

Manusher Jonno Foundation

STRATEGIC PLAN: 2019-2028

May 2019



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LIST OF ACRONYMS

ALOK	Advancing Leadership Opportunity and Knowledge
CSOs	Civil Society Organisations
CBOs	Community Based Organisations
CSR	Corporate Social Responsibility
CDU	Capacity Development Unit
EPR	Excluded People's Rights in Bangladesh
FYP	Five Year Plan
GoB	Government of Bangladesh
ICT	Information Communication Technology
KM	Knowledge Management
LGD	Local Government Division
LGI	Local Govt. Institutions
MJF	Manusher Jonno Foundation
NGO	Non-Government Organisation
ODI	Overseas Development Institute
PNGOs	Partner Non- government Organisations
PWD	Persons with Disabilities
RMG	Ready-made Garments
RTI	Right to Information
RAPID	Research and Policy in Development
SDGS	Sustainable Development Goals
ToC	Theory of Change
VAWG	Violence against Women and Girls
VGD	Vulnerable Group Development
VGF	Vulnerable Group Feeding

I. EXECUTIVE SUMMARY

Manusher Jonno Foundation (MJF) is one of the largest national Non-government organisations (NGOs) in Bangladesh providing grants and capacity building support for human rights and good governance since 2002. MJF programmes are conceptually and strategically consistent with the relevant provisions of the Constitution of Bangladesh, the National Integrity Strategy (2012); the Seventh Five Year Plan (2016-2020); and the Sustainable Development Agenda 2030.

MJF has been directly involved in some of the most progressive and pro-poor laws and policies enacted over the last 17 years. Through unique partnership with NGOs, it has produced tangible benefits to a large number of women, children, including 12 categories of marginalised and disadvantaged communities in Bangladesh.

During this strategic phase from 2019-2028, MJF will expand its efforts in improving the situation of vulnerable people specially the marginalised in Bangladesh by addressing inequality, discrimination, violence, insecurity, livelihoods and also address climate change impacts.

MJF has articulated four strategic pillars for work during 2019-2028. Through its first strategic pillar: research and evidenced-based advocacy, MJF will highlight human rights perspectives on different dimensions of existing inequalities, outline ways in which discrimination further exacerbate inequalities and make recommendations to ensure that laws and policies benefit the most marginalised.

Through its second strategic pillar: partnership and social mobilisation at the grassroots level, MJF will steer social movements in support of promotion of human rights and good governance values and principles to produce momentum for ensuring dignity and rights of the marginalised community people.

Through its third strategic pillar: strengthening capacities of both demand and supply sides actors, MJF will strive to ensure that the authorities are sufficiently sensitised and motivated to respond to demands of the rights holders; Partner Non-government Organisations (PNGOs) are able to implement their programmes and projects more effectively, efficiently and communities from excluded, marginalised and disadvantaged sections of the society are empowered and sufficiently equipped to raise their collective voices.

Through its fourth strategic pillar: initiate revenue generating activities MJF will work towards organisation's sustainability to establish itself as an independent Foundation capable of carrying out its activities in a scenario of diminishing donor support. MJF will explore diverse types of partnerships, funding and support fueled by evidence, branding and networking.

These four strategic pillars reflect MJF's belief that people-powered and collective action is at the center of transformative change. MJF is in a strong position to effectively respond to and overcome both human rights and good governance challenges for the benefit of excluded, marginalised and disadvantaged communities of Bangladesh.

MJF's first three pillars of strategic approach is also consistent with Sustainable Development Goals (SDGs) all-encompassing theme of 'Leave No One Behind' that highlights the foundational role of inclusion which strengthens not only the social, but also the economic and environmental dimensions of sustainable development.

2. WHO WE ARE

Manusher Jonno Foundation (MJF) is one of the largest national grant making organisations in Bangladesh disbursing funds and capacity building support for human rights and governance work within the country. With massive experiences of handling partnership with more than two hundred PNGOs for the last 17 years, MJF has been striving to build capacities of poor and marginalised people in Bangladesh to demand basic services and raise voice against rights violation. MJF also works with public institutions to ensure their responsiveness towards marginalised people. Policy advocacy is another feature of MJF's work and it has been directly involved in some of the most progressive and pro-poor laws and policies enacted over the last 10 years in Bangladesh.

Established in 2002 as a non-government and non-profit organisation, MJF is dedicated to mainstreaming gender and disability in its operation within the country in terms of participation, capacity and programmatic focus.

Vision	Mission
A world free from poverty, exploitation and discrimination where people live in freedom, dignity and human security.	To promote human rights and good governance through partnership with relevant stakeholders, including duty bearers, to ensure dignity and wellbeing of all people, especially the marginalised.

Goal: Transform MJF into a sustainable Foundation, recognised for achieving social transformation of vulnerable groups through rights and governance works.

MJF programmes are conceptually and strategically consistent with the relevant provisions of the Constitution of Bangladesh, as well as Perspective Plan 2011-2021: Making Vision 2021 a Reality; the National Integrity Strategy (2012); the Seventh Five Year Plan (2016-2020); and the Sustainable Development Agenda 2030. To that extent MJF considers itself a partner of the Government and other stakeholders working to ensure human rights and promote good governance.

