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## EVALUATION

# Midterm Performance Evaluation of the Protecting Human Rights (PHR) Project

June 2014

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Photo Credit: Ashley Barr, Evaluation Team Leader

# MIDTERM PERFORMANCE EVALUATION OF THE PROTECTING HUMAN RIGHTS (PHR) PROJECT

ENFORCEMENT OF LAWS AND PROVISION OF LEGAL AND OTHER  
SERVICES IN CASES OF DOMESTIC VIOLENCE, EARLY MARRIAGE, DOWRY,  
AND RELATED WOMEN'S RIGHTS ABUSES

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# ACRONYMS

ACT	Actions for combating trafficking-in-persons
ADR	Alternative dispute resolution
BBS	Bangladesh Bureau of Statistics
BDGPE	Bangladesh Democracy and Governance Program Evaluation
BNWLA	Bangladesh National Women Lawyers' Association
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CiDV	Citizens' Initiative on Domestic Violence
CMRA	Child Marriage Restraint Act
CRC	Convention (and Committee) on the Rights of the Child
DLAC	District Legal Aid Committee
DV	Domestic violence
DWAO	District Women Affairs Officer
FGD	Focus group discussion
FOG	Fixed obligation grant
GBV	Gender-based violence
GoB	Government of Bangladesh
ICRW	International Centre for Research on Women
IEC	Information, education, and communication
IGA	Income-generating activities
JATI	Judicial Administration Training Institute
JFA	Justice for All
KII	Key informant interview
LC	Legal counselor
M&E	Monitoring and evaluation
MDG	Millennium Development Goal
MHA	Ministry of Home Affairs
MLJPA	Ministry of Law, Justice, and Parliamentary Affairs
MOWCA	Ministry of Women and Children Affairs
MSPVAW	Multi-Sectoral Programme on Violence against Women
NAPVAW	National Action Plan on Violence against Women
NGO	Non-governmental organization
NHRAF	National Human Rights Advocacy Forum
NVAWC	National Violence Against Women Committee
OCC	One-stop Crisis Center
PEWR	Protection and enforcement of women rights
PHR	Protecting human rights
PMP	Performance management plan
PNGO	Partner non-governmental organization
RPM	Regional Program Manager
SOW	Statement of work
SPG	Social protection group
SW	Social worker

ToT	Training of trainers
UHRAF	Upazila Human Rights Advocacy Forum
UNFPA	United Nations Population Fund
UNICEF	United Nations Children’s Fund
UNO	Upazila Nirbahi Officer (Upazila Executive Officer and Chair of UHRAF)
UP	Union Parishad (“Union,” government administrative unit within an upazila)
UVAWC	Upazila Violence Against Women Committee
UWCAO	Upazila Women and Children Affairs Officer
VAW	Violence against women
WCAO	Women and Children Affairs Officer

# EXECUTIVE SUMMARY

## THE DEVELOPMENT PROBLEM AND USAID'S RESPONSE

Violence against women (VAW) and gender-based violence (GBV) are widespread in Bangladesh. Several specific laws and mechanisms are intended to protect women and girls from violence in their homes, but a 2009 USAID/Bangladesh Democracy and Governance Assessment “identified endemic human rights violations related to women and children, and domestic violence as key issues that [continue] to plague the social fabric and rule of law in Bangladesh.”<sup>1</sup> The development hypothesis of USAID’s Protecting Human Rights (PHR) Project is that better implementation of Bangladesh’s Domestic Violence (Prevention and Protection) Act (2010) and its Rules (2013), among other laws, coupled with normative changes in attitudes and behavior among citizens and officials, will bring about a decline in domestic violence (DV). USAID partnered with Plan International to implement the five-year PHR Project beginning in March 2011.

## EVALUATION PURPOSE AND METHODOLOGY

The purpose of this midterm evaluation is to provide USAID/Bangladesh, USAID/Washington, Plan International, and bilateral and multilateral donors to Bangladesh with information about what aspects of the PHR Project are working well and should be continued and to make recommendations for ways in which the project might be improved, with the goal of ensuring greater impact and sustainability in the future. The evaluation is based on a review of Government of Bangladesh (GoB) policies and laws as well as PHR project documents, and extensive interviews and group discussions with a range of stakeholders in Dhaka and selected project districts, upazilas, and union parishads (UPs), including the ultimate project beneficiaries — women experiencing violence at home.

## FINDINGS

All PHR stakeholders agreed that the project’s objectives are highly relevant and that USAID’s investments in addressing DV and its root causes are well-advised. Nevertheless, the evaluation team found that PHR has the potential to be even more relevant, prominent, and sustainable given refinements to the project’s approach:

- Based on discussions with personnel from PHR and its two primary partners — the International Centre for Research on Women (ICRW) and the Bangladesh National Women Lawyers’ Association (BNWLA) — the evaluation team found that the PHR implementing team lacks senior gender expertise and does not involve ICRW and BNWLA gender experts in project decision making. Small group discussions with a range of PHR stakeholders and Bangladeshi gender experts not associated with PHR as

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<sup>1</sup> USAID Evaluation Statement of Work, page 1.

well as a review of PHR project strategies indicated to the evaluation team that PHR is not consistently guided by global best practices for VAW and DV programs.

- According to PHR and representatives of Bangladeshi anti-DV networks, PHR contributes to several relevant coalitions, but PHR's legislative reform advocacy efforts are undertaken somewhat independently from these collective efforts. PHR is not well-known as an anti-DV project, according to Bangladeshi VAW experts.
- PHR, BNWLA, and partner non-governmental organizations (PNGOs) all reported that BNWLA and PNGOs are not significantly involved in PHR's national advocacy campaigns, which may limit the potential sustainability of PHR's initiatives and impact.
- PHR's efforts to train judges and police, who are critical to the success of Intermediate Result (IR) I of its Performance Management Plan (PMP) — Key DV and HR Legislation and Policies Enforced — have not gained traction, according to PHR project documents and interviews with PHR personnel. These sources also indicate that the project does not have significant relationships with the relevant institutions, including the Ministry of Law, Justice, and Parliamentary Affairs (MLJPA); the Judicial Administration Training Institute (JATI); the national Bangladesh Police leadership; and the Ministry of Home Affairs. On the other hand, the BNWLA said they have relationships with these institutions as well as a relevant training manual, but PHR began only in mid-2013 to work through BNWLA to develop these necessary trainings.
- GoB stakeholders at national, upazila, and union parishad levels told the evaluation team that PHR's relationships with the government at these levels are positive and effective. The Ministry of Women and Children Affairs (MOWCA) shared with PHR in March their plan to re-invigorate Upazila Violence Against Women Committees (UVAWCs), which will include civil society members for the first time, following the model of Upazila Human Rights Advocacy Forums (UHRAFs) created by PHR. PHR appears to have influenced this significant MOWCA policy decision, though a causal connection is not certain. On the other hand, PHR reports and project stakeholders, including the members of MOWCA's Multi-Sectoral Programme on Violence Against Women (MSPVAW), indicate that PHR's National Human Rights Advocacy Forum (NHRAF) has not gained traction, especially among GoB members, and is not sustainable.
- PHR reports, corroborated by interviews with PNGO representatives, indicate that the PHR Project has not built the capacity of the PNGOs to train other stakeholders, such as the social workers (SWs) they supervise and the Upazila Human Rights Advocacy Forums (UHRAFs) and Social Protection Groups (SPGs) operating in their geographic areas of responsibility. PNGOs, UHRAFs, SPGs, and other stakeholders said they would welcome additional capacity building to deepen and expand their involvement in anti-DV efforts and to help ensure sustainability.
- According to PHR legal counselor (LC) reports and interviews with PHR clients, dowry extortion is the root cause of family violence in one-fourth to one-third of cases. However, PHR project documents indicate that enforcement of the Dowry Prohibition Act is not a significant focus of PHR advocacy or training.
- Interviews with LCs and clients as well as LC reporting data reveal that LCs persistently try to persuade clients to address the violence in their families through mediation (*shalish*) rather than explaining to clients the full range of their legal options, which compromises women's agency by not treating them as decision makers in their own lives. This bias is reinforced by some project materials, including posters, which seem to

imply that families must always stay together.

- In a review of LC reports, the evaluation team found that PHR does not track which kinds of legal interventions have positive outcomes for clients, which could significantly improve PHR's ability to address any weaknesses in project implementation and measure whether PHR is expanding real access to justice for women. In addition, SW case management systems are not linked to LCs' systems and do not enable analysis of the link between services and outcomes for women.
- SWs are appreciated by their communities and the female clients with whom they work. However, a review of SW referral reports and interviews with SWs and clients suggest that they do not have all the referral information they need to give women real choices, including the financial independence to leave violent home situations. SWs also said that women in their communities request more public information events for men, who are the primary decision makers and potential perpetrators of violence in the home.
- It is within the mandate of elected UP members to conduct mediations and public outreach events in their communities, as LCs and SWs, respectively, are currently doing under the PHR Project. PHR-facilitated SPGs include UP members, who collaborate with LCs and SWs in their work to some extent; they could do so even more.
- Focus group discussions (FGDs) with members of UHRAFs, SPGs, and youth groups reveal that these groups, which have been created and facilitated by PHR, have focused their attention primarily on child marriage rather than domestic violence, and cannot articulate the core PHR messages. In addition, the materials and methods described by youth group teacher-advisors and students do not seem to include, in the opinion of the evaluation team, clear messages or engaging approaches tailored for youth. Youth groups also have included only high-performing students, according to the advisors, which means they have missed a critical proportion of the population.
- PHR reports show that the project is meeting many of its PMP targets, but reporting against Indicator 1.2 — Level of implementation enhanced of Sections 6, 7 (2), 8, 9, and 37 of the DV Act of 2010 — measures PHR inputs, whereas it would be more useful to track GoB's sustainable improvements in implementing the law *based* on PHR inputs (see Annex IX note 11). In addition, several PMP indicators regarding PHR capacity building conflate all “stakeholders” in general with “human rights defenders,” which is a distinct subset mentioned in USAID F-Indicators that would be valuable to track separately. PHR personnel also have concerns about the quality of the project baseline study data, against which project impact will be measured.
- There have been difficulties in communication and coordination between PHR and its two primary partners, BNWLA and ICRW, according to all three organizations. Staff from BNWLA and the ICRW reported that they have not been sufficiently involved in project decision making, and staff from ICRW said that the terms of reference for their representative within PHR are very unclear. The PNGOs said that they appreciate the positive changes that PHR managers have made since the beginning of the project, but the BNWLA, in particular, said that they are not satisfied with their low level of engagement.

## RECOMMENDATIONS AND LESSONS LEARNED

In section 7 of this report, there are 38 specific recommendations for improving PHR's performance. These are the 20 priority recommendations:

### IR 1: Component 1 — Advocacy

1. Plan Bangladesh should include the BNWLA and PNGOs in national advocacy campaigns for changes in law and policy to ensure sustainability and should work more closely with gender rights networks to deepen PHR's gender analysis and ensure consistency.
2. PHR should encourage and facilitate MOWCA leadership of a multi-Ministerial and civil society National Violence against Women Committee (NVAWC) rather than try to sustain the PHR-created NHRAF. Similarly, PHR UHRAFs should be phased out as MOWCA implements its new policy to create government-led UVAWCs.

### IR 1: Component 2 — Capacity Building

3. PHR should prioritize training for judges and police and improve BNWLA's existing manual on gender-sensitive application of laws for use in these trainings.
4. PHR should develop the capacity of the PNGOs to lead all PHR Year 5 training and mentoring for SWs, SPGs, UHRAFs (or UVAWCs) and youth groups.

### IR 2: Access to Justice

5. PHR should create a clear, simple-to-understand, written "menu" of client legal options to ensure that women's decision-making power is at the forefront of all client services.
6. PHR should improve case management, reporting, and databases to better track PHR legal services by LCs (and BNWLA Panel Lawyers) and their outcomes for clients.
7. BNWLA should prepare LCs to train and mentor SPGs *and* all UP members so that these elected UP representatives can lead all *shalish* (mediation), taking full account of relevant laws on DV and related abuses.

### IR 3: Support Services

8. PNGOs should provide all SWs, SPGs, and UP members with their mapping of social services and other referrals available in each locality in order to broaden the services that are made accessible to clients.
9. PHR should phase out SWs in favor of SPG members, and especially both male and female UP members, who can continue SWs' public outreach work more sustainably.

### IR 4: Public Awareness

10. PHR should clarify its core project messaging, including the links between dowry, child marriage, and domestic violence, and should ensure that project partners understand the messages clearly so they can share them persuasively with their communities.
11. PHR should expand outreach to men in communities and should help ensure that male SPG members lead more public awareness events for men.

## Management and Administration

12. PHR should meet more regularly with BNWLA and ICRW to improve communication and collaboration with these partners and give them larger roles within the project.
13. USAID and PHR should amend several PMP indicators to reflect more accurately PHR's contributions and to measure the impact of PHR inputs for women.

## Relevance

14. PHR should expand its agenda beyond implementation of the DV Act to include the Dowry Prohibition Act and all legislation relevant to DV, to ensure PHR's anti-DV contributions are more comprehensive and therefore more relevant.

## Client Satisfaction (GoB, Beneficiaries, Other Stakeholders)

15. PHR should deepen its engagement with MOWCA leadership and should build relationships with MLJPA/JATI and the Home Affairs Ministry/Police.

## Sustainability

16. PHR should bolster the efforts of the MSPVAW, support MOWCA's new plans for UVAWCs, and encourage MOWCA to convene and facilitate a multi-Ministerial NVAWC. Similarly, PHR should focus on enhancing the knowledge and capacities of local PNGOs, UPs, and other sustainable institutions in districts and communities.
17. Plan should strengthen the capacities of its PNGOs to take the lead during Years 4 and 5 with all stakeholders in districts, upazilas, and UPs, including youth groups in schools and colleges. By the final project year, PHR's primary roles should be monitoring PNGO activities and providing mentoring and technical assistance to PNGOs and BNWLA, as needed.
18. In addition, the evaluation team recommends re-branding all materials and publications as PHR (rather than Plan) and including partner logos whenever possible in order to bolster recognition of local organizations as the entities that will sustain anti-DV momentum after the PHR Project ends.

## Cross-Cutting Issues

### *Gender*

19. Plan should ensure that its PHR Project has senior-level personnel with gender expertise and significant technical experience implementing DV programming in order to benefit from knowledge of global best practices. Increasing and more carefully defining the role of ICRW could help accomplish this goal.

### *Youth*

20. PHR should ensure the quality of its youth programming before considering scaling up, especially clarifying core messages and redesigning materials and methods to be more engaging for youth.

# I. INTRODUCTION

Protecting Human Rights (PHR) is a five-year, \$12.7 million project funded by USAID/Bangladesh. PHR commenced on March 15, 2011, and is scheduled to end on March 14, 2016. The project is implemented by Plan International Bangladesh (“Plan”) under a cooperative agreement with USAID. Plan implements PHR with two main partners — Bangladesh National Women Lawyers’ Association (BNWLA) and the International Center for Research on Women (ICRW) — as well as with 11 other local organizations.

The goal of PHR is to reduce the high prevalence of domestic violence and related human rights violations (including child marriage and dowry) in 102 union parishads (UPs or Unions, i.e., government administrative units within upazilas) in eight upazilas (local government units) located in six districts (out of a total of 4,498 UPs in Bangladesh; see map on page 20). To achieve this goal, PHR implements a range of activities designed to encourage legal reform, enhance local capacities, provide direct legal and other services, and change public attitudes and behaviors.

## COUNTRY CONTEXT AND THE STATUS OF WOMEN IN BANGLADESH

Violence Against Women (VAW) and Gender-Based Violence (GBV) are widespread in Bangladesh.<sup>2</sup> In a survey by the Bangladesh Bureau of Statistics (BBS) and the United Nations Populations Fund (UNFPA) in December 2011, 87 percent of married women reported being abused by their husbands.<sup>3</sup> The Multi-Sectoral Programme on VAW (MSPVAW) under the Ministry of Women and Children Affairs (MOWCA) served 19,286 VAW clients through April 2014 at eight One-stop Crisis Centres (OCCs) around the country.<sup>4</sup> Still, precise figures are unknown in Bangladesh for domestic violence, sexual assault, rape, dowry-related assaults, acid attacks, illegal punishments in the name of *fatwas* (religious decrees), sexual harassment, and other forms of violence, mainly due to a pervasive culture of stigmatization and intimidation that makes reporting difficult.

The Bangladesh Constitution provides for gender equality in all public spheres, and Bangladesh has made commitments to protect human rights and attain the objectives of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Beijing Platform for Action, and the Post Beijing Platform. The Government of Bangladesh (GoB) adopted a National Policy for Women’s Advancement (2011) and a series of policies to protect women’s rights and promote gender equality. However, the international human rights’ treaties ratified

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<sup>2</sup> During their lifetimes, around 58% of women in Bangladesh experience physical and/or sexual violence by an intimate partner. *Preventing intimate partner and sexual violence against women: Taking action and generating evidence*, World Health Organization/London School of Hygiene and Tropical Medicine (2010), 13, [http://whqlibdoc.who.int/publications/2010/9789241564007\\_eng.pdf](http://whqlibdoc.who.int/publications/2010/9789241564007_eng.pdf).

<sup>3</sup> *Report on Violence Against Women (VAW) Survey, 2011*, BBS and UNFPA, as reported in The Daily Star (national daily newspaper), January 26, 2014, [http://www.thedailystar.net/print\\_post/most-abused-at-homes-8422](http://www.thedailystar.net/print_post/most-abused-at-homes-8422).

<sup>4</sup> [http://www.mspvaw.org.bd/index.php?option=com\\_content&view=article&id=213&Itemid=143](http://www.mspvaw.org.bd/index.php?option=com_content&view=article&id=213&Itemid=143).

by Bangladesh remain imperfectly implemented, reporting is frequently late, and no adequate monitoring mechanisms are in place.

There have been major changes in women's opportunities and public participation in Bangladesh in the last four decades, and the country has achieved many targets of the third Millennium Development Goal (MDG) to promote gender equality and the empowerment of women. However, Bangladesh was ranked 63 out of 86 in the 2012 Social Institutions and Gender Index (SIGI). Bangladesh's World Economic Forum Global Gender Gap Index rating for 2011 was 0.6812, ranking 69 out of a total of 135 countries. Although declining, the maternal mortality rate is still high. And, finally, gaps still exist between men and women in terms of literacy rates, formal employment, and political representation. All of these data confirm that there is still significant need for action on women's rights in political, social, and economic spheres in Bangladesh, including in preventing violence against women.

Specific laws and mechanisms to protect women and girls from violence and discrimination in Bangladesh include the Child Marriage Restraint Act of 1929 (CMRA) and the Dowry Prohibition Act of 1980. Other relevant laws include the Suppression of Violence against Women and Children Act of 2000 (revised in 2003), the Domestic Violence (Prevention and Protection) Act of 2010 (DV Act), and a National Action Plan to Prevent Violence Against Women and Children (2013–2025). However, the GoB has had difficulty enforcing these laws, especially in rural areas where tradition and culture govern social life. Early marriage, discriminatory family law, gender bias, cultural and religious beliefs, and dowry customs are major factors in the continuation of VAW.

## II. THE DEVELOPMENT PROBLEM & USAID'S RESPONSE

A 2014 World Bank report notes, "More than 700 million women worldwide are subject to physical or sexual violence from their husbands or partners," and links VAW to broader development challenges, concluding that "amplifying the voices of women and increasing their agency can yield broad development dividends for them and for their families, communities, and societies."<sup>5</sup> These assessment results align with the priorities of the USAID 2012 Gender Equality and Female Empowerment Policy, which has three overarching aims:<sup>6</sup>

- Reduce gender disparities in access to, control over, and benefit from resources, wealth, opportunities, and services — economic, social, political, and cultural;
- Reduce gender-based violence and mitigate its harmful effects on individuals and communities; and

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<sup>5</sup> *Voice and Agency: Empowering Women and Girls for Shared Prosperity*, World Bank Group (May 2014).

<sup>6</sup> USAID Gender Equality and Female Empowerment Policy (2012), [http://pdf.usaid.gov/pdf\\_docs/PDACT200.pdf](http://pdf.usaid.gov/pdf_docs/PDACT200.pdf).

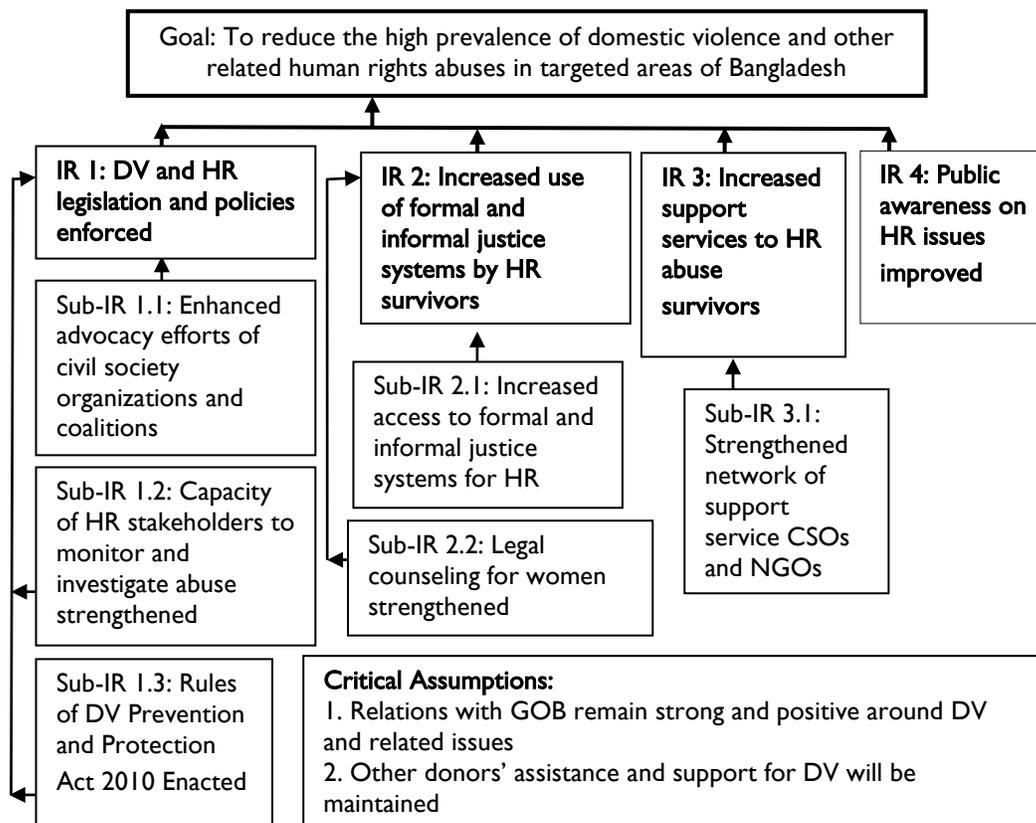
- Increase the capability of women and girls to realize their rights, determine their life outcomes, and influence decision making in households, communities, and societies.

USAID’s PHR Project is intended to contribute to the implementation of the Domestic Violence Act and provide integrated services to survivors of domestic violence. PHR also aims to help change perceptions and practices of citizens and relevant government officials with regard to domestic violence and related human rights abuses. The development hypothesis of PHR is that better implementation of the Domestic Violence (Prevention and Protection) Act 2010 and its Rules (2013), coupled with normative changes in attitudes and behavior within society, will bring about a decline in domestic violence. Increased public knowledge, changes in attitudes about gender, and improved relationships among the key players implementing the DV Act will enhance the responsiveness of the justice system, reduce tolerance for domestic violence, and create conditions for women to seek justice.

