



Final Evaluation of Women's Voice and Leadership (WVL) Bangladesh Project

Manusher Jonno Foundation

National Report

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List of acronyms

Acronym	Full form
AKS	Ananya Kallyan Sangathon
ALO	Alternative Livelihood Opportunity
BOMSA	Bangladeshi Ovivashi Mohila Sramik Association
CARL	Context Action Result Learning
CBOs	Community Based Organisations
Cos	Community Organisations
CWCS	Centre for Women and Children Studies
CWFD	Concerned Women for Family Development
DAC	Development Assistance Committee
DEF	Dalit Empowerment Foundation
ERWM	Empowerment of Returnee Women Migrants
ESSWMW	Enhanced Safety and Security of Women Migrant Workers
FAIR	Facilitating Attainment Initiative of Rights and Empowerment
FGD	Focused Group Discussion
FIAP	Feminist International Assistance Policy
GP	Gram Panchayat
KII	Key Informant Interview
KMKS	Khagrapur Mohila Kalyan Somity
LGI	Local Government Institute
M.o.E.	Margin of Error
MJF	Manusher Jonno Foundation
MMS	Mukti Mahila Samity
NCDW	National Council of Disabled Women
OECD	Organisation for Economic Co-operation and Development
PIP	Project Implementation Plan
PMF	Performance Measurement Framework
POWER	Participation of Women for Ensure Rights
PwDs	People with disabilities
REWG	Road to empowerment of women and girls
SDGs	Sustainable Development Goals
SPOC	Single Point of Contact
SREYA	Sustainable Rising through Empowerment and Youth Advancement
SUChWONA	Securing Underprivileged Children & Women from Obstacle's by Nurturing Activist
ToR	Terms of Reference
TTC	Thinkthrough Consulting Pvt Ltd
UMUS	Uddipto Mohila Unnayan Sangstha
UNO	Upazila Nirbahi Officer
WEAVE	Women's Education for Advancement and Empowerment
WELL	Women Empowerment through Learning Leadership
WRO	Women's Rights Organisation
WVL	Women's Voice and Leadership

“



In a bustling village of Bangladesh, where vibrant colours of culture mix with the struggles of daily life, a young woman stands at the edge of uncertainty. She is surrounded by whispers—whispers of tradition, of the roles she should play, and the limits she should not cross. Her life, like many others, is shaped by expectations that leave little room for her voice, her dreams, or her rights. As she navigates through the familiar paths of her village, she wonders:
Will she ever be able to speak up for herself?
For her rights?
Will her voice, often silenced, ever be heard?

”

Executive Summary

Introduction and Background

The **Women’s Voice and Leadership - Bangladesh (WVLB) Project** was initiated by the Manusher Jonno Foundation (MJF) under the Global Affairs Canada initiative, aligning with Canada’s Feminist International Assistance Policy (FIAP). The project, spanning from 2019 to 2023, aimed to empower marginalized women and girls in Bangladesh by enhancing the capacities of local Women’s Rights Organizations (WROs). This report provides a comprehensive evaluation of the project, focusing on its relevance, effectiveness, efficiency, impact, and sustainability.

Purpose and Scope of the Evaluation

The evaluation aimed to systematically assess the WVLB project to ensure it met its objectives, understood the contextual factors affecting its outcomes, and identified lessons learned for future projects. The scope covered the entire four-year period, evaluating the performance of 16 WROs across Bangladesh in various thematic areas, including gender equality, women’s rights advocacy, and leadership development.

Methodology

The evaluation was grounded in the **OECD-DAC evaluation principles**, focusing on five key parameters: **Relevance, Effectiveness, Efficiency, Impact, and Sustainability**. These principles were integrated with the **Gender Equality dimension of the Feminist International Assistance Policy (FIAP)**, emphasizing feminist evaluation principles such as **Inclusivity, Empowerment of the most disadvantaged, Participatory approaches, and Transformative leadership**.

Additionally, the evaluation utilized the **SWOT framework** to identify gaps, opportunities, and provide strategic recommendations. A **CARL (Context, Action, Result, Learning) framework** was employed to collect and

analyze case stories, allowing for a nuanced understanding of the project’s impact and the lessons learned.

A three-phased, mixed-methods approach was adopted for the evaluation, encompassing Inception, Data Collection, and Data Analysis & Report Writing. In the **Inception Phase**, discussions with MJF and WRO representatives refined the evaluation scope and methodology. Key activities included a literature review, stakeholder mapping, tool development, and submission of the finalized inception report. The **Data Collection Phase** utilized qualitative and quantitative methods, with four trained teams conducting 65 qualitative interactions and 1,211 surveys across various WRO clusters in Bangladesh. The **Data Analysis Phase** involved cleaning and analyzing quantitative data using statistical methods and thematic analysis of qualitative data, integrating findings into 17 evaluation reports (one national and 16 WRO-specific), with feedback from MJF incorporated throughout.

Limitations and Challenges

Challenges included logistical issues in remote areas, stakeholder unavailability, weather disruptions, and delays due to unrest in Bangladesh. Despite these, the evaluation maintained ethical standards, ensuring transparency, confidentiality, and cultural sensitivity.

Ethical Considerations

The evaluation adhered to UNEG Norms and Standards, ensuring ethical conduct, informed consent, and impartiality. All stakeholders were treated equitably, and data confidentiality was upheld.

Key Findings

Relevance:

Relevance of the Program Design: The WVLB project demonstrated strong relevance in its design by aligning with the local needs and challenges faced by women and marginalized

groups in Bangladesh. The project's focus on providing financial and technical support to Women's Rights Organizations (WROs) allowed for culturally appropriate and sustainable interventions. By engaging diverse groups of women, including those from marginalized communities, and incorporating robust monitoring and evaluation mechanisms, the project ensured that its interventions remained relevant, impactful, and adaptable to emerging needs.

Relevance of Strategies, Objectives, and Activities: The project's strategies were designed to address gender equality through comprehensive capacity-building activities, advocacy efforts, and community engagement. By supporting various WROs in aligning their activities with organizational goals, the project facilitated relevant and impactful interventions, such as leadership training, legal aid, and economic empowerment programs. These activities not only targeted immediate needs but also fostered sustainable community involvement and leadership.

Incorporation of Feminist Principles: The WVLB project adhered closely to key feminist principles of inclusivity, transformative leadership, empowerment, and participation, ensuring that interventions were equitable and representative of the entire community of women. This approach empowered marginalized groups, fostered new leadership, and engaged diverse stakeholders, making the project highly relevant and effective in promoting sustainable gender equality.

Relevance to the Needs of Beneficiaries: The project was carefully tailored to meet the needs of its beneficiaries, as confirmed by qualitative and quantitative data. Initial needs assessments and ongoing evaluations ensured that interventions were aligned with the challenges faced by various groups, such as gender inequality, ethnic discrimination, and limited opportunities. Beneficiaries widely reported that the project's activities were relevant to their needs, enhancing their confidence, skills, and overall well-being.

Alignment with SDGs and National Policies: The project aligned with key Sustainable Development Goals (SDGs) and national policies, including SDG 5 on gender equality and initiatives like the National Women Development Policy 2011. This alignment further underscored the project's relevance and commitment to advancing gender equality and women's empowerment at both local and national levels.

Effectiveness:

Effective Project Design and Implementation: The WVLB project demonstrated a structured approach in its design and implementation, focusing on reducing gender-based violence and promoting safe environments for beneficiaries. Data indicates significant progress, with 84% of respondents acknowledging a reduction in gender-based violence-related incidents and 68% reporting a safer environment. Furthermore, 85% of participants developed friendly relationships, and 62% experienced a more cheerful atmosphere at home, which are indicators of a positive social impact on the community level.

Capacity Building of Women's Rights Organizations (WROs): The WVLB project significantly focused on building the capacity of WROs to enhance their effectiveness and sustainability. This included training in financial management, organizational governance, advocacy, and leadership, enabling WROs to manage budgets, track progress, and make data-driven decisions effectively. Additionally, practical skills and ongoing support in operational management and M&E frameworks strengthened WROs' service delivery and responsiveness. The project also provided training on proposal writing and advocacy, helping WROs secure new funding and expand their reach, thus bolstering their capacity to drive systemic changes and promote gender equality. These efforts ensured that WROs were better equipped to meet their objectives and sustain their impact over the long term.

Empowerment through Employment and Leadership Advocacy for Beneficiaries: The project effectively empowered beneficiaries by enhancing their leadership skills and confidence. Surveys revealed that 99% of participants reported increased confidence, and 98% noted improvements in decision-making abilities. Communication skills and problem-solving abilities were also enhanced, with respective improvements reported at 96% and 92%. These skills not only empowered individuals but also fostered more active participation in community decision-making, reflecting the project's success in promoting leadership among its beneficiaries.

Entrenching Network Alliances: Network alliances played a pivotal role in the project's effectiveness. Through collaboration with various local and national stakeholders, the project was able to extend its reach and impact. This strategic networking facilitated the sharing of best practices and resources, thereby reinforcing the project's capacity to advocate for broader systemic changes in gender-based violence and women's empowerment sectors.

Target vs. Target Achieved: Effectiveness Analysis of WVLB Project: An analysis of the project's targets versus achievements indicates a generally high success rate in meeting or exceeding set objectives. Key performance metrics, such as the reduction of stress and pressure among beneficiaries, were observed at a notable level of 76%. Despite these successes, some areas like the creation of a cheerful atmosphere at home (46%) fell slightly short of expectations, highlighting areas for potential improvement in future iterations of the project.

Strength, Weakness, Opportunities, and Threats (SWOT) Analysis

Strengths: The project's primary strengths lie in its robust design, comprehensive leadership training modules, and effective collaboration with stakeholders. High participant engagement and significant improvements in

key empowerment metrics underscore its success.

Weaknesses: A key weakness identified was the inconsistency in achieving all intended outcomes uniformly across all project sites. For instance, the cheerful atmosphere metric was lower compared to others, indicating variability in impact. **Opportunities:** The project has the opportunity to expand its network alliances further and integrate more innovative, community-specific interventions that address the nuanced needs of different regions. **Threats:** Sustaining funding and overcoming societal resistance to gender-based reforms remain ongoing threats that could hinder the project's long-term sustainability.

FIAP Principles in Implementation: The project's alignment with FIAP (Feminist International Assistance Policy) principles was evident in its participatory approach, inclusive design, and emphasis on gender equality. It prioritized the voices of women and girls in decision-making processes, adhering to the core FIAP principle of promoting gender equality and empowering women.

Challenges: Despite its successes, the project faced several challenges, including societal resistance to gender norms, variability in the impact across different regions, and the need for sustained funding. These challenges highlight the complexities of implementing transformative gender-based projects and underscore the need for adaptive strategies to address evolving obstacles in different community contexts.

Efficiency

The WVLB project demonstrated notable efficiency in its financial management and operations through strategic fund utilization, streamlined disbursement processes, and robust financial monitoring mechanisms.

Funds Utilization: The project efficiently allocated resources by prioritizing high-impact areas, ensuring that funds were directed towards activities that directly contributed to

the empowerment of women and marginalized communities. This targeted approach allowed WROs to maximize their impact, with funds being used for critical needs like capacity building, direct service delivery, and advocacy initiatives. Efficient fund utilization was further supported by rigorous planning and regular reviews, which enabled WROs to adapt and optimize their financial strategies based on real-time feedback and evolving project needs.

Fund Disbursement Process: The disbursement of funds was managed through a structured and transparent process, which facilitated timely and reliable financial support to the participating WROs. Funds were disbursed quarterly, which ensured a steady flow of resources and reduced financial uncertainties that could hinder project activities. This process was complemented by clear guidelines and regular communication between WROs and the managing body, ensuring that disbursements were aligned with the approved work plans and budget allocations.

Financial Monitoring and Efficiency Standards: Financial monitoring was a cornerstone of the project's efficiency strategy, incorporating detailed reporting, periodic audits, and continuous oversight to ensure compliance and optimal use of funds. WROs were equipped with tools and training to maintain financial records, monitor expenditures against the budget, and report any discrepancies promptly. This not only enhanced transparency but also enabled proactive adjustments to address financial inefficiencies, thereby safeguarding the project's financial integrity. The adoption of efficiency standards, such as cost-effectiveness analyses and regular financial performance reviews, further strengthened the overall financial management framework of the project.

Efficiency Analysis: The overall efficiency of the project was evidenced by the alignment of financial resources with project outcomes, demonstrating a strong

correlation between fund utilization and the achievement of project goals. Efficiency was particularly marked in the WROs' ability to stretch limited resources while maintaining high standards of service delivery and impact. This was achieved through strategic partnerships, leveraging community resources, and employing innovative solutions to overcome financial constraints. The efficiency analysis highlighted that the project's financial management practices not only supported its operational goals but also set a benchmark for best practices in managing donor funds in complex, multi-stakeholder initiatives.

Impact

Capacity and Leadership Development of WROs: The project significantly enhanced the organizational capacities and leadership capabilities of the participating Women's Rights Organizations (WROs). Through targeted training and capacity-building initiatives, WROs were equipped with the skills necessary for effective project management, financial oversight, and strategic advocacy. Leadership development programs enabled WRO leaders to take on more prominent roles within their communities, influencing policy and driving social change at both local and national levels.

Capacity Building and Leadership Development of Beneficiaries: The project also focused on empowering individual beneficiaries through comprehensive capacity-building programs. These initiatives included vocational training, leadership workshops, and skills development sessions, which equipped beneficiaries with the tools needed to improve their socio-economic status and become community leaders. The leadership training, in particular, was instrumental in enabling women and marginalized individuals to advocate for their rights, participate in decision-making

processes, and influence community norms.

Economic Empowerment and Livelihood Improvement: Economic empowerment was a central focus of the project, with a variety of income-generating activities (IGAs) introduced to improve the livelihoods of beneficiaries. These activities included vocational training in skills such as tailoring, handicrafts, and small-scale business management. As a result, many beneficiaries were able to achieve financial independence, possess control over their earnings and wealth, practice decision-making for their business, exercise choices to spend their earnings, support their families, and contribute to their communities' economic development. The improvement in livelihoods not only enhanced the beneficiaries' financial stability but also contributed to their overall well-being and self-esteem.

Enhanced Advocacy and Awareness: The project made significant strides in raising awareness about gender equality, women's rights, and social justice issues. Through advocacy training and awareness campaigns, beneficiaries became more informed about their rights and were empowered to speak out against injustices. The increased awareness also contributed to a stronger advocacy movement within the communities, with WROs leading efforts to influence public policy and challenge discriminatory practices. This heightened advocacy not only advanced the cause of gender equality but also fostered a culture of social activism and civic engagement among beneficiaries.

Impact of Family Involvement on Beneficiary Participation: The involvement of beneficiaries' families played a critical role in the success of the project. By engaging families in the training and awareness sessions, the project was able to foster a more supportive environment for beneficiaries, which in

turn increased their participation in project activities. Family involvement also contributed to breaking down traditional gender roles and stereotypes, enabling beneficiaries, particularly women, to take on more active roles within their households and communities.

Improved Social and Family Status: The project's impact extended to improving the social and family status of beneficiaries. As women and marginalized individuals gained new skills, economic independence, and leadership roles, their status within their families and communities improved. Many beneficiaries reported increased respect and recognition from their peers and family members, which enhanced their self-confidence and further motivated them to continue their advocacy and community engagement efforts.

Reduced Gender-Based Violence and Enhanced Well-Being: One of the most significant impacts of the project was the reduction in gender-based violence (GBV) and the enhancement of overall well-being among beneficiaries. The project's awareness campaigns, coupled with the support networks established through WROs, provided beneficiaries with the resources and knowledge needed to combat GBV. Additionally, the project's focus on mental health and psychosocial support contributed to improved emotional and psychological well-being among beneficiaries, helping them to overcome the trauma of violence and build more resilient lives.

Strengthened Networks and Alliances: The project also played a crucial role in strengthening networks and alliances among WROs, beneficiaries, and other stakeholders. These networks facilitated knowledge sharing, resource mobilization, and collective action, which amplified the impact of the project's initiatives. The strengthened alliances also enabled WROs to collaborate more effectively on advocacy efforts, leading to greater

influence on policy and social change at both local and national levels.

Changing Community Dynamics: The cumulative impact of the project led to significant changes in community dynamics. As beneficiaries became more empowered, communities began to shift towards more inclusive and equitable norms. The increased participation of women and marginalized groups in community decision-making processes challenged traditional power structures and contributed to the gradual erosion of deeply entrenched gender biases. This shift in community dynamics not only improved the lives of beneficiaries but also paved the way for more sustainable and long-term social transformation.

Sustainability

Achieving Sustainability through Needs Assessment: The project commenced with a thorough needs assessment to identify the specific challenges and requirements of each community and WRO. This approach ensured that the project's interventions were tailored to the local context, addressing the most pressing issues and aligning with the needs of beneficiaries. By grounding the project in a deep understanding of community dynamics and organizational capabilities, the WVLB project created a foundation for sustainable impact that is both relevant and responsive to the unique circumstances of each setting.

Ensuring Sustainability through Effective Outreach Efforts: Effective outreach was a critical component of the project's sustainability strategy. The project leveraged various outreach channels, including community meetings, workshops, and social media campaigns, to engage a broad spectrum of stakeholders. These efforts not only raised awareness about the project's goals and activities but also built a strong sense of ownership among community members and beneficiaries. By fostering community-wide support, the project established a sustainable framework for ongoing participation and

engagement, ensuring that the benefits of the project would continue beyond its initial duration.

Building Sustainable Futures through WRO Staff Capacity Development: A key pillar of the project's sustainability plan was the capacity development of WRO staff. The project provided extensive training in areas such as financial management, project monitoring, advocacy, and leadership. These capacity-building initiatives aimed to enhance the ability of WRO staff to manage their projects effectively, secure funding, and advocate for their communities. By strengthening the internal capacities of WROs, the project ensured that these organizations would be equipped to continue their advocacy, outreach, and support activities independently, thereby contributing to long-term sustainability.

Fostering Sustainability through Network Alliances: The project emphasized the importance of building and maintaining strong network alliances to foster sustainability. By establishing partnerships among WROs, local governments, community organizations, and international donors, the project created a collaborative ecosystem that could support ongoing advocacy and programmatic efforts. These alliances provided platforms for knowledge sharing, joint advocacy, and resource mobilization, enabling WROs to extend their reach and impact. The networks also facilitated collective action on common issues, reinforcing the sustainability of advocacy efforts and program outcomes.

Sustainability through Beneficiary Advocacy and Leadership Development: The project focused on developing advocacy skills and leadership qualities among beneficiaries, enabling them to drive change within their own communities. Through training programs, workshops, and mentoring, beneficiaries were equipped with the tools needed to advocate for their rights, influence policy, and lead community initiatives. This empowerment approach ensured that beneficiaries were not just passive recipients of support but active

agents of change. As beneficiaries took on leadership roles and began to advocate for their communities, they contributed to the sustainability of the project's impact by embedding a culture of advocacy and civic engagement within their communities.

Conclusions

The Women's Voice and Leadership - Bangladesh (WVLB) project, initiated in 2019 by Global Affairs Canada and implemented by Manusher Jonno Foundation (MJF), represents a significant effort in advancing gender equality and empowering marginalized women and girls in Bangladesh. Aligned with Canada's Feminist International Assistance Policy (FIAP), the project has built strategic partnerships with 16 Women's Rights Organizations (WROs) to address the unique challenges faced by marginalized groups, such as transgender individuals, Dalits, sex workers, and ethnic minorities.

The project has strengthened WRO capacities through comprehensive training, advocacy support, and multi-year funding, enhancing their ability to advocate for gender equality and protect women's rights. The WVLB initiative has also fostered network building, enabling a more unified advocacy landscape and amplifying the voices of marginalized communities in policy-making processes.

Evaluations indicate significant positive impacts on beneficiaries, including improved confidence, decision-making abilities, and community participation among women and marginalized groups. However, targeted interventions are needed to further support ethnic minorities and transgender individuals.

To ensure sustainability, the WVLB project emphasizes ongoing capacity building, multi-year funding, and network strengthening. Continued support and expansion into underserved regions, along with the replication of best practices, will be crucial for maintaining progress and achieving long-term gender equality and social justice in Bangladesh.

Recommendations

1. **Enhance Local Government Engagement:** Advocate for gender-sensitive policies, expand outreach, and organize events to raise awareness and connect women with resources.
2. **Continuous Advocacy Training:** Provide regular training for beneficiaries and WROs on legal rights, leadership, and other key topics, using real-life examples.
3. **Expand Economic Opportunities:** Broaden income-generating activities, improve resource allocation, and offer mentorship to connect women with jobs.
4. **Boost Community Awareness:** Run comprehensive campaigns to educate communities on gender equality and women's rights.
5. **Improve WRO Staffing:** Address staffing gaps, hire more women, enhance working conditions, and increase M&E capacity.
6. **Expand Mental Health Support:** Increase access to mental health services through partnerships and culturally sensitive approaches.
7. **Involve Families:** Engage family members in empowerment initiatives to ensure sustained impact.
8. **Mitigate Risks:** Develop risk mitigation plans and pre-strategic planning for crisis preparedness.
9. **Upgrade Digital Platforms:** Enhance MIS for data management and decision-making, with training to ensure effective use.

Lessons Learned

The project highlighted the importance of adaptability, continuous stakeholder engagement, and the application of feminist principles in achieving long-term gender equality outcomes. These lessons should inform the design of future projects aimed at empowering marginalized communities in Bangladesh and beyond.

1. Background

Bangladesh, a country in South Asia, is one of the most populous and densely populated countries in the world, with nearly 170 million¹ people. It is divided into eight administrative divisions², each named after a major city. Over the years, Bangladesh has made significant growth, even during times of global uncertainty. A robust export system and resilient remittance flows stabilized the economy³ and supported rapid economic growth over the past two decades. However, gender-disaggregated data reveals inequality between women and men. Bangladeshi women are less likely to participate in the labour force (42.5% vs. 81.3%) and are significantly more likely to be unemployed (5.9% vs. 2.8%)⁴. Map - Bangladesh's eight divisions.

Figure 1 Map - Bangladesh's eight divisions



Figure 2 Bangladesh's data on physical violence against women⁵



At least **50%** women face physical or sexual violence from male counterparts

Figure 3 Bangladesh's data on gender biases against women⁶



Over **99%** of population holds at least one gender bias against women

Figure 4 Bangladesh's data on female labour force participation⁷



Female labour force participation is low at **32%**.

Figure 5 Bangladesh's gender gap⁸



Country	Score	Rank
Bangladesh	0.722	59

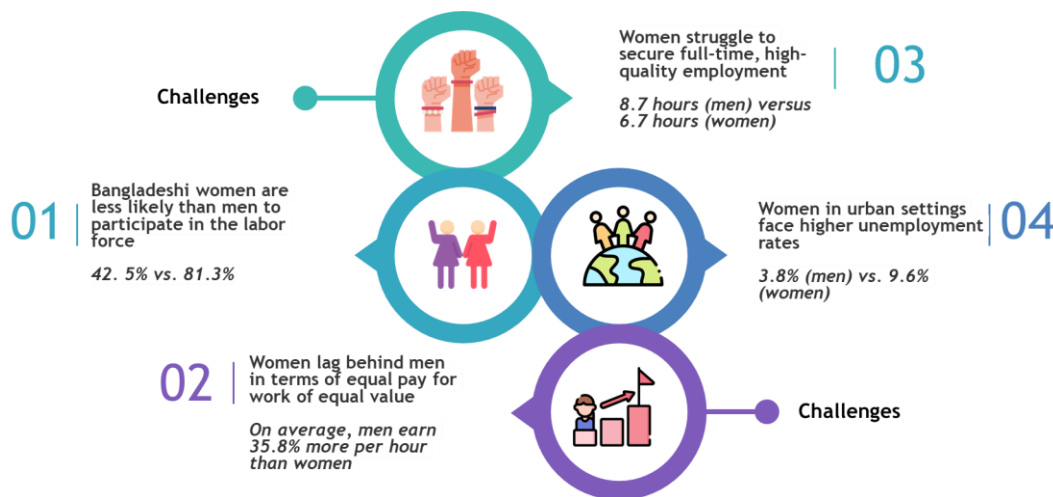
Beyond unequal unemployment, marginalization severely impacts people's lives and well-being in Bangladesh due to widespread rights violations. Marginalized individuals⁹ struggle to access resources and services and cannot fully participate in social, economic, political, cultural, or legal aspects of

¹ [Bangladesh population](#). Worldometer.
² [Bangladesh Toponymic Fact file](#). The Permanent Committee on Geographical Names. (2023)
³ [The World Bank in Bangladesh](#). The World Bank Group.
⁴ Wambile, A. et. al. [What do gender data reveal about the economic struggles of women in Bangladesh](#). *The World Bank Blogs*. The World Bank. (2024)
⁵ World Economic Forum. *Insight Report*. [Global Gender Gap Report](#). (2023)
⁶ UN Women. [Progress on the Sustainable Development Goals](#). 2023.
⁷ The World Bank. [Labor Force Participation Rate - Bangladesh](#).
⁸ World Economic Forum. *Insight Report*. [Global Gender Gap Report](#). (2023)
⁹ Marginalized individuals such as transgenders, sex workers, Dalit, and people with disability (PWD)

life. These individuals come from diverse cultural, religious, professional, and ethnic backgrounds and are largely deprived of basic services such as health, education, and social security. Additionally, with limited employment opportunities, their social identity and status remain very low.

Persistent gender gaps and discrimination against women continue to be significant challenges, with the COVID-19 pandemic further widening these inequalities, often undoing the progress made in recent years. A substantial number of women continue to experience gender-based violence (GBV), limiting their ability to realize their full potential. The intersection of gender, class, and ethnicity exacerbates this vulnerability, particularly for women from lower socio-economic backgrounds and ethnic minorities. Despite high rates of school enrolment for girls, Government data¹⁰ shows female literacy rates to be 4.5 per cent lower compared to those of male counterpart. Moreover, in Bangladesh, inheritance rights are governed by religious laws that are unequal and discriminatory towards women, affecting their economic and financial conditions.

Figure 6 Challenges to gender equality in Bangladesh¹¹



1.1. About Manusher Jonno Foundation

Against this backdrop, amongst many of the institutions in Bangladesh, [Manusher Jonno Foundation](#), a leading non-profit, has been working towards empowering marginalized communities since 2002. With over 20 years in this domain, they have partnered with over 400 local organizations to create transformative change. Beyond funding, MJF has equipped communities to demand their rights, held institutions accountable, and shaped inclusive policies.