MJF enjoys consultative status with the Economic and Social Council of the United Nations since 2017.

3. OUR UNIQUE CONTRIBUTIONS TO CHANGE

MJF is a Foundation. There are four major features of a foundation:

- a) A foundation reflects a sense of a permanent institutional presence. In the context of MJF and Bangladesh, the argument for a permanent institutional presence is that democracies across the world can only ever be well functioning if their institutional landscape is dotted with civil society organisations holding governments to account and providing them with independent knowledge and critical analysis of performance laid before the voting public and citizenry. Indeed without such organisations, there can be no citizens, and no democracy.
- b) By definition, a foundation supports activities in order to serve the common good. They are often established and supported through endowments, voluntary contributions, philanthropic donations and so forth.
- c) The idea of a foundation also reflects well the relation of MJF to its partners. On the one hand, MJF's strength lies in its partners. Through partners, MJF is positioned to deliver impact at a scale that other organisations cannot offer, and at the same time support the implementation of context specific solutions. But as a foundation, it also sets agendas and leads from the front; its work is defined by a set of principles;
- d) The notion of a foundation signals an ambition to become a recognised, (nationally and internationally) leader in the field of rights and governance. This reputation builds on evidence of results delivery, knowledge management and policy engagement, financial management and probity, and strategic development.

MJF is guided by the following values and principles:

- ☐ Inclusiveness
- ☐ Respect for diversity
- ☐ Transparency and accountability
- ☐ Mutual respect and trust
- ☐ Gender sensitivity

As a result of sustained advocacy in collaboration with different partners and Civil Society Organisations (CSOs), MJF was involved in the drafting, enactment, formulation and reformulation of the following laws and policies:

- Right to Information Act
- Domestic Violence Prevention Act
- Minimum wage in garment and shrimp processing industries
- Migrant Workers Protection Act
- Labour Laws and Policy
- Hindu Marriage Act
- Child Labour Prevention Policy 2010
- Child Pornography Control Act 2012
- Legal Aid Services Act 2000
- The Anti-Discrimination Act was drafted with MJF support and is now awaiting enactment

Besides this, in recognition of MJF expertise, a number of staff are members of various high level policy committees and forums set up by different ministries.

MJF has developed capacity of 7,000 staff of partner organisations on human rights, governance, standard financial and accounting system etc. for effective and efficient implementation of programmes.

Some of the major successes of MJF support to CSO's includes the following:

- Support to 300 schools ensuring education of 11000 indigenous children in remote areas. They also received education both in their native language and in Bangla.
- 12,390 landless people got access to 10,315 acres of *Khas* land (government owned fallow land where nobody has property rights).
- 256 plain land indigenous families recovered their 524 acres of lands which were either mortgaged or were forcibly encroached.
- 75,229 farmers received agricultural extension support while 15000 extreme poor indigenous people of hill districts received food support from 35 rice banks.
- MJF facilitated empowerment of 26,308 women through leadership training who later went on providing various support to communities.
- More than 27,000 girls were saved from child marriages.
- 130,000 women received legal and health benefits.
- 4,000 incidents of dowry were prevented.
- Incidences of 55,197 domestic violence resisted.
- 64,397 cases of verbal divorce, 55,197 cases of marital disputes and 33,118 rape related cases were addressed.

- 1,266 acid victims were either socially rehabilitated, or received shelter, counselling and legal support.
- 55,000 children were removed from working in hazardous environment.
- Accountability strategies in the local governance at Union Parishad, Upazila Parishad, City Corporations and ward levels to ensure better public services were effectively implemented.
- 3,595 units of health, education and agriculture extension were brought under this revised accountability mechanism.
- Some 132,233 garments factory workers have received their salaries at the right time.
- Some 68,832 persons received Vulnerable Group Development, Vulnerable Group Feeding, old aged and disable benefits in project areas.
- Village courts were effectively introduced in 112 unions where some 12,000 disputes got resolved benefitting 30,000 poor people.

However, all this work is in the past. In drawing up a strategic plan for the next 10 years, MJF has done a context analysis and detailed out a vision of where it wants to see MJF in the next 10 years.

4. THE CONTEXT OF OUR WORK

Conceptual framework: MJF's works on human rights and good governance are based on global framework called CAR (Capability, Accountability, Responsiveness), a virtuous cycle of governance. In capability stream, leaders and governments are able to get things done, and to perform functions such as providing stability, regulation, trade/growth, effectiveness and security. The accountability here refers to the ability of citizens, civil society and the private sector to scrutinise public institutions and governments and hold them to account to ensure transparency, free media, rule of law and elections. Finally, responsiveness stream refers to the extent to which public policies and institutions respond to the needs of citizens and uphold their rights, including human rights/liberties, access to basic public services, pro-poor policy, equality, regulation and corruption.¹

This conceptual framework needs continuous updating and adjustments based on emerging global and national contexts, which ultimately drives the overall operation on the ground to produce the desired outcome and effectiveness.