### PHR PROJECT GOALS AND RESULTS FRAMEWORK

The overarching goal of the PHR Project is to reduce the high prevalence of domestic violence and other related human rights violations in targeted areas of Bangladesh. In Figure 1 below, “Other related human rights abuses” include child marriage and dowry. PHR pursues this goal by advancing four intermediate results (IRs) and six sub-IRs, see below:

Figure 1: PHR Goal and Results Framework



In PHR's task order, the overall goal, IRs, and sub-IRs are addressed through five different project components:

1. Advocacy for legislative reform and enforcement of legal instruments to reduce domestic violence;
2. Capacity building for key actors involved in the protection of human rights;
3. Increasing access to justice for survivors of domestic violence and related rights abuses;
4. Providing survivor services, including psychosocial counseling, medical services, and livelihood referrals; and
5. Advancing public education and outreach at the community and school levels.

## III. EVALUATION PURPOSE & EVALUATION QUESTIONS

### 3.1 EVALUATION PURPOSE

The purpose of this midterm evaluation is to provide USAID/Bangladesh, USAID/Washington, leaders of USAID Forward, Plan International, and bilateral and multilateral donors to Bangladesh with information about what aspects of the PHR Project are working well and should be continued and also to make recommendations for ways in which the project might be improved, with the goal of ensuring greater impact and sustainability in the future. The evaluation covers the three-year period from the project's inception in March 2011 to March 2014. It is based on a review of Government of Bangladesh (GoB) policies and laws as well as PHR project documents, and extensive interviews and group discussions with a range of stakeholders in Dhaka and selected project districts, upazilas, and union parishads, including with the ultimate project beneficiaries— women experiencing violence at home.

### 3.2 EVALUATION QUESTIONS

The PHR mid-term performance evaluation statement of work (SOW) sets out the following evaluation questions:

#### Results

1. To what extent has PHR been successful in achieving the project results?

#### Management and Administration

2. To what extent has PHR's performance management system provided useful data to support management decisions? To what extent have PHR management and stakeholders incorporated knowledge gained through its Monitoring and Evaluation (M&E) into project management?
3. To what extent did PHR coordinate with other domestic violence programs?
4. How effective and flexible has the PHR management been in working with implementing partners and beneficiaries, such as citizens, and the GoB?

## Relevance

5. To what extent are the project's objectives still relevant to the current domestic violence circumstances in Bangladesh?

## Client Satisfaction (GoB, beneficiaries, other stakeholders)

6. What are the levels and areas of project stakeholder satisfaction or dissatisfaction with PHR cooperation and performance?

## Sustainability

7. How sustainable are PHR activities beyond USAID support?

## Cross-cutting Issues

8. How well were youth and gender issues addressed by the PHR Project?

# IV. EVALUATION METHODOLOGY & LIMITATIONS

The midterm evaluation of PHR was conducted from March 7 to May 22, 2014. This period included approximately one week (March 7–14) for desk review of materials; three weeks in Bangladesh for meetings and site visits (March 15–April 7); and eight weeks for additional interviews by Skype, analysis, and report-writing (April 8–May 22).

## 4.1 SOURCES OF INFORMATION AND DATA COLLECTION METHODOLOGY

The data collection methodology primarily consisted of a desk review of Bangladeshi law, PHR's project documents, and its performance management plan (PMP) database as well as key informant interviews (KIs), small group discussions, and focus group discussions (FGDs) both in Dhaka and in the field.

### Desk Review

**Project Documents:** The evaluation team reviewed the PHR cooperative agreement and budget, PMP and narrative PMP update, baseline assessment report, annual work plan narratives and grids, 11 quarterly reports, two technical reports, and 18 training modules. A list of all documents consulted is in Annex III.

**Bangladeshi Laws, Policies, and Reports to United Nations Treaty Bodies:** The evaluation team reviewed the Rules of the Domestic Violence (Prevention and Protection) Act of 2010 (passed in April 2013), the Child Marriage Restraint Act of 1929, the Dowry Prohibition Act (1980), the Suppression of Violence Against Women and Children Act (2000), and the National Action Plan (NAP) 2013–2025 to prevent violence against women and children. Also, the evaluation team

reviewed Bangladesh’s reports to the United Nations CEDAW Committee and the Committee on the Rights of the Child (CRC).

### **Key Informant Interviews (KIIs)**

The evaluation team conducted 24 key informant interviews (KIIs) with key stakeholders at the national, district, upazila, and UP levels. Summaries and lists of these KIIs are in Annex VI, and district meeting schedules are in Annex VII. Each KII was guided by an interview protocol (see Annex V) adjusted for different types of interviews. The purpose of the protocols was: (1) to ensure all key issues were covered during interviews; (2) to elicit rich, sometimes unanticipated, information from informants; and (3) to help to organize information in a form that was then usefully and efficiently analyzed.

### **Small Group/Focus Group Discussions**

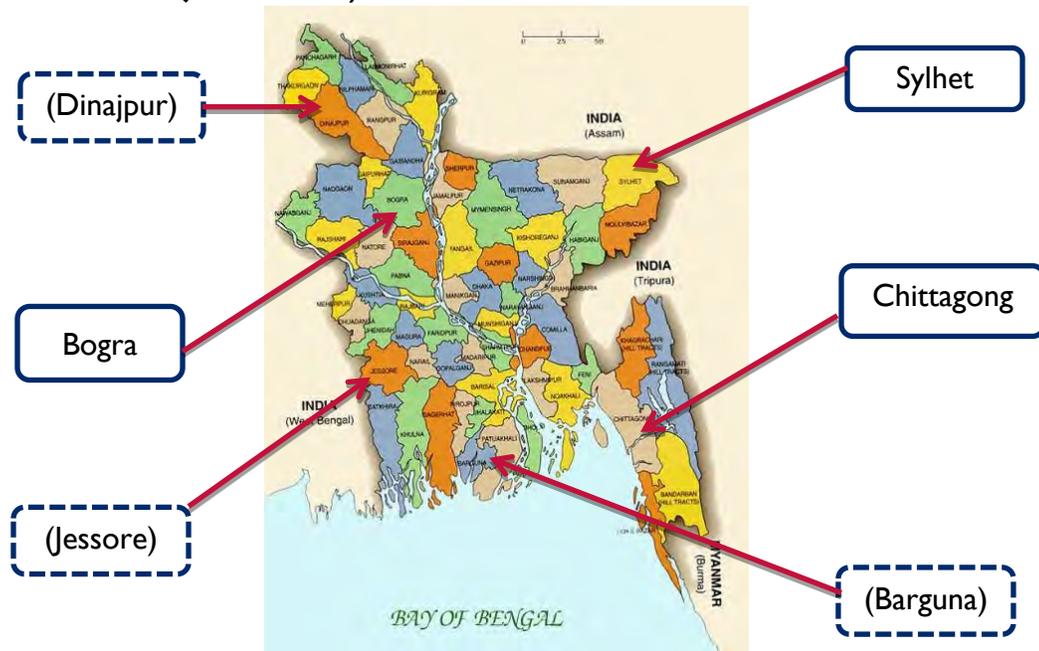
The evaluation team also conducted several separate FGDs or small group discussions hosted in each district, upazila, and UP with stakeholders and project participants; wherever possible and appropriate, the team facilitated discussions with groups of males and females separately. Overall, the evaluation team conducted 54 FGDs and small group discussions; these are listed in Annex VIII. As with KIIs, each FGD or small group discussion was guided by a tailored discussion protocol, appropriately adjusted for different types of participants. In Dhaka, the team hosted two separate small group discussion sessions with (a) donors and development partners

Figure 2: Map Showing Location of PHR Districts and (b) gender and human rights experts. The organizations that participated in these small group discussion sessions are listed in Annex VIII.

### **Field Visits**

The evaluation team visited two UPs in Patiya and Balaganj upazilas, in Chittagong and Sylhet project districts, respectively, and three UPs in Bogra project districts: one in Shibganj and two in Shariakandi upazilas. The map below indicates these three visited districts as well as the other three PHR project districts — Barguna, Dinajpur, and Jessore — which are indicated in parentheses and surrounded by dashed lines.

## Visited (and Other Project Districts)



The team selected sites using the project baseline data on DV prevalence, geographic diversity, and PHR's categorization of the effectiveness of UP Social Protection Groups (SPGs). See Annex II for a more complete description of the selection criteria. A summary of the field visit sites is in the table below.

**Table I: Field Site Visit Summary**

Division	District	Upazila	# of SPGs	UP 1	UP 2	UP3
Chittagong	Chittagong	Patiya	22 SPGs	Kachuai (B)	Haidgaon (C)	-
Sylhet	Sylhet	Balaganj	14 SPGs	Omarpur (A)	Goala Bazar (C)	-
Rajshahi	Bogra	Shibganj	12 SPGs	Deuli (A)	Siadpur (B)	Royganj (A)
		Shariakandi	12 SPGs	Bhelabari (A)	Kutubpur (B)	

## 4.2 LIMITATIONS

Various aspects of the PHR Project created challenges for collection and analysis of data for the evaluation, as described below.

### Sensitivity of the Issues

Issues of domestic violence and child abuse (including child marriage) are inherently sensitive. In rural Bangladesh, there are particular sensitivities related to religious beliefs, the disempowerment of women, and people's disinclinations to discuss family matters of any kind with outsiders. To mitigate these concerns, the team held some FGDs with women only. The male evaluation team member did not attend these women-only meetings, but his inclusion on the team was important to encourage frank discussion with men. In addition, the team emphasized confidentiality in all meetings, especially with PHR's clients (survivors), and asked about hypothetical situations whenever possible.

## Assessment of Activities at Four Levels & Limited Time

PHR's Component 1 (advocacy) works in part at the national level, while Components 2 (capacity building), 3 (access to justice), and 4 (public awareness) work in six non-contiguous districts, eight upazilas, and 102 UPs. Accordingly, the evaluation team had to learn about PHR activities and meet with stakeholders at all of these levels. Thus, the three-week evaluation timeframe only allowed the team to hold in-depth conversations with a limited number of interlocutors and small group discussions with most other stakeholders. Nevertheless, the team was able to visit nine UPs in three out of six total project districts.

## Selection Bias

The need to avoid being in upazilas during or immediately following local elections, such as during the Jessore election, which was scheduled for March 15, constrained the selection of districts, upazilas, UPs, and stakeholders for field visits. Also, travel time had to be short to allow maximum time for stakeholder interactions. The team chose two districts accessible by air and traveled by road to one district (Bogra) that is relatively accessible from Dhaka. Additionally, the team selected upazilas and UPs that could be visited in a single day from each district's central location; as such, there was some inherent selection bias in the selection of sites. However, the team tried to mitigate this issue by traveling to three distinct parts of the country and also by talking with stakeholders in Dhaka about areas not visited.

# V. FINDINGS AND CONCLUSIONS

The findings of the midterm evaluation team are presented below following the order of USAID's evaluation questions, as listed in the evaluation statement of work (see Annex I). Summary conclusions drawn from these findings are included at the end of each section.

## 5.1 RESULTS

*Evaluation Question 1: To what extent has PHR been successful in achieving the project results?*

### IR 1: Key Domestic Violence (DV) and HR Legislation and Policies Enforced

*Component 1 — Advocacy: Enhance advocacy efforts of civil society organizations and coalitions to support the adoption and enforcement of legislation and national policies that protect women, children, and other vulnerable groups from domestic violence and associated human rights abuses.*

From the team's review of PHR documents and interviews with PHR staff, it is clear that PHR's advocacy efforts so far have focused primarily on the enactment of the "rules" for enforcement of the DV Act. PHR's efforts to contribute to revision of the Child Marriage Restraint Act and implementation of the National Action Plan on VAW are relatively recent. PHR advocacy does not focus on the implementation of other relevant laws, such as the Dowry Prohibition Act, although one-third to one-half of PHR clients told the evaluation team that dowry extortion is the underlying cause of the violence in their families.

PHR has acted mostly on its own in its advocacy initiatives, rather than facilitating local partner organizations to take the lead. There are many gender advocates in Bangladesh who have been working for years on DV, child marriage, and other related issues. The team found that PHR is not well-known among the gender and DV experts with whom they met, and these Bangladeshi activists do not perceive PHR as a significant force for change on DV and related human rights abuses. Anti-DV activists are already cooperatively engaged in several forums, including the Citizens' Initiative on Domestic Violence (CiDV), one of the primary vehicles for action. PHR participates in these existing initiatives but primarily works independently.

More importantly, Plan's partner organizations, BNWLA and ICRW, are not significantly involved in PHR's advocacy efforts, despite the fact that these two organizations have decades of experience and deep expertise on the topic of domestic violence in Bangladesh and around the world. BNWLA's senior management in particular told the evaluation team that it is not at the center of PHR's advocacy efforts. The PNGOs based in the project districts also informed the team that they are not involved in or learning from PHR's core legal and policy advocacy.

Plan's cooperative agreement with USAID required the establishment of a national forum for advocacy on DV and related human rights abuses. Plan established the National Human Rights Advocacy Forum (NHRAF) to meet this requirement. However, it is not clear whether this investment has been an effective use of time and resources. First, ministry representatives do not regularly attend meetings of the NHRAF. Second, other coalitions were functioning before PHR began, and establishing a parallel forum may have detracted from those pre-existing efforts.

One positive finding is that the Upazila Human Rights Advocacy Forums (UHRAFs) established by PHR may have had a tangible impact on the decision of MOWCA to reactivate the Upazila Violence Against Women Committees (UVAWCs), to be led by the Upazila Nirbahi Officer (UNO), the head administrator of each upazila. Also, the team noted that MOWCA has included civil society representatives in the composition of the UVAWCs, emulating the UHRAF model. PHR believes, based on conversations with MOWCA senior leadership, that this policy change might have been induced, at least in part, by the momentum and interest created by PHR's UHRAFs.

Finally, with regard to advocacy, PHR project documents and interviews with PHR personnel confirmed that PHR has been mostly unable to get traction on one of the most important avenues for reform: policy changes related to training on DV and related issues for judges and police. Judges and police are critical to the enforcement of laws aimed at curbing VAW, DV, dowry, child marriage, and related abuses. PHR quarterly reports indicate that BNWLA became involved in PHR advocacy for this purpose only at the end of the second project year. After two years of attempting to get national authorization for police training, PHR had more success in organizing informal sessions for police through local police authorities; this is discussed under IRI: Component 2.

## Conclusions

- The focus of the project on the DV Act and its Rules may be too narrow. Enforcement of the Dowry Prohibition Act is particularly relevant to PHR clients, especially prevention of dowry extortion as a root cause of violence by husbands and parents-in-

law.

- Advocacy is needed by PHR and BNWLA for a DV/VAW component to be added to the formal training courses of police and judges, who have the primary responsibility for law enforcement.
- PHR's advocacy efforts are somewhat isolated from existing coalitions of Bangladeshi DV experts. PHR's partners, including BNWLA and PNGOs, are mostly excluded from the project's advocacy initiatives, rather than being at the forefront for sustainability.
- The success of UHRAFs established by PHR might have influenced a significant recent MOWCA policy decision to reinvigorate UVAWCs that include GoB and civil society members.

***Component 2 — Capacity Building:** Strengthen the capacity of key actors such as police, judges, and civil society organizations to investigate and monitor domestic violence and other related human rights violations and to protect survivors of domestic abuse.*

Training for judges and police has been limited. According to project documents, during 2013, PHR held four training sessions for 125 police officers, but local elections and the USAID vetting process caused further delay. Training for judges was also expanded to six informal “experience sharing” sessions in 2013 with 228 judges in Dhaka and three other locations outside of Dhaka, but judges and police indicated that training sessions focus almost exclusively on the DV Act rather than on the range of laws relevant to DV and closely related rights abuses.

The evaluation team met with one or more judges in each district to evaluate the effectiveness of this training. The chief judge in Chittagong hosted a BNWLA experience-sharing session and indicated that it was useful. The judges and magistrates in Sylhet and Bogra claimed to know about the DV Act but revealed significant confusion about its provisions and its relationships to other laws on closely-related issues. Also, several BNWLA Panel Lawyers told the team that judges are often disrespectful or unsympathetic to female clients who bring DV and related claims to court, suggesting that the trainings have not resolved the relevant issues.

PHR has also provided significant capacity building for a range of other stakeholders. The staff of PNGOs, UHRAFs, SPGs, legal counselors (LCs), and social workers (SWs) interviewed by the evaluation team indicated appreciation for the training they received from PHR. None of these interlocutors volunteered any criticisms or spontaneously requested other topics for training. When the evaluation team suggested additional training themes and probed further, interview subjects readily agreed that more and different kinds of capacity building would be useful. PNGOs, for example, told the team that they originally functioned essentially as contractors, implementing activities defined by Plan. Plan's approach shifted in 2013 from fixed obligation grants (FOGs) to more flexible grant agreements based on critical input from PNGOs; nevertheless, PNGOs said that they have not received significant capacity-building inputs related to strategic monitoring of human rights, strengthening their organizations internally, or ensuring that they can sustain meaningful activities after PHR.

For example, PNGOs have not been involved in training SWs who work under PNGO management. PNGO staff reported that PHR has undertaken all SW training independently or through external contracts with training firms or organizations. PNGOs are sometimes not

even aware of the topics of SW training sessions. PNGO involvement in UHRAFs and SPGs is similarly limited to administrative functions and attending meetings, mostly as observers. The same is true for PNGOs' roles with PHR teacher-advisors and the youth groups they mentor.

All UHRAF representatives who responded to questions from the evaluation team appreciated PHR capacity development and other inputs. When asked whether additional training would be useful on topics such as collective strategic advocacy for law and policy changes, UHRAF members readily agreed. However, they told the team that the training received from PHR has focused on their individual roles in addressing specific cases of DV and related abuses.

Similarly, SPGs are the PHR mechanism for monitoring and advocacy in each union parishad, and SPG members uniformly praised PHR capacity building. In response to evaluation team's questions, participants agreed that they would benefit from additional training. Potential topics discussed included mediation of DV cases (LCs currently mediate, but this will not be sustainable at the UP level after PHR) and outreach to communities on DV issues (SWs currently conduct outreach, but their role also cannot be sustained beyond PHR).

## Conclusions

- PHR training for judges and police on DV/VAW has increased in Year 3 but has not yet gained significant traction or formality.
- PNGOs, UHRAFs, SPGs, and other stakeholders praise the training they have received as part of PHR and would welcome additional capacity building to deepen and expand their involvement in anti-DV efforts and to help ensure sustainability.
- PHR has taken the lead in conducting training and mentoring for most stakeholders. PNGOs have not been significantly involved in training, including for SWs they supervise.

## IR 2: Increased access to Formal and Informal Justice Systems by HR Survivors

*Component 3 — Access to Justice: Expand access to justice for abused women and other vulnerable groups through informal and formal mechanisms, including alternative dispute resolution (ADR).*

PHR's interventions under IR 2 are led by the BNWLA. One LC has been assigned to work in a dedicated office in each UP included in the PHR project areas. Many LC offices are located in UP government premises, enabling consistent interaction between LCs and UP government officials and facilitating women's knowledge about and access to the LCs. LCs' function is to provide legal guidance to women experiencing family violence, including mediation to return to their families and/or referral to a BNWLA "panel lawyer" if court action is needed.

The evaluation team met with 22 LCs and 10 panel lawyers. Only one newly-hired LC had not received orientation training from the BNWLA. All of the LCs and panel lawyers received high praise from SPGs, SWs, and clients. In particular, PHR's strategy of positioning LCs in the UPs was much appreciated, since most women in Bangladesh would otherwise have no access to legal advice. Unfortunately, none of the stakeholders interviewed thought it was realistic that the role of LCs could be maintained at the union level after the PHR Project by BNWLA or MOWCA or through any other mechanism, but they said that positioning LCs in the upazila

MOWCA office might be possible. It is within the mandate of elected UP members to conduct mediations and public outreach events in their communities, as LCs and SWs, respectively, are currently doing under the PHR Project. PHR-facilitated SPGs include UP members, who collaborate with LCs and SWs in their work to some extent, and they could do so even more.

The majority (92 percent) of PHR client cases handled by LCs are mediated for the purpose of enabling women to return to their husbands. The evaluation team found that LCs generally do not explain to clients their range of legal options; rather, they always encourage women to find a way to reconcile with their husbands, almost regardless of the severity of violence or other abuses they face at home. One client described violence involving knife-wounds while she was pregnant; although she asked her LC to help her pursue a divorce, he told the evaluation team that he could not or would not do so because “women change their minds and waste the court’s time.” In interviews with some LCs, it was not apparent that they could accurately and simply articulate all of the legal avenues open to women.

As the LC mediation methodology became clearer to the evaluation team, more questions were asked of the LCs and panel lawyers who said they were under the impression that the PHR Project cannot support divorce as a legal option. The explanation seemed to be that PHR lawyers believe that PHR’s exclusive focus is on implementation of the DV Act, which emphasizes mediation and does not include using ordinary family-law provisions to seek divorce. The only way a client could get legal representation to pursue a divorce was through referral to a BNWLA panel lawyer who would take action, but not under the auspices of PHR.

The LC client tracking and reporting format is perhaps one reason that this problem was not previously clear to PHR partners (sample reporting forms are in Annex IV). LCs fill out a simple table with a few details regarding the clients they handle. Data about kinds of cases and steps taken by LCs are not correlated with legal causes of action, timelines, or outcomes. For this reason, PHR staff could not respond to an evaluation team’s request for cross-tabulated analysis about which kinds of interventions have which kinds of results for clients in the short term and long term. There is no requirement in the PHR PMP to track the outcome of complaints or otherwise test any of the above assumptions about what options would be best for PHR clients.

## Conclusions

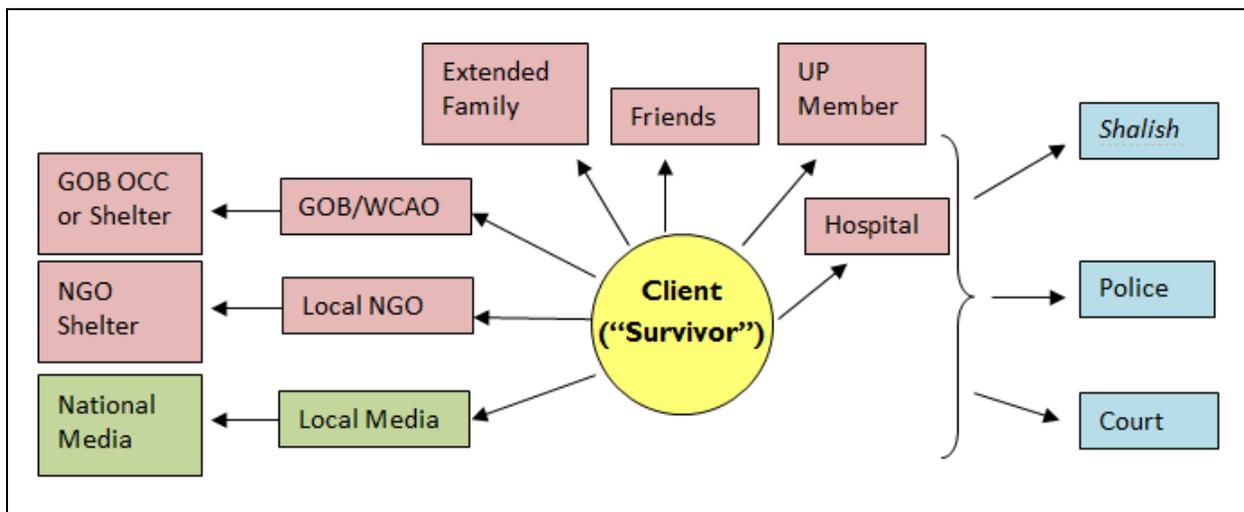
- LCs have consistently leaned toward mediation. Women are not told all of their legal options; this approach compromises women’s agency, as they are not treated as decision makers in their own lives.
- PHR does not track which kinds of legal interventions have positive outcomes for clients, which could significantly improve PHR’s ability to address any weaknesses in project implementation and measure the extent to which PHR is expanding real access to justice for women.
- LC functions at the union level are not sustainable, but their role in *shalish* (mediation) can be handled by UP members with basic legal information shared by LCs. Cases in need of legal action can be referred to lawyers at the upazila or district level, where the courts are situated.

