14] 12.30am	Pani Adhikar Committee 1.Rehana Aktar (president) 2.M. M Imran (Member) 3.Humayun Kabir (General Secretary)	At AOSED office in Khulna
[14.08.14] 2pm	Staff meeting	At AOSED office in Khulna
[27.10.14]	Skype session with SIMAVI representative Sara Ahrari	

5.2.13 SUPRO

Fieldwork timeline SUPRO civil society study

Date and time	Place	Designation of interviewee	Topic of investigation
[28.04.2014] 09:00am	CIRDAP Centre, Dhaka	Executive Director	Details about SUPRO's activities.
[28.04.14] 10:30am	CIRDAP Centre, Dhaka	SUPRO's Operational, Advocacy, Finance and Human Resources Directors	Details about SUPRO's activities.
[28.04.14]	CIRDAP Centre,	Mr Subol Sarke,r	Details about

12:00	Dhaka	Secretary of Vumihin Somity	SUPRO's partners' activities.
[28.04.14] 1:00pm	CIRDAP Centre, Dhaka	Meeting with journalists of RTV	Details about SUPRO's activities.
[28.04.14] 2:30	CIRDAP Centre, Dhaka	Meeting with Mr Ahmed Sawpon, Executive Director and vice president of the executive committee of SUPRO	Details about SUPRO's activities.
[28.04.14] 04:00pm	CIRDAP Centre, Dhaka	Meeting with AOC (Amar Odhikar Campaign) staff members	Details about SUPRO's partners' activities.
[29.04.14] 09:00am	CIRDAP Centre, Dhaka	Meeting with SUPRO's operational staff members	Discuss SUPRO's Theory of Change
[29.04.14] 12:00	CIRDAP Centre, Dhaka	Meeting with Mr Tawficqul Islam Khan, Research Fellow, CPD	Details about SUPRO's activities.
[29.04.14] 1:30pm	CIRDAP Centre, Dhaka	Meeting with Mr Abdul Awal, Founder Member SUPRO	Details about SUPRO's activitie, as well as its partners' activities
[29.04.14] 14:30	CIRDAP Centre, Dhaka	Meeting with Mohammad Abdul Mazid, Ex-Chairman of National Board of Revenue and Chairman of Chittagong Stock Exchange	Details about SUPRO's activities.
[30.04.14]	CIRDAP Centre,	Meeting with Staff of	Discuss CIVICUS

10:00am	Dhaka	HR and Finance staff members	
[08.05.14] 09:00-13:00pm	CIRDAP Centre, Dhaka	Meeting with Staff of HR and Finance staff members	OPservation of SUPRO's work
[08.05.14] 02:00pm	CIRDAP Centre, Dhaka	Interview with Parliamentarians	Details about SUPRO's activities.
08.05.14 03:00pm	CIRDAP Centre, Dhaka	Interview with Mr Abu Eusuf, founder of a think tank for budget analysis	Details about SUPRO's activities.
[03.06.14]	CIRDAP Centre, Dhaka	Interview with representatives of Oxfam Novib	Details about SUPRO's activities.