¹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/67715/meas-chge-res-voice-acc-wk.pdf

Global context: Inequality, insecurity, refugee crises and climate change; sustained attacks on human rights; and the crisis of democracy have become global concern. At the same time trust deficit on institutions of accountability has become pervasive all over the world. The new and disruptive forms of participation and partnership; and threats to civil society credibility and legitimacy will continue to be major development agenda during 2019-2028.

The national context: A study by MJF² found that the state, market and society are responsible for creating a sustained state of marginalisation in Bangladesh. MJF's understanding is that marginalisation is both a process, and a condition, that prevents individuals or groups from full participation in social, economic and political life. MJF describes marginalisation and discrimination in Bangladesh when certain category of people (like Dalit, Harijan fisher-folk); minorities (religious, caste or ethnic); vulnerable groups (disability, landlessness) and hard to reach people (living in *Char* or *Haor*) population are marginalised and discriminated by the State and society. Community and State have prevented and excluded those population from participation in social, economic and political life forcing them to feel less important and less relevant. As a result, they are unable to exercise their rights and gain access to services and resources which are the key factors for enjoying their basic and fundamental rights and lead a life of well-being and dignity.³

Some 30 million marginalised people do not have voice in development decision-making. In most of the cases *State* is unresponsive and unaccountable; market lacks interest to social affairs, and *Society* causes stigma and exclusion from acquiring economic benefits.

The development concerns of indigenous peoples is often neglected. In terms of development indicators such as human rights, land, livelihood and poverty, provision of government services and other socioeconomic conditions, indigenous peoples are more deprived of their entitlements.

In Bangladesh, there are 45 identified ethnic communities⁴. Their identity and rights are frequently violated by many actors, including the State. With limited scope of inclusion and participation, the plight of the marginalised and indigenous communities are at stake.

² <https://en.calameo.com/read/0014748566ec81c50f3dd>

³ <http://www.manusherjonno.org/files/announcement/EPR/Tackling%20Marginalisation%20and%20Discrimination.pdf>

⁴ <https://www.brac.net/images/IDP/IDP-IP%20mapping%20book.pdf>

MJF's work on marginalization issues has become further challenging in view of the shrinking civil society space in recent years. The enactment of Foreign Donations (Voluntary Activities) Regulation Act 2016 (FDRA 2016) significantly reduced NGOs' independence the Government can clamp down on them with deregistration for making "inimical" or "derogatory" remarks against the constitution or constitutional bodies.⁵ As Bangladesh is poised to become middle-income country from lower middle-income country by 2024⁶, development partners are also gradually shifting support from local NGOs which is seriously impacting their financial viability and sustainability.

Incidents of Violence against Women and Girls (VAWG) is on the rise and enforcement of laws is weak. The rate of early marriage is still at 50%. The Government of Bangladesh (GoB) has identified the following challenges in the implementation of the SDG goals: parity in wage rate for women; violence against women; prevalence of child marriage and ensuring conducive workplace environment for working women.

The GoB acknowledged that there are governance deficits across all walks of public life and also realises that addressing governance challenges in the long-run necessitates a strong focus on institutions. Government is committed to improving Government's administrative capacity for enhancing its effectiveness.⁷

Apart from central government which is plagued by serious accountability, transparency and integrity deficits, the common problems of the local public institutions are 'inadequate citizen engagement, lack of accountability, transparency and inefficiency of the local public institutions hindering service delivery to the people, especially the poor and marginalised'.

The Right to Information (RTI) Act 2009 allows citizens to seek information from authorities. However, status of information seeking is very low, attitude of the duty bearers is still not pro-people, institutions lack capacity on information management, and people are not willing enough to claim information as needed. The culture of taking citizen feedback is not common in public sectors of Bangladesh. MJF and some other NGOs are supporting government offices in developing citizen's charter, ward-shava and open budget meetings and displaying development plans by the Local Govt. Institutions (LGIs).

⁵ <https://www.usaid.gov/sites/default/files/documents/1866/2017-CSO-Sustainability-Index-for-Asia.pdf>

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⁷ http://www.plancomm.gov.bd/wp-content/uploads/2015/10/7th_FYP_18_02_2016.pdf

Bangladesh has a youth population of about 52 million, which is more than 33% of the total population. An integrated development approach for this huge segment of the society is a priority for the country as well as for the government.

Bangladesh's Ready-made Garments (RMG) factories lacks compliance with the labour law provisions in the areas of on-time payment, overtime rate, wage grade, leave enjoyment facility, timely separation payment, maternity leave with pay and workplace safety for female workers specially.

The number of Bangladesh female migrant workers is rising and now stands at almost 2, 00,000. However, there is no effective legislation in receiving countries to protect the rights of the female workers on foreign soil. As a result, Bangladeshi female migrant workers are facing various kind of abuse such as over work, non-payment of salary, physical and sexual assault in some countries of the Middle East.

Bangladesh enacted the Labour Act in 2006, revised in 2013 and 2018, which includes a chapter on child labour. The law prohibits employment of children under 14 years of age, as well as prohibiting hazardous forms of child labour for persons under age 18. ILO report states some 1.2 million children are still trapped in the worst forms of labour, according to the latest National Child Labour Survey Report, published in 2015.⁸

According to UNICEF, the number of working children, aged 5-17 is 7.4 million while some 3.2 million children are engaged in hazardous labour, and another 1.3 million as child domestic workers.⁹ Although it is not talked about much, but child sexual abuse is common especially among the poor due to lack of safe space for them. Street and working children are especially vulnerable to sexual abuse and exploitation.