### IR 3: Increased Support Services to HR Abuse Survivors

**Component 4 — Survivor Services:** Increase support for survivor services of domestic violence and other human rights abuses, including but not limited to physical and mental health education, and vocational training.

PHR’s methodology for providing support services to survivors of DV and other abuses includes outreach to women through volunteer SWs who are managed by the PNGOs and secondary support from members of SPGs set up by PHR in each UP (SPGs are described in detail below). SW services include providing psychosocial counseling and referrals for medical care, legal advice, shelter, and vocational/livelihood (or income-generating activity) training.<sup>7</sup>

**Figure 3: Sociometry of Support Services for PHR Clients**



Source: FGDs with SWs

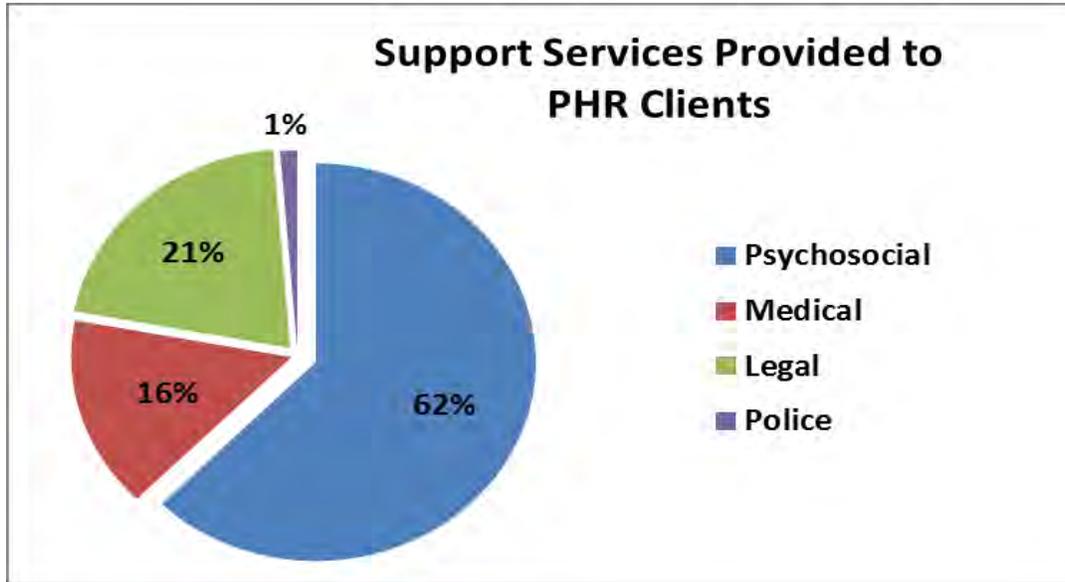
SWs were trained to inform them of their roles and responsibilities as well as facts about DV, child marriage, and dowry, how to get help from SPG members, record keeping, etc. In 2013, Plan also organized training for SWs on psychosocial counseling. Despite this training, SWs reported that they primarily offer women consolation and general emotional support. There could be many reasons for the lack of use of this training, and the evaluation team could not find evidence of which reason was the likely cause. PHR’s training for the SWs on this theme might not have been sufficiently in depth, or the selected SWs might not have the capacity to provide the victims of DV with true psychosocial counseling services.

According to PHR staff and SWs, each SW is responsible for one union, encompassing 25–50 villages. In a typical month, a SW might handle 40 cases. SWs work six days a week and follow a monthly work plan. They often speak to their PNGO supervisor by phone and sometimes

<sup>7</sup> The evaluation team met with 19 SWs and held nine SPG FGDs that included a total of 133 members. Most SWs and SPGs were enthusiastic and committed to PHR activities. The team also met with 32 clients of PHR SWs and LCs in seven small groups.

when the supervisor visits the local area. Based on the information SWs record daily, they submit monthly reports to the PNGO (see Annex IV for a sample SW Monthly Report). However, these reports are not linked to LC reports and do not enable careful case tracking.

**Figure 4: Types of Support Services Provided to PHR Clients**



Source: FGDs with PHR clients

SWs also help women facing violence to access local and district resources. PHR asked PNGOs in Year 2 to identify resources in each district and upazila where clients could get support. However, SWs indicated that they did not have these resource lists and that they are not well informed about locally-available services. Nevertheless, SWs regularly refer clients to medical care, to UP members for mediation, to LCs for legal advice, and occasionally to shelters or to the police. PHR recently signed an agreement with the USAID NGO Health Service Delivery Project (NHSDP) “Smiling Sun” network to enable SW client referrals for primary health care.

PHR staff in Dhaka and the districts noted that shelter support is a weak area because women cannot realistically access GoB or NGO district shelters far from their villages. Some PHR clients stay short term in “community shelters,” which are essentially neighbors’ homes. With regard to livelihood support, PHR staff said that they have begun to build linkages with the USAID Horticulture Project and microfinance service providers. These links have increased in Year 3, but the number of livelihood referrals for clients is still very small, according to SW reports.

### **Social Protection Groups (SPGs)**

PHR has facilitated the formation of an SPG in each project union to help reduce domestic violence in communities by intervening in family conflicts and hosting public awareness events. SPGs each have 15–20 local representatives, including several women, and are headed by the UP chair. PHR staff help facilitate SPG quarterly meetings, while PNGOs provide administrative support. In general, SPG members spoke of a positive relationship with Plan and expressed satisfaction with the work they are doing.

When asked about the purpose of the SPGs and their individual roles, members most readily spoke about preventing child marriage. Secondly, some SPG members mentioned that they intervene in family disputes in cases of domestic violence brought to their attention by a SW or by other people in the community. SPG members gave examples of visiting households to speak to parties in conflict. Some SPG members also participate in *shalish* to address more serious cases. SPG members rarely mentioned the issue of dowry to the evaluation team, and the connections among these problems were not stated clearly or consistently by SPG members.

## Conclusions

- SWs are appreciated by their communities and the female clients with whom they work. However, they do not have all the referral information they need to give women real choices.
- SW reports do not enable analysis of the link between services and outcomes for women.
- The SPGs visited are primarily focused on stopping child marriages rather than domestic violence.
- It is unlikely that SWs can provide meaningful psychosocial services. Shelters are unrealistic for most women to access. Livelihood support is also limited but is needed by many PHR clients.

## IR 4: Public Awareness on HR Improved

*Component 5 — Mass awareness and educational campaign: Expand public awareness and educational campaigns to increase understanding of human rights, with particular emphasis on impact of domestic violence.*

Through public information campaigns, PHR aims to raise awareness on laws related to DV, child marriage, dowry, and other rights' abuses and to inform survivors about support mechanisms available. These campaigns include four main clusters of activity, namely:

1. Community events organized by SPGs
2. Courtyard meetings conducted by SWs
3. Media Campaigns and information, education, and communication (IEC) Materials
4. Youth Group activities focusing on high schools and colleges (discussed below under *Cross-cutting Issues*)

### Community Events by SPGs

SPGs design and implement mass awareness events such as street dramas, *kabi gaan* (folk songs), and rallies to raise awareness on domestic violence issues. SPG members noted that PHR has provided them with various materials like flipcharts, posters, and banners to help them conduct awareness-raising activities. To date, the SPGs have organized 5,173 events involving 133,676 people. When asked what messages they deliver during these events, SPG members often could not clearly articulate the core PHR messages (e.g., “Dowry and child marriage can lead to violence within families”). However, when asked what kind of slogans they use at rallies, SPG members expressed some core themes more clearly.

## Courtyard Meetings by Social Workers (SWs)

SWs organize weekly courtyard meetings of 1–2 hours with about 25 participants. In a three-month period, each SW typically organizes one courtyard meeting with an adult male-only audience, one with male adolescents, one with female adolescents, one with both male and female adult participants (husbands and wives), four with young mothers, and four with other females. According to the October–December 2013 PHR quarterly report, SWs held 1,480 courtyard meetings, with 40,556 participants including 8,068 men and 32,488 women.

SWs repeatedly pointed out to the evaluation team that women in their meetings ask the SWs to organize more courtyard meetings with men, since it is typically men who have more power in the family and who commit violence. SWs have discussed this request with their PNGOs and are starting to organize more sessions with male community members. SWs, who are all women, sometimes ask for and get support from male SPG members to convene male groups.

The SWs said the primary tool they use during the courtyard meetings is a flipchart with images about DV and related issues. They said participants have to crowd around to discuss the pictures, which are too small to be seen from a distance. Other materials that the SWs carry include *ludu* (game materials), pocketbooks, and PHR leaflets with the LCs' names and cell phone numbers. SWs demonstrated to the evaluation team that they understand the links between child marriage, dowry, and DV to some extent, but they could not verbalize the links or key PHR messages with clarity.

## IEC Materials and Media Campaigns

A large number of IEC materials were produced and distributed by PHR, including posters and billboards. Some IEC materials were developed by PHR and some were developed by other programs. Annex IV lists these materials and their distribution, which was slow at the beginning of the project but accelerated by the seventh quarter. Some of the materials depict a happy couple, which is intended to show a positive image of a violence-free family but might inadvertently reinforce the message (also conveyed by repeated and insistent mediation) that women must stay with their husbands and keep families together regardless of private violence.

PHR's media campaign using television spots and radio messages started in the 5th quarter of the project. By the end of the 8th quarter, 598 TV spots and 1,272 radio messages were delivered on the government-owned Bangladesh TV and one private TV station, while the radio messages were delivered via government-owned Bangladesh Betar and other private FM radio stations. The evaluation team did not listen to the radio messages or view the TV spots.

## Conclusions

- Most PHR stakeholders, including SPGs and youth groups, are primarily focused on child marriage rather than domestic violence and cannot articulate the core PHR messages.
- The flipchart used by SWs is too small to be seen easily by courtyard meeting participants. Other materials, such as some posters, may subtly and inadvertently imply that families must always stay together.
- Women want more courtyard meetings on family violence for men in their communities. Male SPG members could lead more of these public outreach meetings.

## 5.2 MANAGEMENT AND ADMINISTRATION

### Performance Management System

*Evaluation Question 2: To what extent has PHR's performance management system provided useful data to support management decisions? To what extent have PHR management and stakeholders incorporated knowledge gained through its M&E into project management?*

PHR's performance management system has 30 indicators, including three F-indicators and three gender indicators added in 2013. None of these indicators relate to tracking the connections between PHR services and outcomes for clients. For example, the PMP measures the number of "cases disposed" by courts but not whether the decisions are in favor of PHR clients; similarly, counting the number of cases "resolved" by mediation does not reveal whether women remained in violent family situations.

Data is collected and aggregated at four levels: "field staff" (SWs and LCs) in UPs, PNGOs in upazilas, PHR regional program managers (RPMs) in district capitals, and the national Plan office in Dhaka, as illustrated in the flow chart in Annex X. SWs submit their client support services data to their PNGO supervisors, who report it to PHR RPMs, while LCs send reports of client legal services to BNWLA area coordinators, who report to the BNWLA head office in Dhaka. LC reports are not consistently reported to PHR RPMs, and LC reporting to BNWLA is not coordinated or linked with SW reporting to PNGOs.

According to self-reported PMP data, PHR appears to be achieving most of its performance indicator targets and in some cases, is out-performing expectations despite a turbulent political climate in Year 3. Some of the indicators that are not yet on target are as follows:

- Indicator 1.2.1: Increased level of knowledge of the stakeholders on DV and closely-related rights.
- F-indicator (2.2.4-3): # of domestic NGOs engaged with PHR Project
- F-indicator (2.2.4-7): # of human rights (VAW) defenders trained and supported
- Indicator 2.2.3: # of UP members and upazila vice-chairpersons who received para-legal and *shalish* training
- Indicator 3.1.3: # of Police stations that report creating survivor-friendly environments

An additional challenge with the PMP is that its indicators do not capture the extent to which PHR messages are clearly articulated or understood. All stakeholders know that the project is focused on "domestic violence," "child marriage," and related issues, but many stakeholders cannot articulate the links among concepts or indicate what can be done to address these abuses. This is problematic given the project's focus on disseminating information about human rights abuses.

Next, reporting against some indicators is difficult to interpret. For example, Indicator 1.2 would be more useful if it revealed sustainable GoB progress toward implementation of the DV Act and other laws based on PHR inputs, rather than current PHR PMP reporting, which only reflects PHR inputs (see also Annex IX note 11). In addition, "human rights defenders" (2.1.4-7, as defined by USAID F-Indicators) should not be considered the same as "stakeholders" (1.2.1), nor is "trained and supported" (2.1.4-7) the same as "increased level of knowledge" (1.2.1), but

these data are conflated, with the same values reported for both indicators. More detailed evaluation team comments on the PMP and recommendations are included in the PMP table in Annex IX.

Both PHR and ICRW representatives noted that there were problems with the PHR Baseline Household Survey, which will have implications for PHR's ability to measure ultimate project impact. Criticisms included the excessive length of the questionnaire and the quality of oversight during data collection and cleaning, suggesting that baseline values may not be as valid and reliable as they could be.

## Conclusions

- PHR's PMP does not adequately focus on outcomes for women facing violence or the links between PHR-provided support and legal services and those outcomes.
- PHR is meeting many of its PMP targets, but reporting against some indicators may be misleading or inappropriate.
- The PHR baseline study may not provide reliable data for measuring project impact.

## Coordination with Partners

*Evaluation Questions 3 & 4: To what extent did PHR coordinate with other domestic violence programs? How effective and flexible has the PHR management been in working with implementing partners and beneficiaries, such as citizens, and the GoB?*

In general, the evaluation team found through conversations with various stakeholders that PHR participates and contributes to existing DV/VAW networks but undertakes its advocacy initiatives mostly independently rather than collaboratively. The team also found that PHR could be coordinating more with potential partners, such as UNFPA's Protection and Enforcement of Women Rights (PEWR) project, which recently hosted trainings for police in some of PHR's project districts on "Prevention of Violence against Women and Child Marriage," according to interviews with police and the UNFPA representative in Sylhet.

PHR also is not linked to at least two relevant USAID programs, Justice for All (JFA, which trains judges) and Actions for Combating Trafficking-in-Persons (ACT, which trains police), according to interviews with their chiefs of party. JFA, for example, is advising the judiciary on amendments to the Legal Aid Services Policies (2001),<sup>8</sup> which currently does not include violence against women as an eligibility criterion for government-funded legal aid. PHR could be contributing to this amendment process and building a relationship with the judiciary through a partnership with JFA.

With regard to PHR management effectiveness and flexibility in working with partners, beneficiaries, and the GoB, the team noted that even the internal PHR relationships have been weak and distant, as described in more detail in the following sections.

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<sup>8</sup> [http://www.nlaso.gov.bd/Form-NLASO/English\\_LASA.%20Regulation.Policy.doc](http://www.nlaso.gov.bd/Form-NLASO/English_LASA.%20Regulation.Policy.doc).

## Relationship with PNGOs

The effectiveness and flexibility of PHR management in working with PNGOs are discussed in IR 1: Component 2, on Capacity Building, and in the Client Satisfaction section of this report. One issue was the early decision by PHR senior managers to use FOGs to fund local partner organizations, which is not appropriate for a complex, long-term project. After complaints from PNGOs during Year 1, Plan changed the funding mechanism to sub-recipient grant agreements. PNGOs noted that this change increased their role and ownership in the project.

PHR was not able to make available to the evaluation team any documentation related to the original PNGO selection process. PHR managers indicated that applications were solicited through a national newspaper advertisement. However, six non-PHR NGOs working on women's rights in Bogra told the team they were not aware of the selection process and regret not having had the chance to apply as PNGOs. Half of the NGO representatives interviewed had not heard of PHR; they noted that PHR does not attend relevant district monthly network meetings.

PHR RPMs and current PNGOs in each district seem to have positive relationships. They told the evaluation team that they meet monthly to discuss project implementation and to identify and resolve issues together. For example, several PNGOs recommended to PHR in monthly district meetings that SWs' honoraria should be increased, and PHR was responsive to this suggestion. On the other hand, PHR decided not to renew grants to at least seven PNGOs because of poor performance or financial impropriety. At least one of these PNGOs in Chittagong with significant women's rights expertise told the evaluation team that PHR has not explained the reason for the discontinuation of the grant, and therefore they cannot learn from the experience.

## Relationship with BNWLA

PHR's relationship with BNWLA has not been positive, according to senior BNWLA and PHR managers in Dhaka. BNWLA expressed their commitment to continue with the project, but they said they have been very disappointed with PHR management decisions and communication. Recent dialogue between the PHR COP and BNWLA leader might have improved the situation. According to BNWLA, they joined the Plan consortium at the proposal stage because Plan signed an agreement indicating that BNWLA would lead three of the PHR components — advocacy, access to justice, and capacity building — and participate in project planning and decision making; but when Plan was awarded the cooperative agreement, Plan did not honor the agreement.

BNWLA does not participate in project planning or decision making. Even on matters that directly involve BNWLA, such as the discontinuation of community-based paralegals, BNWLA says they are not consulted. In addition, BNWLA objects to PHR branding of project materials. BNWLA says that law-related materials, especially those used by BNWLA LCs, should include the BNWLA name and logo.

## Relationship with ICRW

Plan's relationship with ICRW, the other PHR sub-awardee, has been problematic, according to both ICRW and Plan representatives interviewed. ICRW has global DV and gender experience, particularly in relation to developing gender-sensitive research and training materials. During the first year of the project, ICRW led the baseline survey process, contracting with a Bangladeshi firm to conduct the data collection. However, ICRW's survey questionnaire was excessively lengthy, and PHR has concerns about the quality and supervision of the data collection process.

During the third quarter of the second year, ICRW provided valuable inputs on the youth group program, including operational plans and training modules. According to ICRW, PHR gave them very short notice about the training dates, and ICRW consultants were unable to secure visas in time. PHR and Plan USA management were critical of ICRW and recommended that the ICRW partnership be "downsized and re-configured."<sup>9</sup>

ICRW hired a full-time in-country representative in June 2013 who has worked on various PHR components, especially the youth group program. However, according to ICRW's representatives in Dhaka and New Delhi, the roles and responsibilities of their Bangladeshi advisor are not clearly defined; she does not contribute to broader project planning, and ICRW's gender expertise is not being utilized by PHR.

## Relationship with GoB

In Dhaka, PHR has a positive relationship with the staff of MOWCA. However, the evaluation team learned that there is a lack of knowledge about the PHR Project, despite a staff member having traveled recently with the PHR COP and discussing the project at length. PHR does not have relationships with MLJPA and JATI, as noted elsewhere.

The evaluation team also met representatives of MSPVAW of MOWCA, with whom PHR has a closer working relationship. One representative looks forward to continued partnership with PHR and said that PHR should support MOWCA leadership, perhaps through the MSPVAW, to establish an inter-Ministerial and civil society National Violence against Women Committee (NVAWC), rather than insisting on the creation of the NHRAF, which has not gained traction and is not sustainable without PHR facilitation, according to this person.

At the district level, the evaluation team visited three One-stop Crisis Centers (OCCs) managed by MSPVAW and one government-run shelter home. PHR RPMs said they know of the OCCs but do not have relationships with them; no PHR clients have been referred to the government shelter. The team also met two District Women and Affairs Officers (DWAOs).

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<sup>9</sup> The downsizing proposed is (1) ICRW reducing its technical inputs from its India office to one person at 30% time; and (2) ICRW seconding to PHR a Bangladeshi full-time employee to provide technical expertise to the project.

Both shared positive comments about the PHR Project, but neither thought that MOWCA could take charge of the LC outreach or other PHR activities.

According to the officials themselves, PHR's relationships with upazila and UP government officials with whom they work through UHRAFs and SPGs are positive. At both levels, government officials report that they should be able to continue PHR-related activities after the close of the project. During the evaluation period, MOWCA notified PHR of its plan to reinvigorate UVAWCs and requested PHR support. Perhaps implicitly acknowledging PHR's role in this policy change, MOWCA staff report that each UVAWC will now include a journalist, an NGO representative, and a teacher — a similar composition to that of the PHR UHRAFs.

## Conclusions

- PHR's relationships with the government at all levels are very good. The collaboration with MOWCA could be intensified, and referrals to MSPVAW district OCCs could be increased. PHR does not have relationships with MLJPA and JATI.
- The communication and coordination between Plan and its primary PHR partners, BNWLA and ICRW, has been very poor since the beginning of the project, compromising project quality. Plan Bangladesh and Plan/PHR also do not act in close coordination.
- PHR's PNGO selection process and funding mechanism did not follow best practices for local partnerships, and some NGOs with significant gender or DV experience might have been left out of the project. However, PHR relationships with current PNGOs are strong.

## 5.3 RELEVANCE

*Evaluation Question 5: To what extent are the project's objectives still relevant to the current domestic violence circumstances in Bangladesh?*

Many PHR stakeholders, ranging from national-level MOWCA officials to union-level SPGs and SWs confirmed that the goals of the PHR Project remain highly relevant. Despite the passage of the DV Act and its Rules and the existence of several other laws and policies related to the underlying causes of DV, these protections for women remain unenforced, according to independent gender experts, the World Bank, and other sources. PHR's activities related to the DV Act Rules, the NAP on VAW, and the CMRA are, therefore, highly relevant.

However, several issues noted elsewhere in this evaluation report point to limitations of PHR's relevance. First, judges and police expressed mild indifference or a lack of understanding of the importance of DV and its root causes; second, the NHRAF has not gained traction, according to MSPVAW staff and other interlocutors; third, Bangladeshi gender experts and representatives of anti-DV organizations indicated that PHR would be more effective if it were fully linked with existing networks; fourth, one-third to one-fourth of clients report that dowry extortion is the root cause of the violence they face, but PHR is not particularly focused on this issue; and last, PHR's overemphasis on mediation and the lack of livelihood referrals for women tend to diminish women's choices rather than emphasizing women's agency, undermining its relevance.

## Conclusions

- The theme of the PHR Project is highly relevant, and USAID investments in addressing DV and its root causes are well-advised.
- USAID's flagship gender project could be more relevant, prominent, and sustainable, with refinements in the project approach described elsewhere in this report.

### 5.4 CLIENT SATISFACTION (GOB, BENEFICIARIES, OTHER STAKEHOLDERS)

*Evaluation Question 6: What are the levels and areas of project stakeholder satisfaction or dissatisfaction with PHR cooperation and performance?*

As with Relevance, many PHR partner stakeholders expressed high “client satisfaction” to the evaluation team. Staff from MSPVAW said that they appreciate USAID's investment and PHR's efforts; a MOWCA official was somewhat less clear about his or her level of satisfaction with PHR's activities. UHRAF and SPG members commended the project and simply asked for more training, public outreach activities, and time for project activities. Female clients said they are grateful for the SWs' dedicated support, advice from the LCs, and facilitation of the SWs and LCs to get UP chairmen (and other SPG members) to intervene in cases of DV.

District GoB officials and PNGOs also asked why PHR is working in only a limited number of upazilas in each district. Plan, BNWLA, and several PNGOs must all interact with the same interlocutors at the district and upazila levels; not doing so has reportedly caused some confusion. They recommended that in the future, one PNGO should be given responsibility for and relative autonomy in one upazila; multiple PNGOs could then cover multiple upazilas in one district.

