

## **Bangladesh** **Improvement Plan**

**Thematic window: Gender Equality and Women's  
Empowerment**

**Programme Title: MDG-F Joint Programme to Address  
Violence Against Women in Bangladesh**

## Joint Programme Improvement Plan for Addressing Violence Against Women in Bangladesh

After the interim evaluation is complete, the phase of incorporating its recommendations shall begin. This file is to be used as the basis for establishing an improvement plan for the joint programme, which will bring together all the recommendations, actions to be carried out by programme management.

### **Evaluation Recommendation No. 1**

Given the number of agencies, the time remaining and the difficulties involved with making any changes to the PRODOC, the MTE considers it is not realistic to make changes to the JP VAW design, but rather, the UNCT should focus on a) assessing the impact of the different activities in order to identify best practices that should be replicated or scaled up. In this regard, planning and budgeting for an in-depth final evaluation would be key; b) identification of lessons learned that can be used by the UNCT and for the new UNDAF; c) strengthen proposed coordination mechanisms to avoid gaps and duplications, as well as identify synergies and complementarity; d) shift focus within ministries to consolidate achievements and avoid further dilution with activities that have not begun, are significantly delayed or not perceived as having clearly defined objective, which can be agreed without the need to revise the TPPs.

### **Response from the Joint Programme Management**

The Joint Programme team agrees with the recommendations given and through current UNDAF Pillar 7, the UNCT already took decisions on: a) keeping provision of the final evaluation of the programme in the first quarter of 2013 where best practices and lessons learned would be the focus of the evaluation; b) from the lessons so far, we have already incorporated the programme in the new UNDAF Pillar 7; c) through established outcome groups the issue is already being addressed, and it will be further strengthened by introducing joint monitoring and periodical review of the programme; d) it is already being practiced through the preparation of quarterly color coded work plans.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
1.1 Keep budget for final evaluation	January - March 2013	JPMO-Finance officer JPMO				
1.2 Conduct Outcome groups meetings	Quarterly	Focal Point for UN WOMEN for OC-1 Focal Point for UNFPA for OC 2 & 3				
1.3 Joint monitoring visits by outcome group members	Quarterly	Programme Manager, JPMO				

### **Evaluation Recommendation No. 2**

JP VAW needs to strengthen its coordination mechanisms to maximize efficient use of resources, with particular focus on areas where many agencies are involved, such as: production of studies, advocacy/awareness raising, knowledge management and capacity building. Work with potential migrant workers, shelters as well as work related to CEDAW should also be of particular focus. Unused funds of JPMO staff could be used to further strengthen the JPMO, as well as the communication and M&E functions. Clear distribution of responsibilities between the JPMO and the lead agency need to be identified, in this respect the MTE recommendation, for the reasons explained in the report, is that in as much as possible oversight, analysis, communication lead and M&E oversight responsibilities of the JP VAW should rest within the JPMO. Sufficient human resources and independence should be provided for this to happen.

Through the JPMO, the coordination is already strengthened and JPMO ensures further coordination among the agencies in three ways: a) having coordination workshops twice in a year; b) through the established Outcome Groups; and c) regular e-communication. Clear roles of JPMO and the Lead Agency have already been established. JPMO is playing the role of coordinating and monitoring the JP, while the Lead Agency is overseeing and guiding the JPMO. The Lead Agency particularly looks after policy issues and transmitting

lessons learned through UNDAF Pillar 7. The Outcome Group approach will be further strengthened through joint monitoring and review and the necessary budget will be allocated in the revised work plan. The Lead Agency is of the opinion that the JPMO is not under staffed. The Lead Agency supports the JPMO through several staff assigned to oversee, providing administrative as well as HR support. The Communication Officer of JPMO will also be on board very soon.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
2.1 Conduct coordination workshop	Twice yearly	M&E officer, JPMO				
2.2 Allocate budget for joint monitoring for the remaining period through reviewing AWP	May 2012	Finance officer IPM, JPMO				