1.2. About Women’s Voice and Leadership Bangladesh Project

One of their projects, the Women’s Voice and Leadership - Bangladesh (WVLB) project, which is a global initiative of Global Affairs Canada that was first launched in 2017 to support Canada’s Feminist International Assistance Policy, works towards addressing the needs of local Women’s Rights Organizations (WROs) working towards empowering women and girls, promoting

¹⁰ UNDP Bangladesh. [Gender Equality Strategy](#). (2023-2026)

¹¹ Wambile, A. et. al. [What do gender data reveal about the economic struggles of women in Bangladesh](#). *The World Bank Blogs*. The World Bank. (2024)

gender equality, and protecting human rights in developing countries. Since 2019, MJF has implemented this project in Bangladesh, providing grants and capacity-building support to grassroots WROs, enabling them to work closely with marginalized and at-risk groups, including violence survivors, ethnic women and girls, Dalit women and girls, women with disabilities, migrant women workers, sex workers, rural poor women, and transgender individuals. The project aims to strengthen the capacity of WROs and community-based organizations (CBOs) to advocate for these intersecting identities, amplifying their voices and influence with governments and decision-makers at all levels.

1.3. About Women Right’s Organizations

Under this project umbrella, there are various Women Right’s Organizations that have worked with MJF over the years towards the similar cause to empower the marginalized groups. These WROs’ programs share the same goal as the WVLB project and work towards the thematic domains such as sexual and gender-based violence, sexual and reproductive health and rights, women’s labour and employment, leadership empowerment, human rights of marginalized women, girls, and transgender people, including many other.

Given below is the list of WROs working across Bangladesh.

Table 1 List of WROs

Name of WRO	Project title	Focus area	Active since	Working geography	About the WRO
Ananya Kallyan Sangathon (AKS)	Sustainable Rising through Empowerment and Youth Advancement (SREYA)	Young women and adolescent girls belonging to ethnic group	1997	Bandarban	AKS was established by a group of tribal social woman workers of Bandarban with a mission to equip the poor and marginalized people, especially the women and children of hilly areas. It is a woman led and woman managed NGO. From its inception, AKS has worked to develop the capacity building of marginalized women and children of Chattogram Hill tracts by creating self-employment opportunities, raising awareness on community and household health and hygiene matter, raising community awareness on social and legal rights, promoting gender equality and empowering women by promoting leadership skills.
Bangladeshi Ovibashi Mohila Sramik Association (BOMSA)	Enhanced Safety and Security of Women Migrant Workers (ESSWMW)	Migrant women workers	1998	Dhaka, Narsingdi & Jashore	BOMSA was founded and is operated by returned migrant women with a mission to unite and protect the welfare of female migrant workers of Bangladesh. Initially they started their operations as a Community Based Organization (CBO) however, in 2004 BOMSA registered itself as an NGO from the Department of Women Affairs, Government of Bangladesh. Their aim is to shape the life of many women who are facing challenges in foreign countries. Currently, BOMSA is operational at 11 districts, and they offer both pre and post departure support and training.

Name of WRO	Project title	Focus area	Active since	Working geography	About the WRO
The Centre for Women and Children Studies (CWCS)	Empowerment of Returnee Women Migrants (ERWM)	Migrant women workers	1994	Dhaka	CWCS works to assist and support returnee migrant women. They work dedicatedly with victims of human trafficking and illegal immigrants through various projects and currently serve more than 1000 beneficiaries.
Concerned Women for Family Development (CWFD)	Agameer Pothe	Women and girls	1975	Noagaon	CWFD's work focuses on the reproductive health and family planning of their beneficiaries. It is a women led NGO, dedicatedly working to support, promote and safeguard the interest of adolescent and women. They mainly cater to the needs of lower middle-income and middle-income beneficiaries by providing community-based healthcare. Additionally, they work to equip their beneficiaries by empowering communities to exercise their rights to eradicate social injustice. They believe in creating economic opportunities and empowering marginalized urban and rural women of Bangladesh.
Dalit Empowerment Foundation (DEF), Satkhira	Participation of Women for Ensure Rights - POWER	Women of Dalit community	2008	Satkhira	DEF works with Dalit women and children to empower and include them in the mainstream society. Since 2008, DEF is registered as an NGO and aims to enhance the human rights of Dalit women and girls at Tala Upazila in Satkhira.
Dener Alo Hijra Songho (DAHS)	Leadership and Empowerment of Transgender	Hijra/transgender community members	2007	Rajshahi	Diner Alo is an organization that works for the inclusion of the Hijra (transgender) community into the social mainstream and ensure empowerment of transgender people. It is a Community Based Organization (CBO) working towards the social welfare of members belonging to the hijra/transgender community.
Khagrapur Mahila Kalyan Samity (KMKS), Khagrachari	Road to empowerment of women and girls (REWG)	Marginalized (ethnic and non-ethnic) women and girls	1993	Khagrachari	KMKS was established by a group of locals at Khagrachari Hill District with a mission to alleviate poverty from the Chittagong Hill Tracts through various income generating activities, skill training and connecting the beneficiaries with the appropriate government assistance program.
Mukti Mahila Samity (MMS)	Alternative Livelihood Opportunity (ALO)	Female sex workers	1998	Rajbari	MMS works efficaciously to protect the rights of marginalized children in Bangladesh. 2009 onwards they are operating as an NGO where all the committee members are from brothels and at present. They work to enhance human dignity of women and adolescent girls.

Name of WRO	Project title	Focus area	Active since	Working geography	About the WRO
National Council of Disabled Women (NCDW)	Participation of Women with Disabilities in Gender Equality	Women with disabilities	2005	Dhaka	NCDW works to ensure a better life for women with physical disabilities. Currently, the organization caters to 10000+ beneficiaries in and around the city of Dhaka and it has taken up at least 10 projects in this regard.
Paribarik Aye Unnoyan Mohila Songstha (FIDA)	Voice for Women & Girls Rights Program	Women and adolescent girls	1998	Lalmonirhat	FIDA has dedicated itself towards increasing empowerment of the community to address sexual and gender-based violence and wellbeing of women and girls. It focuses its work in the Upazilla of Kaliganj under the Lalmonirhat district and serves beneficiaries spanning across 4 unions. The WRO focuses on issues like women & children rights and disaster resettlement of women & children.
Pragroshor Shamajik Unnayan and Progoti Kendro	Jukto Hou Mukto Hou: Connecting survivors, strengthening voices and creating gender transformative changes	Women, girls and transgender who experienced violence	2014	Dhaka	Pragroshor is a non-government organization which focuses on providing psycho-social support to women, girls and transgender communities. It provides vocational training to survivors of gender-based violence and works towards building the capacity of individuals, empowering women and spreading awareness on feminism. It identifies itself as a feminist organization, which tries to develop feminist approaches to tackle gender-based violations and establish women's rights. The WRO has a hotline service running from 9 am to 5 pm for reporting violence-based issues, and through this, they have been able to help 65 women until now. Pragroshor provides online-based gender trainings as well.
Progressive	Women In Power	Women leaders, elected women members of Union Parishad and youth women and adolescent girls; Women belonging to ethnic group	1997	Rangamati	Progressive is a youth group network dedicated towards establishing women and girls' leadership and empowerment in the Chittagong Hill Tracts. The majority of its beneficiaries are girls from the different ethnic minority groups residing in the hilly areas of the Chattogram Division. According to its constitution, Progressive's target people are the poor, socially and economically deprived women and girls in the CHT region. Primarily, the organization works with different youth groups, women karbaris and headmen in building awareness about certain socio-economic issues and developing life skills.

Name of WRO	Project title	Focus area	Active since	Working geography	About the WRO
Sex Workers' Network Bangladesh (SWNB)	Facilitating Attainment Initiative of Rights and Empowerment (FAIR) of Sex Workers and their Children	Sex workers and their children	2002	Jamalpur, Nilphamari, Rangpur, Jeshore, Patuakhali, Manikganjo, Bagerhat, Faridpur, Cumilla, Chattogram, Dhaka	SWNB operates with an aim to ensure the human/basic rights of the sex workers and their children.
Shustha Jibon	Equality and Social Justice for Hijra and Transgender Women Population	Hijra/transgender community members	2005	Dhaka	Shushtho Jibon, earlier established as a nonprofit organization, caters to the transgender and hijra community of Bangladesh. They work towards bringing about social equality and justice to them.
Uddipto Mohila Unnayan Sangstha (UMUS)	Securing Underprivileged Children & Women from Obstacle's by Nurturing Activist (SUCHWONA)	Dalit women and girls	2003	Satkhira	UMUS was formed in the year 2003 by young Dalit and women to ensure equal rights of the Dalit community. The NGO visions of an equal and just society where the Dalit people may inhabit an honoured place and recognize themselves as a citizen of Bangladesh with their own cultural diversity. UMUS aims to reduce discrimination and rebuild the society by promoting legal rights of marginalized women and children and it is actively catering to the needs of the beneficiaries in Asashuni, Satkhira.
Women's Education for Advancement and Empowerment (WEAVE), Rangamati	Women Empowerment through Learning Leadership (WELL)	Women belonging to ethnic group	2005	Rangamati	WEAVE works with a vision to empower marginalized ethnic women and children socially, economically, and politically. They promote empowerment of traditional women leaders, women members of local government, youth women and girls.

1.4. Purpose of evaluation

The purpose of the evaluation was to assess the accountability of this project in achieving its intended results and reflect on the lessons learnt through its implementation. To this end, the evaluation sought to determine, as systematically and objectively as possible, the relevance, effectiveness and impact in relation to the project objectives; and the efficiency with which its programme outputs and activities had been delivered. The evaluation looked at programme’s sustainability as well as the feasibility of scaling-up and programme replication. The intent of the evaluation was to learn from the project experiences and identify:

- Evidence-based findings to determine continuance.
- Contextual factors affecting the programme to inform the scalability and replicability of the programme; and
- Capture lessons learnt and good practices which can guide the programme design for its next phase.

The main objectives of the evaluation, as specified in the Terms of Reference (ToR) were to:

- To analyze overall project performance and measure the impact of external factors including COVID 19 on programme performance, current strategies and interventions.
- To analyze the relevance, effectiveness, efficiency, impact, and sustainability of the project.
- To identify strengths, weaknesses, challenges, and current trends of the project initiatives that have significance for strengthening its future programmatic and funding directions.
- To capture best practices and document the lessons learned, that would reorganize the design of the new programme.
- To analyze the scope of integration of diverse focuses in order to accelerate delivery/cost effectiveness/avoiding missed opportunities, as a part of the strategy.
- To assess the integration of a feminist approach within the project, identifying existing gaps and understanding how partners are incorporating this approach.
- To provide forward-looking recommendations for the future project

1.5. Evaluation scope

The final evaluation of the Women’s Voice and Leadership - Bangladesh Project was planned to allow for a systematic and objective assessment of its performance. The aim was to determine the project’s future direction after the end of its first phase. The evaluation will be used to:

- Explore policies and practices.
- Assess the alignment of the project with stakeholders’ needs.
- Suggest strategic improvements to enhance the project’s impact in the future.
- Highlight achievements toward Sustainable Development Goals (SDGs) and feminist principles.

This will enable MJF to advance its mission and enhance its societal impact.

The evaluation covered the work done by MJF and the Women’s Rights Organizations (WROs) with government support over four years, from 2019 to 2023. An agreement was signed with Global Affairs Canada (GAC) on 25 February 2019, with partnerships with WROs officially commencing in January 2020 and continuing until March 2024. The evaluation aligned with the key thematic issues faced by the general population in Bangladesh, and the project’s outcomes were assessed against indicators identified in the baseline and midline (changed indicators).



Canada



Section 2

Approach and Methodology

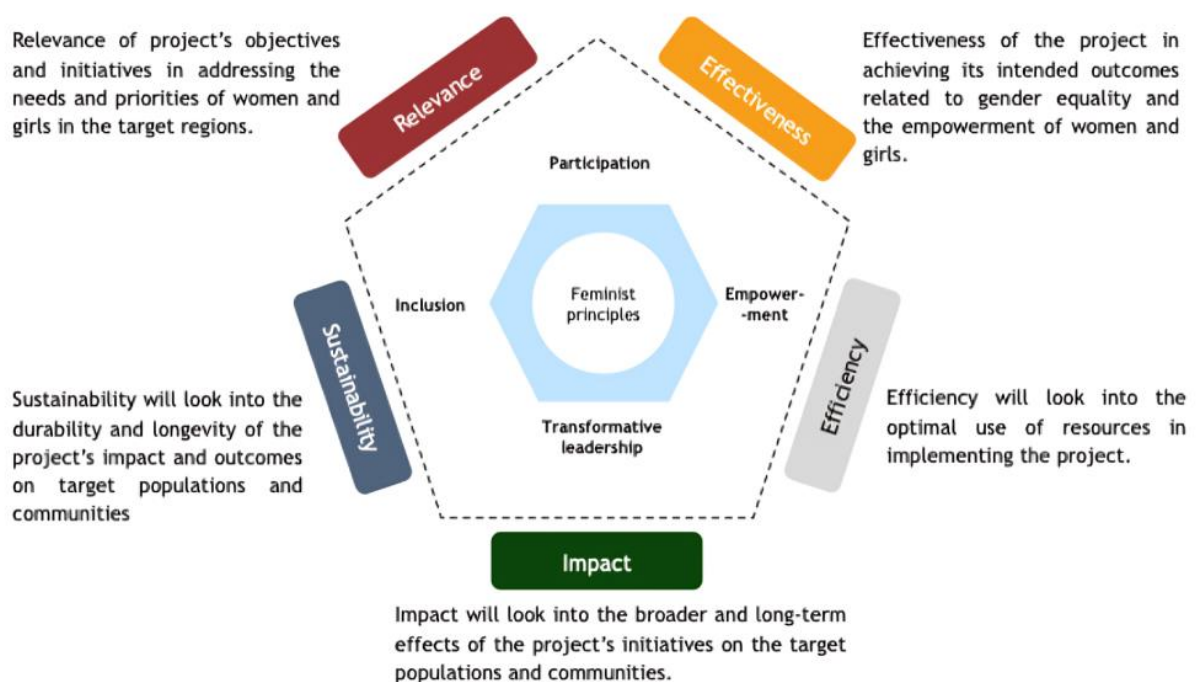
2. Approach and methodology

2.1. Approach

The approach for the assignment was drawn extensively from the evaluation team’s credentials of prior assessments related to gender, human rights, leadership, governance, equality, among many others, and were contextualized to the requirements of the evaluation.

The evaluation was consistent with the evaluation principles identified by Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC), focusing on five key parameters: **Relevance, Effectiveness, Efficiency, Impact, and Sustainability**. These parameters were integrated with the **Gender Equality** dimension of the Feminist International Assistance Policy (FIAP)¹². This framework then catered to the core “**Feminist principles¹³ - Inclusive, Voices of the most disadvantaged (empowerment), participatory and Transformative leadership**” for the evaluation¹⁴. Additionally, elements of the **SWOT framework¹⁵** were included to identify gaps, existing opportunities, and provide recommendations and emerging best practices. This comprehensive ensured a thorough understanding of the programme and accurately measure its overall performance.

Figure 7 Approach (i) - OECD DAC parameters superimposed on feminist principles of evaluation



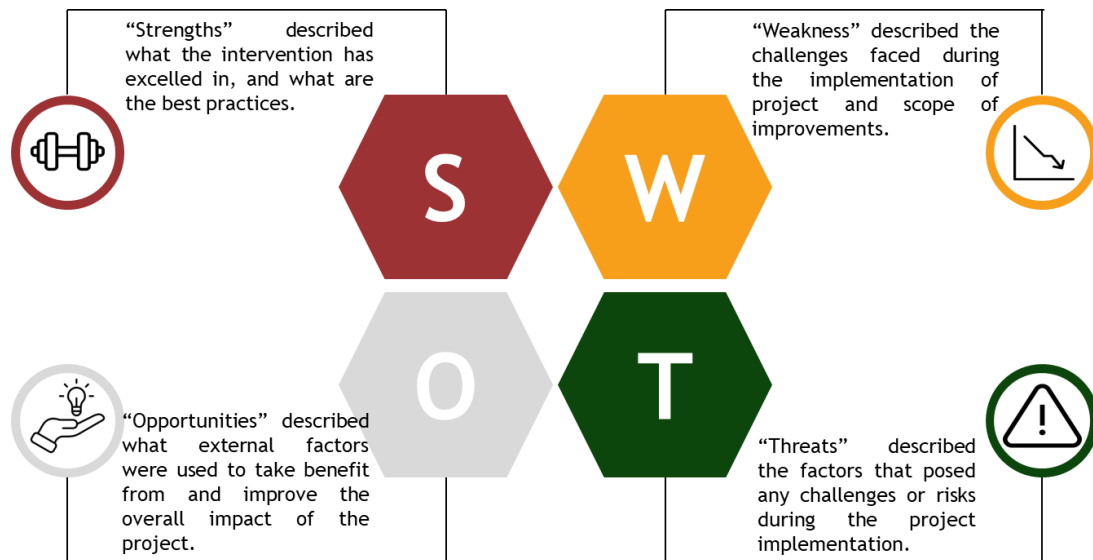
¹² [Feminist International Assistance Policy](#). Global Affairs Canada.

¹³ [Global Affairs Canada’s approach to feminist evaluation practices](#).

¹⁴ [Feminist Principles of Evaluation](#)

¹⁵ [SWOT Analysis](#)

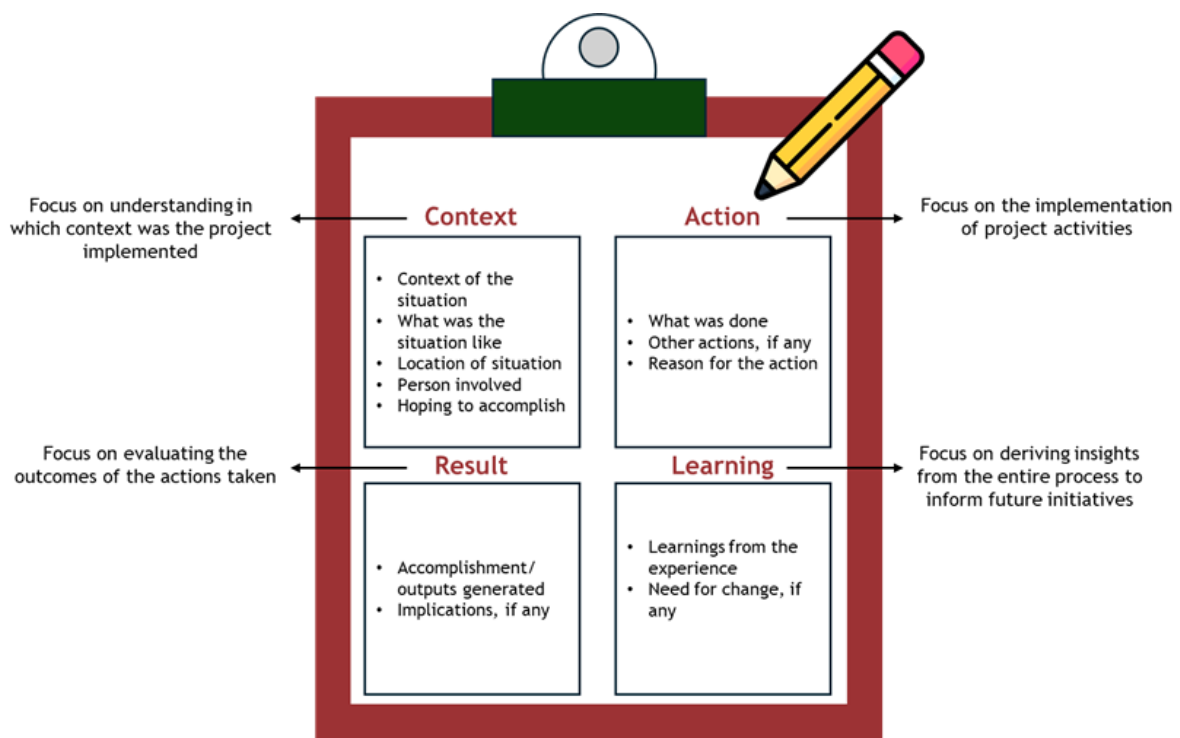
Figure 8 Approach (ii) - SWOT analysis



2.1.1. CARL framework

The CARL framework was utilized in this project to collect and analyze case stories, providing insights into the impact and effectiveness of the Women’s Voice and Leadership Bangladesh (WVL-B) program. This framework—focusing on Context, Action, Result, and Learning—allowed for a comprehensive understanding of the program’s outcomes and the lessons learned.

Figure 9 CARL framework



Context

In Bangladesh, the Women’s Voice and Leadership program was launched in response to significant challenges faced by women, particularly in terms of their leadership and participation in community decision-making. Historically, women in these communities have struggled to have their voices heard and their rights recognized. Societal norms and structural barriers have often marginalized women, limiting their opportunities for leadership, entrepreneurship, and participation in public life. The program aimed to address these deep-rooted issues by empowering women and enhancing the capacity of Women’s Rights Organizations (WROs) to advocate for gender equality and leadership.

Action

In response to these challenges, 16 Women’s Rights Organizations (WROs) came together under the leadership of Manusher Jonno Foundation to implement the WVL-B program. These organizations collaborated closely to design and deliver a range of activities aimed at empowering women and promoting gender equality. The program focused on building the capacities of WROs and community members through leadership training, skills development, financial support, and advocacy efforts. Additionally, the formation of network alliances among these organizations played a crucial role in enhancing collective participation and ensuring a coordinated approach to achieving the program’s goals.

Result

The collaborative efforts of the WROs, supported by Manusher Jonno Foundation, have yielded significant results. The capacities of WROs and community members have been strengthened, leading to increased advocacy for gender equality and women’s rights. The program has successfully promoted leadership among women, empowering them to take active roles in their communities and pursue entrepreneurship opportunities. The development of network alliances has further enhanced collective participation, enabling the WROs to amplify their impact and drive systemic change. These combined efforts have contributed to a broader shift toward gender equality, with more women taking on leadership roles and exercising their agency in various spheres of life.

Learning

The implementation of the WVL-B program has provided valuable insights into project management and strategic planning, especially in the face of emergencies such as the COVID-19 pandemic. The project highlighted the importance of flexibility and adaptability in program strategies to respond effectively to unforeseen challenges. Moving forward, it is essential to incorporate these learnings into future project designs, ensuring that strategies are resilient and responsive to the changing needs of communities. This includes developing contingency plans and incorporating emergency preparedness into program activities to safeguard progress and maintain momentum during crises.

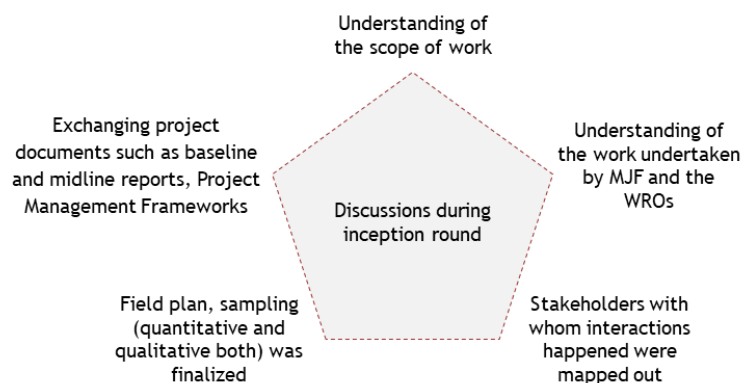
2.2. Methodology

To achieve the evaluation’s objectives, a three-phased methodology was adopted: **Inception phase**, **Data collection phase**, and **Data analysis and Report writing phase**. The evaluation followed a mixed-method approach for data collection to ensure the derivation of actionable findings. During each phase of the evaluation, activities were conducted in close coordination with the MJF team.

2.2.1. Inception phase

Under the inception phase, multiple rounds of interactions happened between the evaluation team, MJF team, and the members from different WROs.

Figure 10 Scope of work during the inception phase



After a thorough discussion, previous project documents such as baseline and midline reports, PMFs were shared with the evaluation team.










2.2.1.1. Preliminary literature review

An extensive secondary review of relevant literature was undertaken to understand the programmatic evolution, objectives, guidelines, and practices in the context of past work done. Literature such as baseline reports, midline reports, Project Management Frameworks, and Feminist Principles of Evaluation were viewed. Moreover, the literature review also focused on understanding the role of MJF and the WROs at the domestic level. This also included developing an understanding of the logical reasoning behind the formulation of the PMF for MJF and each of the WROs. At the end, a detailed literature review log was prepared that consisted of summary of literature reviewed. For detailed literature review log, please refer to the *Annex III*.

2.2.1.2. Mapping of key stakeholders

Mapping of right key stakeholders was a crucial step. The purpose of this exercise was to identify all relevant stakeholders critical to the project. Basis the literature review and discussions with the MJF team, stakeholders were finalized with whom interactions happened during the data collection phase. A list of stakeholders is mentioned below -

Table 2 List of stakeholders

Stakeholders	
	Women's rights organisations (WROs) members
	Community organisations (COs) - leads + transgender community
	Upazila Women affair officers
	Direct beneficiaries- Family members
	Local government institutions (LGI) and public service providing institution members
	Direct beneficiaries
	MJF team members
	Network and alliance members formed and strengthened by WROs
	Men and boys

2.2.1.3. Tools development

As mentioned earlier, a mixed-method approach was employed, involving the development of both qualitative and quantitative tools during the inception phase in close coordination with the MJF team. Qualitative tools included Key-Informant Interviews (KIIs) and Focus Group Discussions (FGDs), while quantitative tools consisted of semi-structured questions. In a participatory approach, the WVL team formed small working groups comprising WRO representatives with relevant expertise for all three studies, ensuring their active involvement in the process. Additionally, separate checklists were prepared for each of the WROs based on their individual PMFs. These checklists were designed to capture data points to compare baseline and endline measurements, quantify the impact created, and determine whether the WROs achieved their set targets.

The tools incorporated carefully designed questions and discussion points for each of the stakeholders mapped for the evaluation. This was done through desk review and interaction with the MJF team. Based on the feedback from MJF on tools, changes were incorporated for refinement and alignment to the evaluation. The quantitative survey tools were subsequently translated into Bengali and put into Kobo¹⁶. For evaluation tools, please refer to the *Annex VI*.

¹⁶ [Kobo](#) is a data collection, management, and visualization platform used globally for research and social good. It produces high quality data and offers form development, data collection, and project management services with high security standards.

2.2.1.4. *Submission of the inception report*

At the end of the inception phase, an inception report was shared with MJF that included finalized data collection plan, sampling, methodology, approach to capturing case studies, among many other important components. Apart from this, final evaluation tools were shared along with a concept note. Based on the feedback from MJF on the inception report, changes were incorporated for refinement and alignment to the evaluation. For the inception report’s table of content, please refer to the *Annex V*.

2.2.2. *Data collection phase*

The evaluation team used the following data-collection methods to capture the relevant data.

2.2.2.1. *Constitution of the team for data collection*

For the collection of primary data, a mixed-method approach was employed, taking ethical guidelines into consideration.