The evaluation team reports some PNGO dissatisfaction with PHR's implementation. BNWLA expressed the sharpest criticism of PHR based in part on miscommunication and/or misunderstanding of the nature of the partnership at the proposal stage and during project implementation. BNWLA managers said that Plan told them they would be involved in PHR legal and policy advocacy, project decision making, and other areas. At least, they said, PHR posters and materials used by LCs should include BNWLA's name and logo.

## Conclusions

- Some key institutions necessary to enforcing anti-DV and related laws, such as MLJPA and JATI as well as the Bangladesh Police and Ministry of Home Affairs, are not involved in the PHR Project but could be key partners.
- PNGOs and BNWLA appreciate PHR and some positive changes since the beginning of the project but are not entirely satisfied with their distant engagement in activities. Other stakeholders, including UHRAFs and SPGs, commend project efforts.

### 5.5 SUSTAINABILITY

*Evaluation Question 7: How sustainable are PHR activities beyond USAID support, and what measures could have been taken to enhance sustainability?*

The greatest potential for sustainability of PHR project results is potentially through changes in law and policy, to which PHR is making contributions. As noted previously, however, PHR has not made unique contributions to policy changes and has not yet gained momentum in project activities toward better enforcement of laws, such as adding a comprehensive unit on the DV Act and related laws to the official training schedule for police and judges.

BNWLA staff reported that the organization has been working on DV and related issues for many years and will most likely be able to carry PHR project activities forward. However, BNWLA did not have offices or LCs in union parishads before PHR. These offices and personnel are highly appreciated by clients and communities (SPGs), but BNWLA staff reported that they will not be sustainable after PHR. The evaluation team explored the possibility of MOWCA taking the lead to maintain LC activities through its upazila and union officials, but this option seemed very unlikely given the many constraints of the Ministry. But, MOWCA has announced the reactivation of its UVAWCs, perhaps based at least in part on the success of PHR's UHRAFs. This decision bodes well for the sustainability of one aspect of PHR programming at the upazila level.

The union-level SPGs are unlikely to be able to continue without PHR facilitation. Further, while SWs might continue activities for a short time, they will not be able to sustain the effort for long. However, UP members (many of whom are part of SPGs) have significant potential to carry the momentum that PHR is generating forward. *Shalish* and social services are already within the mandate of UP members.

## Conclusions

- PHR's activities have not yet translated into a sustainable institutional context to protect women against DV. The opportunities for sustainability are to support MOWCA in the reactivation of its UVAWCs and to continue supporting the role of UP members.

## 5.6 CROSS-CUTTING ISSUES

*Evaluation Question 8: How well were youth and gender issues addressed by the PHR Project?*

### Gender

Gender is not a “cross-cutting” issue in the PHR Project but rather the primary issue. Protecting women’s right to be free from violence in their homes requires challenging socialized gender norms regarding the roles of men and women in families and society. Based on project documentation and discussions with PHR staff, it seems that the PHR team may not have significant expertise with this kind of gender analysis. ICRW and BNWLA would have been able to contribute deeper gender expertise to project planning, but representatives of these organizations and Plan/PHR indicate that relationships among the partners were poor from the beginning of project implementation. The PNGOs selected as local partners do not include any of the other prominent organizations working on VAW or DV, and PNGOs in any case were not involved in planning. Some of the resulting weaknesses in the PHR Project from a gender perspective have been mentioned elsewhere in this evaluation report, especially with respect to IR 2: Component 3 (Access to Justice), discussed on pages 11–12.

PHR has adopted some approaches that are very positive in addressing the gender issues underlying VAW and DV. The project includes activities aimed at addressing both the root causes and consequences of DV, both in law and in the lived experience of women; this integrated approach does reflect best international practice. In other words, the project not only “talks the talk,” preaching the evils of DV but also “walks the walk,” providing direct client outreach and services to women. In addition, male community leaders, including *Imams* (religious leaders) and *Kazis* (marriage registrars), have wisely been included in SPGs; men also are prominent among UHRAF members; and courtyard meetings and youth groups include specific outreach to men and boys, respectively. Project training materials also consistently include units on “gender”; however, this foreign vocabulary of elites can cause confusion and be distracting if it is used as jargon without real understanding, which might be the case with SWs and youth groups.

## Conclusions

- PHR is USAID/Bangladesh’s flagship gender project and should be a model of best practices. Gender is, or should be, the central theme.
- PHR includes “gender” vocabulary in all aspects of the project, but deeper gender analysis is missing, as evidenced by some project shortfalls. These weaknesses compromise the quality of services being provided to clients as well as the ability of USAID and PHR to measure real impact for women experiencing violence.

## Youth

As part of its mass awareness campaign, PHR has created youth groups in selected coeducational schools to encourage young people to act as catalysts for attitudinal and behavioral change in their schools, households, and communities. The PHR youth program started from the 8th quarter and is still in a development phase. The evaluation team spoke to the two teacher-advisors and dozens of youth group members in four secondary schools and colleges. In general, teachers and students were enthusiastic about the youth groups.

**Table 2: Student Participation in PHR Youth Groups**

Project Quarter	Boys	Girls	Total
8	895	705	1,600
9	0	0	0
10	588	483	1,071
11	1,615	1,440	3,055
<b>TOTAL</b>	<b>3,098</b>	<b>2,628</b>	<b>5,726</b>

Source: PHR Quarterly Reports

Two teachers from each of the selected schools attended a training session hosted by PHR. Teachers received some printed materials and bags for students. Only high-performing students who expressed interest in participating were selected, and a male and a female leader were chosen for each group. In some schools, youth group members serve as peer educators for their fellow students. Each youth group meets once a month for two hours. Teachers explained

that they facilitate student discussion about their experiences in their households and community. No other kinds of activities were mentioned.

In speaking to the evaluation team, some teachers were well versed in the core PHR messages, while others were not. When asked about the issues they discussed in their groups, students mentioned the health implications of child marriage and said that they now inform their elders if they find out about a planned child marriage. Domestic violence was mentioned by students, but they did not seem to have explored this topic deeply.

## Conclusions

- Youth groups are primarily focused on child marriage, rather than domestic violence, and cannot articulate the core PHR messages.
- Youth groups are implemented by Plan without substantive involvement of the PNGOs.
- Teachers do not have the pedagogical tools to facilitate active learning about key messages.

# VI. LESSONS LEARNED

The evaluation team believes that the following generally-applicable lessons can be learned from the PHR project experience.

- GBV programming should always be guided by international best practice rather than being designed from scratch. Experience from around the world has generated many lessons learned that can prevent mistakes that have significant consequences in women's lives.
- Gender programs should include all relevant partners, especially in government, to avoid backlash and to gain traction for sustainability. Ministries of Women's Affairs are often underfunded and weak. For example, including Ministries of Justice can strengthen gender justice programming and secure broader government buy-in. In addition, programs generally should build on existing institutions instead of creating new ones.
- Local organizations should always be in the lead for the sake of sustainability and in order to take best advantage of their local relationships and knowledge. Ideally, programs should select PNGOs that have a track record of successful work on themes closely related to project goals. Project implementers should ensure a careful, transparent, and well-documented PNGO selection process for auditing purposes and project quality. FOGs are never appropriate for long-term, complex projects with civil society. Grant sub-awards provide more flexibility, NGO ownership, and financial transparency.
- USAID projects should work in as many upazilas as possible within each selected district. Where civil society organizations are involved, one NGO should be clearly in the lead in each upazila (or in each district) in order to avoid confusion among local stakeholders and to empower the responsible local NGO.
- Gender projects should be named as such. One factor in the lack of recognition of PHR as a significant anti-DV force among stakeholders may be the names of the PHR Project

and the entities it has established, the NHRAF and UHRAFs, which do not communicate the primary focus of the project on DV. The vocabulary of “human rights” is too broad, which might cause PHR to lose some of its focus, recognition, and influence.

## VII. RECOMMENDATIONS

The evaluation team offers the following recommendations based on the findings and conclusions presented above. Recommendations are presented based on USAID’s evaluation questions.

### 7.1 RESULTS

#### IR I: Component 1 — Advocacy

1. The evaluation team recommends that Plan Bangladesh include BNWLA and ICWR in planning and implementation of advocacy for changes in law and policy to ensure sustainability.
2. Similarly, PHR should work with prominent Bangladeshi gender rights experts and existing cooperative networks, such as We Can and CiDV, in order to benefit from their expertise and to support their sustainability.
3. The evaluation team recommends that PHR — through BNWLA — should advocate with the MLJPA and JATI to include a component on the DV Act and all related laws in foundation and refresher trainings for judges. As of March 2014, JATI leadership reported that they are open to this suggestion.
4. Plan and BNWLA should intensify advocacy efforts with the Bangladesh Police and MHA to include a DV component in nationwide formal training courses for male and female police officers, including all laws on DV and related rights abuses, VAW sensitivity training, and recommendations for creating women-friendly police stations (another PHR goal).
5. PHR should support MOWCA’s recent initiative to reestablish UVAWCs. With PHR’s technical advice, MOWCA can build from the success of UHRAFs, which should be discontinued as soon as UVAWCs begin operations.
6. PHR also should advocate with MOWCA to lead a NAPVAW Committee, which can take the place of the poorly-functioning NHRAF.
7. Finally, in addition to current efforts related to CMRA and NAPVAW, PHR should conduct advocacy and public awareness campaigns for the enforcement of the Dowry Prohibition Act.

#### IR I: Component 2 — Capacity Building

8. The evaluation team recommends that PHR prioritize formalization and acceleration of training for judges and police. Training should be based entirely on case studies and participatory methods beyond simple brainstorming or discussion.
9. PHR should convene an expert committee to revise BNWLA’s existing guidebook (bench book) on gender-sensitive application of laws for use in training judges and police.

10. During project Years 3 and 4, the evaluation team recommends that PHR host Training of Trainer (ToT) sessions for PNGOs and provide on-the-job mentoring to empower PNGOs to lead all PHR Year 5 training and mentoring.

## IR 2: Access to Justice

11. PHR should work with BNWLA to create a clear and simple-to-understand written “menu” of clients’ legal options (and the possible outcomes of each option). Women’s agency, or decision-making power, should be at the forefront of all client services.
12. Plan and BNWLA should work together to revise the LC case management and reporting formats and client database in order to track correlations between PHR services and the outcomes for clients. These new tools and instructions should be communicated to LCs and panel lawyers through a refresher training to be organized and led by BNWLA by the beginning of Year 4.
13. During Year 4, LCs should be prepared to train and mentor SPGs and all UP members (not only those who are members of SPGs) so that these elected UP representatives can lead all *shalish*, taking full account of relevant laws on DV and related abuses.
14. In Year 5, the evaluation team recommends shifting eight of the highest performing LCs to UWCAO offices, with authorization and partnership from MOWCA. All other LCs could continue working with PHR by conducting mobile legal clinics throughout their upazilas. Excess client cases that cannot be handled by BNWLA LCs and panel lawyers should be referred to District Legal Aid Committees (DLACs) and/or other legal aid NGOs.

## IR 3: Support Services

15. PHR’s mapping of social services and other kinds of referrals available in each local area should be shared immediately with all SWs, SPGs, and UP members in each project area in order to broaden the services that are made accessible to clients.
16. The evaluation team alerted Plan and BNWLA to the misunderstanding about whether LCs and panel lawyers can help women seek divorce. The misunderstanding was resolved and action has been taken to clarify project policy and intentions to LCs and panel lawyers.
17. PNGOs and SWs also should be encouraged to increase income-generating activities (IGAs) referrals in order to expand women’s real choices by offering them the chance of financial independence. As with legal assistance (IR 2), women’s agency should be at the core of all of support services.
18. As with LCs, PHR should prioritize revising the reporting format and instructions for SWs to track cases more carefully, including the relationship between services provided and outcomes for clients. The database for SW cases should be enhanced and linked with the LC database.
19. Once recommendations 15 to 17 are established, the evaluation team recommends refresher training for all SW by the beginning of Year 4, to be organized and led by the PNGOs who manage the SWs. SPG members could be included in part or all of the SW retraining, including a substantive component on psychosocial support that goes beyond offering emotional comfort to women experiencing violence.

20. During Year 5, PHR should phase out SWs in favor of SPG members and additional UP members, who can continue SWs' work more sustainably. The evaluation team recommends that SW, SPGs, and UPs facilitate the establishment of village VAW committees to extend the reach of current SW services and referrals for women.

#### **IR 4: Public Awareness**

21. PHR should immediately create a one-page summary of PHR's core project messages, including the links between dowry extortion, child marriage, and domestic violence, to ensure that stakeholders understand root causes of DV and what actions they can take to address those causes. This limited set of public information messages should be repeated in multiple formats and multiple media. A clearly branded campaign — with a coordinated color palate, logo, tag line, and formatting — would have the best impact.
22. PHR should reprint on large plastic banners a few of the key images from the flipchart used by SWs in courtyard meetings so that participants can see and discuss the images more easily. Large plastic banner flipcharts can be tied between trees or within a courtyard so that participants can see from a distance; these will also last longer than paper versions.
23. PHR should continue outreach to men in communities, since men are the primary perpetrators and are in the majority of positions of influence and power (religious leaders, police, judges, etc.).
24. The evaluation team recommends that PHR increase funds to PNGOs to enable them to hire male SWs to lead more public awareness events for men. PNGOs and SWs also should inspire male members of SPGs and UPs to take the lead in such sessions for male community members.

#### **7.2 MANAGEMENT AND ADMINISTRATION**

25. The evaluation team recommends that PHR immediately initiate regularly-scheduled (perhaps monthly) substantive meetings for PLAN, BNWLA, and ICRW, and concerted efforts to improve communication and collaboration.
26. Plan should give ICRW a larger role within the project and rewrite the terms of reference for the ICRW staff member within PHR to focus on core project themes, rather than the youth activities, as currently planned.
27. USAID's flagship project on VAW should have not only excellent management and project administration, but also more subject-matter expertise at the helm. Thus, Plan should also hire one or more senior gender and DV experts to join its internal PHR team and empower its current gender advisor to ensure more consistent and substantive consultation with external gender experts.
28. Plan should adjust its work plan through a Lessons Learned and Retraining Workshop with all PNGO project staff in order to think collectively about how Plan can strengthen the capacities of its partners to take the lead on project activities during Years 4 and 5. Plan's district offices should be closed in Year 5 to ensure PNGOs are fully in the lead.
29. PHR also should consider bi-monthly meetings with USAID/JFA and ACT senior project staff (not just COPs) to identify areas of potential collaboration or mutual learning and assistance.

### 7.3 RELEVANCE

30. The evaluation team recommends that PHR expand its agenda beyond implementation of the DV Act (and its Rules) and CMRA to include the Dowry Prohibition Act and all legislation relevant to DV. Focusing on the full range of these laws in training projects and client service delivery will help ensure PHR's contributions to addressing DV are more comprehensive and therefore more relevant.

### 7.4 CLIENT SATISFACTION (GOB, BENEFICIARIES, OTHER STAKEHOLDERS)

31. PHR also should engage with some key stakeholders who have not been involved in PHR implementation so far, including formalizing relationships with MLJPA/JATI and Home Affairs Ministry/Police. Other GoB stakeholders such as MOWCA (beyond the MSPVAW) also should be more significantly involved in PHR planning and processes.

### 7.5 SUSTAINABILITY

32. Rather than investing in the struggling NHRAF, the evaluation team recommends that PHR bolster the efforts of the MSPVAW and encourage MOWCA to convene and facilitate a multi-ministerial NVAWC. Similarly, rather than sustaining new structures and staff at the upazila and union levels, PHR should focus on enhancing the knowledge and capacities of local PNGOs, UPs, and other existing resources on all relevant laws, public outreach strategies, and gender-sensitive *shalish* and client services.
33. The evaluation team recommends the above transition by Year 5 of NHRAF and UHRAFs to MOWCA leadership (as NVAWC and UVAWCs) as well as PNGO leadership of all local level activities. By the final project year, PHR's primary roles should be monitoring PNGO activities and providing mentoring and technical assistance to PNGOs and BNWLA, as needed.
34. In addition, the evaluation team recommends clarifying core project messages and re-branding all materials and publications as PHR (rather than Plan) and including partner logos whenever possible and appropriate. This rebranding will bolster recognition of local organizations as the entities that will sustain anti-DV momentum after the PHR Project ends.

### 7.6 CROSS-CUTTING ISSUES

#### Gender

35. The evaluation team recommends that Plan ensure that its PHR Project has senior-level personnel with gender expertise and significant technical experience implementing DV programming in order to benefit from knowledge of global best practices. Increasing and defining more carefully the role of ICRW could help accomplish this goal.

#### Youth

36. PHR should ensure the quality of its youth programming before considering scaling up. Materials and methods should be significantly redesigned with clear core messages, youth-centered content (omitting the foreign "gender" vocabulary and encouraging

dissent and real learning), visuals and data to spark dialogue, and experiential learning (newspaper clipping, word games, debates, improvisation, etc.).

37. The next cycle of PHR youth programs should include lower-performing boys and girls, who may be more likely to cause family violence or be victims of child marriage and family violence.
38. In Year 4, PHR should train PNGOs to take over leadership of the youth program, including providing refresher training for teachers/advisors.

# ANNEXES

# ANNEX I. EVALUATION STATEMENT OF WORK

Protecting Human Rights (PHR) Project  
External Mid-term Performance Evaluation  
USAID/Bangladesh  
Office of Democracy and Governance

## Program Identification Data

Program Title: Protecting Human Rights  
Program Number: AID-388-A-11-00002  
Program Dates: Start Date: 3/15/2011- End Date: 3/14/2016  
Program Funding: \$ 12,700,000  
Implementing Organization: Plan International  
Agreement Officer Representative (AOR): Sumana Binte Masud

### I. Background

Gender-based abuse and discrimination in Bangladesh encompasses a wide range of human rights violations, including, but not limited to, domestic violence, sexual abuse and harassment, rape, discrimination in the work place, and other harmful traditional practices. A 2009 USAID/Bangladesh Democracy and Governance Assessment identified endemic human rights violations related to women and children, and domestic violence as key issues that continues to plague the social fabric and rule of law in Bangladesh.

The PHR Project intends to contribute to change the practices of state duty bearers and also to develop a comprehensive domestic violence response system with participation of multi-level stakeholders and institutions that will expedite to implement the DV Act. The overall hypothesis of the PHR Project is that better implementation of the Domestic Violence (Prevention and Protection) Act 2010 coupled with normative changes in attitudes, behavior, mind set and bringing social solidity on gender will bring about decline in domestic violence against women.

Furthermore, an increase in knowledge, attitude and relationships among the key players implementing domestic violence laws will enhance the responsiveness of the justice system and the deconstruction of gender norms, reinforcing positive attitude and reduced tolerance for human rights abuses among community will enhance safer and more favorable space for women to seek justice around domestic violence issues.

The main components of the PHR Project are:

- Advocacy for legislative reform and enforcement to reduce domestic violence;

- Capacity building for key actors involved in the protection and promotion of human rights;
- Increasing access to justice;
- Providing survivor services; and
- Advancing public education and outreach.

The goal of the Protecting Human Rights (PHR) Project is to reduce the high prevalence of domestic violence and other related human rights violations in predetermined targeted areas of Bangladesh. “Other related human rights violations” are inclusive, but not limited to child marriage, anti-stalking [this term is defined by the Honorable High Court of Bangladesh], dowry, physical humiliation, trafficking, rape and child abduction.

To achieve this goal, PHR pursues the achievement of the four major intermediate results, as indicated in the following:

#### **Intermediate Result 1: DV and HR Legislation and Policies Enforced**

The PHR Project will work with the Government of Bangladesh, other donors, and in coordination with existing domestic violence networks of projects and services to further the advocacy efforts to support the enactment of rules and enforcement of the Domestic Violence Act 2010.

As a part of advocacy efforts, the PHR Project will support existing networks and coalitions. The networks and coalitions will be identified through the mapping exercise. Selected networks and coalitions will jointly bring the issues to attention of policy makers. They will also lobby relevant ministries for approval and enactment of the rules of procedures as well as the enforcement of the provisions of the DV Act. The networks and coalitions members will meet regularly with the government relevant ministries to review that the DV law is being properly enforced.

PHR will form a functional national gender forum in partnership with Dhaka University and others (those assessed to be working on gender based violence issues). The forum will provide technical support to the Ministry of Women & Child Affairs, the lead ministry, to prepare gender sensitive budgets and reports.

PHR and its partners will make use of existing relationships with the government at national and local levels and facilitate meetings, dialogues and the sharing of ideas and experiences to strengthen support services (national and local level) for the implementation of the DV law. PHR will lobby with MOWCA to activate the Inter-Ministerial Coordinating Committee (IMCC) and incorporate the DV issues in their agendas.

#### **Intermediate Result 2: Increased access to Formal and Informal Justice Systems by HR Survivors**

PHR will hire 51 legal counselors (LC) at the union level to provide direct legal support to the HR Survivors. Each LC will cover 2 unions and provide legal counseling including preparing witnesses and victims.

As part of increasing access to formal justice system, and following a set of criteria, PHR will identify local NGOs who will act as a resource for the LCs in the *Upazila*. PHR will file the first incident report on behalf of the victim at the police station, conduct fact finding and ensure that police officials file and submit a Domestic Incident Report to the District Court in a timely manner. After submission of the cases to the District Court, a panel lawyer of the respective partner NGO will be responsible for following the case and grant legal support to the victim through the legal process.

To strengthen *shalish*, PHR will provide basic legal training to *shalish* members on DV and other HR issues. As a follow-up, PHR LCs and local NGO partners will monitor *shalish* for illegal verdicts, gender bias and discuss their findings through regular dialogue with UP, community leaders, and *shalish* members. It is expected that training, coupled with appropriate monitoring, will increase cases settled through ADR and increase victims' willingness to report abuses and seek recourse through *shalish*.

PHR will also provide paralegal training to *Upazila* women Vice-Chairperson and UP women members. This training will enable the women to disseminate legal information, monitor cases, and provide information to victims about services available.

### **Intermediate Result 3: Increased Support Services to HR Abuse Survivors**

PHR will provide support to local partners to develop a referral system for the *Upazilas* based on the mapping exercise and through Plan's current network of local NGOs. Information kits will be provided to the LCs, SPGs, NGOs, medical staff, police, prosecutors, and HR Defenders to make the victims well-informed about the options on locally available services, and how to get support through a hot line and mobile text message. These NGOs will provide information regarding referral processes with data collected within the established M&E process and procedures that have been developed for this project.

The project will provide training on psychosocial counseling to the 102 SPG members from 102 unions and the trained counselor will provide psychosocial counseling to the survivors.

Through the *Upazila* referral system, survivors, their children and witnesses will receive emergency shelter, protection and medical support at the *Upazila* level. In regards to economic empowerment, the project will build a link with microfinance service providers. It will also link with government and non-government organization such as the GoB youth training centers that provide life skill training. Given the substantial differences in types of activities required for a systems level tracking and baseline data, the PHR Project will not focus on data collection within an existing structured organization system or the use of services from referrals within the *Upazilas*.