Bangladesh ranked sixth among the world's top 10 countries most affected by extreme weather events in the last 20 years. On an average, a total of 679.05 people died in 185 climatic events in Bangladesh within the period of 1996 to 2015.¹⁰ It is estimated that climate change could affect more than 70 million people of Bangladesh due to its geographic location, low elevation, high population density, poor infrastructure, high levels of poverty, absence of technological provisions and high dependency on natural resources.

⁸ <http://www.ilo.org/dhaka/Areasofwork/child-labour/lang--en/index.htm>

⁹ https://www.unicef.org/bangladesh/Child_labour.pdf

¹⁰ Germanwatch 2017. 'Global Climate Risk Index' by think-tank Germanwatch.

In spite of the commitment and continued initiatives by the GoB, discrimination, exclusion and neglect of Persons with Disabilities (PWDs) and their household is prevalent, as laws are not being sufficiently enforced; and relevant ministries, departments, institutions, authorities are not fully aware, responsive and capable of fulfilling their obligations towards ensuring the rights of the PWDs. Women with disabilities are especially vulnerable to abuse, neglect and violence.

It may be mentioned here that there are few national NGOs who are also working in the areas of human rights and good governance. While MJF is cognizant of the presence of its competitors, it prefers to work on collaborative approach rather than directly competing with these NGOs. Since the operating environment is plagued with shrinking civil spaces, controlled media freedom, questionable human rights records, growing income and wealth inequality, rampant corruption, abuse of power and threats of radicalization, MJF considers all initiatives it is involved with are important, complimentary and contributes to the overall improvement of the country's good governance and human rights situation.

5. MJF's STRATEGIC PLAN 2019-2028

Based on the above national context, the following strategic pillars has been identified by MJF to guide its work during 2019-2028. MJF will primarily focus on excluded population in Bangladesh. By exclusion, MJF considers those group of population who are 'systematically blocked from (or denied full access to) various rights, opportunities and resources that are normally available to members of a different group.'¹¹ MJF has identified more than 12 categories of excluded or marginalised people in Bangladesh. These are: ethnic minority, indigenous people, Dalit and others disadvantaged (*bede* and others), PWDs, sex workers, old aged, fisher folk, widow/ destitute women, transgender, youth/ adolescents, child labour, women survivors, vulnerable / exploited worker.¹²

GOAL: Transform MJF into a sustainable Foundation recognised for achieving social transformation of vulnerable groups through rights and governance works.

¹¹ https://en.wikipedia.org/wiki/Social_exclusion

¹² http://webcache.googleusercontent.com/search?q=cache:aQUmlfMxOwUJ:iati.dfid.gov.uk/iati_documents/15495265.odt+&cd=3&hl=en&ct=clnk&gl=bd

Objectives:

1. Improve human rights and governance situation of Bangladesh's excluded communities through policy advocacy, agile advising and programming.
2. Further strengthen capacities of all actors to ensure transparent and accountable delivery of public services to marginalised communities.
3. Gradually reduce dependency on external donor funds.

For the 2019-2028, MJF has identified the following programmatic issues to work on.

1. Social, political, economic and legal empowerment of women, including reducing violence and discriminations against women, girls and children. The situation of women and girl living in the Rohingya camps will also be considered.
2. Ensure rights and dignity of marginalised and excluded people (Dalits, PWDs, sex workers, old-age people and people living in the fringe of society etc.).
3. Promote and protecting rights of all minorities, including ethnic, religious sexual, and linguistic.
4. Promote descent and safe work culture and environment for workers both male and female (migrant, formal and non-formal sector)
5. Strengthen public institutions; including transparent and accountable quality public services for all specially the marginalised.
6. Reduce and stop child labour and protect vulnerable children from hazardous work, sexual abuse and online threats such as pornography.
7. Address alienation of youths through building skills that meet market demand, encourage responsible citizenship, support economic empowerment assist them to stay away from anti-social activities such as drug abuse, radicalisation etc.
8. Building community resilience for green economy¹³ to offset climate-induced risks and vulnerabilities.
9. Support people's movements, network and coalitions and advocate for law reform and policies that will protect and promote rights of marginalised groups.

Strategic pillar 1, Research and evidenced-based advocacy: This will be the central pillar of MJF's work. By mapping macro policy context, MJF will continuously gather, organise and formulate information and data into effective argument to influence the policymakers, political and social leaders, to create an

enabling policy and legislative environment and allocate resources equitably for the disadvantaged and marginalised communities in Bangladesh.

The key areas of policy context will be: good governance and accountability in public service delivery system; CSO space and freedom; policy and law implementation and practices such as bureaucratic culture, legal streams and participatory approaches. Using various analytical tools such as problem-tree, force-field, political economy, stakeholder influence mapping, SWT analysis, MJF will also assess interaction between political context, evidence, links and external influence by applying Research and Policy in Development (RAPID) analytical framework of Overseas Development Institute (ODI).