Table 3 About the data collection teams

Qualitative researchers	Quantitative researchers
<ul style="list-style-type: none"> • 4 teams consisting of 2-3 researchers each were formed. • Teams included equal number of male and female researchers. • The teams consisted of researchers from both Bangladesh and India who were well versed with the geography and local language. 	<ul style="list-style-type: none"> • In total, 26 enumerators undertook quantitative data collection that were divided into 4 teams. • There were 5 male and 21 female enumerators. • Enumerators were from Bangladesh that were well versed with the geography and local language.

2.2.2.2. *Training of team*

Before the commencement of quantitative data collection, all the quantitative data collection teams were given two-day training. This included introduction to the tools, mandates to follow during data collection, including field ethics such as politely asking questions to the respondents and presenting them with the consent form before interaction, and field plan.

2.2.2.3. *Commencement of primary data collection*

Qualitative and quantitative data were collected simultaneously across locations in Bangladesh to gather insights from various stakeholders (list given above) that were crucial to the completion and success of this evaluation.

Given below is the timeline during which quantitative and qualitative data were collected.

Figure 11 Quantitative data collection timeline

July 2024 - Quantitative data collection timeline						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Figure 12 Qualitative data collection timeline

July 2024 - Qualitative data collection timeline						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Given below is the list of zone/districts covered by each team for collecting quantitative and qualitative data.

Figure 13 Zones/districts covered by each team for collecting quantitative data

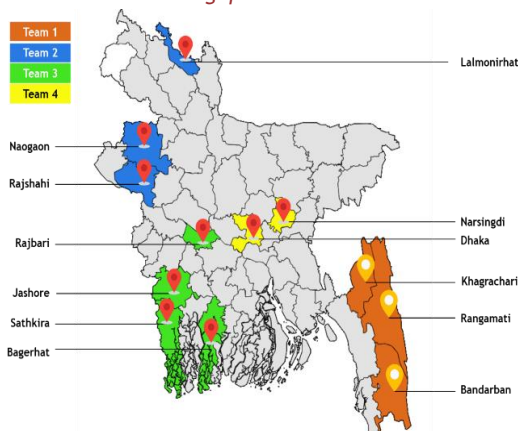
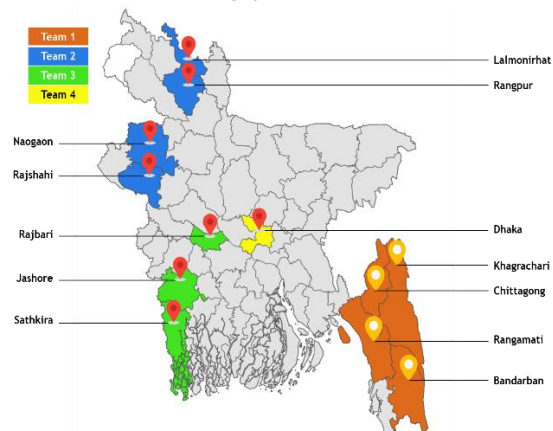


Figure 14 Zones/districts covered by each team for collecting qualitative data



2.2.2.4. Process employed for data collection

- **Consent forms:** Interaction with every stakeholder was held only after receiving consent from the respondents through a consent form. Prior to the survey and interview, the respondents were briefed about the objective of the evaluation and the purpose of the discussion. Participants were also given the choice to not answer any question they were not comfortable with or to withdraw from the interview/survey at any stage. The survey and the qualitative data collection processes were anonymous, and respondents were not asked for names. For the consent form please refer to the *Annex IV*.
- **Voluntary probing:** The comfort of respondents while answering questions was carefully prioritized. At no point were respondents forced to answer any questions; instead, a probing approach was used to guide the discussion without influencing their responses. Participation in FGDs and KIIs was entirely voluntary for all respondents.
- **Semi-structured interviews:** These were used to validate and confirm information and findings from the surveys and desk reviews. Interviews were carried out with the project beneficiaries, the MJF team, members from the WROs, government officials, among many others in the form of KIIs and FGDs. Depending on the logistics and the availability of stakeholders, while most of the interviews were conducted face to face, some were conducted via telephone or through online platforms.
- **Survey questionnaire:** These were administered with the project beneficiaries face to face by multiple teams of data enumerators. These beneficiaries were selected randomly and were reached out to with the assistance of MJF and WROs.

2.2.2.5. Sample size

Qualitative sampling

Keeping in mind the objectives of the evaluation, the evaluation team collected a total of **65** qualitative interactions. The table below gives a list of stakeholders/respondents and the type of interactions.

Table 4 Total qualitative interactions conducted

S. No.	Stakeholders	Type of interactions	No. of interactions
1.	Women's rights organisations (WROs)	KII, FGD	16, 3
2.	Community organisations (COs) - leads + transgender community	KII	5
3.	Upazila Women affair officers	KII	2
4.	Direct beneficiaries' parents	FGD (WROs - AKS, Progressive, FIDA and Diner Alo)	4
5.	Local government institutions (LGI) and public service providing institutions	KII (WROs - MMS, NCDW, DEF, BOMSA, CWFD, Diner Alo, WEAVE)	7
6.	Direct beneficiaries	FGD	17
7.	MJF team	FGD	1
8.	Network and alliances formed and strengthened by WROs	FGD (WROs - AKS, CWCS, Pragroshor)	1
9.	Men and boys	FGD	3
Total number of qualitative interactions completed			59

Quantitative sampling

The evaluation team collected quantitative data using survey questionnaire from a total of **1,211** respondents which were the direct project beneficiaries. For the purpose of evaluation and ensuring a representative sample is collected, the evaluation team classified the initiatives associated with 16 Women Rights Organisations (WROs) into seven discernible clusters. These clusters were delineated based on common attributes, encompassing the nature of their activities or the stakeholders engaged. This method of identifying various clusters and distributing the WROs across the clusters contributed towards a more concentrated and effective data collection process. The

quantitative sample size for each cluster was calculated through Cochran's formula¹⁷ at 95% Confidence level (C.I.) allowing a 7.5 per cent Margin of Error (M.o.E). The formula was applied to each of the clusters independently.

Given below is the list total sample collected and distributed across the direct beneficiaries of each of the WROs.

Table 5 Quantitative samples collected

S. no.	Name of cluster	WRO	Direct beneficiary	Sample size
1.	Women and adolescent cluster	Paribarik Aye Unnoyan Mohila Songstha (FIDA)	Women and adolescent girls	81
		Concerned Women for Family Development (CWFD)	Women and girls	67
		Pragroshor Shamajik Unnayan and Progoti Kendro	Women, girls, and transgender who experienced violence	57
2.	Dalit cluster	Dalit Empowerment Foundation (DEF), Satkhira	Women of Dalit community	86
		Uddipto Mohila Unnayan Sangstha (UMUS)	Dalit women and girls	87
3.	Disability cluster	National Council of Disabled Women (NCDW)	Women with disabilities	56
4.	Ethnic cluster	Ananya Kallyan Sangathon (AKS)	Young women and adolescent girls	82
		Women's Education for Advancement and Empowerment (WEAVE), Rangamati	Women leaders, women members of local Government, youth women and girls	80
		Khagrapur Mohila Kalyan Somity (KMKS), Khagrachari	Marginalised (ethnic and non-ethnic) women and girls	64
		Progressive	Women leaders, elected women members of Union Parishad and youth women and adolescent girls	80
5.	Migration cluster	Bangladeshi Ovibashi Mohila Sramik Association (BOMSA)	Women Migrant Workers	85
		Centre for Women and Children Studies (CWCS)	Women migrant workers	80

¹⁷ Cochran's formula is a statistical formula used to calculate the sample size needed for a given level of precision in a study. It considers the population size, proportion of the population that has the characteristics of interest, and the desired level of precision and power for the study. The formula is typically used in cases where the population size is unknown or large and the sampling fraction is small. The basic formula for Cochran's formula is $n = (z^2 * p * (1-p)) / E^2$, where n is the sample size, z is the standard normal deviate (e.g. 1.96 for a 95 per cent confidence level), p is the proportion of the population that has a certain characteristic, and E is the margin of error.

S. no.	Name of cluster	WRO	Direct beneficiary	Sample size
6.	Sex worker cluster	Sex Workers' Network Bangladesh (SWNB)	Sex workers and their children	71
		Mukti Mahila Samity (MMS)	Women & girls	71
7.	Transgender cluster	Diner Alo Hijra Unnayan Mohila Sangstha	Hijra/ transgender	82
		Shustha Jibon,	Hijra/ transgender	82
Total number of quantitative surveys conducted				1,211

The survey consisted of closed-ended questions. Among the close-ended questions, a multiple-choice question was a key component across all sections. This question sought not only to understand the multiple factors/answers provided by the stakeholders, but it also listed these answers in terms of importance or recall.

Checklist for WROs

Apart from qualitative and quantitative tools, 16 checklists were also prepared based on the PMFs of each of the WROs. The role of the checklists was to capture the data points to draw a comparison between the baseline points and endline points to quantify the impact created and whether WROs were able to achieve their set targets.

Financial sheet to calculate efficiency of the project

To effectively evaluate the efficiency of the project, the evaluation team also requested the MJF to share their financial data in an excel sheet which consisted of questions ranging from total funds allocated to their distribution across five years.

*Certain data points were also collected from previous project documents such as baseline and midline reports.

Data analysis and Synthesis of reports

2.2.2.6. Quantitative data analysis

The quantitative data once collected and collated into excel sheets were analysed, which involved the following steps -

Data cleaning and preparation

- The raw data was reviewed and cleaned to remove any inconsistencies or errors. Please note at the time of data collection, data quality checks happened at regular intervals.
- Missing data points were addressed through appropriate methods, such as imputation or exclusion, depending on the extent and nature of the missing information.

Visual representation to analyze the data

- Once cleaned, data was analysed using pivot tables. Visual representations such as bar charts and pie charts were created to provide an overview of the data distribution.

Comparative analysis

- Baseline and endline data points were analysed using paired t-tests and ANOVA to assess the significant changes over time.
- Cross-tabulations were performed to explore relationships between different variables.

Impact measurement

- Key performance indicators (KPIs) were evaluated to measure the impact of the interventions.

2.2.2.7. Qualitative analysis

The qualitative data from KIIs and FGDs were analysed using thematic analysis. The process involved the following steps:

Transcription

As the qualitative interactions were conducted in Bangla, researchers proficient in both Bangla and English undertook the interviews and transcribed them from Bangla to English. This process was carried out to always ensure the accuracy and completeness of the data.

Coding

- The transcripts were read multiple times to identify key themes and patterns.
- Open coding was used to label relevant pieces of data, which were then grouped into categories and subcategories.

Theme development

- The coded data were organized into broader themes that captured the essence of the participants' responses.
- Themes were reviewed and refined to ensure they accurately represented the data.

Interpretation

- Themes were interpreted in the context of the research objectives and questions.
- Direct quotes from participants were used to illustrate key findings and provide deeper insights into their experiences and perspectives.

Triangulation

- To enhance the validity and reliability of the findings, triangulation was employed by integrating the primary and secondary. This involved:
 - Cross-verification where quantitative and qualitative data were compared and cross-verified to identify areas of convergence and divergence.
 - Usage of qualitative data to explain and provide context to the quantitative results.
 - A comprehensive understanding of the impact of the interventions by combining numerical data with rich, narrative descriptions.

Before the commencement of the report writing phase, and based on the initial data analysis, the evaluation team presented the preliminary findings to the MJF team. This was followed by a question-and-answer session. Structure for the evaluation reports was also a part of discussion.

2.2.2.8. Report writing

The report writing phase initiated with the finalization of the table of contents for the 17 evaluation reports (1 national level report for MJF and 16 reports for each of the WROs). The analysed data were compiled into detailed reports, highlighting key findings, trends, and insights. The reports included visual aids such as graphs, charts, tables, and images from field to enhance clarity and facilitate easy interpretation. The results were also discussed in relation to the research objectives and the broader

context of the study. Draft reports were shared for feedback with MJF team and later, feedback was incorporated resulting into the development of final evaluation reports.

2.2.3. Limitations and challenges in the field during data collection

During the data collection phase, several challenges and limitations were encountered, which impacted the overall process and outcomes. These included:

- **Remote areas:** As data collection required traveling to different remote areas across various divisions in Bangladesh, it posed significant logistical challenges. Extensive travel sometimes caused slight delays in communication, leading to possible delays, though not always.
- **Time constraints:** Due to tight schedules, there was limited time to contact and interview beneficiaries. This time pressure affected the depth and quality of the interactions, potentially limiting the richness of the data collected.
- **Unavailability of stakeholders:** Many stakeholders were unavailable during the data collection period. This unavailability hindered the team's ability to gather comprehensive information and insights, particularly from those who play crucial roles in the project.
- **Government officials' lack of familiarity with the project:** Some government officials were not well-versed with the details of the project, resulting in incomplete or inappropriate responses.
- **Inconsistency in data collection:** There were inconsistencies in data collection methods across different teams and regions, leading to discrepancies in the data. These inconsistencies affected the reliability and validity of the analysis, necessitating additional efforts to reconcile and standardize the data.
- **Weather constraints:** Given the data collection happened in the month of July, which was monsoon period, weather conditions caused disruptions during data collection. Travel plans had to be adjusted, and some scheduled interviews had to be taken via telephone or online platforms.
- **Delays due to unrest in Bangladesh:** The unrest in Bangladesh led to delays in obtaining necessary financial sheets and checklists from MJF and the WROs. This delay impacted the timely analysis and integration of efficiency data into the evaluation.

2.2.4. Ethical considerations

The evaluation was carried out through the lens of the United Nations Evaluation Group (UNEG) Norms and Standards for evaluation. Special attention was paid to ensure ethical, impartial and professional conduct is followed throughout the evaluation process. The following measures were undertaken and formed an integral part of the evaluation:

- Verbal and written (using consent forms) consent of all participants was obtained prior to beginning the interview process.
- The team provided clarity on the purpose behind the evaluation to the stakeholders prior to soliciting their participation.
- The evaluation team ensured that no risk, hindrances, or harm of any kind were faced by the stakeholders,
- While no confidential information was collected during the interview process, the team ensured that no sensitive information that was collected could be traced back to any individual.
- To ensure representativeness of data, the team made sure that all stakeholder segments were interviewed (both internal and external), and the data was triangulated.

- The evaluation team ensured that all stakeholders, irrespective of scale of functioning or position of responsibility were treated fairly and given equal opportunity, and
- The team was sensitive to cultural, religious, age, gender and other such differences and were prepared to seek assistance from the MJF team and the WROs, if clarity was required.
- In the conduct of the evaluation, the evaluation team thus ensured independence, impartiality, transparency, credibility of the evaluation results, accountability, and avoidance of any conflict of interest.



Canada



Section 3
**Evaluation
Findings**

3. Evaluation findings

3.1. Relevance

This section intends to provide an analysis of the overall relevance of WVLB project's objectives and intervention strategies, alignment with policies at the national and international level, and the needs of the target beneficiaries.

The project relevance has been measured against its identification of problems and needs in the target areas and their integration in the design of the project, as well as its alignment with key national and international development policies and strategic documents. From the analysis of the PMF, the project documentations such as baseline and midline reports, and the feedback from the MJF team, it can be said that the intervention logic of the project is consistent with the target country's needs and policy priorities both at regional and country levels.

3.1.1. Relevance of the program design

The relevance of the project design for the Women's Voice and Leadership (WVL) - Bangladesh project lies in its comprehensive and context-specific approach to addressing gender inequality and empowering women. The project was designed to align with the local needs and challenges faced by women and marginalized groups in Bangladesh.

The project was anchored by MJF, which played a pivotal role in overseeing the overall management of the initiative while ensuring capacity development and advocacy efforts at the national level. MJF's leadership extended to providing strategic direction, engaging with government bodies, and advocating for systemic changes that aligned with the project's overarching goals. This approach ensured that the project not only addressed immediate needs but also contributed to long-term policy development and systemic reform.

Supporting MJF's efforts, Women's Rights Organizations (WROs) operated on the ground, taking charge of day-to-day implementation and tailoring interventions to meet the unique needs of local beneficiaries. This decentralized model allowed WROs to exercise a significant degree of autonomy in planning and executing activities, empowering them to adapt to the specific cultural and socio-economic realities of the communities they served. At the same time, the project design ensured that WROs remained aligned with the overarching objectives and guiding principles of the project.

A critical aspect of the project's relevance is its incorporation of key Feminist International Assistance Policy (FIAP) principles. These principles were carefully selected for their relevance in the context of Bangladesh and were seamlessly integrated into the design. By focusing on gender equality, inclusive decision-making, and sustainable development, the project ensured that it addressed the root causes of gender disparity while promoting the empowerment of women and marginalized groups. The flexibility granted to the WROs to adapt their approaches within this framework further enhanced the project's relevance, as it allowed interventions to remain both context-specific and aligned with broader feminist principles.

This multi-tiered design, with MJF driving advocacy and capacity development at the national level and WROs executing community-specific interventions, enabled the project to address local needs while contributing to systemic change. The relevance of the project is further highlighted by its alignment with national development strategies and international gender equality goals, making it both timely and impactful in the context of Bangladesh's socio-economic and gender landscape.

Additionally, the project’s robust monitoring and evaluation framework has allowed for the assessment of its impact and effectiveness, enabling continuous improvement and adaptation to the emerging needs. And, finally, the focus on sustainability, through the development of long-term strategies and local partnerships, has further underscored the relevance of the project design, and has ensured that the positive impacts on gender equality and women’s empowerment persists beyond the project’s duration.



“Before the project, we struggled with advocating for women’s rights because we lacked the necessary skills and resources. The capacity-building sessions under WVL equipped us with the tools to not only advocate more effectively but also to ensure our efforts are sustained over the long term. We now have strategic plans and a clearer direction on how to influence policy changes.” - WRO Staff



3.1.2. Relevance of strategies, objectives, and activities

The relevance of the strategies, objectives, and activities of the WVLB project is rooted in its comprehensive and context-specific approach to fostering gender equality and empowering women. For each Women’s Rights Organization (WRO) involved, the project ensured that activities were aligned with their organizational, operational, and financial goals, ultimately aiming to elevate the social and economic status of the beneficiaries.

The project’s objectives, closely aligned with Global Affairs Canada’s Feminist International Assistance Policy (FIAP), aimed to economically empower women through a dynamic approach that included capacity-building training, advocacy efforts, and raising awareness on gender equality and sexual health. By focusing on these core areas, the project sought to address systemic barriers that women face, providing them with the tools, knowledge, and skills necessary to not only improve their own socio-economic conditions but also advocate for their rights and broader societal change.

The capacity-building training focused on equipping women with practical skills in areas such as financial literacy, entrepreneurship, leadership, and advocacy, enabling them to take control of their economic futures. Additionally, the advocacy components of the project helped women become more aware of their rights, particularly in terms of gender equality and sexual health, and empowered them to challenge existing inequalities both at the local level and within larger platforms. By embedding these key elements into the project, it created a foundation not only for individual empowerment but for collective action, positioning women as central agents of change in their communities.

The alignment with FIAP principles reinforced the project’s commitment to advancing gender equality, ensuring that it addressed both immediate economic needs and long-term societal shifts toward greater inclusivity and equality. Through this approach, the project did more than offer short-term support; it fostered a sustainable, transformative process that empowered women to advocate for their own issues on broader platforms, thereby contributing to the overarching goal of gender equity and economic empowerment. It also promoted the formation of women’s networks at the local level, enhancing community engagement and influence. These activities ensured that the strategies were relevant to the overall project objectives, aiming to develop women’s leadership in a sustainable and impactful manner.



“The WVL project’s approach was deeply rooted in our community’s reality. The training and resources we received were not just off-the-shelf solutions but were tailored to fit our specific needs. This made our work more impactful and allowed us to address gender issues that were most pressing in our context.” - WRO Staff.



3.1.3. Incorporation of feminist principles in the design and implementation

The Women’s Voice and Leadership (WVL) - Bangladesh project has adhered closely to four key feminist principles: **Inclusivity, Transformative leadership, Empowerment, and Participation**. This adherence has been critical to the project’s relevance and effectiveness in promoting gender equality and empowering the marginalized people in the society.

Inclusivity: The WVL-B project is designed to ensure that the diverse needs and voices of all women, especially those from marginalized and underserved communities, are included. This principle is reflected in the project’s commitment to engaging a wide range of Women’s Rights Organizations (WROs) that represent various segments of society, parents of beneficiaries, adolescents and young girls, young Trans individual, men and boys, and various government stakeholders. Activities were tailored to address the unique challenges faced by different groups, ensuring that no one is left behind. Therefore, by prioritizing the inclusion of everyone, the project has ensured that the interventions are equitable and representative of the entire community of women.



“While we are not directly connected to the project, we consider ourselves indirect beneficiaries. Our wives and mothers have been actively involved in the project since its inception about 3 to 4 years ago. Through them, we have also become connected to the project and its benefits.” - Men and boys during FGD



“One WRO refined project proposals to include new activities targeting women, transgender individuals, and Dalit communities, thereby promoting inclusivity. In the case of a WRO from the transgender cluster, a diverse team, including transgender members, was employed to comprehensively address gender issues.”



Transformative leadership: The WVL-B project has fostered transformative leadership by building the capacities of community members and Women’s Rights Organizations (WROs) to challenge

existing power structures and empower their organizations to create lasting positive impacts. Through leadership training, skills development, mentorship, and strategic support, the project has enabled participants to advocate for their rights and lead initiatives that drive systemic changes. The aim was to capacitate them to challenge power structures, advocate for rights, and drive systemic change, cultivating a new generation of women leaders for lasting gender equality.

Transformative Leadership in Action

Through capacity building, mentorship, and strategic support, the project empowered individuals like Sagorika, a transwoman from Rajshahi, who made history by winning the city corporation election. Similarly, Joyonti, from the Dalit community in Satkhira, and Nasima, a woman with a disability, won local government elections in their respective districts. Additionally, several beneficiaries from the Chittagong Hill Tracts (CHT) region succeeded in local government elections, showcasing the project's impact in elevating voices from diverse backgrounds. These successes highlight how the WVLB project's emphasis on transformative leadership has enabled underrepresented individuals to challenge societal norms and power dynamics, stepping into roles of influence within their communities. By fostering a new cadre of leaders who are not only advocates for their own rights but also for broader societal change, the project effectively incorporates feminist principles in its design and implementation.

Empowerment: Empowerment has again been a cornerstone of the WVLB project that has sought to enhance the agency and autonomy of women. The project has provided women and WROs with the resources, skills, and knowledge they needed to take control of their lives and advocate for their rights. Activities such as skill development, legal aid, access to healthcare, and life skills education. Additional empowerment initiatives included self-defence training, leadership boot camps, grassroots-level leadership training, and dialogues with duty bearers. By creating agency through the formation of groups, the project has built lasting capabilities among WROs and beneficiaries, addressing their immediate needs while fostering long-term resilience and leadership. This comprehensive approach ensures that the project supports both the social and economic upliftment of women, embedding empowerment deeply into the fabric of its design and implementation.



“Participants from FIDA WRO highlighted that couple counselling and financial support for business ventures enhanced community interactions and economic stability. Similarly, beneficiaries from the Disability cluster reported that skills training and income-generating activities promoted self-sufficiency and increased visibility in society.”



Participation: Ensuring active and meaningful participation of women at all levels of the project has been another fundamental principle of the project. Over the time, it has involved women, men, boys, and parents in the planning, implementation, and evaluation stages, and has ensured that their perspectives and experiences shape the project's direction and outcomes. This participatory approach has fostered a sense of ownership and accountability among beneficiaries and ensured that the interventions were responsive to the actual needs and aspirations of the beneficiaries.

Thus, these feminist principles are deeply ingrained into the design and implementation of WVL-B project which has ensured that the strategies and activities are not only relevant but also effective in promoting sustainable gender equality. These principles have helped create a supportive environment where women thrive, lead, and drive changes, making the project's impact both profound and enduring.

3.1.4. Relevance to the needs of the beneficiaries

To evaluate the relevance of this project in connection with the needs of the beneficiaries, the evaluators conducted key informant interviews and focus group discussions with project beneficiaries, WRO members, government stakeholders, the MJF team, and others. The field visits allowed the evaluation team to thoroughly explore the question of project relevance with beneficiaries, asking them to explain in their own words if the activities delivered by the projects met their needs and addressed their challenges. The responses confirmed that the program was timely and important to the target community and their socioeconomic needs.

At the beginning of the project, a thorough needs assessment was conducted for all the WROs, providing an evaluation of the ground realities and helping to identify core societal issues at the intervention sites. These issues were accordingly addressed in the project's implementation modalities. Additionally, a comprehensive organizational capacity assessment was conducted, measuring each WRO's governance, organizational management, administration, human resource management, financial management, and project implementation. This ensured that the project activities were aligned with the specific needs of the beneficiaries.



"The Performance Management Framework has been instrumental in guiding our activities. It ensures that we are not only meeting our targets but also addressing the real needs of our beneficiaries, with significant support from the MJF team." - WRO staff

"The PMF and ToC created progress indicators for the project and allowed for efficient project planning and budgeting. It also provided us with timelines and a proposed road map for the project activities." - WRO Staff



All 16 WROs also conducted extensive mapping and Focus Group Discussions (FGDs) to identify beneficiary needs and select appropriate project sites. This process ensured that project activities were precisely targeted and relevant. These needs assessments were conducted in consultation with the MJF team, which provided expertise and guidance to ensure comprehensive and accurate data collection. **For**

instance, one WRO used FGDs to understand the unique challenges faced by migrant women and to tailor their interventions accordingly. This included mapping out high-need areas and developing targeted support services to address specific issues such as safe migration practices and reintegration support. Similarly, another WRO conducted thorough community mappings to identify areas with the highest rates of gender-based violence, ensuring that their resources and efforts were directed where they were most needed.



“The design was finalised after a conducting a needs assessment to understand the requirements and pressing needs of the beneficiaries. The requirement of the beneficiaries was kept in mind as the groups was formed and the project was made.” - WRO staff

“We conducted a thorough needs assessment to understand the specific challenges and requirements of our target beneficiaries. This involved collecting data through surveys, interviews, and focus group discussions.” - WRO staff

“Before undertaking the project, we conducted a needs assessment. Basis the assessment, our project was designed to determine the needs of the community members and identify ways to make women more progressive and efficient. Representatives of MJF were with us during the needs assessment.” - WRO staff



The baseline study further led to the development of a Performance Measurement Framework (PMF) for all the WROs, which supported the alignment of the project’s objectives with the beneficiaries’ needs, ensuring targeted and effective interventions. The assessment revealed several issues faced by the community, such as gender inequality, ethnic discrimination, improper resource distribution, caste and race discrimination, and lack of opportunities. These findings underscored the necessity for the MJF and WROs to work for the community members.