### **Intermediate Result 4: Public Awareness on HR Improved**

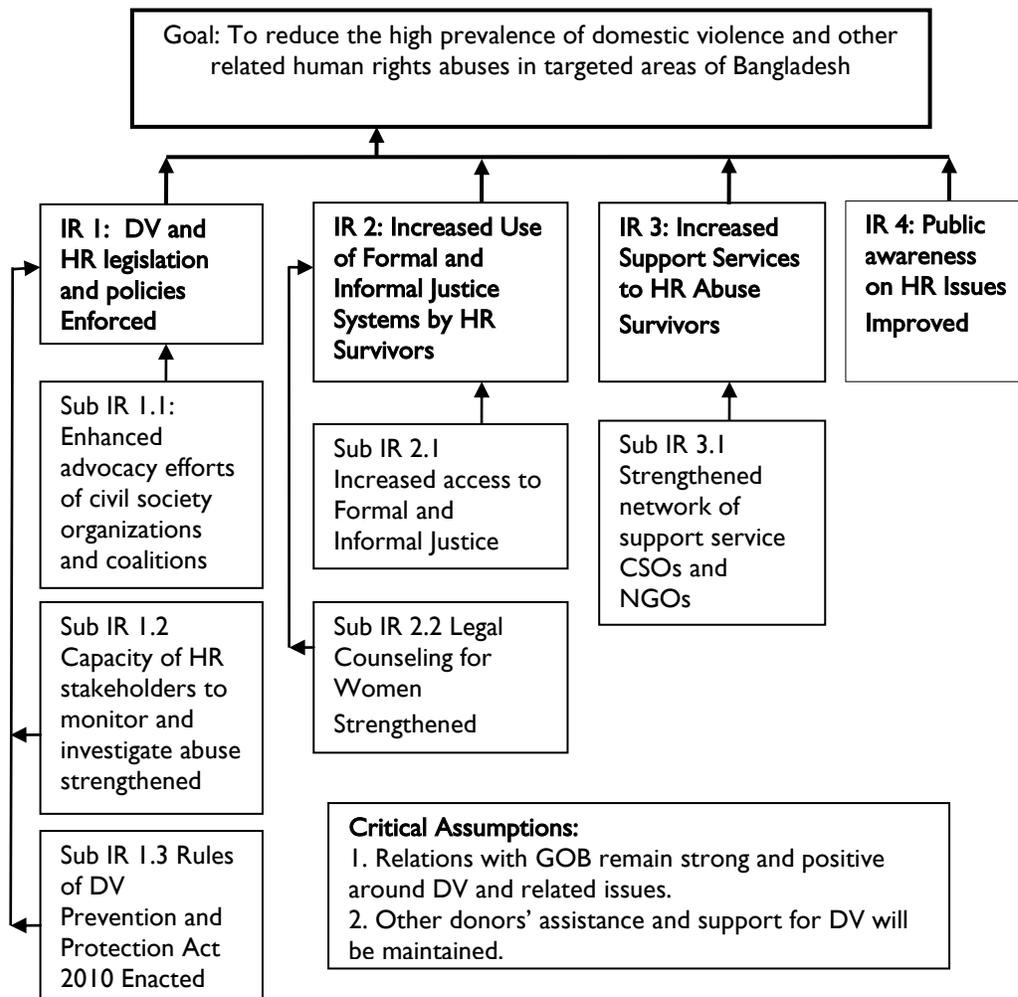
PHR will develop a public awareness campaign in collaboration with stakeholders including MOWCA (and its existing awareness campaign), partner NGOs, religious and community leaders, media, private sector, SPGs, and other donors. The partners will ensure that the messaging is evidence based and culturally appropriate. The campaigns will then be linked with the advocacy strategy.

PHR will design TV spots, newspaper articles and radio messages to address the myths, social

norms and key barriers to public response (taking into account the similar experiences of ICRW in India) and will then post the communication venues on the project website. These communication/public awareness messages will reinforce our advocacy efforts in support of the enforcement and implementation of the DV Law.

PHR will reach out to secondary schools to organize educational activities through trained SPG teacher members. Trained teachers will organize monthly debates, discussion forums and other events at schools that are designed to raise girls’ and boys’ awareness about their rights, encourage reflection on gender roles, and reduce tolerance levels of all forms of violence.

### PHR Result Framework



## II. Objectives of the Evaluation

This external, mid-term performance evaluation will review the progress PHR has made towards achieving the results/outcomes to date. The evaluation will also identify any lessons learned through the half-way point of PHR's five-year program. Specifically, the evaluation will:

- Evaluate PHR overall performance by assessing results against stated targets and indicators;
- Assess the efficacy and results of the PHR implementation approaches and management structure in meeting the objectives;
- Make recommendations to USAID/Bangladesh concerning possible programming changes or adjustments to the second half of PHR's implementation; and

The audience for this evaluation is USAID/Bangladesh, USAID/Washington, leaders of USAID Forward, Plan International, and bi-laterals and multi-lateral donors to Bangladesh.

### **III. Evaluation Questions**

This Scope of Work is for a mid-term evaluation of PHR's almost three years of implementation. The evaluation should review, analyze, and evaluate the PHR program along the following criteria, and, where applicable, identify opportunities and recommendations for improvement. In answering these questions, the Evaluation Team should assess the performance of both USAID and its implementing partner(s).

#### **Results**

1. To what extent has PHR been successful in achieving the program results?

#### **Management and Administration**

2. To what extent has PHR's performance management system provided useful data to support management decisions? To what extent have PHR management and stakeholders incorporated knowledge gained through its M&E into project management?
3. To what extent did PHR coordinate with other domestic violence programs?
4. How effective and flexible has the PHR management been in working with implementing partners and beneficiaries, such as citizens, and the GOB?

#### **Relevance**

5. To what extent are the project's objectives still relevant to the current domestic violence circumstances in Bangladesh?

## **Client Satisfaction (GOB, beneficiaries, other stakeholders)**

6. What are the levels and areas of project stakeholder satisfaction or dissatisfaction with PHR cooperation and performance?

## **Sustainability**

7. How sustainable are PHR activities beyond USAID support?

## **Cross Cutting Issues**

8. How well were youth and gender issues addressed by the PHR program?

## **IV. Proposed Evaluation Methodology**

The detailed methodology of this evaluation will be described by the evaluation team in the Work Plan; this will include presentation of an evaluation matrix that will explicitly link evaluation questions and sub-questions to particular data collection approaches and data sources.

In general, the evaluation will apply a mixed-methods approach, with an emphasis on comparative field-based case studies related to domestic violence. Some quantitative analyses may be featured, for example, in the review of PHR's performance monitoring data or in the analysis of the program's efficiency. The qualitative side of the evaluation will be incorporated to address several questions (regarding program relevance, management and administration, and sustainability, for example). In addition, the field data collection will involve intensive case study visits, organized around a set of semi-structured individual interviews and group discussions. Individual interviewees will include: different women groups in the community, local government elected members, staff members of local-level health complexes, staff of donor organizations working with domestic violence, local opinion leaders, and the general community, etc. The team will welcome suggestions from USAID as well as The Plan International and other evaluation stakeholders, for additional data sources at the community level. Discussion groups will include balanced numbers of men and women; in addition, as appropriate to local circumstances sex- or age-segregated discussion groups will be used to promote free discussion by women, men, and youth.

The evaluation team will analyze the information collected to establish credible answers to the questions and provide major trends and issues. USAID requires that evaluations explore issues of youth; thus, the evaluation should examine youth issues within the context of the evaluation of PHR activities.

Methodological limitations and challenges for this evaluation are expected to include:

- Ensuring adequate representation of interview and rapid appraisal sources vis-à-vis the full scope of PHR activities and outcomes; and
- Taking systematic actions to counter any biases in (a) reporting by data collection sources and (b) interpretations of collected data by the evaluation team.

The methodology narrative should discuss the merits and limitations of the final evaluation methodology. The evaluation team will design appropriate tools for collecting data from various units of analysis. The tools will be shared with USAID during the evaluation and as part of the evaluation report.

The evaluation team will be required to perform evaluation tasks in Dhaka, Bangladesh, and also will travel to activity sites within the country

## VI. Existing Sources of Information

USAID/Bangladesh DG Office will provide documents for the desk review that are not available outside. The list of available documents is presented in Annex A. The list is not exhaustive and the Evaluation Team will be responsible for identifying and reviewing additional materials relevant to the evaluation. The USAID/DG office will also help the evaluation team with contact information for relevant interviewees.

## VII. Deliverables

**All deliverables are internal to USAID** and the evaluation team unless otherwise instructed by USAID. Evaluation deliverables include:

**Evaluation Team Planning Meeting (s)** – essential in organizing the team’s efforts. During the meeting (s), the team should review and discuss the SOW in its entirety, clarify team members’ roles and responsibilities, work plan, develop draft data collection methods and instruments, review and clarify any logistical and administrative procedures for the assignment and prepare for the in-brief with USAID/Bangladesh;

**Work Plan** - Detailed draft work plan (including task timeline, methodology outlining approach to be used in answering each evaluation question, team responsibilities, and data analysis plan): Within 7 working days after commencement of the evaluation;

**In-brief Meeting** - In-brief with USAID/Bangladesh: Within 2 working days of international team members’ arrival in Bangladesh;

**Evaluation Design Matrix** – A table that lists each evaluation question and the corresponding information sought, information sources, data collection sources, data analysis methods, and limitations. The matrix should be finalized and shared with USAID/Bangladesh before evaluation field work starts. It should also be included as an annex in the evaluation report.

**Data Collection Instruments** – Development and submission of data collection instruments to USAID/Bangladesh during the design phase and after the evaluation is completed;

**Regular Updates** - The Evaluation Team Leader (or his/her delegate) will brief the BDGPE COR on progress with the evaluation on a weekly basis, in person or by electronic communication. Any delays or complications must be quickly communicated to USAID/Bangladesh as early as possible to allow quick resolution and to minimize any disruptions to the evaluation. Emerging opportunities for the evaluation should also be discussed with USAID/Bangladesh.

**Debriefing with USAID** - Presentation of initial findings, conclusions, and preliminary recommendations to USAID/Bangladesh before the international team members depart from Bangladesh.

**Debriefing with Partners** - The team will present the major findings from the evaluation to USAID partners (as appropriate and as defined by USAID) through a PowerPoint presentation prior to the team's departure from the country. **The debriefing will include a discussion of achievements and activities only**, with no recommendations for possible modifications to project approaches, results, or activities. The team will consider partner comments and incorporate them appropriately in drafting the evaluation report.

**Draft Evaluation Report** - The Evaluation team will analyze all data collected during the evaluation to prepare a draft Performance Evaluation Report and submit the report within 20 working days on after the departure of international team members from Bangladesh. The draft report must be of a high quality with well-constructed sentences, and no grammatical errors or typos. The report should answer ALL the evaluation questions, and the structure of the report should make it clear how the evaluation questions were answered. The draft report must meet the criteria set forth under the final report section below. USAID will provide comments on the draft report within ten working days of submission. The Evaluation Team will in turn revise the draft report into a final Performance Evaluation Report, fully reflecting USAID comments and suggestions, within 10 working days of receipt of the written comments;

**Final Report:** The Evaluation Team will submit a final Performance Evaluation Report that incorporates Mission comments and suggestions no later than 10 working days after USAID/Bangladesh provides written comments on the draft Performance Evaluation Report. The format of the final report is provided below. The report will be submitted in English, electronically.

The final report should meet the following criteria to ensure the quality of the report:

- The evaluation report should represent a thoughtful, well-researched and well organized effort to objectively evaluate what worked in the project, what did not and why.
- Evaluation reports shall address all evaluation questions included in the scope of work.
- The evaluation report should include the scope of work as an annex. All modifications to the scope of work, whether in technical requirements, evaluation questions, evaluation team

composition, methodology or timeline need to be agreed upon in writing by the technical officer.

- Evaluation methodology shall be explained in detail and all tools used in conducting the evaluation such as questionnaires, checklists and discussion guides will be included in an Annex in the final report.
- Evaluation findings will assess outcomes and impact on males and females.
- Limitations to the evaluation shall be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.).
- Evaluation findings should be presented as analyzed facts, evidence and data and not based on anecdotes, hearsay or the compilation of people's opinions. Findings should be specific, concise and supported by strong quantitative or qualitative evidence.
- Sources of information need to be properly identified and listed in an annex.
- Recommendations need to be supported by a specific set of findings.
- Recommendations should be action-oriented, practical and specific, with defined responsibility for the action.

The format of the final performance evaluation report should strike a balance between depth and length. The report will include a table of contents, table of figures (as appropriate), acronyms, executive summary, introduction, purpose of the evaluation, research design and methodology, findings, conclusions, lessons learned and recommendations. Where appropriate, the evaluation should utilize tables and graphs to link with data and other relevant information. The report should include, in the annex, any dissenting views by any team member or by USAID on any of the findings or recommendations. The report **should not exceed 30 pages**, excluding annexes. The report will be submitted in English, electronically. The report will be disseminated within USAID. A second version of this report **excluding any potentially procurement-sensitive information** will be submitted (also electronically, in English) to Development Experience Clearinghouse (DEC) for dissemination among implementing partners and stakeholders.

All quantitative data, if gathered, should be (1) provided in an electronic file in easily readable format; (2) organized and fully documented for use by those not fully familiar with the project or the evaluation; (3) owned by USAID and made available to the public barring rare exceptions. A thumb drive with all the data could be provided to the COR.

The final report will be edited/formatted by Social Impact and provided to USAID/Bangladesh 15 working days after the Mission has reviewed the content and approved the final revised version of the report.

## VII. Team Composition/ Technical Qualifications and Experience Requirements for the Evaluation Team

The evaluation team will include and balance several types of knowledge and experience related to program evaluation. Individual team members should have the technical qualifications as described below:

1. **Team Leader:** An international Senior Evaluation Specialist with experience in evaluating Human Rights and Domestic Violence programs in developing countries. The Team leader will provide leadership for the Team, finalize the evaluation design, coordinate activities, arrange meetings, consolidate individual input from Team members, and coordinate the process of assembling the final findings and recommendations. S/he will also lead the preparation and presentation of the key evaluation findings and recommendations to USAID/Bangladesh. The evaluation team leader required to have background in working with Gender issues and good knowledge about human rights. At least ten (10) years of experience in evaluation management is required. Experience in conducting assessments and designing strategic responses to Gender violence, human rights in developing countries is required. Ability to produce high quality evaluation report in English is essential.
2. **National Team Member:** A national Senior Sector Specialist should have working experience with Human Rights and Gender violence in Bangladesh. At least ten (10) years of experience in human rights programs and some experience managing or implementing programs related to Gender issues or Domestic violence in developing countries is required. Ability to conduct interviews and discussions and write well in English is essential.
3. **National Team Member:** A national senior or mid-level evaluation specialist should have at least 7 years of experience in designing and conducting field-based evaluations and assessments in the democracy and governance sector. Relevant experience in Bangladesh preferred.

The proposed team composition will include one team leader and two team members. USAID strongly encourages the team to have one member from the LTTA staff for this Evaluation. All positions will be considered key staff and will require USAID approval.

Overall the team will need expertise in USAID practices and expectations in program evaluation; program design and analysis; quantitative and qualitative data collection and analysis; survey design and analysis; program issues, innovations and challenges in promotion of public sector transparency and accountability; and USAID practices and requirements in program performance measurement.

## VIII. Conflict of Interest

All evaluation team members will provide a signed statement attesting to a lack of conflict of interest, or describing an existing conflict of interest relative to the project being evaluated. USAID/Bangladesh will provide the conflict of interest forms.

## IX. SCHEDULING AND LOGISTICS

Work is to be carried out over a period beginning from February 2014, with field work completed in March 2014 and final report and close out concluding o/a April/May 2014.

### Funding and Logistical Support

The proposed evaluation will be funded and implemented through the BDGPE project. Social Impact will be responsible for all off-shore and in-country administrative and logistical support, including identification and fielding appropriate consultants. Social Impact support includes arranging and scheduling meetings, translation services, international and local travel, hotel bookings, working/office spaces, computers, printing, photocopying, arranging field visits, local travel, hotel, and appointments with stakeholders.

The evaluation team should be able to make all logistic arrangements including the vehicle arrangements for travel within and outside Dhaka and should not expect any logistic support from the Mission. The team should also make their own arrangement on space for team meetings and equipment support for producing the report.

### Scheduling

Task	Dates	Team Leader	National	National
Review background documents & preparation work (offshore): <b>Draft work plan</b> submitted to SI's technical backup for review by 3/11 and by SI HQ to USAID/Bangladesh by 3/13	3/7 – 3/15	3	3	3
Travel to Bangladesh by expat team member	3/14 – 3/15	2		
<b>Team Planning Meeting</b> hosted by BDGPE	3/16	1	1	1
<b>In-brief</b> with USAID/Bangladesh	3/17	.5	.5	.5
Meet with <b>PHR/Plan International staff</b>	3/17	.5	.5	.5
Produce Final <b>Work Plan</b>	3/18 COB	1	1	1
Data collection	3/19 – 4/1	12	12	12
Analysis and product drafting in-country				
Evaluation Team submits <b>annotated report outline and draft presentation</b> for USAID/Bangladesh DG Team review; data collection continues after submission	4/1	-	-	-
USAID provides comments (as needed) on report outline and draft presentation; team continues field work	4/2 – 4/5	3	3	3
<b>Presentation and debrief</b> with DG Team and USAID/Bangladesh	4/6	.5	.5	.5
<b>Debrief meetings with key stakeholders</b> , including GOB	4/6	.5	.5	.5
Expat Team members depart Bangladesh	4/7 – 4/8	2		-
Analyze data and produce draft report (team submits to SI and BDGPE by 5/4) SI reviews <b>draft report</b> , delivers to USAID on 5/22	4/9 – 5/22	6	3	3

USAID and partners review draft and provide comments	5/22 – 6/5	-	-	-
Team revises draft report and submits to BDGPE by 6/13; SI and BDGPE review draft, edit, and finalize and submit to USAID on 6/26.	6/6 – 6/26	3	-	-
<b>TOTAL</b>		<b>35</b>	<b>25</b>	<b>25</b>

## X. REPORTING REQUIREMENTS

The total pages, excluding references and annexes, should not be more than 30 pages. The following content (and suggested length) should be included in the report:

### Table of Contents Acronyms

**Executive Summary** - concisely state the project purpose and background, key evaluation questions, methods, most salient findings and recommendations (2-3 pp.);

1. **Introduction** – country context, including a summary of any relevant history, demography, socio-economic status etc. (1 pp.);
2. **The Development Problem and USAID’s Response** - brief overview of the development problem and USAID’s strategic response, including design and implementation of the PHR program and any previous USAID activities implemented in response to the problem, (2-3 pp.);
3. **Purpose of the Evaluation** - purpose, audience, and synopsis of task (1 pp.);
4. **Evaluation Methodology** - describe evaluation methods, including strengths, constraints and gaps (1 pp.);
5. **Findings/Conclusions** - describe and analyze findings for each objective area using graphs, figures and tables, as applicable, and also include data quality and reporting system that should present verification of spot checks, issues, and outcomes (12-15 pp.);
6. **Lessons Learned** - provide a brief of key technical and/or administrative lessons on what has worked, not worked, and why for future project or relevant program designs (2-3 pp.);
7. **Recommendations** – prioritized for each key question; should be separate from conclusions and be supported by clearly defined set of findings and conclusions. Include recommendations for future project implementation or relevant program designs and synergies with other USAID projects and other donor interventions as appropriate (3-4 pp).

**Annexes** – to include statement of work, documents reviewed, bibliographical documentation, evaluation methods, data generated from the evaluation, tools used, interview lists, meetings, focus group discussions, surveys, and tables. Annexes should be succinct, pertinent and readable. Should also include if necessary, a statement of differences regarding significant unresolved difference of opinion by funders, implementers, or members of the evaluation team on any of the findings or recommendations. The report format should be restricted to

Microsoft products and 12-point type font should be used throughout the body of the report, with page margins one inch top/bottom and left/right.

#### Annex-A

List of Document (would be provided by USAID)

1. PHR program document
2. PHR PMP
3. PHR performance report

# ANNEX II. METHODOLOGY & LIMITATIONS

The primary data sources of this evaluation are a review of program documents and Bangladeshi law, interviews at the national level in Dhaka, and field visits. The data collection methodology primarily consisted of Key Informant Interviews (KIIs), small group discussions, Focus Group Discussions (FGDs), and analysis of PHR’s documentation and PMP database.

## I. Documents

**Program Documents:** The documents that were reviewed include the Cooperative Agreement and budget; PMP and narrative PMP update’ Baseline Assessment Report; annual Workplan narratives and grids; I I Quarterly Reports; two Technical Reports; and 18 Training Modules. A list of all documents consulted is in Annex III.

**Bangladesh Laws, Policies, and Reports to United Nations Treaty Bodies:** Several national laws and policies of Bangladesh were relevant to the PHR evaluation. These include the Domestic Violence (Prevention and Protection) Act, 2010; the DV Act Rules, passed in April 2013; the Child Marriage Restraint Act, 1929; the Dowry Prohibition Act, 1980; the Suppression of Violence against Women and Children Act, 2000; and the National Action Plan (NAP) 2013–2025 to prevent violence against women and children. The team also studied Bangladesh’s reports to the United Nations CEDAW Committee and the Committee on the Rights of the Child (CRC), among many other secondary sources.

## 2. Key Informant Interviews (KIIs)

The evaluation team conducted 24 KIIs with key stakeholders at the national, district, upazila, and UP levels. The team intentionally met with some individuals who were not PHR program participants (such as local non-PHR NGOs, judges, and magistrates) to explore whether they could usefully be included in future activities and to obtain external opinions on PHR’s effectiveness.

**Table II-I: Types of KIIs in Dhaka and Districts**

KIIs in Dhaka	KIIs in Districts, upazilas & UPs
1. Ministry of Women and Children Affairs (MOWCA)	1. PNGOs (PHR grantee implementing partners)
2. Ministry of Law, Justice and Parliamentary Affairs (MLJPA)	2. Upazila Chair and Vice Chairs
3. Judicial Administration Training Institute (JATI)	3. Women and Children Affairs Officers (WCAOs)
	4. District Judge(s)/Judicial

KIIs in Dhaka	KIIs in Districts, upazilas & UPs
4. Directorate of Social Welfare	Magistrate(s)
5. Department of Women’s Affairs	5. Police Inspectors
6. Multi-Sectoral Program on VAW (MSPVAW)	6. GOB Shelter Home
7. BNWLA	7. UNFPA
8. ICRW	8. Department of Social Services
9. USAID Actions for Combating Trafficking-in-Persons (ACT)	
10. USAID Justice for All (JFA)	

A summary of KIIs is in the table above, a full list is in Annex VI, and district meeting schedules are in Annex VII. Each KII was guided by an interview protocol (see Annex V) adjusted for different types of interviews. The purpose of the protocols was: (1) To ensure all key issues are covered during interviews; (2) To elicit rich, sometimes unanticipated, information from informants; and (3) To help to organize information in a form that can be usefully and efficiently analyzed.

### 3. Small Group/Focus Group Discussions

Several separate FGDs or small group discussions were hosted in each district, upazila, or UP with stakeholders and program participants, with separate groups of males and females where possible and appropriate. As with KIIs, each FGD or small group discussion was guided by a tailored discussion protocol, appropriately adjusted for different types of participants (see Annex V). In total, 54 small group discussions took place. A list of all FGDs and small group discussions is below, and more detail is in Annex VI.

**Table II-2: FGDs in Dhaka, Districts, upazilas & UPs:**

1. Members of Upazila Human Rights Advocacy Forums (UHRAFs)
2. Members of Social Protection Groups (SPGs)
3. Legal Counselors (LCs)
4. Panel Lawyers
5. Social Workers (SWs)
6. PHR Master Trainers
7. Female clients (“survivors”)
8. Teachers/Youth Group Advisors

- 
9. Youth Group members/students
  10. One-stop Crisis Centers (OCCs)
  11. Other NGO leaders
- 

In Dhaka, the team hosted two separate small group discussion sessions with (a) donors and development partners and (b) gender and human rights experts. The organizations that participated in these small group discussion sessions are listed in the table below, and the names of all participants are in Annex VIII.