Using credible and internationally acclaimed research approaches and methodologies, MJF will generate research results supportive to its change agenda as well as information needs of policymakers. All relevant stakeholders will be mobilised in all stages of policy and advocacy cycles. Using lobbying and campaigns, MJF will communicate evidence better — including packaging and translating evidence generated to target products with clear messages. During this strategic phase, MJF will also explore piloting on policy entrepreneurship through parliamentary caucus on disadvantaged and marginalised communities so that its research evidence is picked up by policymakers for bringing necessary reforms. MJF will also work on policy and legislative advocacy to enact, introduce or reformulate policies and laws in favor of ethnic community and proper implementations of those policies and laws.

Strategic pillar 2, Partnership and Social mobilisation: MJF will expand collaborative programming all over the country in partnership with PNGOs as drivers of change and support social movements to promote human rights and good governance values and principles for ensuring dignity and rights of the marginalised community.

MJF will continue to promote gender equality by giving priority to gender analysis and gender parity and women's economic empowerment in all initiatives both in terms of content and structure. MJF will address diverse forms of VAWG by working with women and girls, involving men and boys to create enabling environment for women's right to safety and security. Special effort will be made to prevent child marriage as this has been identified as the greatest obstacle to the empowerment of girls and women. Efforts will be made to make LGIs and public service providers (Thana/police station, hospital, court, and department of women affairs) responsive and accountable to ensure quality and prompt services for

victims. At the same time MJF will support efforts for women's economic autonomy and access to skills training, credit and employment.

MJF will design all programmes keeping marginalised and excluded communities at the core; give priority to support and strengthen capacity of self-help, community-led and membership-based organisations of different groups so that they raise their voice and demand rights; build strength of the groups or organisations of marginalised and excluded communities, give emphasis on policy influencing for generating greater and synergic results focusing institutional mechanism strengthening and extend service delivery support to extremely marginalised and excluded communities where necessary.

MJF will deploy different social accountability tools such as public hearing, face-the-public, RTI camp, citizen charter and grievance redressal system to build Community Based Organisations (CBOs) capacity to motivate public institutions, monitor and assess quality services received by the indigenous people. At the same time MJF will adopt strategies to promote sustainability of outcomes and institutions, such as creating linkages and platforms to negotiate with the government at policy level, human capacity building for institutional sustainability.

In terms of institutional strength, MJF's strategy on decent work programme will work with two tiers of partnership. One group of partners will be those who are organisationally strong, retain communication and network with the workers' organisations/trade unions and specialised on advocacy. The other group could be small but local based and directly linked with beneficiaries, but need more capacity-building support.

To address emerging concerns of excluded, marginalised and indigenous communities at the backdrop of climate change effects, MJF will conduct research for understanding whether the current coping strategies of poor households, and particularly of women, are significantly or sufficiently contributing to adaptation-mitigation to climate change. It will also build capacity of CSOs on climate adaptation-mitigation and resilience, emphasising on gender concerns of disaster management and climate change. MJF will also work on nurture as well as promotion of eco-friendly adaptation technologies including climate resilient agriculture, indigenous knowledge of PNGOs, including access creation to environmental resources (land, water bodies and forest).

MJF intends to contribute in creating an enabling environment in Bangladesh for the PWDs to claim and exercise their rights on an equal footing like other normal

citizens. MJF's action would initiate and promote interventions and measures to address gaps in related policies, foster better enforcement of the policies, strengthen systems and institutional mechanisms to be better responsive to the rights and entitlements of the PWDs. It also intends to address issues of human rights and governance as a tool to safeguard the interest of the PWDs. MJF will give emphasis on setting mechanisms through which citizens can raise their voices and demand for better services. Although MJF's primary focus would be to promote rights of the PWDs in Bangladesh through a range of interconnected interventions but it would also give equal emphasis on promotion of gender equality. MJF will mainstream gender and disability issues across all its programme.

MJF approach to promote youth and build social cohesion will foster responsible citizenship, create income opportunities and leadership development by promoting youths as change agents. In this regard MJF will use its long experience of working with the children who work for pay and other donor funded projects (i.e. SAMPREETI Project, Torun Alo Project) working with youths.

Strategic pillar 3: Strengthening capacities of both demand and supply sides

actors: The third strategic component of MJF will be capacity development of all relevant stakeholders to ensure that (a) the authorities both at national and local levels are sufficiently sensitised and motivated to respond to demands of rights holders; (b) PNGOs can implement their programmes and projects more effectively, efficiently and in a sustainable way (c) communities from excluded, marginalised and disadvantaged sections of society are empowered and sufficiently equipped to raise their voices.

Through its state-of-the-art training center Advancing Leadership Opportunity and Knowledge (ALOK), MJF will conduct a series of year-long capacity building initiatives focusing on topics related to human, financial and management development, organisational development, including separate programmes for marginalised women and small partners. During 2019-2028, MJF will also carry out special capacity development programmes on various thematic and implementation aspects of SDGs. MJF will develop communities of practice and other networks to support accelerated learning and knowledge sharing in this area. The involvement of supply side actors both as resource persons and participants will be crucial in fostering mutual collaboration for successful integration of SDGs in the development efforts of the NGOs.