This process justifies the relevance of the project in contributing to alleviating individuals from these socio-economic problems. In this regard, one of the members of a WRO during KII succinctly puts the relevance of the project to the needs of the community as follows:



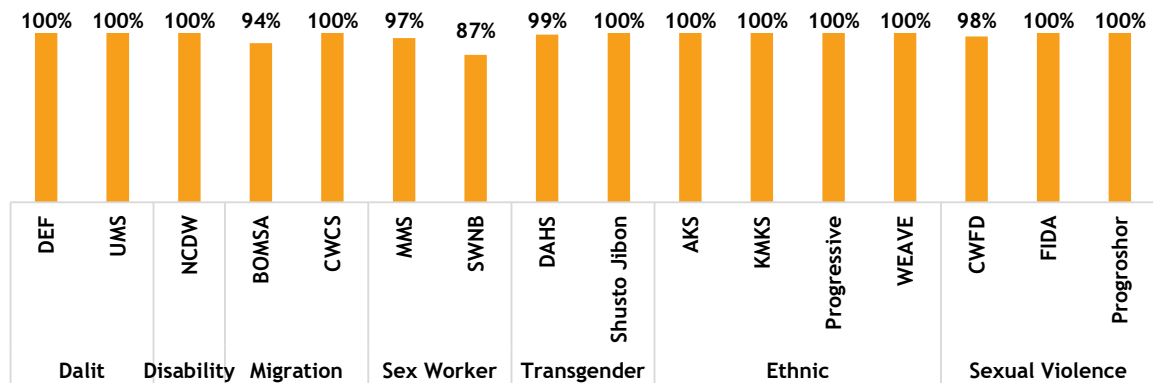
“Many people have faced tough times due to an unreliable source of income, necessitating frequent migration to other areas. This results in situations where their children receive incomplete education, they lack job security, and they constantly live in uncertainty. Therefore, it was crucial to address these issues and provide them with an opportunity to live a dignified life or at least guide them in that direction.” - WRO staff



As noted during field observations, many people suffered from discrimination that was either traditionally ingrained in society or resulted from their unfortunate backgrounds. Once the needs assessment was conducted and the PMFs were created, and the capacity of WROs began to build, efforts were initiated to address the issues faced by community members. This included providing training on income generation activities, leadership, gender equality, self-defense, and information on their rights, among other topics. Overall, discussions with target beneficiaries at all selected sites indicate that the project activities have brought positive changes in their lives and that the activities conducted by the WROs were relevant to their needs.

The data highlights strong overall progress (Figure 15), with 100% of beneficiaries from multiple clusters finding the project relevant, particularly among groups focused on dalit, disability, and sex worker issues. A second cluster, addressing transgender and sexual violence concerns, also performed well with 99% and 98% relevance. However, the cluster working with Migration and Sex worker beneficiaries reported comparatively lower relevance, at 94% and 87%, indicating potential areas for improvement in aligning the project activities with these groups' specific needs.

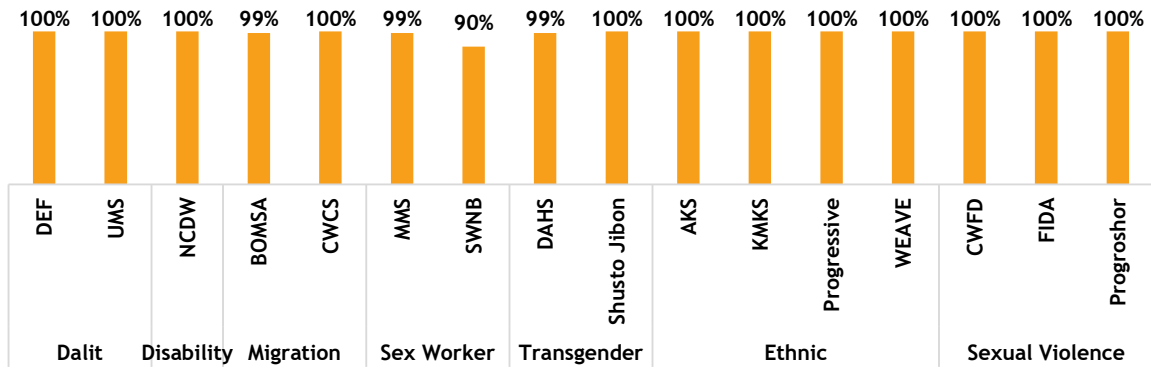
Figure 15 Proportion of respondents across WRO's finding the project interventions relevant (N=1,211)



In relation to the project’s capacity building component, the main targets of the project have been women and girls, transgenders, people belonging to various ethnic groups, women migrant workers, victims of sexual and gender-based violence. These people have faced several development challenges that has prohibited them from fulfilling their life aspirations. Women have faced unacceptable levels of discrimination which has prevented them from playing a full part in decision-making as well as in development of society, transgender and sex workers commonly have faced issues related to sexual and gender-based violence, among many others. In response to that, the project organized the beneficiaries into various groups and cooperatives, providing them with a revolving fund as part of the income generating activities that allowed them to start their own business and savings, training on leadership so that they can take accountability of their own lives, gender equality. Beneficiaries reported these interventions were not only relevant in increasing their confidence, but also in giving them the confidence to deal with violation of their rights, enhancing their knowledge, improving their skills, and managing their relationships better.

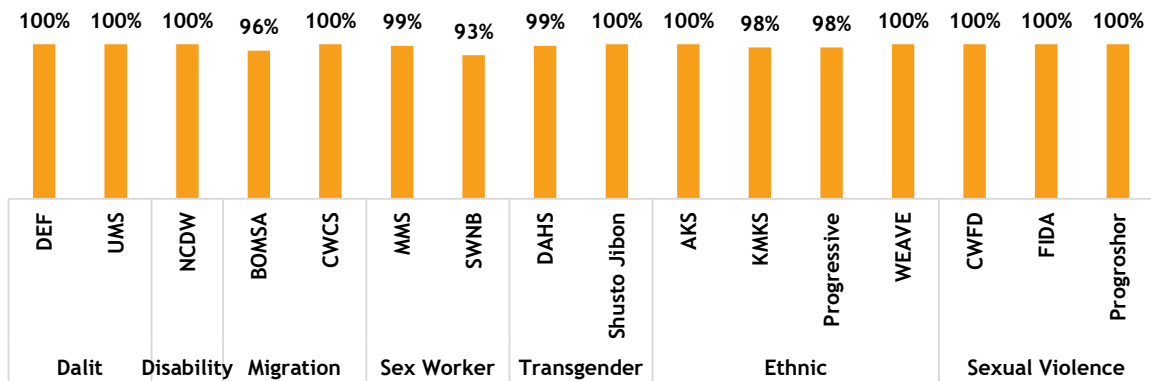
The data illustrates that the project was highly relevant in boosting beneficiaries' confidence (Figure 16), with 100% of participants from several clusters reporting a positive impact. These include groups focused on dalit, disability, sex worker, ethnic, and sexual violence issues. The lowest-performing cluster, involving the transgender group, reported a 90% relevance rate. This indicates that while the project was largely successful, there are opportunities for improvement in addressing the needs of certain clusters.

Figure 16 Beneficiaries finding the project relevant in increasing their confidence (N=1,211)



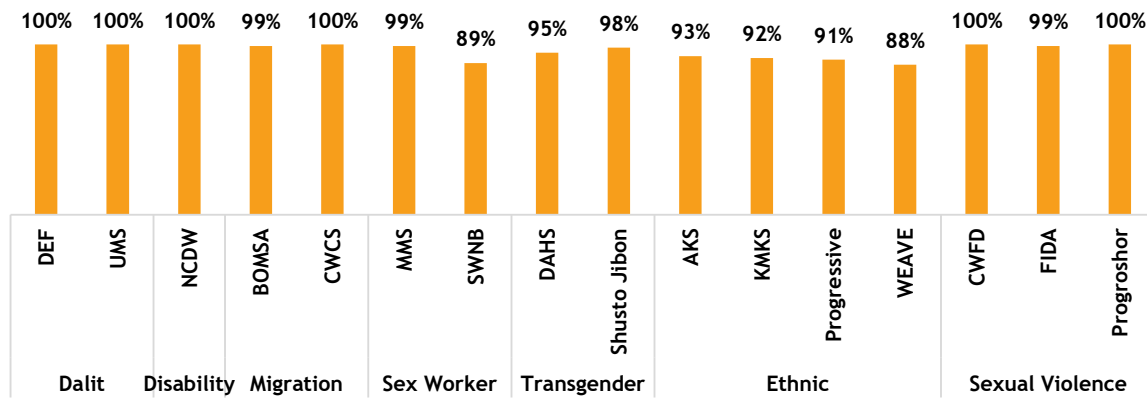
Quantitative data suggests these findings (Figure 17) with 100% of beneficiaries from dalit, disability, transgender, ethnic, and SGBV clusters indicated the project was relevant in giving them the confidence to deal with issues relate to the violation of their rights. This shows that not only the project helped build the confidence to deal with the violation of their rights but was also relevant to them.

Figure 17 Beneficiaries finding the project relevant in building their confidence to deal with violation of their rights (N=1,211)



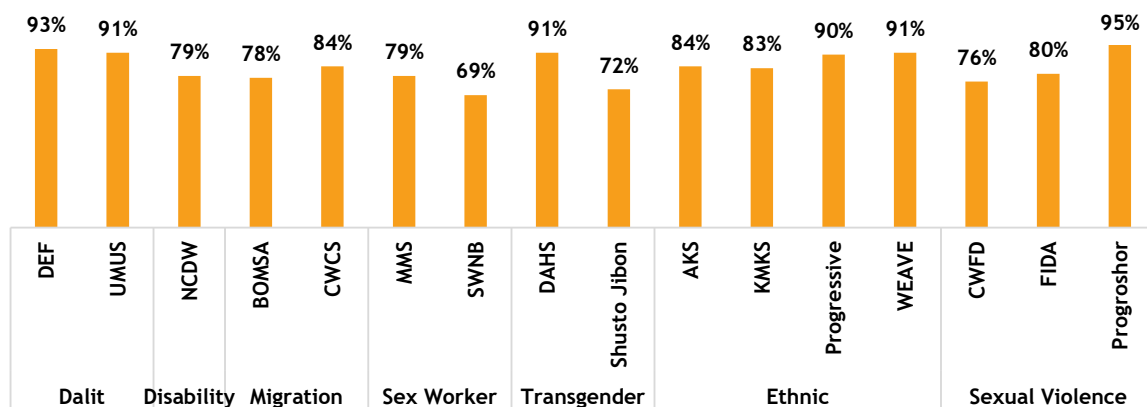
Quantitative data suggests these findings (Figure 18) with 100% of beneficiaries from dalit, disability, SGBV and migration clusters found the project relevant in enhancing their knowledge. This shows that not only the project helped enhance the knowledge of people but was also relevant to them.

Figure 18 Beneficiaries findings the project relevant in enhancing their knowledge (N=1,211)



While many beneficiaries (more than 90%) in the above cases belonging to multiple WROs reported that the project was relevant to them, quantitative data here (Figure 19) suggests more nuanced findings. Only beneficiaries from five WROs reported the project was relevant to them, that too in improving their skills. Beneficiaries from other WROs also reported relevance but at a rate of less than 90%. This indicates that although the project was effective in improving skills, it was more relevant to them in enhancing knowledge or building confidence.

Figure 19 Beneficiaries finding the project relevant in improving their skills (N=1,211)



Apart from this, the evaluation participants also felt that the issues the project sought to address were coherent with the needs on the ground and that the collaborative nature of needs assessment, WROs, MJF, WROS, and other stakeholders allowed the project to gain a clear view of the extent to which some of the needs of the community members were met. This was confirmed through interviews with selected project beneficiaries.

“We were in bad condition prior to the launch of the project as we did not have access to the knowledge and lacked confidence about raising our voices too. Since the launch of the project, we can say our conditions have changed for the better. The training programs provided to us equipped us with necessary skills that enabled us to engage in various livelihood activities.” - FGD with Beneficiaries



In summary, beneficiaries and other interviewed stakeholders in the field sites confirmed the project was relevant to the needs of the beneficiaries.

3.1.5. Alignment to the Sustainable Development Goals (SDGs)

Table 6 Alignment to the Sustainable Development Goals

Cluster	WROs	Sustainable Development Goals			
		SDG 3	SDG 5	SDG 8	SDG 10
Sexual and gender-based violence cluster	➤ Paribarik Aye Unnoyan Mohila Songstha (FIDA)				
	➤ Concerned Women for Family Development (CWFD)		✓	✓	
	➤ Pragroshor Shamajik Unnayan and Progoti Kendro				
Dalit cluster	➤ Dalit Empowerment Foundation (DEF), Satkhira	✓		✓	✓
	➤ Uddipto Mohila Unnayan Sangstha (UMUS)				
Disability cluster	➤ National Council of Disabled Women (NCDW)		✓		✓
Ethnic cluster	➤ Ananya Kallyan Sangathon (AKS)				
	➤ Women's Education for Advancement and Empowerment (WEAVE), Rangamati	✓	✓	✓	✓
	➤ Khagrapur Mohila Kalyan Somity (KMKS), Khagrachari				
	➤ Progressive				
Migration cluster	➤ Bangladeshi Ovivashi Mohila Sramik Association (BOMSA)		✓	✓	
	➤ Centre for Women and Children Studies (CWCS)				
Sex worker cluster	➤ Sex Workers' Network Bangladesh (SWNB)	✓	✓	✓	
	➤ Mukti Mahila Samity (MMS)				
Transgender cluster	➤ Diner Alo Hijra Unnayan Mohila Sangstha	✓	✓	✓	✓
	➤ Shustha Jibon				

For a detailed table, please refer to the [Table 10](#).

3.1.6. Alignment to the policies/initiatives at the national level

Table 7 Alignment to the policies/initiatives at the national level

Cluster	Women Right's Organizations	Alignment of the activity with the national level policy/initiative
Sexual and gender-based violence cluster	<ul style="list-style-type: none"> ➤ Paribarik Aye Unnoyan Mohila Songstha (FIDA) ➤ Concerned Women for Family Development (CWFD) ➤ Pragroshor Shamajik Unnayan and Progoti Kendro 	<ul style="list-style-type: none"> ➤ National Women Development Policy 2011¹⁸ ➤ National Plan of Action to Combat Violence Against Women and Children 2013-2025 ➤ National Social Security Strategy 2015
Dalit cluster	<ul style="list-style-type: none"> ➤ Dalit Empowerment Foundation (DEF), Satkhira ➤ Uddipto Mohila Unnayan Sangstha (UMUS) 	<ul style="list-style-type: none"> ➤ Education for All 2015 National Action Plan¹⁹ ➤ National Women Development Policy 2011 ➤ National Plan of Action to Combat Violence Against Women and Children 2013-2025 ➤ National Social Security Strategy 2015
Disability cluster	National Council of Disabled Women (NCDW)	<ul style="list-style-type: none"> ➤ National Women Development Policy 2011 ➤ National Social Security Strategy 2015²⁰ ➤ Bangladesh Bank's Financial Inclusion Initiative
Ethnic cluster	<ul style="list-style-type: none"> ➤ Ananya Kallyan Sangathon (AKS) ➤ Women's Education for Advancement and Empowerment (WEAVE), Rangamati ➤ Khagrapur Mohila Kalyan Somity (KMKS), Khagrachari ➤ Progressive 	<ul style="list-style-type: none"> ➤ National Women Development Policy 2011 ➤ Health, Population, and Nutrition Sector Development Program 2011-2016 ➤ National Plan of Action to Combat Violence Against Women and Children 2013-2025 ➤ Bangladesh Bank's Financial Inclusion Initiative
Migration cluster	<ul style="list-style-type: none"> ➤ Bangladeshi Ovbashi Mohila Sramik Association (BOMSA) ➤ Centre for Women and Children Studies (CWCS) 	<ul style="list-style-type: none"> ➤ National Women Development Policy 2011 ➤ National Social Security Strategy 2015 ➤ National Plan of Action to Combat Violence Against Women and Children 2013-2025
Sex worker cluster	<ul style="list-style-type: none"> ➤ Sex Workers' Network Bangladesh (SWNB) ➤ Mukti Mahila Samity (MMS) 	<ul style="list-style-type: none"> ➤ National Women Development Policy 2011 ➤ National Social Security Strategy 2015

¹⁸ [National Women Development Policy, 2011](#)

¹⁹ [Education for All 2015 National Action Plan, 2015](#)

²⁰ [National Social Security Strategy \(NSSS\) of Bangladesh, 2015.](#)

Cluster	Women Right's Organizations	Alignment of the activity with the national level policy/initiative
		<ul style="list-style-type: none"> ➤ Bangladesh Bank's Financial Inclusion Initiative ➤ Adolescent Reproductive Health Strategy 2016 ➤ Health, Population, and Nutrition Sector Development Program 2011-2016
Transgender cluster	<ul style="list-style-type: none"> ➤ Diner Alo Hijra Unnayan Mohila Sangstha ➤ Shustha Jibon 	<ul style="list-style-type: none"> ➤ National Women Development Policy 2011 ➤ Health, Population, and Nutrition Sector Development Program 2011-2016 ➤ National Women Development Policy 2011 ➤ National Social Security Strategy 2015

For a detailed table, please refer to the [Table 11](#).

3.2. Effectiveness

3.2.1. Effective project design and implementation

3.2.1.1. Robust team structures and inclusive staffing

The project ensured that clear, effective, and robust systems and processes were in place from the very start. A well-defined Theory of Change (ToC) provided a strong foundation, while a detailed Project Management Framework (PMF) outlined the objectives, activities, work processes, and targets at the national level.

The organogram of WVL-Bangladesh team (*Fig. 19*) outlines a structured team designed to ensure effective project management and execution. This team structure is effective as it delineates clear roles and responsibilities, facilitating coordination and communication across different levels of management. The project framework significantly enhanced and flourished through its engagement with the 16 WROs. This framework encompassed detailed team structures, inclusive staffing practices emphasizing on a higher female to male ratio, all of which contributed to the project's success in addressing the needs of the beneficiaries. This clarity extended down to the 16 WROs involved, each of which had its own well-defined team with explicitly delineated tasks and responsibilities. Consequently, the team structures were meticulously organized at both the overall project level and within each WRO, ensuring a cohesive and effective implementation process.

Figure 20 WVL - Bangladesh team's organogram

Revised Organogram of WVL-Bangladesh

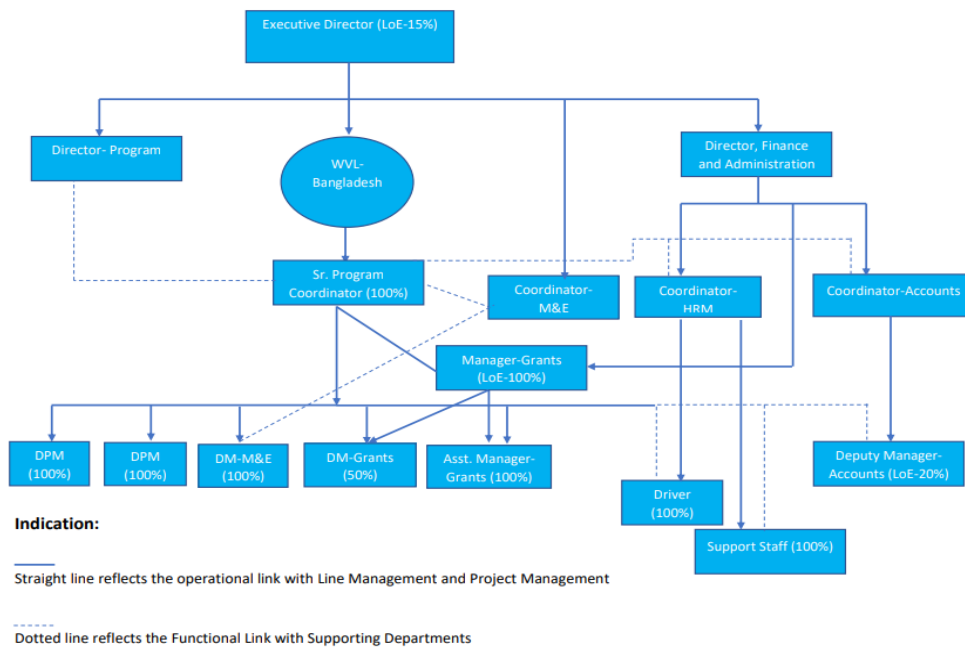


Table 8 Description on WVL - Bangladesh team

Executive leadership	Program management
<ul style="list-style-type: none"> Executive director: Positioned at the top of the hierarchy, the Executive Director provides strategic oversight and ensures alignment with the organization's broader goals. This role is crucial for setting the vision and direction of the team. 	<ul style="list-style-type: none"> Director of programs: Provides strategic leadership and oversight of project implementation, reporting directly to the Executive Director with a dotted line of functional support from MJF. The Director of Programs is responsible for translating strategic directions into actionable plans. Senior program coordinator: The Senior program coordinator directly leads the project and ensures effective project management, budget management, partnership management, project risk management, and project team management. This role also involves direct reporting to donors and the NGO Affairs Bureau (NGOAB). Deputy Program Manager: Supports the Senior Program Coordinator in managing programmatic outcomes and overseeing daily operations. Deputy Manager-M&E: Focuses on monitoring and evaluation, ensuring that project progress is in track, impacts are measured accurately and continuously improved. The primary responsibilities of this position include annual data collection, validation, analysis, and reporting. Coordinator M&E: This position plays a strategic role in the project by offering key suggestions, feedback, and recommendations. Additionally, it involves significant contributions to M&E training, indicator setup, and other related tasks.
Financial and administrative support	Grants and funding management
<ul style="list-style-type: none"> Director of finance and administration: Provides financial and administrative support, 	

ensuring that the organization's resources are managed efficiently.

- **Coordinator of Human Resource Management (HRM):** Manages the human resources aspect, ensuring the team is well-staffed and supported.
- **Coordinator of Accounts:** Ensures financial operations are smooth and compliant with necessary regulations.

These positions are organizational roles that are not exclusively dedicated to the project but provide functional support where needed.

Localized project execution

- **Deputy Program Managers and Deputy Managers M&E and Grants:** Essential for localized project execution. They bridge the gap between strategic oversight and on-the-ground implementation, ensuring that projects meet the needs of local communities. Provide specialized support in monitoring, evaluation, and grant management at the district level.

- **Grants Manager:** Manages the financial aspects, ensuring funding and budgets align with project goals.
- **Deputy Manager-Grants:** Assists in managing grants and funding, providing critical support to the Grants Manager.
- **Assistant Manager-Grants:** Supports the grants management team in funding and budget oversight.

Support staff

- Vital for maintaining operational efficiency and logistical support, enabling the team to focus on their core responsibilities without administrative hindrances.

The WROs typically adopt a hierarchical team structure, encompassing executive board members, senior officials, field facilitators, and support staff. For instance, one WRO comprises executive committee members, senior officials, field facilitators, and office support staff, ensuring a well-rounded approach to project management and ground-level implementation. Similarly, one WRO includes top-level female leadership, mid-level coordinators, and entry-level field facilitators, providing comprehensive coverage and support for beneficiaries.

While WROs were given broad guidelines and flexibility in constituting their teams, this led to variations in team structure and resources. The lack of M&E expertise among most WROs resulted in irregular monitoring and reporting. To address these challenges, the **MJF team invested significant time in building the capacity of WRO team members in M&E** and providing ongoing support for daily reporting.

Throughout the course of the project implementation, the tasks and strategies evolved significantly. The project demonstrated a high degree of flexibility, allowing for the addition and removal of various components as needed. The project effectively adapted to changes and successfully implemented new strategies, with the existing team continuously adjusting to evolving needs. While this made the project more relevant to the needs of beneficiaries it put additional responsibilities on the teams to execute the project with resources initially planned for the project.

Each WRO recruits staff members from marginalized groups, such as women, transgender individuals, and people with disabilities, to ensure cultural sensitivity and provide employment opportunities. Few instances of organizations reporting high ratio of female to male staff:

- One WRO from the sex workers cluster boasts a female to male staff ratio of 39:7.
- One WRO hires women with disabilities to work within their teams.
- A WRO from the transgender cluster recruit's transgender individuals as project officers and counsellors, enhancing their ability to address diverse community needs by leveraging their unique perspectives and community-specific knowledge.



“Our female-led team has been instrumental in understanding and addressing the nuanced needs of our beneficiaries. The training provided has equipped us with the necessary skills to handle gender-based violence cases effectively.” - WRO staff

“I feel proud to be part of a team that values inclusivity. It’s about creating an environment where every transgender feels valued and heard.” - WRO Staff

“As a woman with a disability, I deeply understand and address community needs, leading to more successful project activities. Our team’s empathy and insight drive our effectiveness and positive outcomes.” - WRO Staff



3.2.1.2. *Effective project design: Monitoring and evaluation systems*

The Performance Management Framework (PMF) developed by all 16 WROs includes a detailed listing of expected results, indicators, baseline data, targets, data sources, data collection methods, and frequencies. This detailed PMF has been instrumental in tracking progress and maintaining accountability. By working closely with MJF, each WRO was able to ensure their PMFs were aligned with the overarching project goals while being tailored to the specific needs of their beneficiaries. The collaborative approach between the WROs and MJF also led to the creation of comprehensive strategies that effectively addressed the unique challenges faced by different communities. This alignment facilitated the development of robust monitoring mechanisms and the continuous improvement of project activities. *For example*, one WRO used the PMF to establish clear targets and indicators for improving the socio-economic status of Dalit women and children. These included specific metrics on education and health outcomes, which were monitored regularly through surveys and FGDs. Similarly, a particular WRO incorporated indicators focused on the empowerment and inclusion of women with disabilities, with data collected through both quantitative and qualitative methods to ensure comprehensive coverage.

Each WRO established a robust quarterly reporting system that provided detailed insights into activities, achievements, challenges, and lessons learned. These reports promoted accountability and informed decision-making among stakeholders. *For instance*, one WRO used these reports to track their interventions on gender-based violence, ensuring that the activities were effective and aligned with their goals. Similarly, another WRO leveraged quarterly reports to monitor the progress of their education and health programs for Dalit women and children, allowing them to make necessary adjustments in real-time. In addition, a WRO from sex workers cluster utilized the quarterly reporting system to document their progress in supporting sex workers’ rights and health. A WRO from Dalit cluster also benefited from the quarterly reports by using them to monitor the effectiveness of their initiatives aimed at empowering marginalized communities.

Quarterly monitoring visits by the MJF team further enhanced project oversight. These visits enabled real-time evaluation and adjustment of interventions to optimize impact. *For example*, during a monitoring visit to a WRO, the MJF team identified areas for improvement in their empowerment programs for women with disabilities.

The feedback received during these visits was crucial for refining their strategies and ensuring better outcomes.

Additionally, a WRO used insights from quarterly visits to enhance their support services for migrant women, ensuring their interventions were responsive and effective.