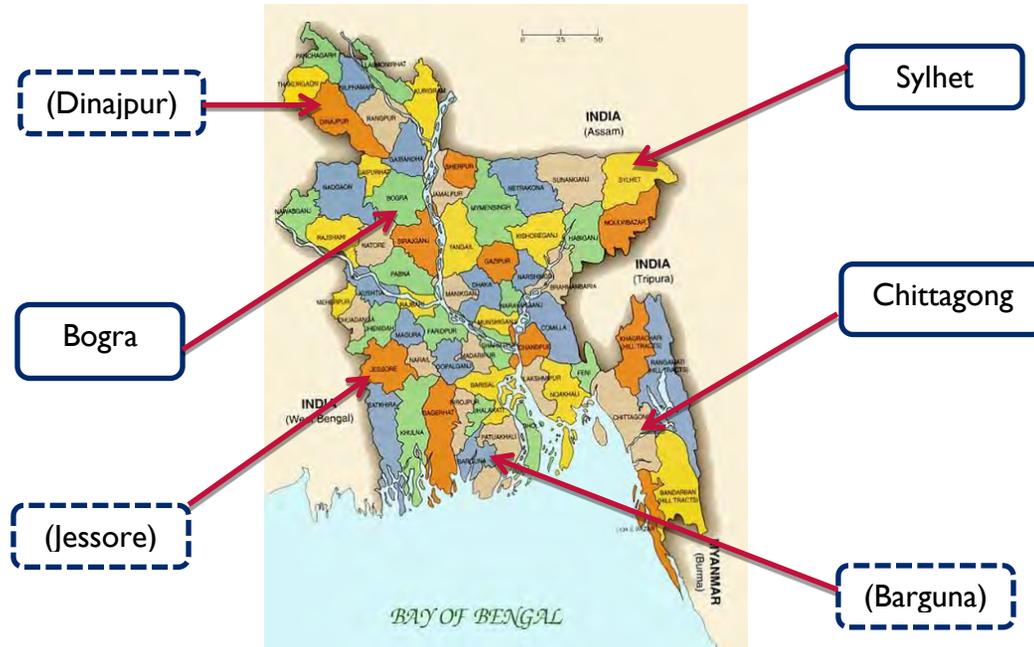
**Table 11-3: Small Group Meeting Participants in Dhaka**

Donors and Development Partners	Gender and Rights Organizations
1. UN Children’s Fund (UNICEF)	1. Women for Women
2. International Organization for Migration (IOM)	2. Bangladesh <i>Mohila Parishad</i>
3. Embassy of Canada	3. Acid Survivors’ Forum (ASF)
	4. Society for Training and Employment Placement Services (STEPS)
	5. Department of Women and Gender Studies, University of Dhaka
	6. We Can Alliance to End Domestic Violence

#### 4. Field Visits

Given the limited time available for field work and the desirability of meeting relevant stakeholders and PHR partners at three local levels, the evaluation team visited two UPs in Patiya and Balaganj Upazilas in Chittagong and Sylhet districts, respectively, and five UPs in Bogra district, including three in Shibganj Upazila and two in Shariakandi Upazila.

Figure 5: Map Showing Location of PHR Districts Visited (and Other Project Districts)



Districts were chosen on the basis of the program baseline data on rates of domestic violence per upazila (see Table II-4 below). Other factors included the districts’ availability by air, the proximity of the program upazila to the district center, geographic diversity across the country, and implementation of various program activities in different locations.

Table II-4: PHR Baseline Data of DV Rates per upazila

Table 5.1: Current prevalence of physical and sexual violence against women by an intimate partner by Upazila				
Site – Upazila	Prevalence of violence in last 12 months			
	Physical Violence (%)	Sexual violence (%)	Physical or sexual violence or both (%)	Total no. of women (N)
Baraguna Sadar	67.8	54.4	72.0	540
Patiya	62.9	61.2	64.5	299
Shariakandi/Sonatala/Shibganj	50.1	43.0	52.2	395
Manirampur	40.8	33.8	48.8	240
Balagonj	31.7	25.1	32.2	183
Chiribandar	21.2	16.6	24.3	345
<b>Total</b>	<b>49.3</b>	<b>41.8</b>	<b>52.6</b>	<b>1982</b>

Three PHR districts were excluded: Barguna Upazila (the PHR “control” site) in Barguna where no program activities took place; Chirirbandar Upazila in Dinajpur, which has the lowest prevalence of VAW and where Plan has been working since the 1990s; and Monirampur in Jessore District, where upazila elections were scheduled.

The next step in the site selection was to identify individual UPs. During the second quarter of project Year 3 (July–September 2013), PHR conducted a performance appraisal of its Social Protection Groups (SPGs). An external firm was assigned to carry out the appraisal. The SPGs were divided into three categories (A, B, and C) based on three quantitative criteria: (a) number of child marriages stopped, (b) the number of survivors referred to LCs, and (c) the percentage of participation in SPG quarterly meetings. The categorization is done as follows:

- *A = 8 or more child marriages stopped, 20 or more cases referred to LCs, and 80–100% member attendance at quarterly meetings*
- *B = 6–7 child marriages stopped, 15–19 cases referred to LCs, and 70–79% member attendance at quarterly meetings*
- *C = 4–5 child marriages stopped, 10–14 cases referred to LCs, and 69% or below member attendance at quarterly meetings*

Within the selected districts (Chittagong, Sylhet, and Bogra), the SPGs were selected proportionally by A, B, and C categories. A summary of the ratings for each upazila is given in the following table:

**Table II-5: Number of SPGs by Category**

Division	District	Upazila	# of SPGs	“A” Category	“B” Category	“C” Category
Chittagong	Chittagong	Patiya	22	0	15	7
Sylhet	Sylhet	Balaganj	14	11	1	2
Rajshahi	Bogra	Shibganj,	12	11	1	0
		Shariakandi	12	7	5	0
		Sonatola	3	2	1	0
Rangpur	Dinajpur	Cherirbandar	12	5	7	0
Barisal	Barguna	Sadar	10	1	0	9
Khulna	Jessore	Monirampur	17	7	4	6

The evaluation team elected to visit four “A” category SPGs, three “B” category SPGs, and two “C” category SPGs, to ensure that the evaluation took into consideration different levels of SPG performance. A summary of the selected field visit sites is presented in the table below.

**Table II-6: Field Site Visit Summary**

Division	District	Upazila	# of SPGs	UP 1	UP 2	UP3
Chittagong	Chittagong	Patiya	22 SPGs	Kachuai (B)	Haidgaon (C)	-
Sylhet	Sylhet	Balaganj	14 SPGs	Omarpur (A)	Goala Bazar (C)	-
Rajshahi	Bogra	Shibganj,	12 SPGs	Deuli (A)	Siadpur (B)	Royganj

						(A)
		Shariakandi	12 SPGs	Bhelabari (A)	Kutubpur (B)	

## LIMITATIONS

Various aspects of the PHR program were challenging for collection and analysis of data for the evaluation.

### I. Sensitivity of the Issues

Issues of domestic violence and child abuse (including child marriage) are inherently sensitive, and special care was required to ask questions about these topics. In rural Bangladesh, there are particular sensitivities related to Islam, the relative disempowerment of women, and people's disinclination to discuss family matters of any kind with outsiders. Men are as reluctant as women to discuss such issues, especially if they feel they are being challenged.

To mitigate some of these concerns, the team held some FGDs with women only, which required extra time and attention to organize and manage. The male member of the evaluation team did not attend these women-only meetings, but his inclusion on the team was important to encourage frank discussion with some men, especially following recent political turmoil related to Islamic groups. In addition, the team emphasized confidentiality in all meetings, especially with clients (survivors), and asked about hypothetical situations whenever possible.

### 2. Assessment of Activities at Four Levels & Limited Time

PHR's Component 1 (advocacy) works in part at the national level, while Components 2 (capacity building), 3 (access to justice), and 4 (public awareness) work primarily at the three local levels. Data was collected from all of these levels. PHR works in six non-contiguous districts, eight upazilas, and 102 UPs. The evaluation, accordingly, had to learn about PHR activities and meet with stakeholders at all of these levels, putting further pressure on limited time and resources.

The evaluation schedule included time for team-building, work plan design, briefing USAID and stakeholders, travel to and from field visits, and Dhaka interviews, limiting the time available in the districts. The team's draft work plan calendar included three full days in two districts and four days in one district. This compressed time frame allowed the team to hold in-depth conversations with a limited number of interlocutors and small group discussions with most other stakeholders. The team was also able to visit nine UPs in one-half of project districts (three out of six).

### 3. Criteria for Selection of Field Visit Sites

Selection of districts, upazilas, UPs, and stakeholders for field visits was constrained in at least three ways. First, the team needed to avoid being in upazilas during or immediately following local elections, such as during the Jessore elections scheduled for March 15.

Second, travel time had to be short to allow maximum time for stakeholder interactions. The team chose two districts accessible by air with as many flight options as possible, in order to minimize travel time and in case of unexpected delays or other problems.<sup>10</sup> The evaluation team traveled by road to one district (Bogra) that is relatively accessible from Dhaka. Additionally, the team had identified upazilas and UPs that can be visited in a single day from each district's central location. The team stayed overnight in the main town of the district, where some interviews were conducted, and traveled back and forth to the relevant UPs from that town.

Third, the evaluation team was dependent on PHR colleagues to organize meetings with stakeholders at each local level, including UHRAFs, SPGs, SWs, LCs, and Panel Lawyers. In particular, during 2013, PHR categorized the SPGs based on several quantitative criteria, and the evaluation team used this categorization to select the UPs with SPGs in all three categories within reasonable driving distances. The team is very appreciative of the kind support rendered by PHR staff (from Plan, BNWLA, and PNGOs) before and during the evaluation district visits.

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<sup>10</sup> There was problem finding convenient domestic flights, as the ICC T20 World Cup Tournament was held in Bangladesh and cricket teams were traveling by air and occupying suitable hotel accommodations.

# ANNEX III. DOCUMENTS REVIEWED

## Bangladesh Laws

- Government of India; Child Marriage Restraint Act 1929
- Government of People Republic of Bangladesh; Dowry Prohibition Act 1980
- Government of Peoples Republic of Bangladesh; Legal Aid Services Act 2000, Regulations, Policies and Gazettes (Act No. VI of 2000); Dhaka, 26 January, 2000.
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# ANNEX IV. DATA GATHERED FROM THE EVALUATION

## I. IEC Materials Distributed by PHR

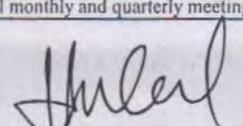
IEC Materials	Q2	Q3	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Total
Brochure	6,000	10,000	0	0	5,000	5,000	0	0	0	26,000
Poster	0	40,000	0	0	204,000	0	204,000	0	0	448,000
Folder	0	75	0	0	0	0	0	0	0	75
T-shirt	0	2,885	0	0	2,540	3,000	400	4,152	0	12,977
Cap	0	3,875	0	0	1,000	3,050	3,100	11,919	0	22,944
Bag/handbag	0	985	0	0	0	200	310	9,925	0	11,420
Notebook	0	1,000	0	0	0	4,000	0	0	0	5,000
TV Spot	0	0	76	136	0	386	0	0	0	598
Radio message	0	0	201	651	0	420	0	0	0	1,272
Dairy	0	0	0	0	2,000	0	0	0	0	2,000
Calendar	0	0	0	0	2,000	0	0	0	0	2,000
Newsletter	0	0	0	0	3,500	3,000	0	0	4,000	10,500
Signboard	0	0	0	0	102	0	0	0	0	102
Leaflet/flyers	0	0	0	0	26,000	10,000	51,000	47,000	44,000	178,000
Festoon	0	0	0	0	60	53	100	95	66	374
Banner	0	0	0	0	13	24	17	73	85	212
Flag	0	0	0	0	300	60	0	0	0	360
Placards	0	0	0	0	50	40	110	0	0	200
Stickers	0	0	0	0	0	5,000	0	0	0	5,000
Billboard	0	0	0	0	0	13	0	0	0	13
Website	0	0	0	0	0	1	0	0	0	1
Head/handband	0	0	0	0	1,500	100	100	2,500	0	4,200
Flipchart	0	0	0	0	0	700	0	0	0	700
DV Pocketbook	0	0	0	0	0	0	4,000	0	0	4,000
Folder	0	0	0	0	0	4,000	0	0	0	4,000
Pen	0	75	0	0	0	0	4,000	7,852	0	11,927
Coffee mug	0	0	0	0	0	0	100	1,056	0	1,156
Ludu (game)	0	0	0	0	0	0	0	0	90	90

Source: PHR Quarterly Reports

## 2. Sample BNWLA Legal Counselor Monthly Report

Bangladesh National women Lawyers Association (BNWLA)  
Protecting Human Rights (PHR) Program  
Report for the month of January 2014

Serial No.	Activities	Year-Three	Achievements of Quarter-4			Remarks
		Target for 4th quarter	January 14			
			Event	Male	Female	
1	Complaints received at legal counseling centers	1000	60	7	53	
2	DV a& HR cases/complaints settled through ADR recorded at Counseling center	420	38	2	36	
3	DV a& HR cases/complaints settled through ADR recorded at Union Parishad	180	0	0	0	
4	No. of total shalish(ADR) Serial No. 2+3=4	600	38	1	37	
5	No. of case filed at court	35	10	0	10	
6	Total no. of on going case		41	0	41	
7	No. of FIR lodged at Police station		0	0	0	
8	No. of GD lodged at Police station		1	0	1	
9	No. of case disposed. (Filed cases)	5	0	0	0	
10	No. of survivor received legal service. (Serial No. 4+5+7+8=10)	510	49	0	49	
11	No. survivor received door step legal counseling	229	2	0	2	
12	No. of Legal literacy session conducted	20	0	0	0	
13	No. of survivor received legal counseling	1000	60	7	53	
14	No. of survivors referred for legal service		5	0	5	
15	No. of survivors who received medical services	120	0	0	0	
16	No. of survivors who received livelihood support		4	0	4	
17	No. of survivors who received Livelihood/skill training	90	0	0	0	
18	No. of Survivor who received shelter supports	5	0	0	0	
19	No. of gender-sensitive reports produced and published by trained journalists	7	0	0	0	
20	No. of Public Interest Litigations (PILs) registered that addressed violations of human rights	1	0	0	0	
21	No. of shalish/mediation followed up		29	0	29	
22	No. of complaints received after shalish/mediation		4	0	4	
23	No. of complaints disposed		0	0	0	
24	No. of complaints pending for settlements		819	22	797	
25	No. of Satelite/Mobile clinic program conducted		0	0	0	
26	No. of Legal monthly and quarterly meetings	19	1		8	

  
Prepared by: Jakiya Jalal  
AC,PHR,Sylhet.

### 3. Sample BNWLA Client Causes of Action Monthly Report

Balagonj, Total

Report for the month of January 2014

Nature of Complaint	Number of complaints	Pending	Compromised/Vacination		Withdrawn	Referred	Advised	Complaint disposed	Case filed	Case disposed	Remarks
			In PHR center	Out center							
Domestic Violence/Physical Torture/Mental Torture/Sexual harassment/Economic Torture/Residential IIR violence	31	583	20	8	0	3	0	0	8	0	0
Dowry											
Torture for dowry	0	0	0	0	0	0	0	0	0	0	0
Demand of Dowry	15	94	3	1	0	0	0	0	2	0	0
Sexual Related violence											
Stalking	0	0	0	0	0	0	0	0	0	0	0
Sexual Harassment	0	6	0	0	0	0	0	0	0	0	0
Rape Gang rape Attempt to rape	0	2	0	0	0	0	0	0	0	0	0
Child marriage	0	0	0	0	0	0	0	0	0	0	0
Family related Issues											
Divorce	2	4	0	1	0	0	0	0	0	0	0
Restitution of conjugal right	7	107	2	3	0	0	0	0	0	0	0
Dower	1	4	0	0	0	0	0	0	0	0	0
Maintenance	4	19	0	0	0	0	0	0	0	0	0
Guardianship/ custody of children	0	0	0	0	0	0	0	0	0	0	0
Others											
Murder	0	0	0	0	0	0	0	0	0	0	0
Trafficking	0	0	0	0	0	0	0	0	0	0	0
Polygamy	0	0	0	0	0	0	0	0	0	0	0
Missing	0	0	0	0	0	0	0	0	0	0	0
Abduction	0	0	0	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0	0	0	0
Total	60	819	25	13	0	3	0	0	10	0	0

Prepared by: Jakiya Jalal  
AC, PHR, Sylhet.

#### 4. Sample PHR Social Worker Monthly Report



### Monthly Report Protecting Human Rights (PHR) Program Sylhet Jubo Academy(SJA) Month: December'2013

#### Courtyard Meeting

Union	Number of Meeting		Male	Female	Total
	Male	Female			
Umorpur	01	03	30	90	120
Sadipur	00	04	00	116	116
Poschim Poilonpur	01	03	30	94	124
Purbo Poilonpur	01	03	26	92	118
Goyalabazar	01	03	22	82	104
<b>Total</b>	<b>04</b>	<b>16</b>	<b>108</b>	<b>474</b>	<b>582</b>

#### Phycho-social Counseling

Union	Number of Survivor	Number of Counseling	New	Old
Umorpur	10	17	03	07
Sadipur	20	20	06	14
Poschim Poilonpur	20	43	06	14
Purbo Poilonpur	13	22	04	09
Goyalabazar	18	25	12	06
<b>Total</b>	<b>81</b>	<b>127</b>	<b>31</b>	<b>50</b>

#### SMC Meeting

Name of school	Union	Date	Number of participants		
			Male	Female	Total
Goalaabazar Adarsha High School	Goalabazar	-	-	-	-
Sadipur Adarsha High School	Sadipur	14.12.2013	11	02	13
Rahmatpur High School	Sadipur	14.12.2013	10	02	12
Khadimpur Nasibullah High School	Umorpur	12.12.2013	12	-	12
<b>Total</b>	<b>03</b>	<b>-</b>	<b>33</b>	<b>04</b>	<b>37</b>

Project Officer  
PHR

*Shilpa*

# ANNEX V. EVALUATION INSTRUMENTS

## I. General Interview Guide

No	Question	Sub-Questions
<b>PHR Results</b>		
1.	<b>Has domestic violence against women decreased?</b>	<p>What are the critical factors that are contributing to any progress towards this overarching program goal?</p> <p>Have other, closely related human rights abuses decreased, such as child marriage and child abuse?</p>
2.	<b>Are legislation and policies related to DV and HR being better enforced?</b>	<p>What else could be done (by PHR and others) to help ensure these laws and policies are more fully enforced?</p>
3.	<b>Are the <i>Rules of the Domestic Violence (Prevention and Protection) Act 2010</i> being better implemented?</b>	<p>What are the critical factors that are contributing to better implementation of the Rules of the DV Act?</p> <p>What has been the contribution of PHR to the better enforcement of the DV Act?</p> <p>Do the UHRAF make any significant contribution towards better enforcement? Who and what else contributes?</p>
4.	<b>Are the strategic capacities for advocacy on policy and law of civil society groups and coalitions being enhanced?</b>	<p>Are PHR advocacy trainings effective? Are advocacy initiatives maximally strategic and coordinated?</p> <p>How could these activities be enhanced for more impact?</p>
5.	<b>Has access to justice (through formal and/or informal systems) been enhanced for DV survivors?</b>	<p>Has the responsiveness of formal and/or informal justice systems to cases of DV and related abuses been enhanced?</p> <p>Is there a safer and more favorable space for women to seek justice around DV issues through formal / informal systems?</p> <p>What factors / interventions by PHR and others have contributed to the safer space and enhanced responsiveness to DV?</p> <p>What more can be done to enhance the safe spaces and responsiveness of formal/informal justice systems?</p>
6.	<b>Has there been an increase in knowledge, attitude and relationships among the key players implementing domestic violence laws?</b>	<p>Are PHR trainings for judges / prosecutors / police / lawyers / LCs and PLCs effective? Are the right people being trained? Do training participants implement / act on what they've learned?</p> <p>Are the relationships among these key players effective? What could make the relationships more effective? Could any additional relationships or referrals help improve the situation?</p>
7.	<b>Are the number and capacities of stakeholders to monitor and investigate rights abuses being enhanced? Are</b>	<p>Are PHR trainings for PNGOs and other relevant key actors effective? Are the right people being trained? Do training participants implement / act on what they've learned?</p> <p>What is the quality control for the legal and paralegal services being provided</p>

	<b>stakeholders using their enhanced capacities effectively?</b>	<p>to clients/survivors?</p> <p>Is client/survivor case data being collected systematically and in a format easily aggregated and analyzed? Is it possible to track the kinds of cases, kinds of interventions, and kinds of impact?</p> <p>Are ADR strategies appropriate for domestic violence cases?</p>
8.	<b>Have increased support services for DV survivors been provided or facilitated by PHR interventions?</b>	<p>Which key actors have contributed to improvements in services available to abuse survivors?</p> <p>Are the right kinds of referrals being made by PHR PNGOs? Could any additional kinds of referrals improve the situation?</p> <p>Has PHR coordinated adequately with other USAID programs, NGOs, and additional available service providers?</p> <p>Are social workers facing any challenges and how can these be addressed (such as lack of travel funds)?</p> <p>What more can be done by PHR or others to enhance the support services available to abuse survivors?</p>
9.	<b>Have there been changes in attitudes, behavior, mind set and perceptions on gender and domestic violence?</b>	<p>Do women / men / key stakeholders have more knowledge about domestic violence and related abuses?</p> <p>Are stakeholders altering their attitudes and behavior on the basis of increased knowledge?</p> <p>Are PHR public awareness campaigns adequately coordinated and branded for maximum impact? What other strategies might be additionally or more effective?</p> <p>What methods could encourage more effective media investigation and coverage of DV and related abuses?</p>
<b>PHR Management</b>		
10.	<b>How well is PHR coordinated with the range of other initiatives on DV by government, NGOs, and other donors?</b>	<p>Were any of PHR's activities coordinated with activities of other domestic violence initiatives? Why or why not?</p> <p>Are there additional potential areas for collaboration between PHR and other organizations (especially USAID-funded)?</p> <p>How satisfied are government, NGOs, and other donors with the level of collaboration between PHR and their projects? How do they recommend addressing any challenges?</p>
11.	<b>How well has PHR management responded to problems and challenges that have emerged in the course of program implementation?</b>	<p>What kinds of challenges has the program faced with PNGOs, GoB, and/or other partners?</p> <p>How have these problems and challenges been resolved by PHR management at the national, district, and local levels?</p> <p>Are there any examples of a lack of flexibility or effective response to challenges from PHR management?</p> <p>What challenges persist and what recommendations could be made for addressing those challenges?</p>

<b>PHR Relevance</b>		
12.	<b>How has the domestic violence situation changed in Bangladesh since PHR began?</b>	Has PHR adapted to those changes? Has it changed any partners and/or activities? If so, which ones and how? What other adaptations are recommended?
13.	<b>Are there any barriers in the legal or social environment that are preventing PHR's work from having the full impact it might?</b>	How is PHR addressing any barriers? How might PHR address those barriers if it is not doing so already?
<b>PHR Stakeholder Satisfaction</b>		
14.	<b>To what extent are various stakeholders satisfied or dissatisfied with PHR?</b>	How does PHR receive feedback and recommendations about program management? What more could be done to gather this information?
15.	<b>What, if any, areas of concern or gaps in programming do various stakeholders identify?</b>	How satisfied with PHR are clients-survivors / PNGOs / GoB stakeholders / USAID and why?  What, if any, areas of concern or gaps in programming do these various stakeholders identify?  Why do those gaps exist and how could they be addressed?
<b>PHR Sustainability</b>		
16.	<b>What actions is PHR taking in program design and implementation to promote sustainability?</b>	What factors make some SPGs more successful than others?  To what extent do stakeholders believe that PHR's activities are sustainable? Are SPGs sustainable? Are UHRAF sustainable?  Is PHR training methodology sufficient to ensure sustainability?  Can PNGOs continue providing legal services after PHR ends? What could help institutionalize these services?  What other institutions or processes could contribute to sustainability of program impact?  What further steps are needed to solidify and implement changes in law and policy?
<b>PHR Cross-cutting Issues</b>		
17.	<b>Are PHR's interventions gender-sensitive?</b>	Are PHR's interventions responsive to the expressed needs and concerns of female clients/survivors?  How is this aspect of service quality control being monitored and ensured?
18.	<b>Are PHR's interventions addressing the importance of youth?</b>	How are the needs of adolescent girls addressed by PHR?  How effective are the school-based pilot initiatives? How can they be improved? How can they be replicated and sustained?