### Evaluation Recommendation No. 3

Although independent monitoring by each agency of its activities should continue, the JP VAW needs to strengthen its role of quality oversight, centralization of information and knowledge management through increased monitoring visits (which would ideally be done jointly and by outcome), ensuring use of information collected in decision making. Clear indicators and time appropriate goals need to be identified in order to track programme progress, particularly important for activities identified as vague or lacking clear focus such as awareness raising with sports clubs. And while the M&E needs to be aligned with the new UNDAF, care should be put to ensure that JP VAW specific areas are not diluted in the greater picture. Greater focus should be placed in collecting lessons learned and case studies. A shift from activity monitoring to impact and results needs to take place.

### Response from the Joint Programme Management

As already mentioned, the Outcome Groups are already functional and will start Joint Monitoring visits and joint reviewing of programmes regularly. JPMO M&E and UNDAF M&E are now aligned and the M&E Officer of JPMO is made the focal point of UNDAF Pillar 7 M&E focal person. All these are part of shifting to results based monitoring from activity monitoring.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
3.1 Outcome group based joint monitoring visits	Continuous	Focal Points from UN partner organizations				
3.2 M&E officer JPMO takes active participation in UNDAF pillar 7 meetings	Continuous	M&E officer JPMO				
3.3 Result based monitoring indicators identified and incorporated in UNDAF M&E framework	Continuous	M&E officer JPMO				

### Evaluation Recommendation No. 4

The MTE recommends that the JP VAW undertakes a mapping exercise to identify all VAW related activities within the UN, including main donors (e.g. DANIDA) and partners (e.g. BRAC.) In this respect, the evaluator was informed that Pillar 7 member agencies initiated a similar mapping exercise after the in-country visit. In this case it would no longer be necessary for the JP VAW to undertake this initiative separately.

<b>Response from the Joint Programme Management</b>						
The Pillar 7 members already developed a matrix to capture all VAW related activities undergoing by different agencies. Thus it is dropped from JP VAW initiatives' list.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
4.1 Mapping of interventions are done by assigned UN agency	May 2012	M&E focal points of UN agencies				
<b>Evaluation Recommendation No. 5</b>						
5) In regards to JPMO staffing, the MTE recommends recruitment of the "Administrative and Finance Associate" ensuring the person has prior UN experience and is a level G3 or above. In addition, a full time communications officer should be recruited immediately. The MTE recommends that recruitment of the communications officer be a prerequisite for approval of a no-cost extension.						
<b>Response from the Joint Programme Management</b>						
Candidates for the communication officer will be interviewed on 18 <sup>th</sup> April 2012. It is expected that the communication officer will be on board very soon. Regarding the Administrative and Finance Associate, the need of that particular person was reviewed carefully. The Finance Officer who is already on board taking care of finance issues at JPMO level, gets support from the Lead Agency finance team when required. The administrative support is provided by the Lead Agency Admin Officer, whenever needed.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
5.1 Communication Officer is on board at JPMO	May 2012	UNFPA HR officer				
<b>Evaluation Recommendation No. 7</b>						
7) The MTE recommends the PIMC to undertake a review of all agency's implementation rate and staffing levels, with special focus on agencies and activities lagging behind, such as the media forum or the database initiative, to ensure sufficient resources are in place to achieve high quality implementation of commitments within the JP timeframe. The MTE recommends a three month no-cost extension to facilitate full implementation, and that the NSC endorsed no-cost extension request is forwarded to the MDG-F Secretariat for approval soonest.						
<b>Response from the Joint Programme Management</b>						
At present, the PMC is undertaking a review of all agencies implementation rates, staffing levels, focus of agency activities, etc. through tracking in the color coded work plan and bi-annual monitoring report. The PMC lauded the recommendation of MTE for 'no-cost' extension for 3 months (up to June 2013). However, in the PRODOC, the project timeline is written and approved as January 2010 to Dec 2012 for three years. On the other hand, MDG-F considers the project period from Apr 2010 to Mar 2013 as the first tranche of money reached the agencies in April 2010. The Govt of Bangladesh and the UN agencies agreed to extend the project from Jan 2013 to June 2013. The UNRC office will soon write to MDG-F secretariat for the 'no cost extension' and final tranche of money.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
7.1 Approval of no cost extension	May 2012	MDGF secretariat UNRCO Coordination Officer				
<b>Evaluation Recommendation No. 8</b>						
In order to strengthen national ownership the MTE recommends that formation of the PIMC, as originally envisioned in the PRODOC. It would be housed and led by MoWCA, and count with the participation of UN agency heads, equivalent management level from the partner Ministries, the RC, the ERD and GED. PIMC would meet on a biannual basis to ensure strategic vision and alignment between the JP VAW, national						