“Our monthly reports have been crucial in documenting the progress of our programs for sex workers. The insights gained have helped us tailor our interventions to be more effective and relevant.” - WRO staff

“The detailed monthly reports have allowed us to monitor the impact of our initiatives and make necessary adjustments. The support from the MJF team has been invaluable in this process.” - WRO Staff



Effectiveness of project design and implementation

Financial monitoring and reporting ensured that any discrepancies were identified and addressed. Further it also ensured taking stock of fund utilisation at a regular interval and fed into the project execution. **The project initially began with 18 WROs; however, due to stringent financial monitoring and reporting mechanisms, discrepancies were identified in the accounts of two WROs, leading to their removal from the project.** The funding is disbursed quarterly, ensuring consistent support for ongoing activities and allowing WROs to focus on long-term goals rather than short-term financial concerns. For many smaller WROs or community-based organizations (CBOs), this multi-year funding has been particularly beneficial as it provided the financial stability needed to expand their reach and enhance service delivery, thereby making a substantial impact on their communities.

- 1. Sustained capacity building:** Multi-year funding has enabled continuous capacity building for WROs, particularly in areas such as organizational governance, financial management, and advocacy. This consistent support has allowed WROs to develop robust internal systems and processes that enhance their operational effectiveness. Additionally, sustained funding and capacity support have empowered WROs to develop and implement structured programming approaches, enabling them to reach grassroots communities more effectively and create lasting impact.



“We started as a group and have now developed into a visible organization” - WRO staff

“I am honoured that the Deputy Commissioner requested me to sit in front of him, regardless of the community I am representing.” - WRO Staff

“Our advocacy work on women’s rights has become more impactful because multi-year funding allows us to develop comprehensive programs rather than short-term interventions.” - WRO Staff



2. **Program implementation and flexibility:** With assured multi-year funding, WROs can implement programs that require a longer time horizon to show results, which is essential for initiatives aimed at achieving cultural and societal change that need sustained efforts over several years. Consistent funding support, coupled with capacity-building assistance, has enabled WROs to develop structured programming approaches and effectively reach out to grassroots communities. This stability allows WROs to plan and execute their interventions more strategically, ensuring that their efforts are both impactful and sustainable at the community level.



“Thanks to the multi-year funding, we’ve been able to build a strong foundation in governance and program management. This consistent support has enabled us to develop structured programs that directly address the needs of grassroots women and girls, making our advocacy and service delivery more effective and impactful.” - WRO staff



3. **Enhanced service delivery:** The stability provided by multi-year funding ensures that WROs can maintain and improve the quality of services they provide to beneficiaries. This includes critical services related to gender equality, women’s rights advocacy, and direct support for marginalized women and girls. This is evidenced through field interactions, as capacity-building workshops were later conducted with enhanced structure and flow following the trainings, and WROs gained greater confidence in facilitating them. Beneficiaries have fully utilized the benefits of the workshops, with many expressing that the experience has boosted their confidence and contributed to improvements in their lives.



“Earlier, we struggled with flow and engagement, but now we feel in control and the participants respond so well.” - WRO staff

*“Over the years I found that the quality of sessions improved, the workshops have given me the tools and confidence to take control of my life in ways I hadn’t thought possible before”
- Beneficiary of a WRO*



4. **Strengthened networks and alliances:** Multi-year funding supports the building and strengthening of networks and alliances among WROs, facilitating collaboration and collective action. This networked approach enhances the ability of WROs to influence policy and drive social change at both local and national levels.

The responsive funding mechanism, also known as Fast Response Grants, provides urgent financial assistance to WROs and other community-based organizations for immediate needs. This funding is crucial for organizing events related to gender equality, supporting movements, and addressing unforeseen issues that require quick action. The grants range from CAD \$1,000 to CAD \$5,000 and are intended for short-term, high-impact activities.



“During the COVID period, I was struggling to continue my education because we couldn't afford the necessary supplies and health kits. Thanks to our WRO and the consistent support they received through multi-year funding, I was provided with the educational materials and health kits I needed. This made it possible for me to keep studying despite the challenges. However, I know many others in my community who needed similar support but couldn't get it, which shows that while the help we received was invaluable, there is still a need for more resources to reach everyone.” - Beneficiary from a WRO



“Thanks to the stability provided by multi-year funding, we've been able to form strong networks like the Bonchita Alliance, which has been crucial in facilitating mutual aid, economic collaboration, and advocacy for migrant rights. These alliances have significantly strengthened our capacity to support migrant women, helping them navigate challenges such as entrepreneurship, accessing healthcare, and integrating into new communities. The consistent support has allowed us to focus on building and maintaining these networks, making our collective efforts more effective and impactful.” - WRO staff



1. **Timely support for urgent needs:** Responsive funding allows WROs to quickly address urgent issues such as organizing protests, media campaigns, and support for violence victims. This flexibility ensures that WROs can respond effectively to immediate challenges and opportunities.
2. **Enhanced advocacy and awareness:** The ability to access quick funding enables WROs to amplify their advocacy efforts and increase public awareness on critical issues. This has been particularly effective in bringing attention to state machinery and influencing policy changes.
3. **Empowering local initiatives:** Responsive funding empowers smaller, less established organizations and groups that may not qualify for multi-year funding. This inclusivity ensures that a broader range of voices and initiatives can contribute to the overall goals of gender equality and women's rights.
4. **Adaptability and innovation:** By supporting innovative and rapid-response activities, this funding mechanism encourages WROs to experiment with new approaches and strategies. This adaptability is crucial for addressing dynamic and evolving challenges in the field of women's rights.



“Responsive funding has enabled WROs to address immediate and unforeseen challenges effectively. We’ve seen firsthand how these funds have empowered organizations to act quickly, whether it’s supporting advocacy movements, organizing urgent community actions, or providing emergency assistance to victims. This flexibility is key to ensuring that WROs can respond dynamically to the evolving needs in their communities” - MJF staff

The Fast Responsive Fund was a game-changer for us. When an urgent issue arose regarding gender-based violence in our community, we could act swiftly without the usual delays associated with traditional funding processes. This timely support allowed us to organize a media campaign and a community protest, amplifying our voice and pushing for immediate local government intervention- WRO Staff from fast responsive fund



3.2.1.3. Comprehensive training and mentorship

MJF provided a variety of capacity-building initiatives tailored to meet the specific needs of the WROs. These included training in compliance, financial management, and organizational development, online and real-time reporting, project monitoring tools, and gender equality advocacy. These training programs have equipped WRO staff with essential tools and frameworks to enhance their service delivery efficiency and responsiveness to community needs. One of the crucial trainings was on Organization Management, Strategic, and Transformative Leadership, focused on equipping WRO leaders with advanced skills in organizational management and strategic decision-making. **For instance**, Staff from a particular WRO greatly benefited from this training, which strengthened their leadership framework and enhanced their ability to manage projects effectively. The training on organization management and strategic leadership significantly improved the ability of WRO leaders to plan and execute projects efficiently. This training was effective in building a



“The leadership training has been transformative. It has equipped us with advanced skills in strategic planning and decision-making, empowering us to lead our organization more effectively.”- WRO staff

“The gender equality training has been transformative. It has deepened our understanding of women’s rights and empowered us to advocate more effectively for gender equality in our communities.” - WRO Staff

strong leadership foundation that could guide the organization through complex challenges and opportunities.

The Training on Feminist Approach in Programming aimed to deepen the staff's understanding of feminist principles and how to integrate these into their programming. The training provided by MJF helped the



WROs to advocate more effectively for gender equality. The feminist approach training enhanced the WROs' ability to design and implement programs that are sensitive to gender dynamics and focused on empowering women. This training was effective in ensuring that the projects not only address immediate needs but also contribute to long-term gender equality. By incorporating feminist principles into their work, the WROs were able to create more inclusive and impactful programs.

By embedding robust skills in strategic planning, decision-making, and team management into the organizational culture, the project has ensured continuity and resilience in their operations. Also, the community engagement and communication training were effective in enhancing the WROs'



“The feminist approach training has been transformative. It has deepened our understanding of women’s rights and empowered us to advocate more effectively for gender equality in our communities.” - WRO staff

“The community engagement and communication training have been incredibly beneficial. We are now more confident in engaging with our beneficiaries and stakeholders, effectively conveying our mission and building meaningful relationships.” - WRO Staff



ability to connect with their beneficiaries and stakeholders. By improving their communication skills, the staff could convey their mission more effectively and build.

3.2.1.4. Enhanced operational capabilities

MJF’s on-the-job monitoring and operational capabilities training was effective in building the WROs’ capacity to manage their day-to-day operations more efficiently. By focusing on practical skills and providing ongoing mentorship, the WROs could implement more structured and responsive service delivery models. This training ensured that the organizations were well-equipped to handle operational challenges and deliver high-quality services to their communities.

A crucial part of the training involved sessions on monitoring and evaluation activities. MJF mentors provided hands-on training in developing and implementing effective monitoring and evaluation frameworks, enabling the teams to track progress accurately and make data-driven adjustments to interventions. By developing robust M&E frameworks, the WROs could gather accurate data on their interventions, identify areas for improvement, and make informed adjustments to their strategies. This training ensured that the projects were not only implemented efficiently but also continuously improved based on real-time feedback and data. Regular mentoring sessions and feedback mechanisms provided invaluable guidance on improving service delivery, ensuring that interventions are tailored to meet the evolving needs of target beneficiaries. This support has empowered staff to



“The proposal writing training has opened new avenues for funding, allowing us to expand our programs and reach more beneficiaries.” - WRO staff

“The training on monitoring and evaluation has been invaluable. It has helped us identify areas for improvement and make necessary adjustments to our program management.” - WRO Staff

engage effectively with beneficiaries, stakeholders, and partners, ultimately leading to more effective project outcomes.

Similarly, capacity building on proposal writing and fundraising strategies have directly contributed to securing



new funding sources. This training allowed WROs to expand their services, including the creation of new group meetings and support networks for beneficiaries. By equipping staff with the skills to write compelling proposals, the WROs were able to secure additional funding, which in turn allowed them

to expand their programs and services. This increased funding directly translated to more resources for program implementation, ultimately improving the reach and impact of their initiatives

3.2.1.5. Enhanced financial management and resource optimization

Training in financial management has been particularly beneficial for the WROs. These sessions helped teams align their budgets more effectively, ensuring cost-effective solutions that maximized project outcomes. The financial management training was effective in ensuring the financial sustainability of the WROs. By enhancing their budgeting and financial planning skills, the WROs could optimize their resource allocation and ensure that their projects were financially viable. This training played a crucial role in helping the organizations secure additional funding and manage their financial resources more effectively.



“The financial management training was particularly beneficial, enhancing our ability to budget effectively and manage funds transparently.” - WRO staff

“The training on financial management helped us prepare more accurate budgets and manage our resources better.” - WRO Staff



Emergence of new narratives and perspectives



Throughout the project, seeds of change began to emerge—whether in shifting narratives, evolving perceptions, altered behaviours, or new responses. Every change, however small, when collectively viewed, contributed to a larger impact. Even modest shifts highlight the project’s success, not only for those directly involved but, in hindsight, for society as a whole.

- While gender discussions were not uncommon in Bangladesh, they were often sporadic and might not have been relevant in the context of project’s beneficiaries. Practically in the society and the implementation of law, women still faced discrimination, exclusion and injustice and had negligible influence in decision making processes.²¹ Against this the project has advanced gender equality at the ministerial level. Bills are now being drafted with greater gender sensitivity, and a diverse array of stakeholders are engaged in meaningful dialogue on related issues. This increased awareness and collaboration has laid the groundwork for future policy changes.
- The project has been implemented through an intersectional lens²², acknowledging that without it, efforts to tackle inequalities and injustice towards women are likely to just end up perpetuating systems of inequalities. The project acknowledged that everyone has their own unique experiences of discrimination and oppression, and it is imperative to consider everything and anything that can marginalise people - gender, race, class, sexual orientation, physical ability, etc. The project’s approach was to address multiple dimensions of vulnerability under the notion that work towards women’s rights and feminism cannot defend individuals from a single category alone.
- The project has empowered WROs to become more effective advocates at broader levels. This has contributed to a growing momentum for gender equality and a shift in advocacy strategies, as by the

²¹ World Vision Bangladesh. [Gender Equality](#).

²² Taylor B. [Intersectionality 101: what is it and why is it important?](#) (2019)

inclusion of transgender woman **Parvati Ahmed** in the working committee for the draft law called the Transgender Persons Rights and Security Law.

3.2.2. Empowerment through employment and leadership advocacy for beneficiaries

3.2.2.1. Effective empowerment through employment

The WVLB project has emphasized various skill training activities across different WROs, aimed at enhancing the skills and knowledge of beneficiaries. These training programs have been critical in equipping individuals with essential skills, enabling them to advocate for themselves and drive positive changes within their communities. Some highlighted examples include:

1. **Vocational/skill training programs:** These programs provide beneficiaries with practical skills in areas such as carpentry, tailoring, and electrical work, leading to direct employment opportunities.
2. **Entrepreneurship workshops:** Designed to foster small scale entrepreneurial skills, these workshops help beneficiaries start and manage their own businesses, promoting economic self-reliance.
3. **Advocacy and leadership training:** These sessions empower individuals to become community leaders and advocates for change, enhancing their ability to influence local policies and practices.
4. **Awareness training on various services provision:** These sessions educate beneficiaries about the availability of crucial services and how to access them. This includes legal aid services, healthcare services, counselling services, various government schemes and services. By understanding their rights and the resources available to them, individuals can better navigate systems to receive the support they need.



Some highlighted examples from interactions with beneficiaries include:

Training on Gender Equality, Women Empowerment, Leadership, Entrepreneurship/Business Management, and Making Face Masks: These diverse training programs provided beneficiaries with both theoretical knowledge and practical skills.

"The entrepreneurship training has given me the confidence to start my own business, while the face mask training has provided me with a new source of income."

Training on Gender Equality, Women Empowerment, Leadership, Sexual and Gender-Based Violence (SGBV), Sports Teams (Football), and Entrepreneurship: These comprehensive training programs empowered women to tackle gender-based violence and engage in entrepreneurial activities.

"The SGBV training has empowered me to support other women in my community, while the entrepreneurship training has enabled me to start my own business."

Initiatives targeting migrant populations have focused on entrepreneurship training, safe migration and decision-making skills, enabling migrant women to establish businesses and manage finances independently.

"The safe migration training has provided me with the knowledge to navigate the migration process safely"
"The entrepreneurship training empowered me to start my own business, improving my family's financial status."

Training on Transformative Leadership, Life Skill Development, Agro-Based Skills, and Income-Generating Activities (IGA): This training provided beneficiaries with the skills needed to improve their livelihoods and lead transformative projects.

"The agro-based skills training has given me the knowledge to start my own agricultural business, while the leadership training has empowered me to lead my community."

Training on Human Rights, Gender Equality, Leadership, Income-Generating Activities, and Soft Skills: These training sessions were crucial in promoting the rights and inclusion of transgender individuals. Advocacy efforts have enhanced awareness of transgender rights, enabling access to healthcare and legal services, crucial for economic stability and social integration.

"The human rights training has empowered me to advocate for my rights, while the income-generating activities have provided me with financial independence."

"Training in financial literacy and business management helped me open a tea shop, which now employs other transgender individuals."

Training on Paralegal Skills, Human Rights, Gender Equality, Leadership, and Small-Scale Business: This training equipped beneficiaries with legal knowledge and business skills.

"The paralegal training has given me the knowledge to support others in legal matters, while the small-scale business training has provided me with the skills to start my own business."

Training on Leadership, Life Skills, Gender Equality, Income-Generating Activities, and Vocational Skills: These training programs enhanced beneficiaries' vocational skills and leadership qualities.

"The vocational skills training has enabled me to gain employment, while the leadership training has empowered me to take on leadership roles in my community."

Training on Women Empowerment, Gender Equality, Leadership, Life Skills, Self-Defense, and Income-Generating Activities: This comprehensive training empowered women to defend themselves and engage in economic activities.

"The self-defense training has given me the confidence to protect myself, while the income-generating activities have provided me with financial independence."

Adolescent girls in ethnic clusters have gained awareness of government aids and participated in skill-building activities like agriculture and sewing, enhancing their economic contributions within their families.

"The training on agricultural skills helped me contribute to my family's income."

Training on Life Skills and Counselling Camps: These training programs were crucial in providing beneficiaries with essential life skills and emotional support

"The life skills training has equipped me with the tools to navigate life's challenges, while the counselling camps have provided me with much-needed emotional support."

Training on Gender Equality, Women Empowerment, Leadership, Life Skills, Sexual and Reproductive Health and Rights (SRHR), Gender-Based Violence (GBV), and Income-Generating Activities: These training sessions empowered women to take control of their lives and advocate for their rights.

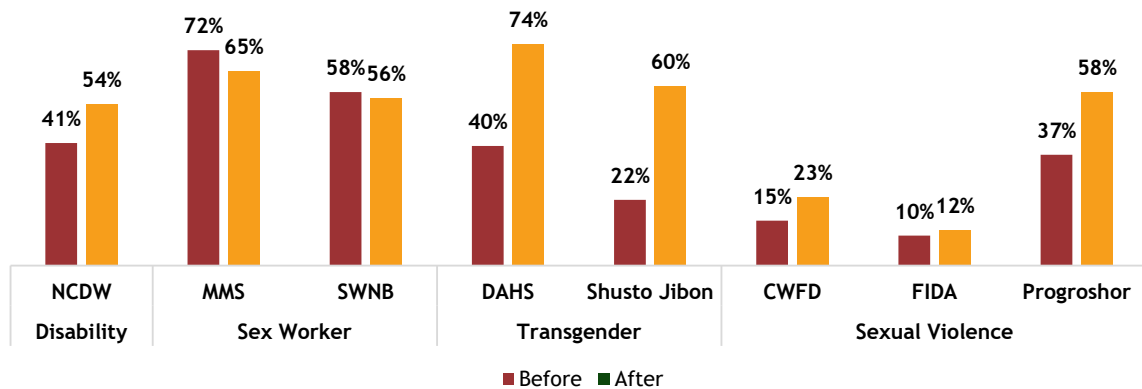
"The SRHR training has provided me with essential knowledge about my health, while the leadership training has empowered me to lead initiatives in my community."

The sex worker community has benefited from vocational training in areas like beauty parlors and tailoring, enhancing personal development and reducing dependency on exploitative relationships.

"The vocational training in tailoring helped me become financially independent and improve my quality of life."

The WVLB project has effectively enhanced employability and livelihood opportunities for beneficiaries across various WROs by focusing on income-generating activities (IGA). Through these initiatives, the project has empowered individuals to participate more in economic activities. The success and positive changes experienced by the beneficiaries are clear indicators of the effectiveness of these initiatives.

Figure 21 Involvement in Income Generating Activities - Before and after (N=1,211)



The data reveals a marked increase in IGA participation across various groups, indicating significant progress towards the project's goals (Figure 21), and the data shows overall progress in IGA participation across various groups, with notable increases in many areas. The transgender community exhibited the highest improvement. In contrast, ethnic minorities, had the lowest gains, with minimal increases from 15% to 23% and 10% to 12%, respectively.

Through in-depth interactions with beneficiaries across various WROs, a clear narrative emerged about the positive impact of IGA facilitated by the WVLB project. Beneficiaries with disabilities from the NCDW group shared how skill-building initiatives



“I now have the skills and confidence to contribute to my family's income, something I never thought possible.” - Beneficiary from a WRO

“The training and support helped me stay connected to economic opportunities, even when it felt like the odds were against me.” - Beneficiary from a WRO



empowered them to seek employment opportunities that were previously out of reach, leading to enhanced economic independence. Beneficiaries involved with the Sex workers cluster expressed



“The project taught me skills that not only helped me earn but also changed how I see my potential in society.” - Beneficiary from DAHS

“The training was a starting point that opened doors I didn't know existed, allowing me to gradually build a better life.” - Beneficiary from CWFD

“The support I received gave me a new purpose and the strength to start over, not just for myself but for my children.” - Beneficiary from Progroshor

mixed experiences, with some facing challenges in maintaining steady economic engagement due to external societal pressures. However, the consistent support from the project provided a safety net that many found invaluable. Transgender individuals from their associated WROs highlighted the transformative impact of the project's support, describing how it helped them overcome stigma and access new economic pathways. Ethnic minority participants noted that the project's support helped



them take initial steps toward economic self-reliance. Survivors of sexual violence highlighted the project's role as a lifeline, allowing them to rebuild their lives through meaningful work.

The improvements in employability and livelihood opportunities are clear indicators of the project's success in achieving its objectives.

3.2.2.2. Leadership and advocacy

The WVLB project has prioritized leadership development and advocacy to empower marginalized groups in overcoming entrenched societal norms and asserting their rights. Through targeted programs, these groups have developed strong leadership skills, enabling them to challenge socio-cultural barriers. This section analyzes the effectiveness of these initiatives, backed by quantitative and qualitative data from various WROs.

Leadership Development and Empowerment at overall level

The WVLB project has demonstrated remarkable effectiveness in developing leadership qualities and overall empowerment among its beneficiaries, as evidenced by the provided data (Figure 22 and

Figure 23). While nearly all groups reported significant improvements, **Dalit respondents** emerged as the highest-performing cluster, with a score close to 100% in both leadership and empowerment. **Sex Worker groups** showed the lowest rates of empowerment, though still significant. Overall, the project's impact was substantial and equitable, showcasing its effectiveness in fostering leadership and empowerment among marginalized communities.

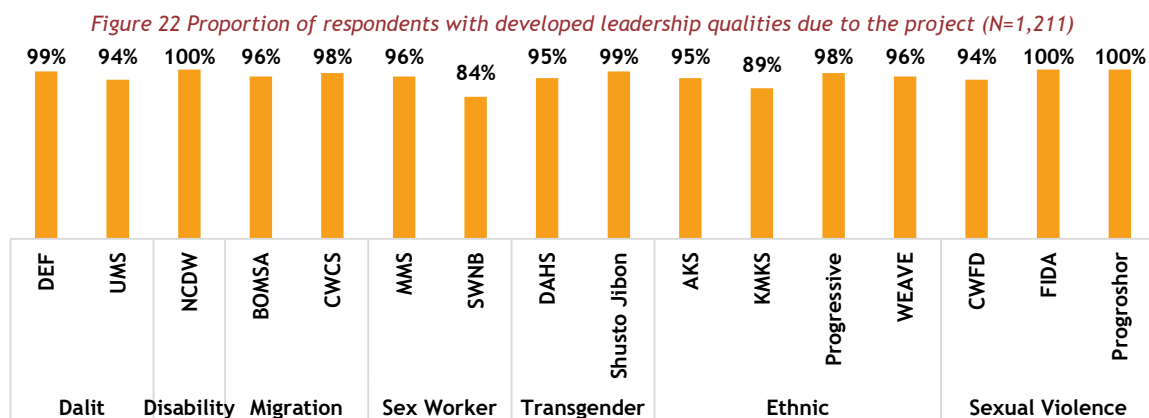
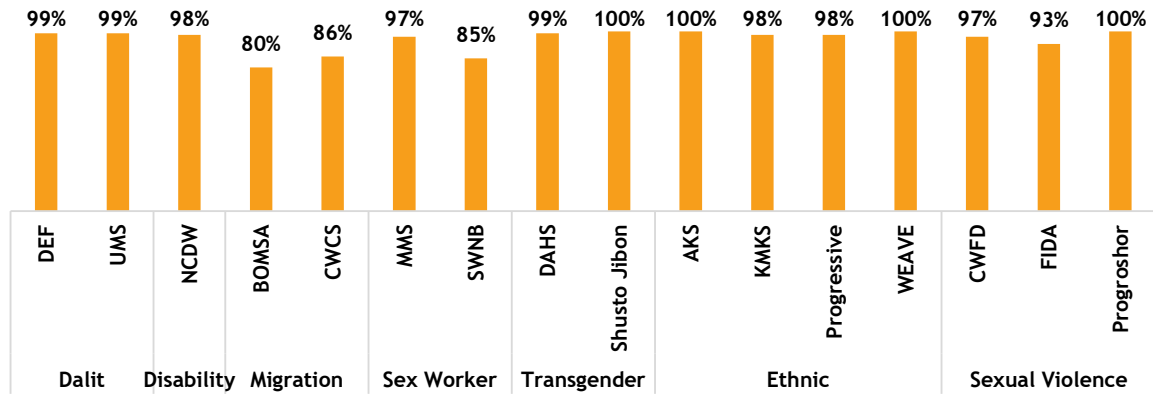


Figure 23 Proportion of respondents empowered at overall level due to the project (N=1,211)



“Before, I never saw myself as a leader, but now I feel empowered to stand up for my community and speak out on issues that matter.” ~ Beneficiary from DAHS

“The project gave me the tools and the courage to lead. I now feel confident to advocate for the rights of people with disabilities, something I never thought I could do.” ~ Beneficiary from NCDW

“Through the project, I learned to navigate challenges as a migrant and became a role model for others who are in similar situations.” ~ Beneficiary from BOMSA

Beneficiaries from Dalit, Disability and Sex workers cluster shared that the project enabled them to step into leadership roles they had never envisioned for themselves. Beneficiaries from the migration-focused groups, highlighted how the leadership training allowed them to take control of their lives and support their communities more effectively. Transgender beneficiaries described the project’s impact as life-changing. Ethnic minority participants echoed these sentiments, sharing how the project’s initiatives empowered them to lead community efforts.



In summary, the WVLB project has successfully fostered leadership and empowerment across diverse beneficiary groups, driving significant positive changes. The high percentages reflect the project’s inclusive approach, particularly benefiting marginalized groups like transgender individuals, sex workers, survivors of sexual violence, Dalits, and individuals with disabilities. This success highlights the transformative impact of the project’s initiatives.

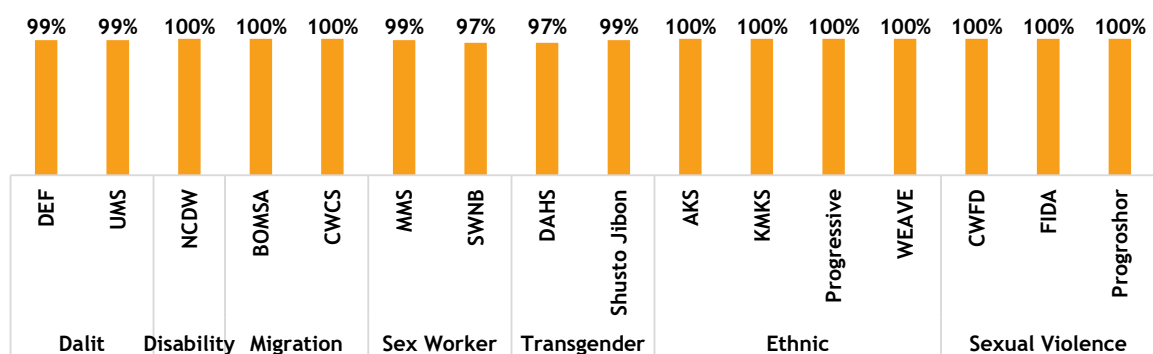
A Story of Empowerment: Girls Defying Norms

In a rural village in Bangladesh, a group of young adolescent girls found themselves restricted by societal expectations to follow traditional paths like early marriage and household duties. However, their perspective began to shift when a WRO, through the WVLB project, introduced leadership training and empowerment initiatives in their community. Through these sessions, the girls learned about their rights and the power of making their own decisions, igniting a desire to pursue their dreams, such as playing football—something considered inappropriate for girls in their village. Motivated by the project’s teachings, the girls collectively approached local leaders and their families, expressing their wish to form a girls’ football team. Initially, they faced resistance and skepticism, but using the communication and negotiation skills they had gained, they successfully argued that their participation in football would demonstrate the strength and potential of girls. Their persistence paid off, and soon, they were playing on the village field, challenging gender norms and inspiring others. Beyond sports, the girls began to assert their voices in family decisions, from declining early marriage proposals to advocating for their continued education. Their actions not only transformed their own lives but also inspired other girls in the community to stand up for their rights and make their own choices. The WRO’s interventions through the WVLB project empowered these young girls to take control of their lives, proving that leadership starts with leading oneself and making bold decisions in the face of societal pressures.