## 2. UHRAF and SPG Specific Interview Questions

- When did you begin your UHRAF / SPG?
- What is the purpose of the UHRAF / SPG?

- How often do you meet?
- Who leads the meetings?
- What do you do in these meetings?
- What are your activities individually as a member of the UHRAF / SPG?
- What are your activities as a group?
- What materials do you use, if any, and where did you get them?
- What training have you received when, where, on what topics, and from whom?
- What support do you receive from PHR?
- What PNGO is working with you and what is their contribution?
- What is the connection between this UHRAF / SPG and \_\_\_\_\_?
  - UP members
  - OCC
  - UHRAF / SPG
  - BNWLA/LCs
  - PNGO/SWs
- How many women do you help in one month?
- What resources are available for referrals for women facing violence in this district, *Upazila*, and UP?
- What is the benefit / value / impact of this UHRAF / SPG?
- Is UHRAF a duplication of the *Upazila* committee for preventing repression of women and children? Why or why not?
- Is the PHR still relevant for Bangladesh? Why or why not?
- If so, how will you continue your activities after the close of the PHR program?
- What are any gaps or challenges for your UHRAF / SPG and how can they be addressed in the future?

### 3. Client/Survivor Specific Interview Questions

- Are you safe now (or are you still in a violence household situation)?
- Are you a past or current client?
- What did you do first when you wanted to get help about the violence in your family? (From whom did you seek help first?)
- How did you meet / find the SW?
- In what ways did the SW help you? (What exactly did she do for you?)
  - Did she get you any resources / make any referrals?
  - Did you ask for any help that she was unable to provide?
- What is your opinion of the SW?
- How did you meet / find the LC?
- What did the LC do for you?
  - Did the LC explain your legal choices / options?
  - Did the LC encourage you to choose one option or another?
- If there was a mediation:
  - Who led the mediation?
  - Was the LC present? The SW? What did they do in the mediation?

- Did the LC help the mediators follow the law?
- Was there a written agreement at the end of the mediation?
- Who signed and/or stamped the agreement?
- If you are going to court, what is your goal, purpose or desired end result?
- Is the violence in your home continuing? (Do you still face the same problem?)
- If your problem has been resolved, what was the outcome?:
  - Reunited with husband through mediation
    - No violence
    - Violence continues
  - Separated from husband
    - Living where?
    - What are the next steps?
  - Divorced
    - Did the LCC help you? If not, who?
    - What do you think about your lawyer?
    - How many times did you go to court?
    - How did the judge treat you?
    - What did you get in the court decision / settlement?
      - Custody of children?
      - Assets? Maintenance?
      - Restraining order?
  - Prosecuting husband through criminal case
- What else do you need from PHR?

#### 4. Youth Group Specific Interview Questions

- Teachers
  - How were you selected as a teacher-advisor?
  - Did you participate in training for this youth group program?
    - Where and when was the training?
    - What topics and skills were trained?
    - Who hosted the training?
  - How many students are involved (male and female)?
  - How were the students selected?
  - What activities are you leading with the student youth groups?
    - How often do you meet and for how long?
    - What materials do you use, if any?
    - What methods do you use?
    - What are the topics?
    - What are the three main messages you're trying to communicate?
  - Is any NGO involved in this youth group program?
  - What support do you receive from \_\_\_\_\_ (PNGO)?
  - What support do you receive from PHR?
  - What challenges / gaps are you facing and how could they be addressed?
  - Could / should this program continue after the PHR program ends?
    - How could it continue?

- Students
  - How were you selected to participate in this youth group?
  - What are the activities of the youth group?
    - How often do you meet and for how long?
    - What materials are used, if any?
    - What methods are used?
    - What are the topics?
    - What are the three main messages you've learned?
  - What do you do with this knowledge you've learned?
    - Any activities in the school?
    - Any activities outside the school in families or the community?
  - How could we improve this youth group? (What more do you need to make your youth group a success?)

# ANNEX VI. KEY INFORMANT INTERVIEW LIST

The principal evaluation tool used by the team was the semi-structured interview, with KIs in the PHR project sites and in Dhaka.

Table VI-I: Types of KIs in Dhaka and Districts

KIs in Dhaka	KIs in Districts, upazilas & UPs:
<ul style="list-style-type: none"> <li>Ministry of Women and Children Affairs (MOWCA)</li> <li>Ministry of Law, Justice and Parliamentary Affairs (MLJPA)</li> <li>Judicial Administration Training Institute (JATI)</li> <li>Directorate of Social Welfare</li> <li>Department of Women’s Affairs</li> <li>Multi-Sectoral Program on VAW (MSPVAW)</li> <li>BNWLA</li> <li>ICRW</li> <li>USAID Actions for Combating Trafficking-in-Persons (ACT)</li> <li>USAID Justice for All (JFA)</li> </ul>	<ul style="list-style-type: none"> <li>PNGOs (PHR grantee implementing partners)</li> <li><i>Upazila</i> Chair and Vice Chairs</li> <li>Women and Children Affairs Officers (WCAOs)</li> <li>District Judge(s) / Judicial Magistrate(s)</li> <li>Police Inspectors</li> <li>GOB Shelter Home</li> <li>UNFPA</li> <li>Department of Social Services</li> </ul>

## Government of Bangladesh

Tariqul Islam, Secretary, Ministry of Women and Children Affairs (MOWCA)

Dr. Abul Hossain, Project Director, Multi-Sectoral Program on VAW (MSPVAW)

Sabina Sultana, Sr. Program Officer, MSPVAW

Ismat Jahan, Head National Trauma Counseling Centre, MSPVAW

Dr. Akhtaruzzaman, Head of Administration, Judicial Administration Training Institute (JATI)

Nasreen Begum, Ministry of Law, Justice and Parliamentary Affairs (MLJPA)

Al-Amin Bhuiyan, Assistant Director, Women Support Program, MOWCA, Sylhet

District Women Affairs Officer (DWAO), Sylhet

ABM Mustafa Kamal, Deputy Director, Department of Social Services, Bogra

Md. Shahidul Islam, DWAO, Bogra

### **Judges and Police**

Md. Akter Hosen, Judicial Magistrate, Chittagong

Md. Mizanur Rahman, District & Session Judge, Sylhet

Md. Abdul Kader, Senior Judicial Magistrate, Sylhet

Anwarul Haque, Senior Judicial Magistrate, Sylhet

Md. Mofizul Islam, District & Sessions Judge, Bogra

Rashida Sultana, Judge of Tribunal for Women and Children Repression, Bogra

Jalaluddin Ahammed, Chief Judicial Magistrate, Bogra

Md. Mahbuburo Rahman, Assistant Judge, Bogra

Mohammad Moklasur Rahman, Sub-Inspector of Police, Osmaninagar Police Station, Sylhet

Fazlul Karim, Officer-in-charge, and 6 Police Officers, Shibgonj Police Station, Bogra

### **PHR Staff**

Dr. Henry Alderfer, Chief of Party

Farhana Afroz, Project Implementation Manager

Ms. Borna, Capacity Development Specialist

Zobair Hossain, Advocacy and Communications Specialist

Nighat Sultana, Gender Specialist

Najmun Nahar, Referral Services Specialist

AYM Nazmus Sadat, M&E Specialist

Shariful Alam, Regional Project Manager (Chittagong)

Md. Tanjimul Islam, Regional Project Manager (Bogra)

Ziaur Rahman, Regional Project Manager (Sylhet)

### **PHR Partners**

Nandita Bhatla, Senior Technical Specialist – Gender, Violence and Rights, ICRW (Skype)

Nishat Jahan, Consultant for PHR, ICRW

Advocate Salma Ali, Executive Director, BNWLA

Abdullah-Al Hasan, Director Projects, BNWLA

Advocate Mitali Jahan, Project Coordinator, BNWLA

Ms. Lima, PHR Focal Person, Gashful, Chittagong

Finance and Admin officers of Gashful, Chittagong

Jasmeen Sultana Paru, Chief Executive, ELLMA, Chittagong

ATM Badrul Islam, Executive Director, Jaintia Shinnomul Songstha (JASHIS), Sylhet

Debesh Chandra Talukder, JASHIS, Sylhet

Rasheda Sultana, DPO, JASHIS, Sylhet

Salma Begum, Finance and Admin Officer, Jaintia Shinnomul Songstha (JASHIS), Sylhet

Naheed Sultana, Chief Accountant, JASHIS, Sylhet

AHM Faisal Ahmed, Executive Director, Sylhet Jubo Academy (SJA), Sylhet

Ms. Sadika, PHR Focal Person, SJA, Sylhet

Sukanta Kumar Roy, Project Officer, SJA, Sylhet

Giridhar Chakravorti, Finance & Administration officer, SJA, Sylhet

Md. Nazir Hossain, Chief Executive, Gram Bikash Sangstha (GBS), Bogra

Alok Kunar Ray, Project Officer, GBS, Bogra

Omar Farooq Shopon, DPO, GBS, Bogra  
Farid Ahsan, Assistant Director (Admin & HR), GBS, Bogra  
Md. Kamruzzaman, Finance Officer, GBS, Bogra  
Antika Rahman, Admin Officer, GBS, Bogra  
Md. Iqbal Hossain, PO, Bogra Young Men's Christian Association (YMCA), Bogra  
Md. Fozle Mukim, Finance and Admin, YMCA, Bogra  
Md. Iqbal Hussain, DPO, YMCA, Bogra  
Robert Robin Marandi, Executive Director, YMCA, Bogra

**USAID Implementing Partners**

Senait Gebregziabher, Country Director, Plan International Bangladesh (Skype)  
Sarah Stephens, Chief of Party, USAID ACT  
Dipta Rakshit, Senior Program Manager, Survivor Services, USAID ACT  
Sandra Feinzig, Chief of Party, USAID JFA

# ANNEX VII. MEETING SCHEDULES IN THREE DISTRICTS

**Protecting Human Rights Program - PHR  
Plan International Bangladesh, Chittagong**  
Itinerary for field visit of Midterm evaluation team  
**March 18–20, 2014**

POC: Shariful Alam, Regional Project Manager, 017155 568 272

Date & Time	Place/ venue	Activities	Participant (s)	POC	Remarks
<b>March 18, 2014 Tuesday</b>					
7.30 am- 8.15 am	Dhaka to CTG	Departure from Dhaka and arrival in Chittagong			Regent Air
8.15 am – 9.00 am	Chittagong to Nasirabad	Arrival in DWAO from airport			
9.00 – 9.45 am	Nasirabad (DWA office).	Meeting with Nita Chakma, Program officer, DWA office, Ctg.	1 (fem)	Sharif, Regional Project Manager (RPM), PHR	DWA officer will be out of office for 18-20 March.
9.45 – 10.00 am	Nasirabad to Ctg Medical College Hospital.	Travel to OCC (Ctg Medical college & Hospital)			
10.00 – 10.30 am	Chittagong Medical College & Hospital (OCC).	Meeting with Dr. Shiba Prasad Nandy, Coordinator, OCC-CMCH.	1 (male)	Sharif, RPM	
10.30 – 11.00 am	OCC to Mehedibag	Travel to Ghashful (PNGO-1) head office.			
11.00 – 12.00	Mehedibag	Meeting with CEO's representative and PHR staff of Ghashful	1-2 (male, female)	Sharif, RPM	CEO Aftabur Rahman Jafree is on sick leave
12.00 – 12.30 pm	Mehedibag to Sugandha R/A	Travel to ELLMA (PNGO-2) head office			
12.30 – 1.30 pm	ELLMA head office	Meeting with Jasmin Sultana Paru, CE and PHR staff of ELLMA	1 (fem)	Sharif, RPM	
Lunch					
2.30 – 3.30 pm	Nasirabad to Halishahar	Travel to Plan PHR office			
3.30 – 4.30 pm	Plan office, Halishahar	Meeting with LCs and Panel lawyer	6 – 7 person (3 female 4 male)	Sharif, RPM	
4.30 – 5.00 pm	Plan office, Halishahar	Meeting with Master trainers	2 (1 fem, 1 male)	Sharif, RPM	
<b>March 19, 2014 Wednesday</b>					

8.30 – 9.30 am	Hotel (GEC) to Char kanai high school, Patiya.	Travel to Char kanai high school			22 km
9.30 – 10.30 am	Char kanai high school, Habilashdwip union, Patiya	Meeting with school students, teachers.		Sharif, RPM and Mostafij, DPC	
10.30 – 11.00 am	Char kanai school to Kacuai union parishad	Travel to Kacuai Union SPG group			12 km
11.00 – 12.00 pm	Kacuai Union parishad office	Meeting with Kacuai union SPG	10 (6 male, 4 fem)	Sharif, RPM	
12.00 – 12.45 pm	Kacuai Union parishad office	Meeting with clients/survivors and social worker	3 (fem)	Sharif, RPM	
12.45 – 1.00 pm	Kacuai to Patiya UNO office	Travel to Patiya UNO office			
Lunch					
1.30 – 2.30 pm	Patiya Upazila Sadar (Upazila hall room)	Meeting with UHRAF member	10 (male 8, fem 2)	Sharif, RPM	Upazila Hall room
2.30 – 3.00 pm	Patiya Upazila Sadar (Upazila hall room)	Meeting with Upazila Chair/Vice-chair	2 (female)	Sharif, RPM	Upazila Hall room
3.00 – 4.30 pm	Patiya to Chittagong	Travel back to Chittagong			
<b>March 20, 2014 Thursday</b>					
8:30 – 9.45 am	Chittagong (Hotel) to Patiya	Travel to Haidgaon Union office			31 km from hotel/ 1.15 hr
9.45 – 10.45 am	Haidgaon Union	Meeting with SPG members of Haidgaon Union	10-12 member		
10.45 – 11.15 am	Haidgaon to Hulaine college	Travel to Hulaine college			14 km/ 30 min
11.15 – 12.30 pm	Hulaine college, Patiya	Meeting with Teacher and youth group member	20 (10 Male, 10 fem)	Sharif, RPM and Mostafij, DPC	
12.30 – 1.00 pm	Hulaine college to Patiya	Travel to Patiya			10 km, 20 min. travel
1.00 – 1.45 pm	Patiya	Lunch			At any suitable hotel
1.45 – 2.00 pm	Patiya	Travel to Patiya Judicial Magistrate court			2 km/
2.00 – 2.30 pm	Patiya Judicial Magistrate court	Meeting with Judicial Magistrate		Sharif-RPM and Moniruzza man - AC	

2.30 – 3.00 pm	Patiya Sadar to Bhatikhaine union	Travel to Bhatikhaine Union			
3.00 – 4.00 pm	Bhatikhaine union legal support centre	Meeting with clients	2-3 (fem)	Sharif, RPM Harun (LC)	
4.00 – 5.30 pm	Chittagong	Travel back to Chittagong			

DPC- Deputy Project Coordinator (PHR-Plan)

AC- Area Coordinator (PHR-BNWLA)

## Protecting Human Rights Program - PHR

### Plan International Bangladesh, Sylhet

Itinerary for field visit of Midterm evaluation team

March 22–24, 2014

POC: Ziur Rahman, Regional Project Manager, 01755-568269

Date/Time	Place/ venue	Activities	Participant (s)	POC	Remarks
<b>March 22, 2014 Saturday</b>					
09:00-09:50am	Dhaka to Sylhet	Departure from Dhaka and arrival at Sylhet			
09:50 – 10.20	Sylhet Airport to Supreme	Arrival			15 km
11.00 – 12:00 noon	PNGO- JASHIS, Tilaghar	Meet with partner staff	5 (Male-2, Female-3)	RPM-PHR	5km
12:15 – 1.15 pm	PNGO-SJA, Uposahar	Meet with partner staff	4 (Male-3, Female-1)	RPM-PHR	3km
02.00 – 03.00 pm	PHR Sylhet Office, Uposahar	Meet with legal counselor	8 (Female-8)	RPM-PHR	1km
03.10 – 04.10 pm	PHR Sylhet Office, Uposahar	Panel Lawyers	5( Female-5)	RPM-PHR	0km
<b>March 23, 2014 Sunday</b>					
10:00 – 11.00am	Balaganj Degree College	Meet with Youth Group, Advisor youth group	15 (Male-7, Female-8)	RPM-PHR	40 km
11:10 – 12.10pm	UNO Office, Balaganj	Meeting with UHRAF	12 (Male-11, Female-1)	RPM-PHR	1km
02:30-03:15pm	Goalabazar UP	Meet with Service provider - LC	1 Female-1)	AC-PHR	31km
03:20-03:50pm	Goalabazar UP	Meet with clients	3 (Female-3)	AC-PHR	0km
03:55-04:30pm	Goalabazar UP	Meet with SPG members	10 (Male- 7, Female-3)	RPM-PHR	0km
<b>March 24, 2014 Monday</b>					
09:30-10:15am	DWAO/DEO, Noyasarak	Meet with DWAO	1 (Female-1)	RPM-PHR	
10:30-11:15am	Judge, Bandorbazar	Meet with Judge	1( Male-1)	AC-PHR	2km
11:40-12:15pm	Shelter home, Mojumdari, Amborkhana	Meet with AD-Shelter home	1 (Male-1)	AC-PHR	4km

02:00 – 02.30 pm	Omarpur UP	Meet with Service provider - LC	1 ( Female-1)	AC-PHR	21km
02.35 –03:00pm	Omarpur UP	Meeting with Clients	3 (Female-3)	AC-PHR	0km
03:05– 03:50 pm	Omarpur UP	Meet with SPG members	10 (Male- 7, Female-3)	RPM-PHR	0km
04:00pm-	Omarpur-Hotel				38km
<b>March 25, 2014 Tuesday</b>					
09.30-10.30	OCC (Center) Sylhet, OMCH, Sylhet	Meet with OCC Coordinator	2 (Male-1, Female-1)	AC-PHR	5km
10:45-	Other organization-BLAST, Judge Sylhet	Meet with Coordinator-BLAST		RPM-PHR	2km

AC- Area Coordinator, PHR-BNWLA

**Protecting Human Rights Program - PHR**  
**Plan International Bangladesh, Bogra**  
 Schedule for field visit of Midterm evaluation team  
**March 26–31, 2014**

POC: Md. Tanjimul (Tanjim) Islam, Regional Project Manager, 01755 568 270

Date & Time	Place/ venue	Activities	Participant (s)	POC	Remarks
<b>March 27, 2014 Thursday</b>					
9.00 – 9.15 am		Travel from Naz Garden to Mohammad Ali Hospital			15 minutes
9.15 – 9.45 am	Mohammad Ali Hospital, Bogra	Meeting with Program Officer – OCC	1 Male + other staff	Tanjim RPM	30 minutes
9.45 - 10.00 am		Travel from Mohammad Ali Hospital to Bogra Kalitola			15 minutes
10.00 am – 11.00 am	Kalitola, Bogra	Meeting with Md. Shahidul Islam (DWAO)	1 Male	Tanjim RPM	1 hour
11.00 – 11.30 am		Travel from Bogra to Shibgonj			30 minutes
11.30- 12.30 pm	Shibgonj	Meeting with UHRAF members	10 (7 male & 3 female)	Tanjim RPM	1 hour
12:30-1:30 pm	Shibgonj	Lunch			1 hour
12.45 – 1.30 pm	Shibgonj Police Station	Meeting with Officer-in-Charge (OC) + Trained Police SIs and Constables	11 men, 3 women	Tanjim RPM	
2.30 – 3.00 pm		Travel from Shibgonj to Bogra.			30 minutes
3.00 – 4:00 pm	Bogra	Meeting with Master Trainers	2 men, 2 women		1 hour
		Travel time			15 minutes
4:15 – 5:00 pm	TMSS Bogra	Meeting with non-PHR local NGO representatives	6 women, 3 men		45 minutes
<b>March 28, 2014 Friday</b>					
9.30 – 10.00 am		Travel from Hotel Naz Garden to Jaleshwaritola			7 km 30 minutes
10.00 – 11.00 am	PNGO 1-GBS	Meeting with CE-GBS & PHR Staff	5 (4 male & 1 female admin)	Tanjim RPM	1 hour
11.00 – 11.15 am		Travel from GBS to Bogra YMCA			3 km 15 minutes
11.15 – 12.15 pm	PNGO2 -YMCA	Meeting with ED-Bogra YMCA	4 (male)	Tanjim RPM	Vai Paglar Majar Lane
12.15 – 2.00 pm	Bogra	Lunch & prayer break			1 hour 45 minutes
2.00 – 2.30 pm		Travel to Bogra PHR Regional Office		Tanjim RPM	30 minutes
2.30 – 3.30 pm	Bogra PHR Regional Office	Meeting with LCs	6 (4 female & 2 male)	Tanjim RPM	1 hour

3.30 – 4.30 pm	Bogra PHR Regional Office	Meeting with Panel Lawyers	5 (female 5)	Tanjim RPM	1 hour
4.30- 5.00 pm	Bogra PHR Regional Office	Meeting with DD-Social Service	1 (male)	Tanjim RPM	30 minutes
<b>March 29, 2014 Saturday</b>					
9:00 – 10.00 am		Travel from Hotel Naz Garden to Deuli			28 km 1 hour
10.00 – 11.00 am	Deuli	Meeting with SPG, Deuli,	10-12 members	Tanjim RPM	1 hour
11.00 – 12.00 pm	Deuli	Meeting with clients Meeting with Social Worker	7-8 female	Tanjim RPM	1 hour
12.15 – 1.00 pm	Deuli School	Meeting with teachers Meeting with students			45 minutes
1.00-1.15 pm		to Siadpur			15 minutes
1.15 – 1.45 pm	Saidpur	Meeting with SPG, Saidpur	10-12 members	Tanjim RPM	30 minutes
1.45 – 2:00 pm		to Mokamtola			15 minutes
2:00- 2:30 pm	Mokamtola	Lunch		Tanjim RPM	30 minutes
2.30-3.00 pm		to Roynagar			30 minutes
3.00 – 4:00 pm	Roynagar	Meeting with SPG, Roynagar	10-12 members	Tanjim RPM	1 hour
4.00 – 5:00 pm	Roynagar	Meeting with clients Meeting with Social Worker	7-8 female		1 hour
<b>March 30, 2014 Sunday</b>					
8.45 – 9.10 am		Travel from Hotel Naz Garden to Judge court			30 minutes
9.15-10.00 am	Court	Meeting with District Judge and Judicial Magistrates	3 (male)	Tanjim RPM	45 minutes
10.00-11.00 am		Travel from Bogra to Velabari			1 hour
11.00-12:00 pm	Velabari	Meeting with SPG, Velabari	10-12 members	Tanjim RPM	1 hour
12:00-1:00 pm	Velabari	Meeting with clients Meeting with Social Worker	7-8 female	Tanjim RPM	1 hour
1:00-1:30pm		to Kutubpur			30 minutes
1:30-3.00 pm	Kutubpur	Lunch			1 hour 30 minutes
3.00- 4.00 pm	Kutubpur	Meeting with SPG, Kutubpur	10-12 members	Tanjim RPM	1 hour
4.00- 5.00 pm	Kutubpur	Meeting with clients Meeting with Social Worker	7-8 female	Tanjim RPM	1 hour
5.00- 6.00 pm		Travel from Kutubpur to Bogra			1 hour
<b>March 31, 2014 Monday</b>					
9.00 am- 2.00 pm		Travel from Bogra to Dhaka			By road

# ANNEX VIII. FOCUS GROUP DISCUSSIONS

The evaluation team carried out focus group discussions in the PHR project sites and in Dhaka. The participants are summarized in the following table.