priorities and the new UNDAF, while the PMC would remain as a technical body with a focus on tracking progress and overcoming challenges. Consistency in the staff attending the PMC and other governance mechanisms is key to ensure ownership and efficient decision making.

**Response from the Joint Programme Management**

In the first PMC meeting, it was decided that for this project there will be no specific lead Ministry. The decision taken in the first PMC was: "It was decided un-anonymously that in the JP VAW there would be no lead ministry as such. Instead ERD would be the focal and coordinating agency from GoB side for the JP VAW. All the partner ministries would equally be responsible for successful implementation of the JP VAW." The issue was again raised as per MTE recommendation at PMC and PMC members confirmed the original decision and decided not to act on this recommendation.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
8.1 Need to be discussed in upcoming PMC	April 2012	IPM,JPMO PMC Co-chairs				

**Evaluation Recommendation No. 9**

JP VAW should Strengthened and regularize outcome groups as a mechanism to move discussion from progress monitoring to results and impact, promote rationalization of resources, standardization of processes, economies of scale, establishment of synergies and strengthening of institutional capacities at the technical level. National counterparts should participate of the outcome groups, and national co-chairs should be identified for each Outcome group, as part of the JP VAW’s objective of empowering and strengthening national capacities.

**Response from the Joint Programme Management**

It was decided that the lead agency for outcome I would be UN Women and UNFPA for outcome II and III. The ToR for the outcome groups have been developed and first meetings for these outcome groups already done. Joint field visits are being prepared with the outcome group members. In April, one joint field visit has been planned.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
9.1 Outcome Groups are functional (regular meetings and joint monitoring hold)	Continuous	IPM,JPMO				

**Evaluation Recommendation No. 10**

A communication strategy needs to be developed to ensure coherence and focus of all ongoing and planned advocacy and awareness raising campaigns. Special care should be taken to ensure alignment between the communication strategy and communications related activities under UNFPA Outcome II with the Ministry of Information. Focus on previously selected areas, mainly dowry, child marriage, VAW in the workplace, maternal health and possibly harassment at schools should be maintained, with materials stemming from other programs only being used if consistent with the JP’s messages. Key messages need to be identified and utilized by all the agencies. MDGF logo should be included in all JP VAW funded material. The JP VAW communications plan should be aligned with the communications strategy under Pillar 7 for the new UNDAF.

**Response from the Joint Programme Management**

It has been agreed in the focal points meeting that from now on all the documents, materials produced from JP VAW will follow the logo using the protocol of MDGF. In the last coordination workshop we have formed a group, led by UNDP, to develop the communication strategy. This group has developed draft guideline for the communication strategy. The task will be fully completed after the joining of the communications officer.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
10.1 Develop the Communication	July 2012	Communication Officer, JPMO				