Strategic pillar 4: Resource mobilization for future sustainability

Through its fourth strategic pillar, MJF will work towards organisation's sustainability to establish itself as an independent Foundation capable of carrying out its activities in a scenario of diminishing donor support. By being fully flexible for blending both organization's and development partners' respective priorities, MJF will explore diverse types of partnerships, funding and support fueled by evidence, branding and networking.

Accordingly, MJF will transform its Capacity Development Unit (CDU) into a sustainable, effective and efficient service provider for downstream partners and other stakeholders. To this effect, a systemized capacity development process for downstream partners will be developed. CDU will be further strengthened to generate revenue by offering services on a range of products. Internal capacity building of MJF such as introducing policies of international standards, strengthening compliance, building staff capacity will be a high priority. MJF will try to generate funds from National and Multinational companies from their CSR funds and will also explore international private charities, foundations, trusts etc. (to this end a resource mobilization strategy has been developed)

These four strategic pillars reflect MJF's belief that people-powered and collective action is at the center of transformative change. They build on the assessment that MJF is in a strong position to efficiently respond to and overcome both human rights and good governance challenges for the benefit of the excluded, marginalised and disadvantaged communities of Bangladesh.

6. MJF's THEORY OF CHANGE

MJF will use the Theory of Change (ToC), along with log frame matrix to analyse the complex and power-dependent social transactions that programme interventions seeks to influence. The premise is: as a result of MJF's work, selected institutions and sectors will be responsive to citizens demand for services, will be transparent in their operations and accountable for their actions. On the other hand, demand side will be capacitated to raise their voice, hold duty bearers to account, promote inclusion of diverse groups and other stakeholders by ensuring their participation in reaching a consensus on issues that directly affect them. In order to continue support to civil society organisations MJF needs to become self-sustaining.

The ToC diagram of MJF's strategic plan is captured on the next page.