		C.E.	Need of target	Participation of target	Dialogue with GoB	Sectoral user group	L.O.	Interest of IOs	Links with relevant org.	Links with networks	Information sharing	Resource base	PoV	Soc. Org. strategic	Soc. Org. IO management	Respect of code of conduct	NGO management	IOs' code of conduct	IOs' accountability to Soc. org	Pol	Relation with pub. Sec.	Relation with priv. sec.	Target group satisfied	Pub./priv. satisfied	Policy influence	Environment	Defining civil society	Context analysis of CS	Studies on CS	Aggregated differences
ACD	2012	1	1	1	1	1	2	2	2	2	2	2	2	2	3	2	1	2	1	2	2	1	3	1	2	2	2	2	1	+0.2
	2014	2	2	2	2	1	2	2	2	2	2	3	2	2	3	3	2	1	1	2	3	0	3	2	2	2	2	2	1	
ADD	2012	1	1	2	1	1	2	2	1	1	2	2	1	1	1	1	1	1	1	2	2	1	2	0	3	2	2	2	2	0
	2014	2	2	2	1	2	2	3	1	1	2	3	2	1	0	2	2	2	NA	2	2	2	2	2	2	0	0	1	0	
AOSED	2012	1	2	1	1	0	1	1	1	2	0	1	1	1	1	1	1	1	1	2	2	1	2	2	1	2	2	2	1	-0.4
	2014	1	2	2	0	0	0	2	0	0	0	0	2	1	NA	3	2	NA	NA	1	2	1	1	2	1	0	0	2	0	
Aparajeyo	2012	1	1	1	1	1	2	2	2	2	1	3	2	2	2	2	1	1	1	1	1	1	1	1	1	2	2	2	1	0
	2014	1	2	1	1	1	2	2	2	2	1	3	2	2	2	2	1	1	1	1	1	2	1	2	1	2	2	2	1	
ASK	2012	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	+1.2
	2014	2	2	1	3	2	2	2	1	1	2	2	3	3	2	3	3	2	3	3	3	2	3	2	3	1	2	1	0	
BNN	2012	1	1	0	2	1	1	1	1	1	0	0	1	0	1	1	1	0	0	2	2	2	2	2	2	1	1	2	1	-0.2
	2014	1	1	1	0	0	0	1	0	0	1	0	1	2	0	1	1	2	NA	2	2	2	3	2	0	1	0	0	2	
BWLA	2012	1	0	0	3	2	1	0	2	2	1	2	2	1	2	2	2	1	1	2	3	1	2	2	2	2	2	2	2	+0.4
	2014	2	2	1	2	2	1	2	1	1	1	1	3	2	3	2	2	3	3	3	3	3	2	2	3	1	2	2	0	
Caritas	2012	1	1	1	1	1	1	1	1	1	1	3	2	2	1	2	2	1	1	2	2	2	2	2	2	1	0	1	0	0
	2014	1	2	1	2	0	1	1	1	1	1	3	2	2	NA	3	2	NA	NA	2	2	2	3	2	2	1	2	2	0	
CDD	2012	1	2	2	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	1	0	+0.2
	2014	2	2	1	2	3	2	2	2	1	1	3	2	2	1	3	3	2	2	2	2	2	2	2	2	1	2	1	1	
CSS	2012	1	1	1	1	1	2	1	2	1	1	2	2	1	2	2	1	2	1	2	1	2	1	2	2	1	1	1	0	+0.1
	2014	1	2	2	0	0	1	2	1	0	1	2	2	2	1	2	3	2	2	2	2	2	3	2	0	1	2	1	0	
DSK	2012	1	1	1	1	1	1	1	0	1	1	1	2	1	2	2	2	2	2	1	1	0	2	1	0	2	2	2	1	0
	2014	1	2	1	0	1	2	2	1	1	1	3	2	2	1	2	2	3	0	2	2	2	2	2	1	0	0	1	0	
FPAB	2012	2	2	2	1	1	2	1	3	2	1	2	1	1	1	2	1	0	1	2	2	1	2	1	2	2	2	2	1	-0.2
	2014	1	2	1	2	0	2	3	2	2	1	3	2	1	1	2	2	2	1	2	2	2	2	2	2	0	1	1	0	
PAB	2012	1	2	1	1	1	2	1	2	2	2	2	2	2	2	2	2	2	1	1	1	1	1	1	0	2	1	2	2	+0.

	Year																														Δ
	2014	2	2	2	1	0	2	2	2	1	2	2	2	2	2	3	2	2	1	2	2	3	2	3	1	1	2	1	0	2
SUPRO	2012	2	2	2	2	2	1	2	2	2	1	0	2	2	2	2	2	2	2	2	2	1	2	2	1	2	2	2	1	0
	2014	2	2	2	2	2	1	2	1	1	1	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	1	
Uttaran	2012	2	2	2	1	1	2	2	1	1	2	2	1	1	1	2	1	1	1	2	2	1	2	1	1	2	2	2	2	+0.
	2014	2	3	2	2	2	3	2	1	1	2	2	2	2	2	2	2	2	2	2	2	2	3	2	2	2	2	2	2	2
VARD	2012	2	2	2	1	1	2	2	1	1	2	2	1	1	1	2	1	1	1	2	2	1	2	1	1	2	2	2	1	-0.2
	2014	2	3	2	2	2	2	2	1	1	2	2	2	2	2	2	2	2	2	2	2	2	3	2	2	2	2	2	2	

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