The project's leadership training significantly boosted confidence among beneficiaries across all groups. **All respondents** from the Disability group, Ethnic groups, and SGBV groups reported a **100% increase in confidence**. This universal success highlights the program's effectiveness in empowering individuals and fostering leadership skills, regardless of their background or experiences.

This data indicates that the leadership training provided by the WVLB project has been highly effective in boosting confidence among beneficiaries. The universally high percentages across all groups emphasize the project's success in developing leadership skills, which in turn has empowered individuals and enhanced their self-assurance. This increased confidence is likely to have a positive ripple effect on their ability to take on leadership roles and advocate for themselves and their communities, contributing to broader social change and empowerment.

Figure 24 Proportion of respondents reporting increased confidence due to improved leadership skills (N=1,211)



Awareness of gender equality and practices that promote it

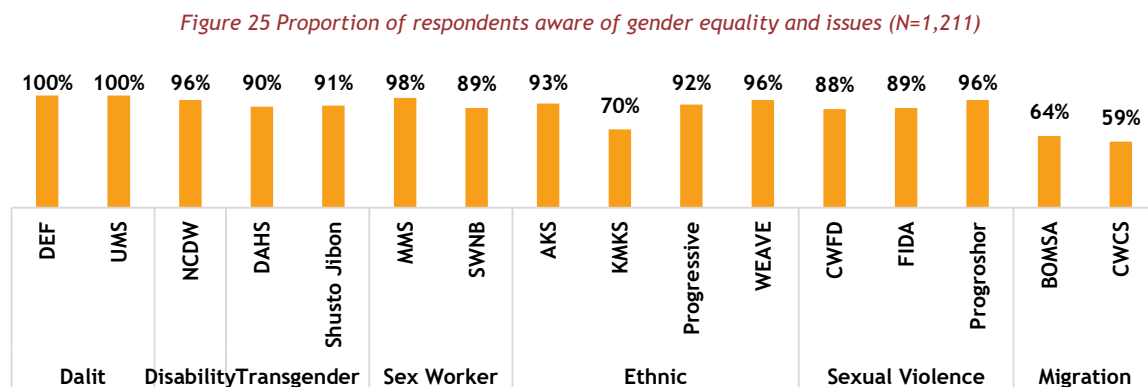
The WVLB project has been instrumental in raising awareness of gender equality among diverse beneficiary groups, promoting practices that foster equality and inclusivity. The project's interventions, which included training sessions and workshops, equipped participants with knowledge about gender equality, sexual and gender-based violence (SGBV), and sexual and reproductive health and rights (SRHR). Beneficiaries consistently expressed that the project's educational initiatives played a critical role in broadening their understanding of gender issues. They noted that the discussions on gender equality not only provided theoretical knowledge but also practical examples

that were relatable to their own lives. For instance, many participants highlighted how the project helped them recognize and address discriminatory practices in their communities, such as early marriage and GBV. This newfound awareness empowered them to take proactive steps in advocating for change, both in their personal lives and at a community level.

Disability Group	"The training helped me understand that gender equality is not just a concept; it's a right for everyone."
Migrant Group	"Before, I thought that certain roles were only for men, but now I see that we can all contribute equally."
Sex Worker Group	"Learning about SRHR gave me the confidence to talk openly about my needs, which I never did before."
Ethnic Minority Group	"The project showed us that standing up against early marriage is standing up for our rights."
Transgender Group	"I now understand that being a leader means challenging unfair practices, not just following the rules."
SGBV Survivors	"I realized that my voice matters, and I can use it to fight for gender equality in my community."

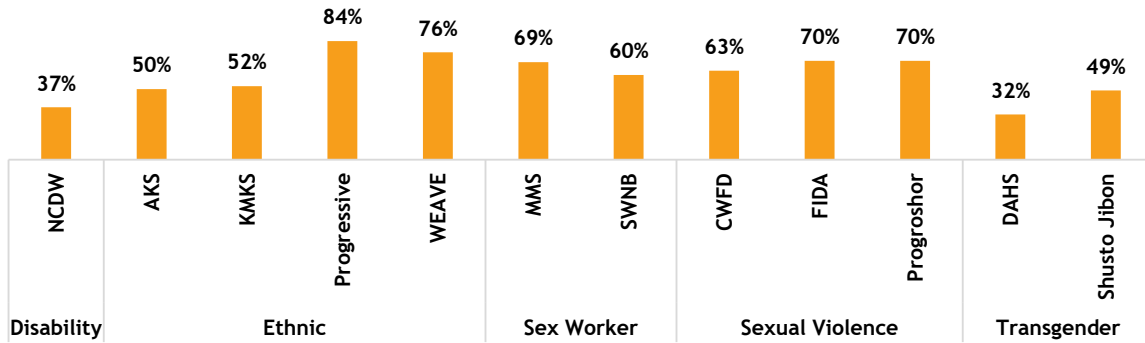
Through quantitative data, beneficiaries have shown high levels of awareness regarding gender equality and related issues, with notable percentages across various groups (

Figure 25). **Dalit groups** demonstrated the highest awareness levels, achieving a **perfect 100%**. **Migrant groups** reported lower rates, but still showed significant improvements.



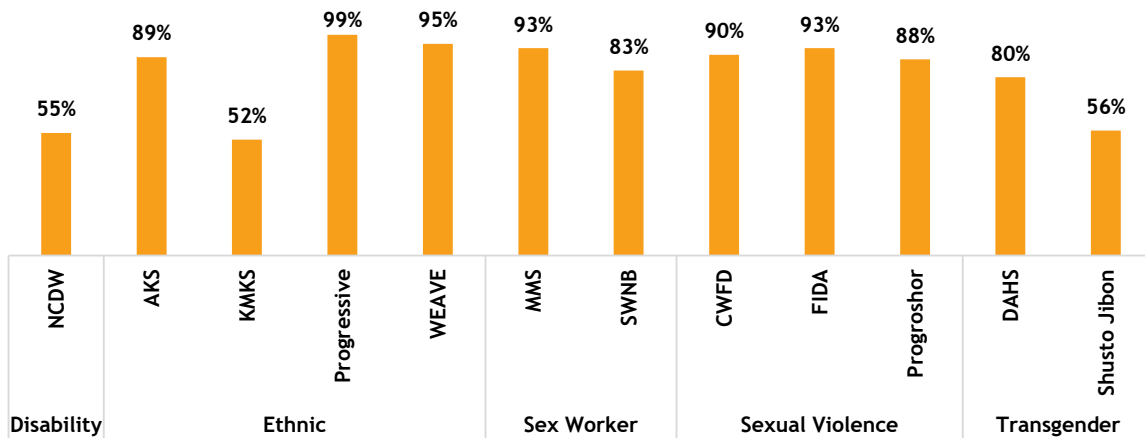
In terms of SRHR knowledge, participants reported increased awareness, which is critical for their overall well-being and empowerment (*Figure 26*). **Ethnic groups** demonstrated the highest levels of knowledge gain, ranging from 50% to 84%. While **Transgender groups** showed lower initial awareness, they still experienced significant improvements.

Figure 26 Awareness on Sexual and Reproductive Health and Rights (SRHR) (N=1,211)



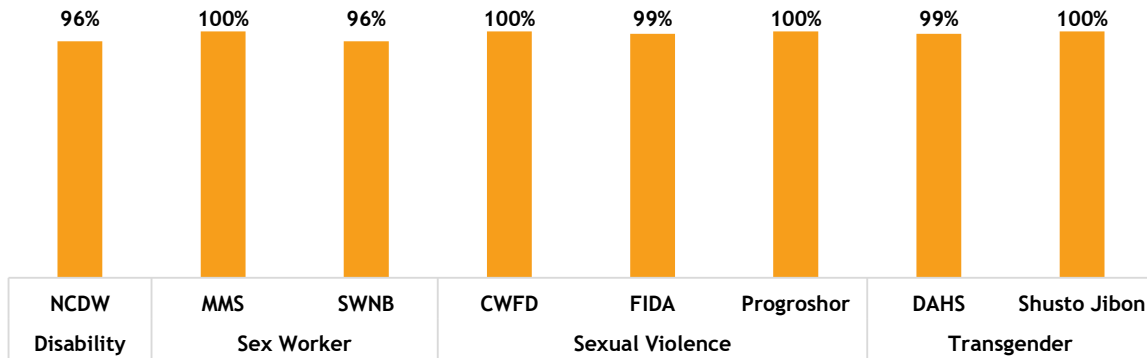
Regarding Sexual and Gender-Based Violence (SGBV) issues (*Figure 27*), **Ethnic groups** demonstrated the highest levels of improvement, with **Progressive** achieving a near-perfect score of 99%. **Disability groups** showed the lowest initial understanding but still made significant strides.

Figure 27 Better understanding of the issue of Sexual and Gender-based Violence (SGBV) (N=1,211)



Awareness of various forms of Sexual and Gender-Based Violence (SGBV) has significantly increased among beneficiaries, demonstrating the effectiveness of the project's interventions (*Figure 28*). **Disability groups** reported the lowest awareness levels, but still showed significant improvement. **Sex Worker and SGBV groups** demonstrated the highest awareness, reaching near-perfect scores of 100%. Overall, the training fostered a greater understanding of SGBV across diverse communities, empowering individuals to advocate for gender equality and challenge harmful norms.

Figure 28 Respondents with awareness on various forms of SGBV (N=1,211)



Awareness of various forms of Sexual and Gender-Based Violence (SGBV), including both physical and sexual violence, is notably high among the beneficiary groups. For physical violence (Figure 29), **Disability groups** demonstrated the highest awareness levels, followed by **Ethnic groups**. **Sex Worker and SGBV groups** also showed significant awareness. **Transgender groups** reported strong awareness levels, highlighting the importance of targeted education for marginalized communities. While specific data for **Dalit and Migrant groups** is limited, the overall results suggest the training's effectiveness in promoting awareness across diverse populations.

Awareness and action for the emotional and psychological abuse (Figure 31) as forms of Sexual and Gender-Based Violence (SGBV) (

Figure 30) shows varied levels across the different beneficiary groups, reflecting both the successes and areas for improvement within the project's interventions. The Disability group reported a high awareness level of 91%. In contrast, **Ethnic groups** showed lower levels, indicating a need for more targeted education. **Sex Worker and SGBV groups** demonstrated moderate to high awareness. The varied awareness levels suggest that the project's efforts to address emotional abuse were less consistent compared to physical and sexual violence.

Figure 29 Respondents' knowledge on different types of violence-Physical Violence (N=1,211)

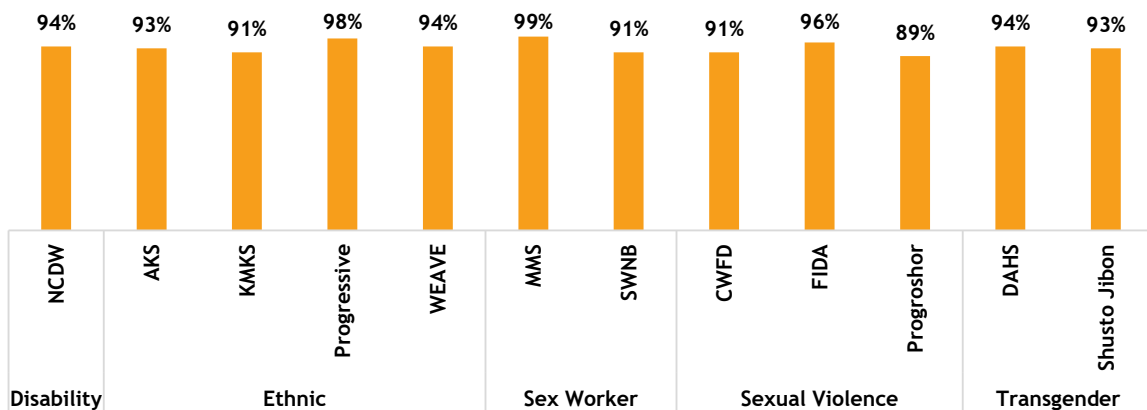


Figure 30 Respondents' knowledge on sexual violence (N=1,211)

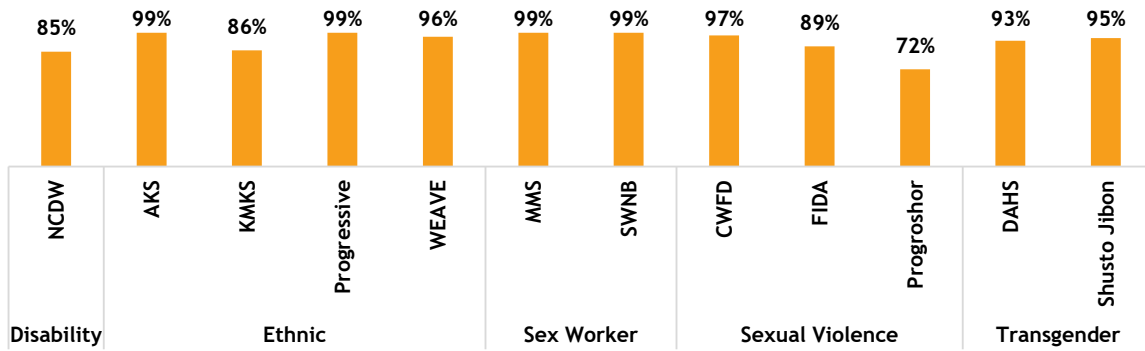
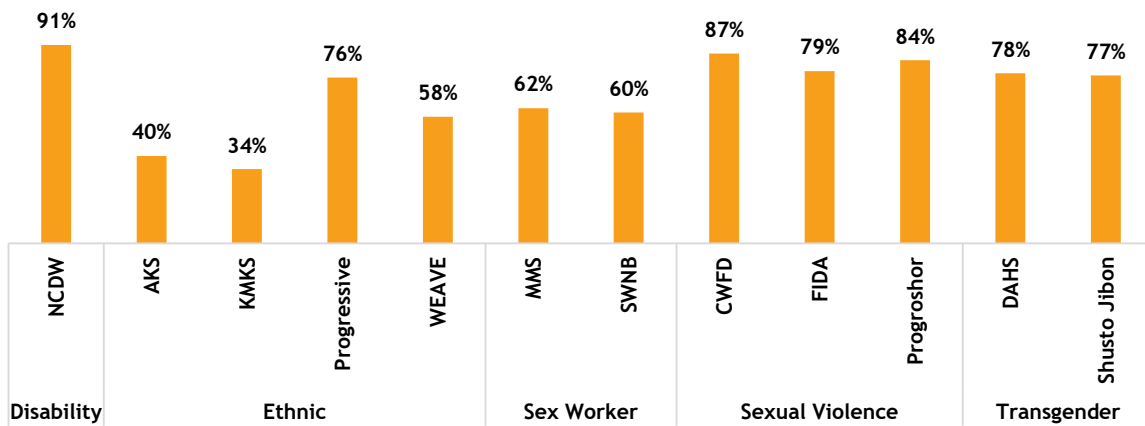


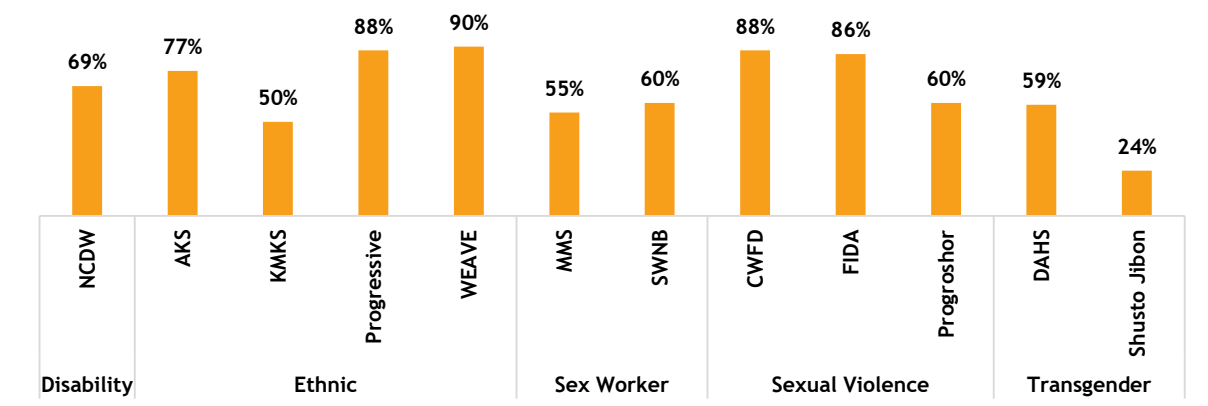
Figure 31 Respondents' knowledge on psychological abuse (N=1,211)



However, awareness levels varied significantly across groups (

Figure 32). **Disability groups** demonstrated the lowest awareness, while **Ethnic groups** consistently showed higher levels, emerging as the highest-performing group. **Sex Worker and SGBV groups** also demonstrated notable awareness. **Transgender groups** reported lower levels, indicating a need for more targeted interventions. Overall, the training contributed to increased awareness but highlights the need for continued efforts to address cultural and harmful traditional practices across diverse communities.

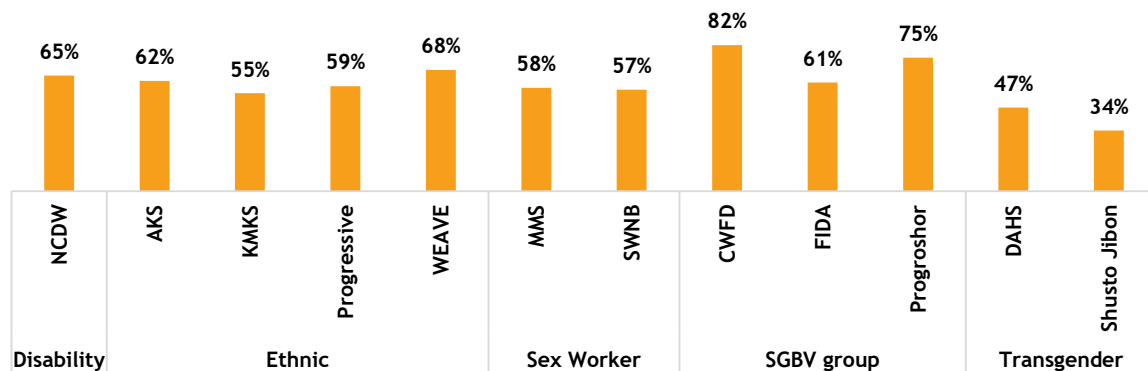
Figure 32 Respondents' knowledge on cultural and harmful traditional practices (N=1,211)



In terms of awareness of forced marriage (Figure 33), the training program effectively raised awareness of forced marriage among beneficiaries. However, awareness levels varied significantly across groups. **Ethnic groups** and **SGBV groups** consistently demonstrated the highest awareness, while **Disability groups**, **Transgender groups**, and **Sex Worker groups** reported the lowest levels. These findings emphasize the need for targeted interventions to address forced marriage within these marginalized communities.

“The training increased my awareness of gender issues and equipped me with the knowledge to fight against SGBV.” *NCDW staff*

Figure 33 Respondents' knowledge on forced marriage (N=1,211)



More active participation in community decisions and improved decision-making ability

The leadership training has significantly enhanced beneficiaries' ability to participate actively in community decisions and improve their decision-making skills. Participants feel more confident and informed, leading to greater engagement and advocacy. This transformation has been particularly evident among marginalized groups. Through qualitative insights, beneficiaries highlighted that the training allowed them to recognize their potential to influence community outcomes. For instance, members of the Disability group expressed that the leadership skills they gained empowered them to voice their opinions on community matters, something they had rarely done before. Similarly, individuals from Migration groups, noted a newfound confidence in participating in local governance, leading to more active engagement in decision-making processes.

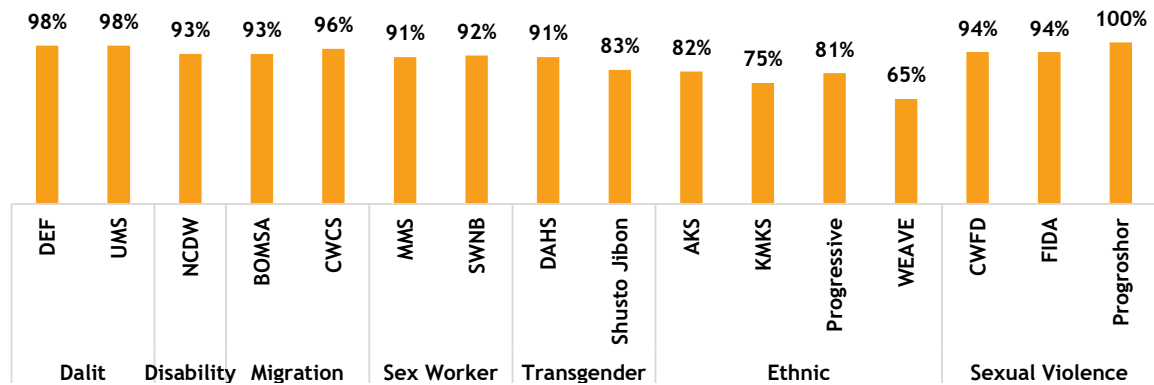
However, some groups, including transgender individuals and sex workers, reported that while the training had positively impacted their decision-making abilities, challenges remained in achieving full community participation. Many cited ongoing societal stigma and limited acceptance as barriers to their involvement. Nevertheless, the training has laid a foundation for continued growth, and participants expressed hope that ongoing support would further empower them to overcome these hurdles.

Disability Group	"The training made me realize that my voice matters in community meetings; now, I confidently share my views."
Migrant Group	"Before the project, I never thought I could influence decisions in my community, but now I'm actively involved."
SGBV Group	"I've learned to speak up for my community's needs, and now people listen when I talk about our issues."
Dalit Group	"Participating in the project gave me the courage to join local decision-making bodies."

Transgender Group	"The leadership skills I gained have helped me advocate for my rights and those of my peers more effectively."
Sex Worker Group	"It's still tough, but the training has given me the tools to start making changes in how my community sees us."

Specifically, beneficiaries reported significant enhancements in their decision-making abilities (Figure 34). SGBV groups demonstrated the highest improvement, with **Progroshor** achieving a perfect score of 100%. **Ethnic groups** showed varied levels, indicating room for further enhancement in some areas. Overall, the training fostered a culture of empowered and informed decision-making, contributing to positive outcomes for beneficiaries and their communities.

Figure 34 Proportion of respondents reporting improved decision-making ability (N=1,211)



3.2.3. Entrenching network alliances

The strategic emphasis on building strong network alliances has proven profoundly effective across diverse marginalized groups, fostering a sense of solidarity, mutual support, and collective action that transcends individual empowerment to catalyse significant societal change.

Some highlighted examples from interactions with beneficiaries include:

Community networks have been pivotal in providing a support system for women affected by gender-based violence. These networks offer a safe space for sharing experiences, accessing resources, and collectively advocating for systemic changes. By uniting women in solidarity, these alliances amplify their voices and strengthen their capacity to demand and implement policies that protect and empower survivors of violence.

Transgender peer support groups and community alliances have played a crucial role in fostering solidarity among transgender individuals. These networks provide a platform for mutual assistance, advocacy for legal rights, and combating social stigma. By standing together, transgender communities have challenged discriminatory practices, improved access to healthcare, and promoted greater societal acceptance.

Strong community networks have empowered persons with disabilities (PWDs) to navigate challenges collectively. Advocacy groups and support networks have facilitated information sharing, peer mentoring, and collective action to advocate for accessible infrastructure, inclusive policies, and improved services. Through these alliances, PWDs have influenced decision-makers, raised awareness about disability rights, and fostered a more inclusive community environment.

Ethnic clusters and community networks have been instrumental in promoting solidarity and mutual support among adolescent girls. Group meetings, workshops, and community projects have provided platforms for sharing experiences, building resilience, and collectively addressing social issues like child marriage and gender inequality. These alliances have empowered girls to advocate for their rights, pursue education, and contribute meaningfully to their communities' development.

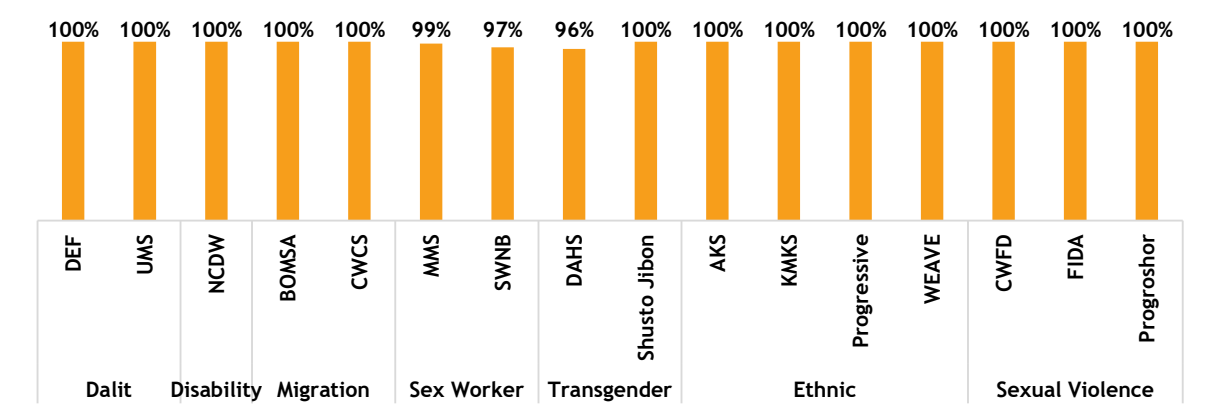
In the migrant community, strong networks have facilitated mutual aid, economic collaboration, and advocacy for migrant rights. These networks have provided essential support for migrant women in navigating challenges such as entrepreneurship, accessing healthcare, and integrating into new communities. By forming alliances, migrant women have strengthened their collective voice, influenced policies, and improved social support networks for themselves and their families.