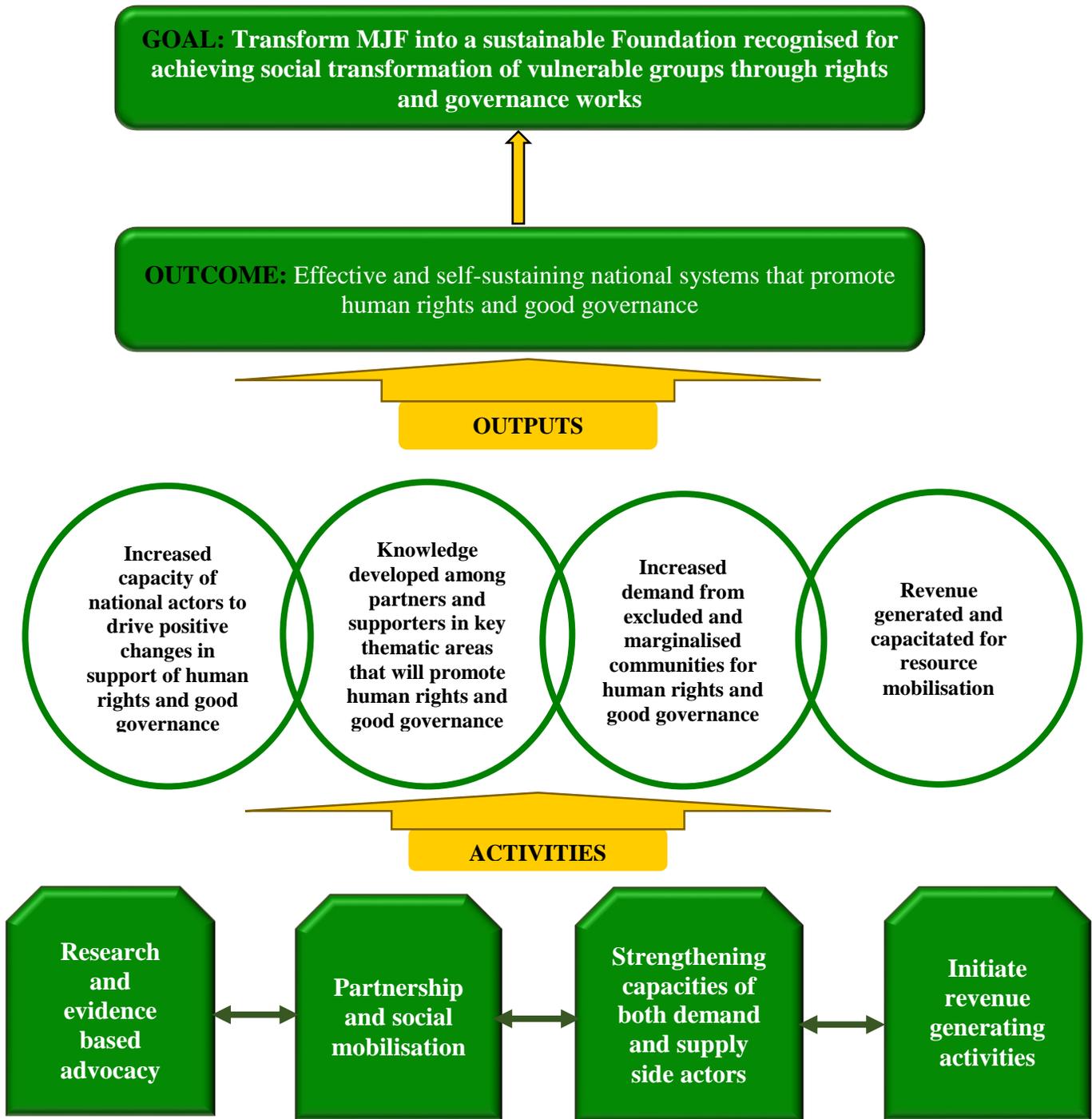


Diagram: Theory of Change

7. RISK FACTORS AND MITIGATION STRATEGIES

In managing all types of risks, MJF will adhere to risk mapping template developed by M&E team. The risks that MJF is likely to confront may be divided into contextual, institutional and programmatic. Generally, major internal risk factors include staff turnover, involvement of PNGOs in politics or unethical practice, M&E challenges. External risks include the lack of political will amongst actors in governance, non-cooperation by concerned authorities/ institutions, reactive actions/statements by GoB, changes (whether by way of transfer or promotion) in institutional management/arrangement, restricted access to information, political instability, natural calamities, and shrinking of development support by international development partners, etc. MJF will strive to address these risks by a combination of methods that will range from evidence based research and quiet and public advocacy with relevant stakeholders to focused group discussions, FAQs, op-eds, press releases, media interviews, exchange of information, TV talks shows, one on one meetings, public statements, staff motivation and coordination, strict compliance with MJF's operational procedures, human resource and other policies, etc.

8. HOW WILL MJF MAKE A DIFFERENCE

MJF will draw on its 17 years of programmatic experiences to implement the strategic plan. MJF will continue doing much of what it has done well over the past one and half decades and seek ways to do it even better. MJF will also address some new issues with new partners with clearer focus to have the greatest impact. Given the nature and extent of the challenges facing Bangladesh, MJF will be bold and forthright in carrying out its mandated responsibilities.

While MJF will build solidarity among like-minded organisations, it will also work through collaboration with new partners to boost the impact of human rights and good governance. MJF's cutting-edge knowledge analysis, backed by citizen-centric data will galvanise social movements and influence policy makers. As champion-advocate, MJF will lead multi-stakeholder efforts to realise a more just, inclusive and sustainable world as articulated in the inherent messages of 'Leave No One Behind' concept under the SDGs.

9. MANAGEMENT APPROACHES

MJF's Governing Board is made up of ten credible and prominent members of civil society, NGOs, the private sector and academic institutions. The Board is mandated to provide oversight responsibilities over aspects such as policies, internal governance, and approval of partners and audit related activities. Under the dynamic leadership of MJF's Executive Director and ably supported by directors, MJF will implement its new strategic phase through various management support units.

Under the guidance of the senior management, the M&E team will be responsible for overall monitoring of project activities, implementation status and progress achieved against set indicators. The qualitative aspects of MJF's work and successes achieved will also be assessed by this team. The team will facilitate the generation of knowledge and understanding of what works and what does not for effective adaptation of programme interventions for achieving the desired outcome.

10. ORGANISATIONAL DEVELOPMENT

Since organisational policies, structures and processes influence behavior, motivation and actions of the staff, MJF will endeavor to transform itself into a learning organisation. The objective of MJF's organisational development will be (a) to build a pool of sector specialist among staff; (b) develop strategies to attract and retain young, talented and committed staff; (c) put in place policies of the highest International standards and monitor compliance; (d) carry out regular reviews to assess strengths, weaknesses and potential risk and (e) strive for excellence and become known as the premier organisation delivering on human rights and governance initiatives for bringing about transformative change in the lives of excluded communities.

11. KNOWLEDGE MANAGEMENT

The newly introduced Knowledge Management (KM) Unit will support MJF in improving its effectiveness to promote human rights and good governance. The KM will strengthen MJF's capacity to capture, share and use its own Knowledge, Learning and Experience (KLE) more effectively— individually and as an organisation-- so that: the changes resulting from its work are more visible, specific, effective and sustainable; the internal decisions it takes at all levels are better informed and supported; and external dialogue around human rights and

good governance issues is more informed and thus more likely to result in systemic change in public service delivery especially for the marginalised people of Bangladesh.

The revamped communication functions under knowledge management will strengthen and consolidate public awareness, knowledge, attitude, skills, opinion, aspirations and motivations, especially among the youth, through dissemination of evidence-based research and human rights information. It will also build action-oriented social movement for raising demands through the use of Information Communication Technology (ICT) and social media for effective policy and institutional reforms in support of human rights and good governance. People living in poverty line and socially excluded communities will receive special attention in this regard. MJF's communication efforts will strengthen and build alliances and enhance partnerships with like-minded organisations including the media for expanding support base for a sustained social movement in support of human rights and good governance.