Strategy						
10.2 Ensure MDG-F visibility	Continuous	UN Focal Points				
<b>Evaluation Recommendation No. 11</b>						
Greater efforts should be put towards the improvements of information systems on VAW (Output 3 of Outcome I) as a sustainable way of ensuring monitoring and reliable fact based decision-making. Involvement of civil society as monitors of government responsibilities should be encouraged and access ensured. A website should be set up to centralize VAW related studies and information, and in a manner that remains sustainable beyond the JP VAW as a mechanism in response to the need for access expressed by civil society during the MTE.						
<b>Response from the Joint Programme Management</b>						
Partners fully agree with this recommendation and we have prepared the ToR for developing the website. It is expected to have the JP VAW website up and running very soon.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
11.1 Contract IT firm	May 2012	UNFPA Procurement Officer				
11.2 Develop JP VAW web site	July 2012	Communication Officer, JPMO				
<b>Evaluation Recommendation No. 12</b>						
One best practice observed was the support provided to women affected by HIV AIDS in the form of small grants, which had at the time of the MTE already translated into small income generating initiatives, with the power to reduce vulnerability and discrimination experienced. The MTE recommends focus on ensuring this activity reaches all women initially identified, and strongly recommends this activity be documented for possible replication as a best practice.						
<b>Response from the Joint Programme Management</b>						
The JP-VAW team fully agrees with the recommendation. The team will be documenting this best practice along with other best practices of the project. The communication officer and other staff members will work on it to capture the best practices of the project.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
12.1 Best practices documented	Continuous	UN Focal points				
<b>Evaluation Recommendation No. 13</b>						
Capacity building initiatives within the JP VAW need to be centralized and structured in a coherent and consistent manner. The JP VAW will need to assess impact of current capacity building methodologies. The MTE recommends that any unused or liberated funds be destined to strengthen training of religious leaders, which might include follow up session to promote use of lesson learned and reinforce messages.						
<b>Response from the Joint Programme Management</b>						
In the existing system it is very difficult to transfer funds from one ministry to another or one agency to another, because of existing legal commitments with ministries through approved TPPs or RTPPs. However, to plan for the utilizing unspent funds this will be discussed and necessary revisions would be done for full and meaningful utilization within the stipulated time.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
13.1 Revise AWP of the respective IPs	June 2012	Focal points and Project Directors				
<b>Evaluation Recommendation No. 14</b>						
The JP VAW needs to look into sustainability measures for activities under outcome 3, seeking commitments either from the government or from the implementing agencies beyond the end of the JP VAW.						
<b>Response from the Joint Programme Management</b>						
Under outcome 3, the UN supports shelter homes and women-friendly hospitals. Regarding the shelter homes of Ministry of Social Welfare, the project only provides support for the rehabilitation of the survivors.						

Government has already agreed to continue the shelter homes under Ministry of Women and Children Affairs. Regarding the women-friendly hospital initiative, government has already decided to continue the initiatives and provide financial support through local level plans. Furthermore, after the project period is over, the programme will be continued through individual UN agencies' support and it is already reflected in the UNDAF for the period of 2012-2016 in Pillar 7.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
14.1 Shelter home services continued	Continuous	PD of MoWCA				
14.2 Women Friendly Hospital Initiative sustained	Continuous	Focal Point UNICEF and respective hospital Administrators				

**Evaluation Recommendation No. 15**

The main focus of the JP VAW's sustainability and exit strategy should be to a) identify lessons learned (as per recommendation one); b) alignment with Pillar 7; and c) ensure mainstreaming of VAW and gender under the first six pillars of the UNDAF.

**Response from the Joint Programme Management**

a) Recommendation one is already responded to; b) the alignment with Pillar 7 has already been done through making the JP-VAW based GTG as UN GTG and making JPMO M&E officer as the focal person for Pillar 7 M&E; c) the UN GTG has already provided technical advise in mainstreaming VAW and gender issues to other UNDAF pillars.

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
15.1 Alignment with UN GTG and UNDAF Pillar 7 continue	Continuous	M&E officer JPMO				
15.2 Technical expertise provided to other Pillar of UNDAF by Pillar 7	Continuous	Assistant Representative UNFPA				