**Table VIII-I: FGDs in Dhaka, Districts, upazilas & UPs:**

---

- Members of *Upazila* Human Rights Advocacy Forums (UHRAFs)
  - Members of Social Protection Groups (SPGs)
  - Legal Counselors (LCs)
  - Panel Lawyers
  - Social Workers (SWs)
  - Master Trainers
  - Female clients (“survivors”)
  - Teachers / Youth Group Advisors
  - Youth Group members / Students
  - One-stop Crisis Centers (OCCs)
  - Other NGO leaders
  - Gender and rights experts
- 

## **UHRAFs**

13 UHRAF members, Patiya *Upazila*, Chittagong

14 UHRAF members, Balaganj *Upazila*, Sylhet

13 UHRAF members, Shibganj *Upazila*, Bogra

## **SPGs**

13 SPG members, Kacuai UP, Patiya, Chittagong

14 SPG members, Haidgaon UP, Patiya, Chittagong

17 SPG members, Goalabazar UP, Balaganj, Sylhet

17 SPG members, Omarpur UP, Balaganj, Sylhet

12 SPG members, Deuli UP, Shibganj, Bogra

13 SPG members, Saidpur UP, Shibganj, Bogra

15 SPG members, Roynagar UP, Shibganj, Bogra  
15 SPG members, Velabari, Sarankhala, Bogra  
17 SPG members, Kutubpur, Sarankhala, Bogra

### **BNWLA Panel Lawyers and Legal Counselors**

7 Legal Counselors (FGD), Chittagong  
Advocate Rahima Akhter, Panel Lawyer, Chittagong  
7 Legal Counselors, Balaganj *Upazila*, Sylhet  
Advocate Jakiya Jalal, Area Coordinator, Balaganj, Sylhet  
Advocate Syeda Shirin Akter, Divisional Head, Sylhet  
4 Panel Lawyers, Sylhet  
7 Legal Counselors, Shibganj Sadar *Upazila*, Bogra  
4 Panel Lawyers, Bogra

### **Social Workers**

Roksana Akhter, Gashful, Habarashdi UP, Kacuai UP, Patiya, Chittagong  
Jharna Datta, ELLMA, Patiya, Chittagong  
Homaira Mahmud (Tumpa), Bhatikhaine UP, Patiya, Chittagong  
Lovely Begum, SJA, Goalabazar UP, Balaganj, Sylhet  
Parveen Begum, SJA, Saidpur UP, Balaganj, Sylhet  
Shibli Begum, JASHIS, Burangabazar UP, Balaganj, Sylhet  
Lipi Begum, Omarpur UP, Balaganj, Sylhet  
Beauty Rani Sarkar, YMCA, Deuli UP, Shibganj, Bogra  
Sahanara Begum, Roynagar, Shibganj, Bogra  
Mahmuda Khatun, BASO, Kichok UP, Shibganj, Bogra  
Mousumi Khatun, YMCA, Moydanhatta UP, Shibganj, Bogra  
Zainab Khatun, BASO, Buriganj UP, Shibganj, Bogra  
Arfin Jannat, YMCA, Shibganj, Bogra  
Rekha Parveen, Chandan Baisha UP, Velabari, Sarankhala, Bogra  
Saheena Akhter, Velabari UP, Sarankhala, Bogra  
Beauty Begum, Narchi UP, Sarankhala, Bogra  
Rabeya Sultana, Kutubpur UP, Sarankhala, Bogra  
Lata Parveen, Konibari UP, Sarankhala, Bogra  
Qumrunnahar, Fulbari UP, Sarankhala, Bogra

### **PHR Master Trainers**

Mahafuza Aktuer, BITA, Chittagong  
Md. Asgar Hossain Chowdhury, Chittagong  
Alochakrabarty, Chittagong  
Daisy Khatun, Bangladesh Islamic Forum, Bogra  
Niva Rani Sarker, Steps to Development, Bogra  
Md. Iqbal Hossain, YMCA, Bogra  
Md. Shohidul Islam, GKSS, Bogra

### **PHR Clients (“Survivors”)**

9 Clients, Bhatikhanie Union, Patiya, Chittagong

2 Clients, Goalabazar UP, Balaganj, Sylhet  
12 Clients, Omarpur UP, Balaganj, Sylhet  
6 Clients, Deuli UP, Shibganj, Bogra  
6 Clients, Roynagar, Shibganj, Bogra  
3 Clients, Velabari, Sarankhala, Bogra  
4 Clients, Kutubpur, Sarankhala, Bogra

### **Student Youth Group Members**

Student Youth Group Members, Char Kanai High School, Patiya, Chittagong  
Student Youth Group Members, Hulain Saleh-Noar Degree College, Patiya, Chittagong  
Student Youth Group Members, Balaganj Degree College, Balaganj, Sylhet  
Student Youth Group Members, Deuli School, Shibganj, Bogra

### **Teachers/Youth Group Advisors**

Abdul Hannan Sikder, Hulain Saleh-Noar Degree College, Patiya, Chittagong  
Chanda Chakraborty, Hulain Saleh-Noar Degree College, Patiya, Chittagong  
Naznin Akter, Char Kanai High School, Patiya, Chittagong  
Pigus Kumazdey, Char Kanai High School, Patiya, Chittagong  
Ratan Kumar, Headmaster, Char Kanai High School, Patiya, Chittagong  
Md. Akram Hossain, Lecturer of History, Balaganj Degree College, Balaganj, Sylhet  
Imrul Kayes Moridha, Balaganj Degree College, Balaganj, Sylhet  
Deuli School, Shibganj, Bogra

### **One-stop Crisis Centers (OCCs)**

Dr. Shiba Prashad Nandi, Coordinator, OCC, Chittagong Medical College Hospital  
Advocate Panna Samaddar, BNWLA Lawyer, OCC, OMCH, Sylhet  
Mr. Sattar, Sub-Inspector Police, OCC, OMCH, Sylhet  
Selina Sultana, Staff Police, OCC, OMCH, Sylhet  
Shipra Rani Repai, Nurse, OCC, OMCH, Sylhet  
Md. Abul Hasnat, Scientific Officer, OCC, OMCH, Sylhet  
Md. Abu Zafar, Computer Operator, OCC at Mohammad Ali Hospital, Bogra

### **Other Bangladeshi NGOs and Journalists**

Farhana Idris and Md. Ali Shahin, Yong Power in Social Action (YPSA), Chittagong  
Md. Irfanuzzaman Chowdhury, Advocate, Coordinator, BLAST, Sylhet  
Hosne Ara, Executive Director, TMSS, Bogra  
Aysha Begum, TMSS, Bogra  
Ferdousi Begum, Grameen Alo, Bogra  
Mahfuz Ara Miva, Executive Director, Program for Development (PESD), Bogra  
Abul Khaleque, CDLS, Bogra  
Anwarul Islam, Law, Rights and Justice, Bogra  
Md. Anisur Rahman, Editor, Daily Sangbad Konika, Bogra  
Md. Saidur Rahman (Saju), Journalist, President, Mohasthan Press Club, Bogra

### **Gender Experts**

Sylvia Islam, Senior Development Advisor, High Commission of Canada

Mira Mitra, Communication for Development Specialist, UN Children’s Fund (UNICEF)  
Asma Khatun, Sr. Project Coordinator, International Organization for Migration (IOM)  
Tabassum Mokhduma, Project Assistant, IOM  
Jinat Ara Haque, National Coordinator, “We Can” Alliance to End Domestic Violence  
Salma Khan, Women for Women  
Ayesha Khanam, President, Bangladesh *Mohila Parishad*  
Selina Ahmed, Executive Director, Acid Survivors’ Forum (ASF)  
Rekha Saha, Director, Society for Training and Employment Placement Services (STEPS)  
Najma Chowdhury, Professor Emeritus, Department of Women and Gender Studies,  
University of Dhaka  
Robiul Islam, Gender Based Field Officer, UNFPA, Sylhet  
Sadrul Hasan Mazumder, Programme Coordinator, Human Rights and Legal Aid, BRAC

# ANNEX IX. RECOMMENDED AMENDMENTS TO PERFORMANCE INDICATORS & TARGETS

Ref.	Performance Indicators	Year One		Year Two		Year Three		Year Four		Year Five		Remark	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
<b>IR 1: Key DV and Closely Related Legislation and Policies Enforced</b>													
Indicator I.1	Level of Enactment of Rules of DV Act 2010	Step 8	Step 1-3	Step 1-3	Step 4	Step 5-8	Step 8						
Indicator I.2	Implementation by GoB-DV Act, Dowry Act, Preventing Repression Act & relevant Family Law	Reporting against these Indicators should be about GoB implementation and enforcement, not about PHR activities.						See note <sup>11</sup>					
Indicator GNDR-I	# of laws, policies, or procedures drafted, proposed or adopted					TL drafted	TL drafted	TL reviewed <sup>12</sup>		TL adopted			
<b>Sub-IR 1.1: Enhanced Advocacy Efforts of CSOs and Coalitions</b>													
Indicator I.1.1	# of champions recognized	0	0	16	16	16	0	16		16		Planned activities for Y3	
Indicator I.1.2	Functional Status of HRAF (NHRAF and UHRAFs)	Level 1	Level 1	Level 2	Level 2	Level 3	Level 3	Level 3 <sup>13</sup>		Level 3			

<sup>11</sup> Proposed target: # of Judges/Magistrates and Police trained on DV Act, Dowry Act, Preventing Women and Children Repression Act, Family Law, and Child Marriage Restraint Act (with new “Benchbook”).

<sup>12</sup> Proposed target: 3 laws and policies reviewed and adopted, including policy to include DV and related legislation in foundation and refresher courses for Judges/Magistrates and Police.

<sup>13</sup> Proposed Level 4: Transition of UHRAFs to UVAWCs and NHRAF to NVAWC, all led by MOWCA Secretary (and designated MOWCA officials).

Ref.	Performance Indicators	Year One		Year Two		Year Three		Year Four		Year Five		Remark
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
F-Indicator (2.1.4-5)	# of public advocacy campaigns on HR issues related to DV, dowry and child marriage	77	112	250	251	250	115	250		125		Achieved more than planned in Y1; Planned further activities for Y3
<b>Sub-IR 1.2: Capacity of Stakeholders to Monitor and Investigate Abuses Strengthened</b>												
Indicator 1.2.1	Increased level of knowledge of the stakeholders on DV and closely related rights	5,866	1,529	6,180	4,362	8,450	4,875	8,630		4,270		Target not achieved in Y1 and Y2
Indicator 1.2.2	# of gender-sensitive reports published by trained journalist	0	0	28	16	40	55	39		19		
F-Indicator (2.1.4-3)	# of domestic NGOs engaged with PHR program	21	1	21	18	16	16	16		1		Target not achieved in Y1 and Y2
F Indicator (2.1.4-7)	# of human rights (VAW) defenders trained and supported <sup>14</sup>	5,866	1,529	6,180	4,362	8,450	4,875	8,630		4,270		Target not achieved in Y1 and Y2
<b>IR 2: Increased use of Formal and Informal Justice Systems by DV and Other Survivors</b>												
Indicator 2.1	# of cases under DV and other relevant laws, including Family Law	8	4	72	76	93	157	105		134		

<sup>14</sup> “Human rights defenders” (2.1.4-7) are not the same as “stakeholders” (1.2.1). The second category is broader, including government officials and others. Targets should be revised to reflect different categories of stakeholders being reached. The evaluation team also recommends discontinuing vague “community police” training and focusing on core stakeholders, including all UP members.

Ref.	Performance Indicators	Year One		Year Two		Year Three		Year Four		Year Five		Remark
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Indicator 2.2	# of clients who got legal services	0	180	2,040	2,380	2,040	1,877	2,040		1,020		# increasing every year
<b>Sub IR 2.1: Increase Access to Formal and Informal Justice Systems for DV and Other Survivors</b>												
Indicator 2.1.1	# of DV and HR cases settled through ADR / <i>Shalish</i>	0	107	1,836	1,123	1,836	1,690	1,836		918		
Indicator 2.1.2	# of cases disposed under DV and other relevant laws (including Family Law)	0	0	14	27	18	30	21		27		Achieved more; increasing
Indicator 2.1.3	# of PILs conducted that challenge current court applications of any relevant laws	1	0	1	2	1	1	1		1		
<b>Sub-IR 2.2: Legal Counseling for Women Strengthened</b>												
Indicator 2.2.1	# of legal counselors trained	51	50	51	51	51	18	51		51		
Indicator 2.2.2	# of survivors who received door-step legal counseling	0	180	918	849	918	526	918		459		Flattened at 900+ level
Indicator 2.2.3	# of UP members and <i>upazila</i> vice-chairpersons who received para-legal and <i>shalish</i> training	160	160	314	160	314	207	314		0		Y2 target not achieved
<b>IR 3: Increased Support Services-for DV and Related Rights Issues Improved</b>												
Indicator 3.1	# of <i>upazila</i> network referral systems in place	0	0	8	8	8	8	8		8	See note <sup>15</sup>	
<b>Sub- IR 3.1: Strengthened network of support service CSOs and NGOs</b>												

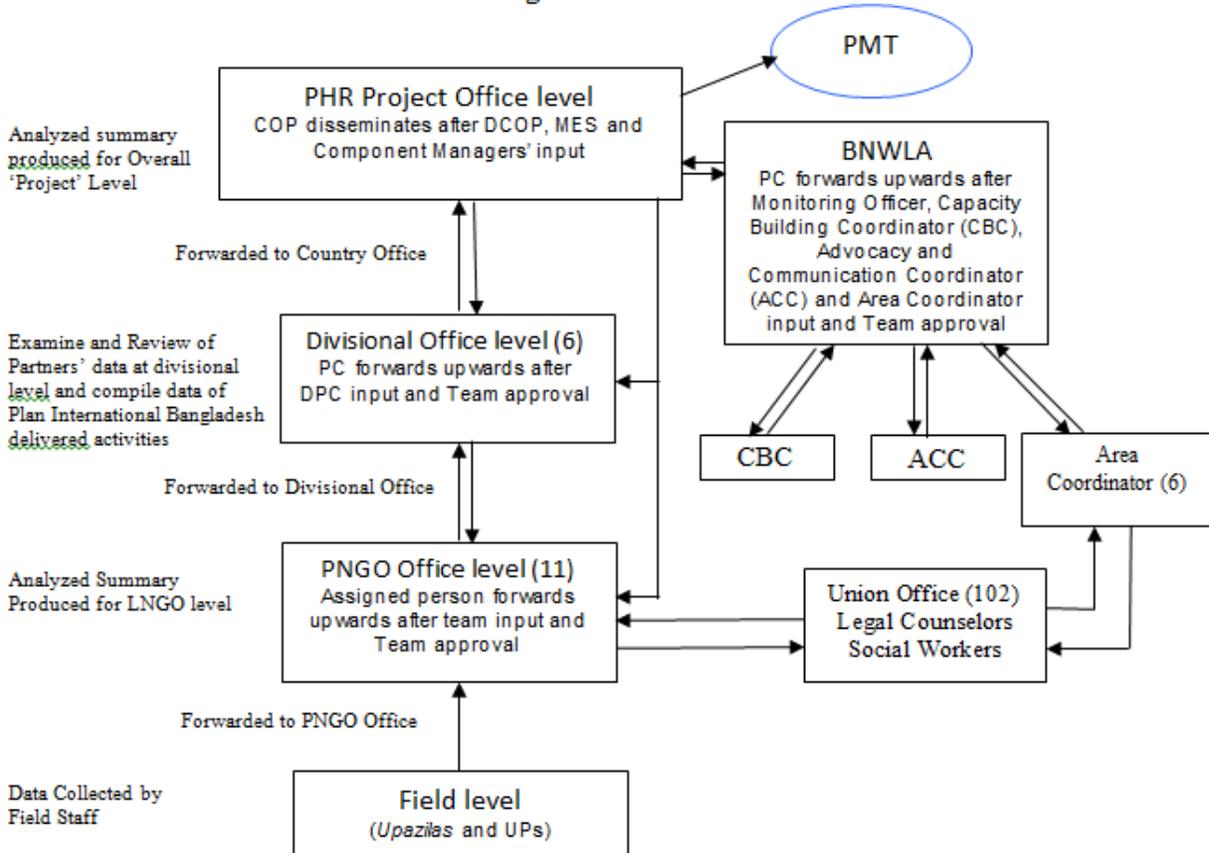
<sup>15</sup> Recommend new target of upgraded referral systems with “mapping” and a list of options available with SWs, SPGs, and UPs.

Ref.	Performance Indicators	Year One		Year Two		Year Three		Year Four		Year Five		Remark
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Indicator 3.1.1	# of SPGs that are operational at the union level	0	24	102	102	102	102	102		102		
Indicator 3.1.2	# social workers trained on DV and related issues	0	0	102	102	102	65	102		102		
Indicator 3.1.3	# of Police Station created survivor friendly environment	0	0	2	0	5	0	8		10		Nothing happened
<b>Sub-IR 3.2 Increase Access of Victims of DV Related Abuses to Support Service</b>												
Indicator 3.2.1	# of survivors who are referred for services	0	0	410	52	530	513	895		423		Achievement in Y2 is low
Indicator 3.2.2	# of psychosocial counseling services received	0	0	3,780	5,443	6,120	14,422	6,120		0		Much over achievement in Y2 & 3
Indicator GNDR-6	# of people reached by USG funded intervention providing GBV services					13,000	10,973	3,750 <sup>16</sup>		8,125		
<b>Intermediate Result 4: Public Awareness on DV and Closely Related Issues Improved</b>												
Indicator 4.1	# of mass awareness events held	0	0	1,446	2,345	4,926	2,826	4,983		2,483		Over achieved in Y2
Indicator 4.2	# of students sensitized on DV and closely related rights issues	0	0	1,600	1,600	11,200	11,210	11,200		8,000		

<sup>16</sup> Recommend increasing target.

# ANNEX X. FLOW CHART PHR INFORMATION

**PHR Information Flow Chart and Management Chart**



# ANNEX XI. EVALUATION MATRIX

	Implementer Materials*	Secondary Materials*	Plan/PHR Personnel**	BNWLA (LCs and Panel Lawyers) & ICRW**	PNGOs**	Participants (NHRAF, UHRAFs, SPGs, SWs, Teachers)***	Beneficiaries***	External Experts, Non-Involved***
<b>RESULTS</b>								
IR1 Component 1 - Advocacy	X	X	X	X	X	X		Gender experts
IR1 Component 2 - Capacity-Building	X		X	X	X	X		
IR2 - Access to Justice	X	X	X	X	X	X	Clients	Judges, police
IR3 - Support Services	X		X		X	X	Clients	
IR4 - Public Awareness	X		X		X	X	Students	
<b>MANAGEMENT AND ADMINISTRATION</b>								
Performance Management System	X		X	X	X			
Coordination with Partners	X		X	X	X	X		MOWCA; MLJPA; Gender experts
RELEVANCE	X	X	X	X	X	X	Government	Gender experts
CLIENT SATISFACTION	X		X	X	X	X	All	
SUSTAINABILITY	X		X	X	X	X	Government	
<b>CROSS-CUTTING ISSUES</b>								
Gender	X	X	X	X			Clients	Gender experts
Youth	X		X			X	Students	

\* For full lists of Implementer Materials and Secondary Materials, please see Annex III.

\*\*Please see Annex VI for lists of Plan/PHR Personnel; BNWLA, ICRW and PNGO representatives; government representatives; judges and police.

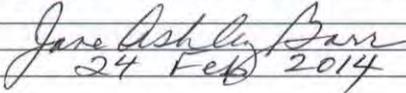
\*\*\*For lists of Participants (NHRAF, UHRAFs, SPGs, SWs, Teachers), Beneficiaries, and External Experts/Non-Involved, please see Annex VIII.

# ANNEX XII. DISCLOSURE OF POTENTIAL CONFLICTS OF INTEREST

Disclosure of Conflict of Interest for USAID Evaluation Team Members

<b>Name</b>	Ashley Barr
<b>Title</b>	Team Leader, PHR Evaluation
<b>Organization</b>	Social Impact, Inc.
<b>Evaluation Position?</b>	<input checked="" type="checkbox"/> Team Leader <input type="checkbox"/> Team member
<b>Evaluation Award Number</b> (contract or other instrument)	Contract # AID-OAA-I-10-00003
<b>USAID Project(s) Evaluated</b> (Include project name(s), implementer name(s) and award number(s), if applicable)	Protecting Human Rights (PHR), Plan International Bangladesh.
<b>I have real or potential conflicts of interest to disclose.</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>If yes answered above, I disclose the following facts:</b> <i>Real or potential conflicts of interest may include, but are not limited to:</i> <ol style="list-style-type: none"> <li>1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</li> <li>2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</li> <li>3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</li> <li>4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</li> <li>5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</li> <li>6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</li> </ol>	

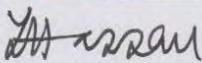
I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

<b>Signature</b>	
<b>Date</b>	24 Feb 2014

Disclosure of Conflict of Interest for USAID Evaluation Team Members

<b>Name</b>	Zakia K. Hassan
<b>Title</b>	National Team Member
<b>Organization</b>	Bangladesh Democracy and Governance Program Evaluations (BDGPE), implemented by Social Impact, Inc.
<b>Evaluation Position?</b>	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
<b>Evaluation Award Number(contract or other instrument)</b>	Contract # AID-OAA-I-10-00003, Task Order # AID-388-TO-11-00001
<b>USAID Project(s) Evaluated(Include project name(s), implementer name(s) and award number(s), if applicable)</b>	Protecting Human Rights (PHR) Project, Plan International, Program Number AID-388-A-11-00002
<b>I have real or potential conflicts of interest to disclose.</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>If yes answered above, I disclose the following facts:</b> <i>Real or potential conflicts of interest may include, but are not limited to:</i> <ol style="list-style-type: none"> <li>1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</li> <li>2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</li> <li>3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</li> <li>4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</li> <li>5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</li> <li>6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</li> </ol>	

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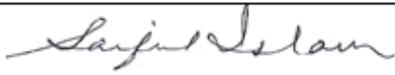
<b>Signature</b>	
<b>Date</b>	27 February, 2014

Disclosure of Conflict of Interest for USAID Evaluation Team Members

<b>Name</b>	Saiful Islam
<b>Title</b>	Deputy Chief of Party
<b>Organization</b>	Bangladesh Democracy and Governance Program Evaluations (BDGPE), implemented by Social Impact, Inc.
<b>Evaluation Position?</b>	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
<b>Evaluation Award Number(contract or other instrument)</b>	Contract # AID-OAA-I-10-00003, Task Order # AID-388-TO-12-00001
<b>USAID Project(s) Evaluated(Include project name(s), implementer name(s) and award number(s), if applicable)</b>	Protecting Human Rights (PHR) Project, Plan International, Program Number AID-388-A-11-000002
<b>I have real or potential conflicts of interest to disclose.</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>If yes answered above, I disclose the following facts:</b> <i>Real or potential conflicts of interest may include, but are not limited to:</i> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	

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<b>Signature</b>	
<b>Date</b>	27 February 2014

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Washington, DC 20523