

2003 – 2004 ANNUAL IMPLEMENTATION PLAN

More Effective Civil Society Advocacy of Human Rights

BANGLADESH

**Funding provided by the
United States Agency for International Development
under Associate Award No. 388-A-00-01-00133-00**

**ANNUAL IMPLEMENTATION PLAN
28 SEPTEMBER 2003 – 27 SEPTEMBER 2004**

Submitted by:
Academy for Educational Development
Civil Society Initiatives
The AED Global Civil Society Strengthening Partnership
AED Reference 1270-2926-04

In collaboration with
Management Systems International

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Washington, DC
28 August 2003

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2003 – 2004 Annual Implementation Plan

Introduction

Project implementation in the second year suffered slightly from security precautions and external factors related to the Iraq actions and other factors internal to the Bangladesh situation. These impacted on training programs using outside consultants and, less so, on reduction in field activities related to pre-award visits. Nevertheless, three additional subgrant activities were processed and four additional proposals are in their final stages for an anticipated portfolio of 12 operating grants at the start of the next implementation plan. Two major participant training programs were delayed (journalism and anti-corruption training), in part because of the travel limitations. On the other hand, the first of planned regional study tours (to India) on Violence Against Women and initial movement toward the establishment of a working task force on this issue proceeded as planned.

The overall program did benefit from an extensive strategic review in consultation with USAID of certain original parameters in light of other externalities. Decisions were made to narrow the substantive focus areas of the program. These decisions place the program in a better position to serve the overall strategy of USAID and avoid duplication of activities in sectors that are receiving substantial attention under other initiatives such as trafficking (regional task forces) and child labor (other donors).

Workplan

The focus in year three will be on strategic planning for advocacy and coalition building. The project will use subgrant activities as a basis for focusing and consolidating data collection and awareness research, coordinating learning and motivational materials, establishing information exchange among groups to facilitate working together more effectively, particularly in developing a unified message concerning priority human rights issues. Key mechanisms that will be utilized by the project will include:

Facilitated workshops and grantee conference. AED will continue to convene a series of facilitated workshops from time to time, where HR activists and other stakeholders, primarily NGO grantees and training participants can come together in a relatively neutral environment to identify principal issues and define priorities and strategies as a group. Such workshops developing the issue of violence against women have taken place among study tour participants and with appropriate grantees have begun and will continue during the coming year. Other workshops among selected grantees involved in rights awareness and community rights groups formation will be conducted periodically to exchange information and develop unified approaches to creating awareness. A major conference among grantees and other participants touched by the BHRAP programs will be held in the second half of the year. AED's role in such workshops typically will be to create the holding environment where various parties can come together, and to facilitate their thinking and deliberations about future strategies leading to wide-based advocacy efforts covering the priority areas of the project.

A hands-on grant program. Additional grants will be processed subject to the availability of funds. Final selection will take place following the process, which has been established in earlier rounds. Organizations submit a preliminary application and AED project staff selects the best proposals for further development. The selected preliminary applications will be submitted to USAID for approval. AED will then assist the selected organizations in developing complete applications according to criteria and parameters established in consultation with USAID. Final applications will be submitted to USAID for approval. This two-step process, involving significant amounts of Project staff interaction with prospective grantees, is labor intensive, but yields a number of benefits. It facilitates the achievement of Project strategic results and the establishment of performance monitoring criteria, through the refining and coordinating of grants. It also allows for the identification of technical assistance, training needs and research requirements that can be closely tailored to the needs of the groups and the grant program as determined in collaboration with USAID. More significantly, the grants program serves as the point of departure for build up of a larger activist human rights network described below.

Study Tours/Participant Training. Modification to the original Cooperative Agreement has enabled the development of focused participant training program, which has become a key component of project activities. The project will be completing two specific exercises in journalism and anti-corruption training during the coming year, which will include study tours for selected participants. Potential regional study tours and training exercises focusing on rights advocacy are also planned. The specific phased training programs for larger groups as well as target of opportunity exercises such as limited occasional support for participation in international conferences on human rights related issues, will broaden and inform the networking activities of the local coalitions that will arise from the grants activities. They also help to create a known cadre of project stakeholders who can be called upon to help strengthen individual organizations and collective efforts to address human rights issues.

- Coalitions/Task Force. AED expects the workshops, the grants process, and study tours to assist in the development of specifically identified in-country working coalitions and the VAW focused task force that can work together on particular advocacy or other human rights efforts at local and/or national levels. As was noted in the previous implementation plan, nascent coalitions dealing with rights issues have been episodic and opportunistic rather than strategic. In other words, coalitions were formed around specific victim-focused events or cases of human rights violations rather than as a method for developing long term advocacy activities. Utilizing the facilitated workshops on specific issues and the growing participation in grants program and training, AED will attempt to “ratchet-up” these limited-focus groupings toward the creation of issue-focused coalitions with consistent and long-term human rights messages and approaches aimed at specific audiences. The task forces would, for example, engage themselves to develop prototype messages for other grantee stakeholders. Resources from the workshop with the adolescents (BCCP) conducted previously on violence against women, and other materials resulting from the VAW study tour to India can be used for development of forceful messages regarding VAW.