In the sex worker community, network alliances have been essential in providing mutual support, advocating for legal protections, and combating social stigma. These networks have enabled sex workers to organize movements, lobby for policy changes, and access essential services such as healthcare and legal aid. By

forming alliances, sex workers have enhanced their collective bargaining power, improved working conditions, and secured basic rights, demonstrating the transformative impact of solidarity and community support.

Quantitative data supports these findings, with 100% of beneficiaries from almost all WROs indicating they are members of a group or network (Figure 35).

Figure 35 Whether respondents are member of any groups or networks (N=1,211)



The project's strategic emphasis on building network alliances has been a cornerstone of its success, fostering solidarity, mutual support, and collective action among diverse marginalized groups.

Targeted training and support have empowered community members to advocate for their rights, navigate challenges, and achieve sustainable development. By uniting individuals around common goals, the project has improved living conditions and laid a foundation for long-term societal change. These alliances have amplified voices, strengthened capacities, and fostered a sense of ownership and empowerment, ensuring the project's enduring positive impact.



“Being part of this network has helped support us through journey to live our lives, despite our disabilities. While we may have our physical challenges, we do not feel different to anyone else and want to contribute to society and the development of all.” -

Beneficiary of a WRO

“Being part of this network has helped support us through journey to live our lives, despite our disabilities. While we may have our physical challenges, we do not feel different to anyone else and want to contribute to society and the development of all.” -

Beneficiary of a WRO



3.2.3.1. Intersectionality: Empowering marginalized groups through training and service utilization

Intersectionality, as a social theory, highlights the compounded effects of multiple forms of discrimination that individuals face based on their intersecting identities, such as disability, ethnicity, gender, and social class. The WVLB project has made significant strides in addressing these intersecting challenges by increasing awareness and access to essential services among marginalized groups, particularly those who have faced the most severe forms of discrimination and violence (Error! Reference source not found.).

Disability group

- Experiences of Violence: 39% of respondents reported experiencing incidents of violence.
- **Training Participation:** A high 91% attended the workshops.
- **Service Utilization:** 91% availed of government services, with 39% utilizing medical services and 88% accessing counseling services. Additionally, 31% accessed health services and 41% social security services.
- **Impact:** The disability group, despite facing significant barriers, has demonstrated a strong uptake of services following the project's interventions. The high participation in training has empowered this group to navigate and access available services, addressing their specific needs resulting from compounded vulnerabilities.

Ethnic group

- Experiences of Violence: Reports of violence vary widely within the group, with AKS at 45%, KMKS at 23%, Progressive at 26%, and WEAVE at 28%.
- Training Participation: High participation was observed, particularly with one WRO at 100%.
- Service Utilization: Significant disparities exist in service utilization. *For instance*, one WRO had high utilization rates for government services (94%) and medical services (41%), but low counseling service utilization (9%). Another WRO had 40% medical services utilization and 9% social security access.
- Impact: The ethnic groups reflect varied experiences of violence and service utilization, demonstrating the complex layers of discrimination they face. The project's training has been instrumental in raising awareness, but the lower service utilization among some ethnic groups suggests ongoing barriers that need targeted interventions to ensure equitable access to support systems.

Sex worker group

- Experiences of Violence: 70% and 72% reported experiencing violence.
- Training Participation: Participation in training was high across the cluster.
- Service Utilization: One WRO showed significant engagement with services—85% in medical services and 55% in counselling services, while another had 94% in medical services and 51% in counselling services.
- Impact: The sex worker group, despite facing high levels of violence, has been actively engaging with the services available. The training provided has played a critical role in enhancing their ability to seek and utilize these services, thus addressing their immediate health and social needs.

SGBV group

- Experiences of Violence: Reports of violence were 39%, 36%, and 49% for three WROs.
- Training Participation: Varied participation was seen across the cluster.
- Service Utilization: The group demonstrated strong engagement with available services post-training.
- Impact: The SGBV group shows a strong correlation between training participation and service utilization. Despite moderate training participation, service engagement is high, especially for those experiencing violence, indicating the effectiveness of the project in enabling survivors to access crucial support systems.

Transgender group

- Experiences of Violence: 74% and 91% reported incidents of violence.
- Training Participation: Participation varied significantly across the cluster.
- Service Utilization: Despite lower training participation, service utilization was substantial.
- Impact: The transgender group faces some of the highest levels of violence. While training participation was low, the project still managed to significantly increase service utilization among this group, highlighting the critical need for sustained and focused outreach efforts to further enhance their access to support systems.

Dalit group

- Experiences of Violence: Lower levels of violence were reported.
- Training Participation: One WRO had a higher participation rate at 77%, meanwhile another was at 66%.
- Service Utilization: High service utilization was observed, particularly in government services and medical services.
- Impact: The Dalit group, while reporting lower levels of violence, has shown strong engagement with services post-training. The high training participation and service utilization reflect the project's success in empowering this group to navigate and access available resources effectively.

Migrant group

- **Experiences of Violence:** one WRO reported 36% and another reported 39%.
- **Training Participation:** High participation in training across both WROs.
- **Service Utilization:** Both groups reported significant engagement with services, particularly government services and medical services.
- **Impact:** The migrant group’s high training participation and subsequent service utilization underscore the project’s effectiveness in addressing the intersecting challenges faced by migrants, empowering them to access critical services that address their specific needs.

Figure 36 Whether respondents' themselves or they know someone who has experienced any incidents of violence (N=1,211)

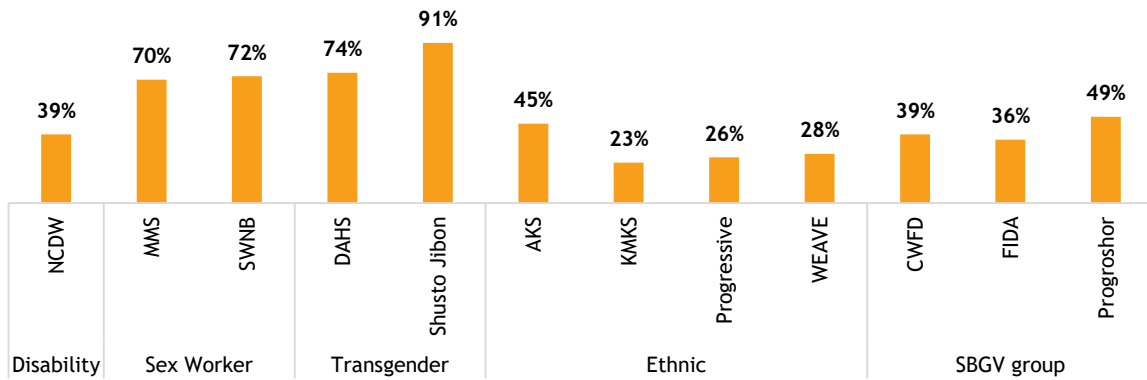


Figure 37 Whether respondents have availed government services (N=1,211)

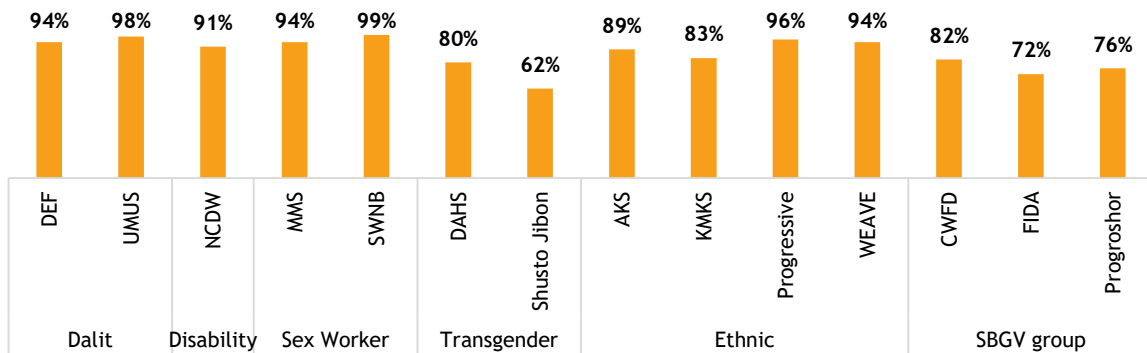


Figure 38 whether respondents have availed medical services (N=1,211)

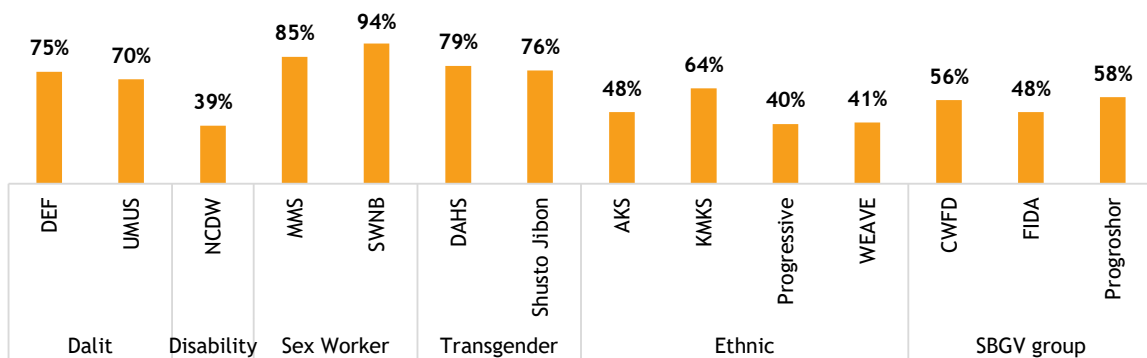


Figure 39 Whether respondents have availed counselling services (N=1,211)

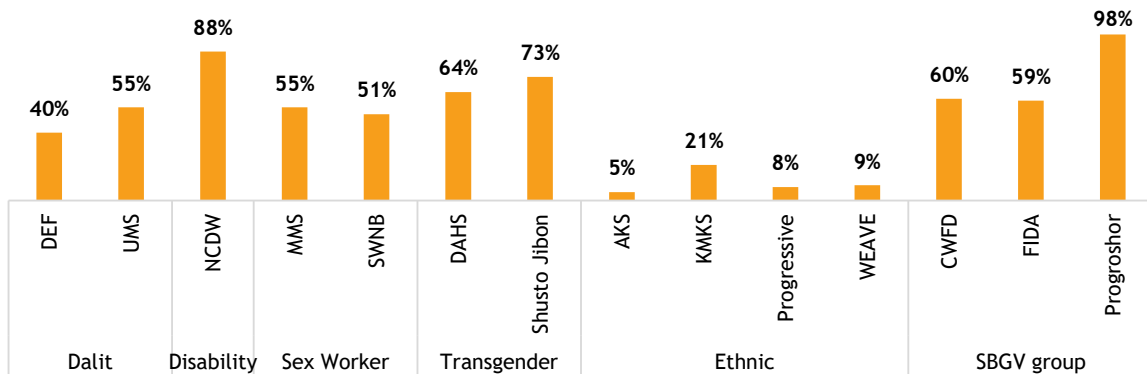


Figure 40 Whether respondents have availed healthcare services (N=1,211)

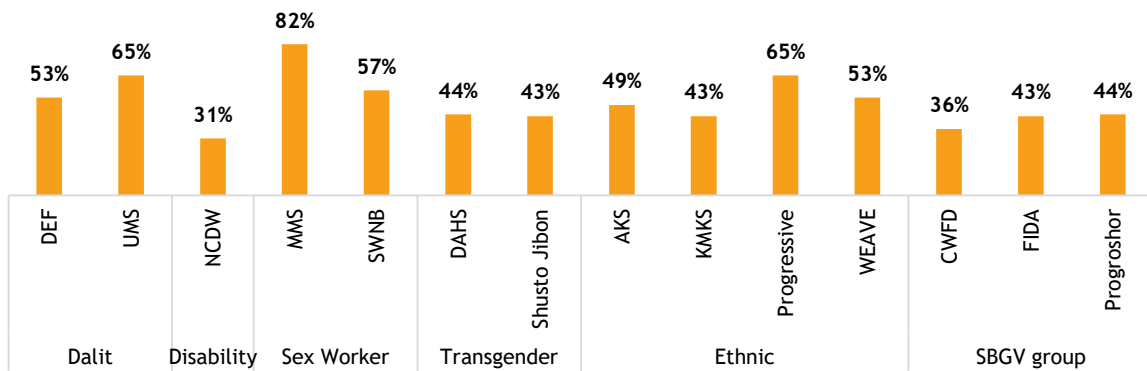
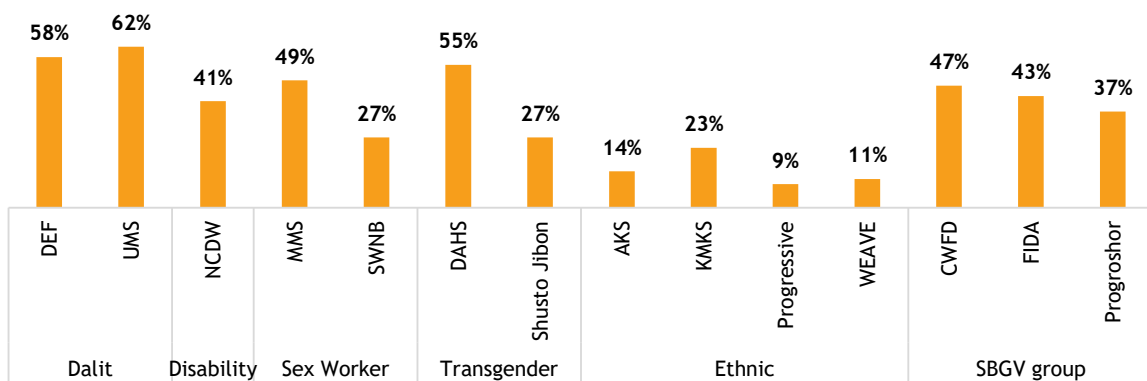


Figure 41 Whether respondents have been provided with social security services (N=1,211)



The intersectionality impact analysis reveals that the WVLB project has successfully increased awareness and service utilization among marginalized groups who have experienced multiple forms of discrimination and violence. While there are varying levels of service utilization across different groups, the overall trend indicates that the training and advocacy activities have empowered beneficiaries to navigate complex support systems, thereby addressing their compounded

vulnerabilities. Continued focus on intersectional approaches will be crucial for further enhancing the empowerment and well-being of these diverse communities.

3.2.4. Target vs target achieved: Effectiveness analysis of WVLB project

The WVLB project has made significant strides in several key thematic areas, contributing to the empowerment of marginalized women and girls across various clusters. This analysis examines the effectiveness of the project based on four major themes: Confidence Building, Decision-Making Enhancement, Service Utilization, and Advocacy and Network Participation. Each theme is assessed based on how well the clusters—Disability, Ethnic, Sex Worker, SGBV, Transgender, Dalit, and Migrant—performed relative to the targets set for the Performance Management Framework (PMF) indicator.

3.2.4.1. Confidence building

Overview	Overall assessment
<p>The confidence-building efforts of the WVLB project aimed to empower marginalized women and girls to assert their rights and engage actively in their communities. Across the clusters, the targets set for confidence enhancement varied, with most groups achieving significant progress. <i>For example</i>, the Dalit group achieved nearly 96% of their targets, indicating strong improvements in confidence levels among their beneficiaries.</p>	<p>Overall, the WVLB project demonstrated substantial success in building confidence across most clusters. The Disability group achieved 90% of its target, reflecting significant empowerment of individuals with disabilities. However, some variation was observed within the Ethnic group, where one WRO reached 83%, while another only managed to achieve 53% of its target, highlighting the need for more focused interventions in certain areas. The project’s efforts in confidence building were particularly effective in the Dalit and Migrant groups, both of which surpassed 90% of their targets.</p>

3.2.4.2. Decision-making enhancement

Overview	Overall assessment
<p>Enhancing decision-making capacities was a key objective of the WVLB project, aimed at empowering women to take control of their lives and advocate for their rights. The clusters set ambitious targets for improving decision-making abilities, with varying degrees of success. <i>For instance</i>, the SGBV group, achieved 95% of its target, showcasing a strong improvement in decision-making among its beneficiaries.</p>	<p>The WVLB project effectively enhanced decision-making abilities across several clusters. The Dalit group demonstrated high effectiveness, achieving 91% and 89% of their targets, respectively. Similarly, the Migrant group showed strong performance with both organizations reaching over 90% of their targets. However, the Ethnic group displayed mixed results, with one WRO achieving only 47%, indicating a significant gap in decision-making enhancement within this cluster. Overall, while the project was successful in many areas, targeted efforts are needed to improve decision-making capacities in underperforming groups.</p>

3.2.4.3. Involvement in family decision-making

Overview	Overall assessment
<p>Empowering women to participate in family decision-making was a critical indicator of social empowerment in the WVLB project. The SGBV group demonstrated strong effectiveness, achieving 90% of its target in this area.</p>	<p>The project successfully increased women’s involvement in family decision-making across most clusters. The Disability group performed well, achieving 89% of its target. However, within the Ethnic group, variations were observed. The Transgender group showed moderate progress. Overall, while the project was effective in increasing decision-making involvement, further support is needed in underperforming clusters, particularly within the Ethnic group.</p>

3.2.4.4. Service utilization

Overview	Overall assessment
<p>Service utilization was a critical component of the WVLB project, aiming to improve access to government and health services among marginalized groups. The clusters aimed to bridge the gap between confidence gains and the actual uptake of services. <i>For instance</i>, the Migrant group achieved 83% of its target, indicating effective utilization of services, though one WRO within the cluster fell short at 60%.</p>	<p>Service utilization across the clusters reflected varying degrees of success. The Disability group struggled to fully capitalize on confidence gains, with significant gaps in accessing health services. The Ethnic group also showed mixed results, with one WRO performing well, but while other two lagging. The Sex Worker group encountered challenges in service utilization, with low percentages in accessing essential services despite moderate improvements in confidence. The project faced difficulties in translating empowerment into actual service uptake across most clusters, indicating the need for interventions to address systemic barriers and enhance service accessibility.</p>

3.2.4.5. Network alliance formation and participation

Overview	Overall assessment
<p>Network alliance formation and participation were essential goals of the WVLB project, aimed at sustaining the impact of the project by fostering collaborations among beneficiaries. The clusters showed moderate to high success in this area, with the Dalit group performing particularly well, achieving 89% and 91% of their targets, respectively.</p>	<p>Network alliance formation and participation saw varying levels of success across the clusters. The Disability group achieved 78% of its target, reflecting moderate success but with room for growth. The Ethnic group presented a mixed picture. The SGBV group excelled, with one WRO, reaching 93% of its target. Overall, the project successfully promoted network participation, particularly within the Dalit and SGBV groups, but further efforts are required to enhance engagement in underperforming clusters.</p>

3.2.4.6. Gender equality and women empowerment

Overview	Overall assessment
<p>Promoting gender equality and empowering women was central to the WVLB project, with each cluster aiming to improve knowledge and actions related to gender equality. The SGBV group, <i>for example</i>, demonstrated strong performance, with one WRO achieving 96% of its target in this area.</p>	<p>The WVLB project was largely effective in promoting gender equality, with most clusters achieving over 75% of their targets. The Migrant group performed particularly well, reaching 88% and 90%, respectively. However, within the Ethnic group, there were varied outcomes. The Transgender group also showed moderate success, with one WRO reaching 73% and another at 69%. Overall, while the project effectively raised awareness of gender equality across most clusters, additional efforts are needed in specific areas, particularly within the Ethnic and Transgender groups.</p>

3.2.4.7. Leadership development

Overview	Overall assessment
<p>Leadership development was a key focus of the WVLB project, aimed at equipping women and marginalized groups with the skills to advocate for their rights and lead community initiatives. The Dalit group demonstrated high effectiveness in this area, achieving 91% and 93% of their targets, respectively.</p>	<p>Leadership development was a strong area for the WVLB project, with most clusters approaching or exceeding their targets. The Migrant group performed well, with both organizations achieving over 90%. The SGBV group also showed strong performance with one WRO, which reached 95% of its target. However, within the Ethnic group observed variations. The project successfully developed leadership skills in most clusters, but targeted support is needed to enhance leadership capacities in underperforming groups.</p>

3.2.4.8. Sexual and gender-based violence (SGBV) awareness and response

Overview	Overall assessment
Addressing SGBV was a critical component of the WVLB project, with each cluster working to raise awareness and support survivors. The SGBV group itself showed high effectiveness, achieving 95% of its target, reflecting strong progress in this area.	The WVLB project was effective in raising awareness of SGBV across most clusters. The Dalit group performed well, achieving 87% and 85% of their targets, respectively. The Transgender group also showed solid progress. However, the Ethnic group presented mixed results, with one WRO achieving 72% but two WROs lagging. Overall, while the project was effective in promoting SGBV awareness, additional efforts are required to achieve higher levels of engagement in the Ethnic cluster.

3.2.4.9. Financial support and income-generating activities (IGA)

Overview	Overall assessment
The WVLB project aimed to enhance economic resilience among marginalized women through financial support and IGA training. The SGBV group performed well in this area, achieving 83% of its target.	Financial support and IGA activities were moderately successful across the clusters. The Migrant group achieved 83% of its target. The Dalit group also showed strong results. However, the Ethnic group had mixed results, with two WROs achieving 68% and 71%, but other WROs lagging at 59% and 55%. Overall, while the project effectively supported financial and IGA activities, targeted interventions are needed to improve access to economic opportunities in certain clusters.

The WVLB project has effectively empowered marginalized women and girls, excelling in confidence building, decision-making, and leadership development. The Dalit, Migrant, and SGBV groups showed high effectiveness, often exceeding targets. However, effectiveness varied, with the Ethnic group experiencing mixed results, particularly in decision-making and service utilization. While the project has achieved significant impact, further targeted interventions are needed in underperforming clusters like KMKS and AKS to address gaps and enhance overall effectiveness.

3.2.5. Strength, weakness, opportunities and threats analysis

This analysis highlights the transformative impact of the project's initiatives on community dynamics, particularly among marginalized groups such as women, transgender individuals, sex workers, persons with disabilities, and ethnic minorities. By fostering inclusivity, capacity building, trainings, leadership skills and robust network alliances, the project has not only empowered individuals but also catalysed broader societal changes towards greater equality and respect. The following SWOT analysis provides a detailed overview of the project's key elements, offering a roadmap for sustaining and enhancing its positive impact.

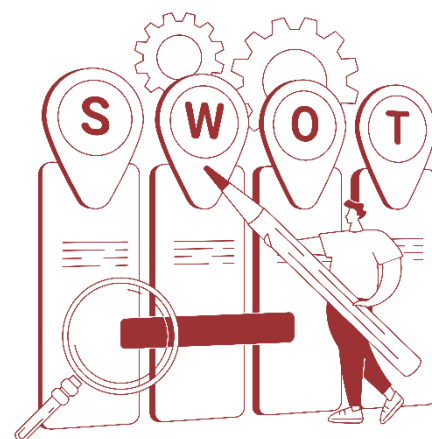


Table 9 SWOT analysis

Strengths		Weaknesses	
Inclusivity design	The project is designed to be inclusive, ensuring the participation and empowerment of marginalized groups such as women, transgender individuals, sex workers, persons with disabilities, and ethnic minorities.	Community backwardness	The backwardness of some communities presents challenges that can only be addressed over time through sustained efforts.
Inclusive staffing	Many WROs have achieved a strong female-to-male employee ratio, promoting gender equality within the organizations.	Limited WRO staff	Some WROs face staffing limitations, which can hinder the implementation of projects in the field.
Fostering feminist principles	The project emphasizes feminist principles in its operations and programming, promoting gender equality and women's rights.	Challenges with remote areas	Reaching remote areas poses logistical challenges and requires additional resources and planning.
Capacity building of WROs	Extensive training programs have been implemented to build the capacity of WRO staff, enhancing their skills in various areas such as financial management, leadership, and advocacy.	Need for recurring training	Continuous training is necessary to ensure that WRO staff and beneficiaries remain updated on best practices and new developments.
Leadership training for beneficiaries	Beneficiaries have received leadership training, empowering them to take on leadership roles within their communities.	Limited influence with higher authorities	Some WROs have limited influence and networks with higher authorities, which can hinder leveraging support and resources.
Involving families	The project has involved families in workshops and awareness campaigns, highlighting the importance of education and gender equality.	Inadequate monitoring mechanisms	Internal monitoring and reporting mechanisms may be inadequate, impacting accountability and project effectiveness.
Developing groups and network alliances	The formation of groups and network alliances has fostered collaboration, resource sharing, and mutual support among community members.	Funding challenges	Many organizations, particularly in the Dalit cluster, face significant challenges in securing consistent funding, which can limit their ability to expand programs and provide ongoing support to beneficiaries.
Robust training on awareness topics	Comprehensive training on various awareness topics, including gender equality, human rights, and safe migration, has been provided to beneficiaries.	Operational disruptions	Natural disasters and pandemics have disrupted operations, affected the consistency and reach of programs.
Established advocacy networks	WROs have developed strong advocacy networks that influence policy changes and raise awareness about women's rights at local and national levels.		
Community-based support systems	Transgender organizations have created support systems for transgender individuals, enhancing visibility and acceptance in the community.		
Economic empowerment initiatives	Programs by migrant groups have equipped women with business management and entrepreneurship skills, leading		

Strengths		Weaknesses	
	to economic independence and better integration into their communities.		
Inclusion of various stakeholders	WRO have improved the inclusion and participation of various stakeholders such as persons with disabilities, transgender, sex worker, Dalit, migrant and women and adolescent promoting training and advocating for accessibility.		
Alignment with national and international policies	Several organizations align their projects with national frameworks and the Sustainable Development Goals (SDGs), which enhances their credibility and impact.		

Opportunities		Threats	
Community backwardness	Develop more alliances with government: There is an opportunity to develop more alliances with government bodies to enhance advocacy efforts and resource provision.	Economic downturns	Economic downturns or changes in the socio-economic environment can affect funding from international or local donors.
Limited WRO staff	Conduct more advocacy training: Expanding advocacy training programs can further empower beneficiaries to advocate for their rights and influence policy changes.	Resistance from society	Pushback from society members when reaching out to women or marginalized groups can pose hindrances to the program.
Challenges with remote areas	Leveraging digital tools: Utilizing digital tools and platforms can help reach a wider audience and improve service delivery.	Safety risks	Safety risks for staff and beneficiaries, particularly in conflict-prone areas or when dealing with sensitive issues such as trafficking and GBV, remain a significant threat.
Need for recurring training	Addressing societal backlash: Addressing societal backlash against women's issues through strategic outreach and engagement can strengthen the program's impact.	Cultural barriers	Deep-rooted cultural norms and traditions can be resistant to change, posing challenges to the implementation of progressive initiatives.
Limited influence with higher authorities	Obtaining NGO certification: For organizations like SWNB, obtaining an NGO certification could increase credibility, funding opportunities, and partnerships.	Social stigma and discrimination	Persistent social stigma, particularly against groups like Dalits and transgender individuals, poses a significant challenge to the effectiveness of programs.
Inadequate monitoring mechanisms	Macro-level contacts: Leveraging macro-level contacts for enhanced advocacy and resource provision can create more significant impacts.	Sustainability risks	Without securing long-term funding, organizations from the Dalit cluster risk the sustainability of their programs, which could

Opportunities		Threats	
			lead to the discontinuation of vital services for their beneficiaries.
Expansion of Successful Programs:	There is potential to scale successful models to other regions, particularly for organizations in the Dalit and transgender cluster, to broaden their impact.		
Leveraging advocacy policy	Organizations can engage more in policy advocacy to influence national policies that affect marginalized groups, potentially leading to broader societal changes.		