12. MONITORING AND EVALUATION

During this new strategic phase, MJF will invest in a revised dynamic monitoring, evaluation and learning framework to track progress and impact for both accountability and learning purposes. This framework will enable MJF to document, understand and learn from successes and failures. It will produce robust and useable data and evidence that will help MJF to identify contribution towards social transformation. Through this mechanism, MJF will be able to respond more effectively and efficiently to the changing context. The framework will also help MJF to understand the contribution that MJF makes to social transformation and communicate it in ways that resonate with its support base. MJF is also developing a beneficiary feedback system to track change directly.

13. RESOURCE MOBILISATION AND SUSTAINABILITY

Currently MJF's core programme is supported by UKaid through the EPR Project. MJF is committed to reducing its dependency on UKaid funding by 40% within 2022. The following table provides glimpses into MJF's ongoing projects supported by international development partners:

Project Name	DP	Duration
1. EPR (Excluded People's Rights)	UKaid	01 July 2017 to 30 June 2022, extended to 31 Dec, 2023
2. Social Action and Mobilisation for Prevention of Radicalization and Extremism through Enhanced and Targeted Interventions.	GCERF	1 Feb 2018 to 31 Oct 2019
3. Strengthen Public Institutions and Civil Society to Address Combating Gender-based Violence and Build Community Resilience to Adapt Climate Change.	SIDA	15 Dec 2016 to 30 Nov 2021
4. Women's Voice and Leadership- Bangladesh	GAC	1 Feb 2019 to 31 Jan 2024
5. Advancing Women's Right of Access to Information in Bangladesh	The Carter Centre	29 Aug 2016 to 31 Aug 2019
6. Sustainable Oceans	DIHR	26 Sep 2018 to 31 Dec 2020
7. Torun Alo	GCERF	Aug 2016 to Apr 2019
8. Enabling Sustainable Development Goals of Bangladesh for 2030	PORTICUS	1 Mar 2019 to 31 May 2022
9. RTI National Survey	The World Bank	Jul 2018 to Jun 2019

MJF is presently engaged in a strategic analysis to prove its value in society as a foundation. MJF's sustainability is built around the organisational existing strengths i.e. extensive partner network, presence in remote areas, reaching small CSO's and building their capacity, strong policy compliance, policy advocacy, possible extensive social entrepreneurship, knowledge management and demand for its capacity building support.

In addition to working with traditional donors, MJF will also reach out to new donors and philanthropists who can bring new energy and perspectives to MJF's resourcing. MJF is looking forward to the eventual prospect of a non-donor aided country, which may need MJF as a public good. To attract potential donors, MJF

will organise high-profile annual field visit and invite senior management/ decision-makers of stakeholders to showcase successful interventions. It will also organise a knowledge dissemination session for every project and invite stakeholders to generate interest among potential development partners to join with MJF for joint programming on human rights and good governance issues. All these efforts will have both mainstreamed and social media campaign components to reach out to a larger audience.

Private sector will have a bigger role to play in the implementation of SDGs. MJF will engage with Bangladesh's private sector to drum up support in favour of 'Leave No One Behind' theme of SDGs, by tapping into their Corporate Social Responsibility funds.

Resources mobilisation through other different mechanism (e.g. impact investment fund) could be another option for continuing MJF's programme implementation without reducing the size. MJF may also partner with social enterprises for jointly raising funds, designing projects and co-implementing. MJF will also explore to select one or two multinational companies to kick-start a small project that is in line with the global theme. A pilot project designed with input from both country and global office has the potential to be accepted in future for large-scale funding.

An aspect of the sustainability issue for MJF might be the development over time of less financial relationships to partners, perhaps involving, in the future, into the direction of capacity building, knowledge management and advocacy. MJF is willing to test the self-help mechanism, drawing from several regional and international experiences, where community leaders will take charge of their development initiatives.

MJF is also likely to invest in funding innovations for more sustainable and more flexible resources flow and pilot new ways of moving funds to MJF. It will pilot and inspire partners to bring innovation, experimentation and technology to the work of human rights and governance issues to enhance its impact. By collaborating with innovators and investing in incubating, MJF will learn from others about bold initiatives that are likely to have greater impact.

MJF is building its capacity to diversify its funding base in a sustainable way. It will harness appropriate skill sets, acknowledging that these are not processes with instant results, but have to be built up over time. MJF will continue to bid for

projects on the thematic issues where MJF has a niche. It will also team up with other National and International organisations and bid as part of consortiums. MJF will explore other funding sources such as private sector Corporate Social Responsibility (CSR), International charities and foundations interested on particular issues such as child rights, climate change, VAWG etc.

For MJF to attain its vision of becoming a sustainable organisation in line with its the core principles of fostering dignity and security of marginalised people, a new set of skills and expertise of staff is required. While MJF will build upon the work and achievements of the past, it will look into new avenues of work, funding and resources. MJF will seek Technical Assistance from various stakeholders to build capacity on alternative funding.

14. CONCLUSION

This strategy is a guiding document of MJF. It will be updated as we go along and adapt to the changing context. With the right competencies, skills and support MJF is a strong force for public good. The intention is to transform MJF into a sustainable foundation and a leading think tank to generate, communicate and use knowledge on human rights and good governance issues. By strengthening national and global political knowledge regimes, MJF will endeavor for use of evidence to inform policy to improve the lives of millions of marginalised communities in Bangladesh.