Ideally this process will stimulate the Bangladesh human rights community over time to organize itself into national “movement” in issue areas where progress can be made to advance human rights in the country with a unified and effective approach to creating awareness at the national level. Awareness raising has been identified as a major need by the human rights community, and the Project is in a position to fill a vacuum that exists in present activities toward establishing a unified and proactive advocacy strategy that involves many individuals and organizations and cuts across various social and official strata in the country.

The role of such broad based coalitions together with task forces on specific issues such as violence against women and child rights would be to link human rights and other groups working in a given issue area. Among other things, the task forces would consider how the broader HR groups *as a community* can strategize on particular issues, that is, develop strategies for tackling the issues that reach beyond a single group’s knowledge and capacity. Among other things, they will consider how key issues can be framed in strategic ways to achieve political and social impact. They could also identify research needs, carry out political mapping, organize lobbying, facilitate the sharing of information on rights abuses, rights programs (what works and what doesn’t), and other matters of common concern and value. In essence, they would help to aggregate efforts in a way that promotes local ownership.

The project will initially focus its efforts on facilitating the continued emergence of the task force on women rights and violence against women. The project will also encourage its major grantee dealing with child rights, Save the Children Australia, as well as other grantees to stimulate a similar movement with other organizations dealing with that sector. Anti-trafficking is no longer a major focus of the project and boasts a relatively active coalition centered around ATSEC, another USAID-funded program. However, the AED program will continue its involvement with this task force, feeding findings of the trafficking research being conducted to the larger community. The publication of that research, due early during the next implementation period will trigger one or more AED-supported workshops for this group. Other community based HR monitoring groups will be brought together in the context of the planned conference to translate overall project information into their local activities. Other local issues might stimulate the growth of micro coalitions or localized task forces within other grantees’ HR awareness efforts and these will, in turn, feed into the overall efforts under the project to develop standard widely applicable advocacy strategies and activities.

The following table summarizes the key activities of year three within a general time frame:

Table 1: AED Human Rights Project, Year 3, Key Activities

Year 1	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Months	O N D	J F M	A M J	J A S
1 Grants & Awards (selection, pre-award (risk) audits, revision, approval, award.)		
2. Strategy Workshops	
3. Grants Monitoring
4. Participant Training/Study Tours
5. VAW Task Force Development
6. Other Training [1]	

[1] **Other Training Activities** will involve work with individual NGOs to help shape their implementation activities. Some training will be one-on-one. Other training will involve work with several NGOs in areas such as accounting, audits, communications task scheduling, surveys, polling, lobbying, coalition building, etc.

Table 2: AED Human Rights Project, Year 3, Implementation Plan

Activity Description	Audience	Schedule	Responsible	Expected Outcomes
1. Additional Grant awards Appraise/finalize concept papers present to USAID with supporting documentation	AED, AID, HR community	October, November December	COP, Program Staff	Additional proposals identified, final proposals underway
2. Conduct pre-award financial and management audits	HR NGOs	October November	COP, Program staff	Management and financial audits performed.
3. Refine indicators and definitions, establish targets, set baselines for grantee PMP; continue training of project staff and prospective grantees in M&E	USAID, AED, MSI, NGOs	October November December	AED/W, MSI/W, COP and program staff	Indicators finalized, targets set, baseline data collection process initiated; NGO staff trained in PMP and data collection

Activity Description	Audience	Schedule	Responsible	Expected Outcomes
4. Conduct orientation on financial and USAID grant regulations. Augment training in performance monitoring	HR NGOs	November December	COP, and AED staff	TA extended
5. Issue Trafficking Research Findings, conduct workshops	HR NGOs Government USAID	December January	Researcher, AED	Publication, dissemination of findings, workshops
6. Participant training: identify potential sites and study tour implementers; identify and select participant trainees;	NGO community	October to April	COP, program staff, AED/W Consultants	Training conducted
7. Monitor progress and results through site visits, progress reports, and TA	HR NGOs	Ongoing	COP, and program staff	Site visits performed, Reports submitted
8. Study Tour (regional) HR Advocacy	HR NGOs	March	AED/MSI, Program staff	Tour conducted
9. Participant training tours Journalism, Anti-corruption	Participants	December To April	AED, Program Staff, Consultants	Training tours completed
10. Collect data for annual performance reports	USAID	on-going	COP, AED/W, MSI/W	Data collected
11. Strategy Workshops	HR Community	On-going	Program Staff, HR activists	Task force coalitions operational
12. National Conference	HR Community	June	Program Staff, Grantees	National Conference
13. Prepare quarterly financial reports	USAID	Dec., March, June, Sept.	COP, fiscal staff	Quarterly reports prepared
14. Prepare semi-annual reports	USAID	April, Oct.	COP, program staff	Reports prepared
15. Conduct participant training travel visits	NGO community, Participants	Ongoing as identified	COP, Program staff	Visits conducted
16. Commission research: VAW, trafficking (continued)	HR NGOs, , USAID, AED	October, January.	COP, other stakeholders	Data collected, analyzed
17. Other training events, workshops and conferences	NGO coalitions,	Periodic	COP, Program staff, advocacy consultants	Trainings conducted
18. Prepare 4th annual workplan	USAID, AED	Sept.	COP, AED staff	Workplan prepared