Overall, the project has demonstrated significant effectiveness in fostering inclusivity, empowerment, and community resilience through its comprehensive approach. By strategically addressing weaknesses and threats while capitalizing on strengths and opportunities, the project can achieve sustained, long-term impact.

3.2.6. FIAP principles in implementation

The evaluation of the project across various WROs reveals a strong alignment with the Feminist International Assistance Policy (FIAP) principles, which emphasize inclusivity, social justice, empowerment, participatory approaches, and transformative leadership. This analysis provides a detailed overview of how these principles have been incorporated into the project design and implementation, demonstrating their effectiveness in promoting gender equality and empowerment among marginalized groups.

Inclusivity

The project was designed with a strong focus on inclusivity, ensuring that women constitute most of the staff while also incorporating members from marginalized groups such as transgender individuals, sex workers, persons with disabilities, and ethnic minorities. This diverse staffing approach ensures a broad range of perspectives and experiences, enriching the project's implementation and fostering an environment where all voices are heard and respected. By including a wide range of beneficiaries, the project addresses the unique needs and challenges faced by different groups, promoting an inclusive and equitable approach to development.

Some highlighted examples from interactions with beneficiaries include:

- The network prioritizes the recruitment of women, ensuring equal opportunities and fostering an environment where women and girls are respected and believed to be as competent as their male counterparts.
- The introduction of training programs for adolescent girls in high schools, including the formation of football teams, highlights the project's commitment to inclusivity by providing equal opportunities for girls in sports.
- The Women's Economic Empowerment (WEE) project engages community members to understand their needs, ensuring that the project addresses specific barriers faced by women.
- Activities like 'Narir Adda Ratey' and 'Narir ratey jatra' involve diverse groups of women, challenging societal norms and reclaiming public spaces.
- The project includes members from diverse backgrounds, including transgender individuals, enriching the understanding and approach to gender issues.
- Comprehensive human rights training ensures that beneficiaries understand their inherent rights and feel empowered to assert them.
- The project focuses on the empowerment of women with disabilities, addressing their specific issues and ensuring they are not marginalized.

Empowerment

The project was designed to empower beneficiaries through various advocacy activities and training programs that enhance their economic self-reliance and leadership skills. The Project Management Framework (PMF) included several key initiatives aimed at empowerment through Vocational/Skill Training Programs, Entrepreneurship Workshops, Advocacy and Leadership Training, Awareness Training on Various Services Provision, awareness on gender equality, SBGV, SRH, and more.

Some highlighted examples from interactions with beneficiaries include:

- The project empowers girls to develop confidence and leadership skills, emphasizing their equal rights and potential alongside boys.
- The WEE project provides practical support to increase women's financial independence, contributing significantly to gender equality.
- Vocational training in sewing, embroidery, baking, computer skills, and art empowers women economically, providing sustainable livelihoods.
- By including transgender individuals in project activities, the project enriches understanding and approach to gender issues, addressing these concerns with greater sensitivity and effectiveness.
- Legal and leadership training equips beneficiaries with the knowledge and skills to navigate legal systems and take on leadership roles.
- The project focuses on the empowerment of women with disabilities, addressing their specific issues and ensuring they are not marginalized.
- The project enhances the leadership skills of Dalit women, empowering them to take on influential roles within their communities.

Participatory

The project design was highly inclusive, involving diverse beneficiaries and incorporating their families into project activities, training, and awareness events to increase participation. By making staffing inclusive and involving marginalized groups, the project ensured better communication and understanding of beneficiary needs. Developing various groups and network alliances fostered community engagement and interactive training activities, enhancing the participatory nature of the project.

Some highlighted examples from interactions with beneficiaries include:

- The network provides leadership, communication, and negotiation training, as well as psychosocial counselling, empowering sex workers and their mothers to advocate for their rights.
- The initiative encourages active participation from girls and their families, fostering a sense of ownership and collective responsibility in promoting gender equality.
- The project's design and execution promote active participation, encouraging women to engage in new economic activities.
- The project ensures that community members, irrespective of gender, have equal opportunities to engage and contribute.

Transformative leadership

The project design was highly inclusive, involving diverse beneficiaries and incorporating their families into project activities, training, and awareness events to increase participation. By making staffing inclusive and involving marginalized groups, the project ensured better communication and understanding of beneficiary needs. Developing various groups and network alliances fostered

community engagement and interactive training activities, enhancing the participatory nature of the project.

Some highlighted examples from interactions with beneficiaries include:

- Leadership training provided to beneficiaries fosters a culture of women’s leadership and empowerment.
- By providing opportunities for girls to engage in sports, the project cultivates leadership skills and reinforces the message of gender equality.
- Leadership training and opportunities integrated into the WEE program enhance women’s capacity to lead and influence within their communities.
- Advocacy training supports women in taking on leadership roles and advocating for their rights.
- The inclusion of transgender individuals in project activities promotes transformative leadership and greater societal acceptance.
- Leadership training sessions build confidence and equip beneficiaries to advocate for themselves and others.
- By addressing the specific issues faced by disabled women, the project promotes their role as leaders and role models in their communities.
- By focusing on critical issues like child marriage and dowry, the project empowers women to advocate for their rights and improve their quality of life.

The project's implementation across the 16 WROs demonstrates a robust alignment with FIAP principles, emphasizing inclusivity, social justice, empowerment, participatory approaches, and transformative leadership. By fostering an environment where marginalized groups are empowered to take on leadership roles and advocate for their rights, the project has significantly contributed to promoting gender equality and social inclusion. The comprehensive approach of integrating FIAP principles into project activities has ensured that the voices of the most disadvantaged are heard and valued, leading to a more equitable and just society.

3.2.7. Challenges

The implementation of the project across various Women’s Rights Organizations (WROs) encountered several common and some unique challenges. These challenges highlight the complexity of promoting empowerment and gender equality in marginalized communities.

Common challenges

1. Societal stigma and discrimination:

- Many beneficiaries, especially those from marginalized groups such as sex workers, transgender individuals, and Dalit women, faced significant societal stigma and discrimination. This impacted their ability to fully participate in community activities and access services.

Example: Sex workers expressed how community exclusion and discriminatory attitudes hindered their access to healthcare services. Many avoided visiting clinics due to fear of being judged, which directly affected their health outcomes.

2. Cultural barriers:

- Deep-rooted cultural norms and gender biases made it difficult to change community attitudes towards gender equality and women's empowerment. Resistance from male community members was particularly notable.

Example: Beneficiaries from migrant groups noted that in certain conservative rural areas, deeply entrenched gender norms restricted women from participating in empowerment activities. For instance, female members were often prohibited by male family members from attending training sessions, citing traditional roles.

3. Limited resources:

- Many WROs faced financial limitations that constrained the scope and scale of their initiatives. This included insufficient funds for training programs, economic empowerment activities, and ongoing support.

Example: Financial constraints severely limited the beneficiaries' ability to expand economic empowerment programs. They faced difficulties in securing funds to continue their skill-building workshops, affecting their outreach to

4. Logistical challenges:

- Implementing activities in remote and rural areas posed significant logistical challenges. Poor infrastructure and limited transportation options made it difficult to reach beneficiaries and deliver services effectively.

Example: one WRO from the migrant cluster faced severe logistical issues when conducting workshops in remote villages. Due to poor road conditions and limited transport options, reaching beneficiaries required extensive planning and often resulted in delayed activities.

5. Need for continuous training:

- There was a recurring need for continuous training and capacity building to ensure that both WRO staff and beneficiaries could keep up with best practices and new developments. This included training on gender equality, human rights, and leadership skills.

Example: One WRO found that continuous capacity building was necessary, especially as new staff joined with little background in gender equality. They noted that refresher training sessions were essential but often hampered by budget constraints.

6. Safety and security risks:

- Safety risks for staff and beneficiaries were prevalent, especially in conflict-prone areas or when dealing with sensitive issues such as gender-based violence and human rights advocacy.

Example: One WRO reported that their field staff regularly encountered safety concerns, particularly when addressing sensitive issues such as gender-based violence. In remote prone areas, it is difficult to protect their staff and beneficiaries.

7. Backward mind-sets:

- Changing entrenched traditional and patriarchal mind-sets within communities took time and persistent effort. Resistance to change was a significant barrier to the project's success.

Example: Beneficiaries from the SGBV groups documented cases where their efforts to promote women's leadership were met with resistance from male community leaders. In several instances, their female beneficiaries were discouraged from taking up leadership roles or participating in public forums.

8. Limited WRO staff:

- Many WROs were understaffed, which strained their capacity to implement project activities effectively. This also affected the ability to provide individualized support to beneficiaries.
- Deep-seated societal norms restricting women's mobility and involvement in public roles, along with limited transportation options and family responsibilities, made it difficult to recruit and retain female staff in the initial phase of the program.

Example: Dalit beneficiaries struggled with limited staffing, particularly in rural branches where the workload far exceeded the capacity of the available team. This shortfall affected their ability to provide one-on-one support to beneficiaries, delaying progress in several projects.

9. COVID-19 pandemic:

- The pandemic exacerbated existing challenges, making it difficult to maintain consistent workforce engagement and beneficiary participation. Limited internet access in remote areas further complicated efforts to maintain communication and support during lockdowns and social distancing measures.

Example: During the pandemic, one WRO noted that lockdowns severely disrupted their ongoing projects. Limited internet access in remote areas meant that virtual sessions could not be conducted effectively, causing significant setbacks in their scheduled activities.

10. Engaging beneficiaries:

- Initially, due to cultural barriers and traditional gender roles, women refrained from participating in decision-making processes and community initiatives.

Example: One WRO shared that at the beginning of the project, many women were hesitant to participate in decision-making workshops due to societal expectations and pressures. It took several months of consistent engagement and trust-building to encourage participation.

Uncommon challenges

1. Economic vulnerability:

- High levels of economic vulnerability among specific groups, such as Dalit women, made it challenging for them to participate fully in empowerment activities without immediate financial support.

Example: Dalit women faced significant economic vulnerability, often prioritizing daily wages over participation in empowerment activities. This hindered their ability to commit fully to long-term training and capacity-building programs, as immediate financial needs took precedence.

2. Social isolation:

- Persons with disabilities faced numerous barriers in accessing project activities and services due to inadequate infrastructure and transportation. Social isolation and marginalization limited their participation and engagement in community activities.

Example: Beneficiaries from the disability cluster highlighted that person with disabilities often struggled with inadequate transportation and accessibility issues, which led to social isolation. This made it difficult for them to attend workshops and participate in community activities, limiting their engagement and overall impact.

3. Legal barriers:

- Navigating legal systems was particularly challenging for some beneficiaries, such as transgender and sex worker, especially those seeking to assert their rights in a highly bureaucratic environment.

Example: Beneficiaries from transgender and noted the complex legal challenges faced by sex workers and transgender individuals when asserting their rights. Navigating through bureaucratic legal systems without appropriate legal aid made it extremely difficult for these groups to access justice or challenge discriminatory practices.

4. Mental health issues:

- High levels of stress and mental health issues were prevalent among transgender beneficiaries due to societal rejection and lack of acceptance.

Example: Transgender beneficiaries experienced high levels of stress and mental health challenges due to societal rejection and lack of familial support. This often led to withdrawal from community activities and required targeted mental health interventions.

5. Sustainability issues:

- Ensuring the sustainability of the initiatives post-project was a concern. This included maintaining the economic ventures started by beneficiaries and continuing advocacy efforts without ongoing external support.

Example: Beneficiaries from SGBV groups raised concerns about the sustainability of economic initiatives started by beneficiaries. Without ongoing financial and technical support, many ventures risked collapse post-project, highlighting the need for longer-term sustainability planning.

6. Awareness gaps:

- Significant gaps in awareness about human rights and available services among the beneficiaries hindered their ability to access support and advocate for their rights effectively.

Example: Ethnic participants reported that significant awareness gaps among rural beneficiaries about their human rights and available services hindered effective advocacy. Many beneficiaries were unaware of basic legal rights, which limited their ability to seek help or stand up against injustices.

7. Restrictive religious leaders:

- The presence of restrictive religious leaders in the community impeded progress, requiring sustained effort and patience to change community mindsets.

Example: In the reports from a WRO of Ethnic cluster, restrictive religious leaders in certain communities posed significant obstacles. These leaders discouraged participation in project activities, especially those focused on women's rights and gender equality,

requiring WROs to engage in extensive dialogue and advocacy to shift community perceptions.

8. Engaging with families of transgender individuals:

- Resistance from relatives impeded the success of the program, making it challenging to engage with the families of transgender individuals.

Example: Transgender participants reported challenges in engaging families of transgender individuals, as many families were resistant to accepting the transgender identity of their members. This resistance not only affected the beneficiaries' participation but also posed challenges in fostering supportive environments for these individuals within their own homes.

Overall Project Implementation Challenges and Learnings

Implementation Challenges

The project faced several challenges during its implementation across various Women’s Rights Organizations (WROs). Societal stigma and discrimination significantly hindered access to services and community participation for sex workers, transgender individuals, and Dalit women. Cultural norms and gender biases often led to resistance from male community members, limiting women’s involvement in empowerment initiatives. Financial constraints were a major hurdle, with many WROs struggling with limited funding, understaffing, and capacity issues. Logistical difficulties, especially in remote areas with poor infrastructure, made service delivery challenging. Safety and security risks, particularly in conflict-prone regions or when addressing sensitive issues like gender-based violence, required enhanced protective measures. Ensuring the sustainability of initiatives post-project was another concern, as maintaining economic ventures and advocacy efforts without ongoing support proved difficult. These challenges underscored the complex obstacles the project navigated to achieve its goals.

Learnings

Despite the challenges, the project yielded valuable lessons that enhanced its impact and success. A holistic approach—combining direct service delivery, capacity building, and advocacy—proved effective in supporting vulnerable populations. Integrating services and advocating for policy changes created a more sustainable environment for beneficiaries. Continuous training and capacity building were crucial for keeping WRO staff and beneficiaries updated on best practices and fostering adaptability. Community engagement empowered beneficiaries to advocate for their rights and participate in decision-making, leading to deeper, lasting change. Tailored strategies to address cultural, legal, and logistical barriers were essential for local relevance and effective stakeholder engagement. Strengthening internal systems, including robust policies and governance structures, improved organizational resilience and credibility. The project’s success in influencing policy highlighted the importance of sustained advocacy and collective action. These learnings not only drove immediate success but also set the stage for ongoing progress in gender equality and empowerment.

3.3. Efficiency

3.3.1 Project Management Structure

The project is led by a core team headed by the Executive Director, who provides strategic oversight, while the Program Director oversees overall operations. Four program-level coordinators, including a Monitoring and Evaluation (M&E) specialist, assist in overseeing specific areas of the project. The M&E specialist is essential for tracking progress, evaluating outcomes, and using data-driven insights to ensure the project stays on course, promoting transparency and securing ongoing funding. Deputy Program Managers focus on key components such as program implementation, capacity building, and community engagement, ensuring efficient and specialized management.

The financial and administrative team, led by the Director of Finance and Administration, includes the Coordinator of Accounts, Deputy Manager of Accounts, Manager of Grants, and Coordinator of Human Resources. This team ensures compliance with financial regulations, effective fund utilization, and adherence to donor requirements—critical for the project's credibility and sustainability. The grant team is responsible for budget management, resource allocation, and maintaining financial sustainability to support the project's continuity. Each Women's Rights Organization (WRO) has a designated Finance and Administration Coordinator, supported by a Finance and Administration Officer or Treasurer, who manages financial reporting and oversight, ensuring strong financial control throughout the project.

3.3.2 Funding Mechanisms: Multi-Year and Fast Response Grants for WROs

Multi-Year Fund

MJF allowed grants to be directly disbursed to Partner Organizations (WROs), enabling them to implement grassroots activities as planned. The project provided multi-year funding to the national, district-level, and community-based WROs, coalitions, and networks. This funding included the possibility of supporting core administrative functions such as staff salaries, rent, and utilities. The organizations utilized these funds to implement their own programs and priorities, including networking and alliance-building with other organizations. The funding was transferred directly to the selected organizations through bank transfers on a quarterly basis.

Fast Response Fund

Rapid Response Grants provided urgent financial assistance for activities such as organizing events related to the WVLB theme, supporting WROs working with violence victims, and aiding movements on need basis. These grants were also available to non-partner organizations (e.g., forums, groups, community-based organizations) for organizing single and short-term events or activities, such as protest rallies, demonstrations, media reports, or press conferences, aimed at drawing attention to State machinery.

3.3.3 Financial Reporting & Monitoring

MJF ensures robust financial reporting and monitoring to maintain transparency and accountability across the project. Formal training is provided to Women's Rights Organizations (WROs) on compliance, financial management, online reporting, and financial policy updates. This is followed by refresher courses to reinforce knowledge. Additionally, MJF has implemented a digitalized Management Information System (MIS) to access real-time data and ensure accurate financial reporting.

Each WRO is required to submit quarterly financial reports, along with annual accounts, which are compiled and audited by external parties as per NGO auditing requirements. To monitor the transparency of financial transactions, MJF's finance team conducts semi-annual reviews of the financial activities of WROs, cross-checking data and validating financial reports. The team provides comprehensive reports to both MJF and the WRO management to ensure financial accountability and resolve any challenges faced during implementation.

MJF's finance and program teams, including the Project Lead, conduct regular monitoring visits. The finance team mandates at least two visits per year, during which they review the WRO's policies, procedures, accounting systems, and financial transactions. Financial monitoring includes sampling transactions, reviewing documentation, and cross-checking salary payments through bank statements, which are submitted quarterly by WRO staff. A checklist is used during site visits to ensure thorough reviews, and any irregularities lead to withholding of funds until corrective measures are implemented.

Additionally, MJF's Grant Management and Accounts teams support WROs by reviewing agreements, vetting grantees, and conducting spot checks to ensure compliance with donor and organizational requirements. MJF follows International Accounting Standards (IAS-20) and Bangladesh Standards on Auditing (BSAs), using SAGE-ERP 300 accounting software to maintain full compliance with generally accepted accounting principles (GAAP) and United States government regulations. All WROs undergo annual external audits, funded by the project budget, and MJF enforces strict controls against corruption, fraud, bribery, and misuse of funds in its agreements with WROs.

3.3.4 Financial Management

MJF's financial management framework ensures transparency, accountability, and effective resource utilization across all Women's Rights Organizations (WROs) involved in the project. WROs are required to develop annual plans based on a 4-year strategic framework, which are then broken down into quarterly budgets and action plans. These plans, along with budget proposals and program activity plans, are reviewed and recommended by the program and finance contact persons before funds are disbursed. This structured approach ensures that both programmatic and financial activities are closely aligned with the project's overall goals.

To strengthen financial governance, each WRO received formal training to develop their own financial policies. These policies outline detailed accounting and administrative regulations, promoting transparency, good governance, and compliance with donor requirements and local laws. The financial policy provides a comprehensive structure for daily transactions, ensuring appropriate recording in the books of accounts and guiding the preparation of monthly, quarterly, and annual financial statements. These policies also stipulate sound administrative practices and are designed to ensure adherence to best practices in financial management.

As part of the financial monitoring process, all WROs undergo annual external audits funded by the project budget. MJF selects the auditors and provides terms of reference, ensuring that each WRO has adequate internal controls related to anti-corruption, fraud prevention, anti-bribery, and compliance with anti-money laundering policies. These provisions are integrated into the sub-agreements with each WRO, reinforcing a strong commitment to ethical financial management.

Owing to the same, the program started with 18 WROs, but two WROs were removed due to inaccuracy in financials thus signifying the stringent financial monitoring standards MJF had for the project.

In addition to promoting financial accountability, MJF actively sought to reduce costs and improve efficiency without compromising the project's objectives. One key strategy was enhancing the

capacity of existing staff rather than hiring new personnel. For instance, each WRO was required to have a Gender and Feminist expert. Instead of recruiting externally, MJF focused on training and upskilling current team members through targeted capacity-building initiatives. This approach not only strengthened internal expertise but also achieved significant cost savings, enabling the project to maintain high standards while maximizing the efficient use of resources.

3.3.5 Efficiency Analysis of the MJF Program Team Funds

Within the WVL Bangladesh program, 60% of the total funding was allocated to Women's Rights Organizations (WROs), while the remaining 40% was allocated to the Manusher Jonno Foundation (MJF) program team. Of the total budget of BDT 465,950,965 allocated to MJF, BDT 444,154,703 was utilized, reflecting an overall utilization rate of 95.3%, indicating effective use of the allocated budget.

The budget variance and utilization were influenced by several factors. In the project's first year, expenditures were low due to the focus on start-up activities such as guideline preparation, WRO selection, program co-creation, and partnership building. The nationwide COVID-19 lockdowns severely impacted planned grassroots activities, halting in-person training and capacity-building efforts. This disruption led to a program revision starting in April 2021, which took nearly nine months to complete. The revised program included new activities and adjustments, resulting in a utilization variance. WROs adapted their plans to address these changes in the following period, while MJF conducted some activities virtually, utilizing less budget than initially planned for in-person events.

Additionally, the delayed activities from Year 3 were incorporated into the Year 4 plan, contributing to higher utilization rates. Fund disbursement restrictions imposed by NGOAB on eight WROs and MJF's bank operations from June to September 2023 further contributed to the overall low utilization rate. Actual costs up to June 2024 were incurred as planned, with remaining expenses aligned with the work plan.

The table provides a detailed breakdown of the percentage of total program funds allocated to various activities within the Manusher Jonno Foundation (MJF).

Serial	Name of Organization	Budget Allocation (In BDT)	Budget Allocation %	Utilization	Utilization Rate
1	MJF	187,251,472	40%	179,624,804	95.93%
2	Multi-year Fund to all 16 partner WROs	275,013,826	59%	264,529,899	96.19%
	Fast Responsive Fund to WROs	3,685,667	1%	3,404,696	92.38%
Total Fund to WROs		278,699,494	60%	267,934,595	96.14%
Total WVL-B Fund		465,950,965	100%	444,154,703	95.32%

MJF was allocated 187,251,472 BDT, representing 40% of the total fund. Out of this amount, MJF utilized 179,624,804 BDT, achieving a utilization rate of 95.9%. Similarly, the total fund allocated to WROs amounted to 278,699,494 BDT, which constituted 60% of the overall budget. Of this, 267,934,595 BDT was utilized, reflecting a utilization rate of 96.1%. Both MJF and the WROs demonstrated high efficiency in managing and utilizing their respective budgets.

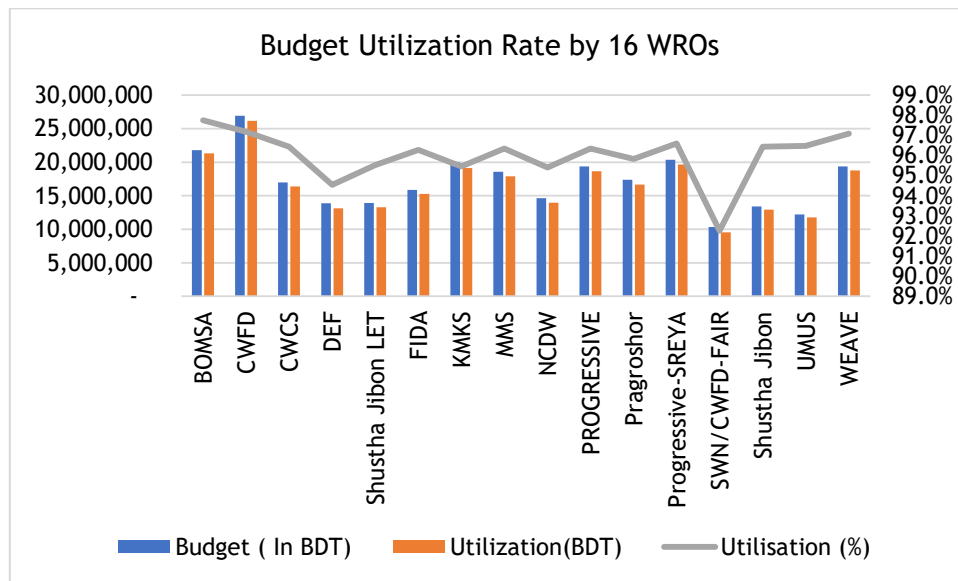
Category-wise Budget Allocation of MJF

Serial	Budget Category	Budget	% Against Total Budget	Utilization	Utilization % of MJF
1	Human resource	83,416,285	18%	79,610,179	95%
2	Program activities	50,183,941	11%	48,580,341	97%
3	Admin	39,757,217	9%	37,697,335	95%
4	Other	13,894,028	3%	13,736,949	99%
	Total	187,251,472	40%	179,624,804	95.9%

Looking at the component-based allocation and utilization:

- Human Resource:** Of the allocated budget of BDT 83,416,285, BDT 79,610,179 was utilized, resulting in a utilization rate of **95%**. This represents an **18% share** of the total budget. The high utilization rate indicates efficient use of funds for human resources.
- Program Activities:** With an allocated budget of BDT 50,183,941, BDT 48,580,341 was spent, achieving a utilization rate of **97%**. This constitutes **11%** of the total budget, showing effective spending on program-related activities.
- Admin:** The budget allocation for administrative expenses was BDT 39,757,217, out of which BDT 37,697,335 was utilized, reflecting a **95% utilization rate**. This category accounted for **9%** of the overall budget, suggesting strong financial management for administrative costs.
- Other:** A budget of BDT 13,894,028 was allocated, with BDT 13,736,949 being utilized, leading to a utilization rate of **99%**. This category represents **3%** of the total budget, highlighting almost complete utilization of allocated funds.
- Total:** The total budget allocation was BDT 187,251,472, with a total utilization of BDT 179,624,804, resulting in an overall utilization rate of **95.9%**, reflecting efficient overall financial management across all categories.

3.3.6 Budget Utilization Rate by 16 WROs



The graph outlines the budget allocations and utilization rates for 16 Women's Rights Organizations (WROs) managed by the Manusher Jonno Foundation. Here's an analysis focusing on the allocation to each WRO and their respective utilization rates:

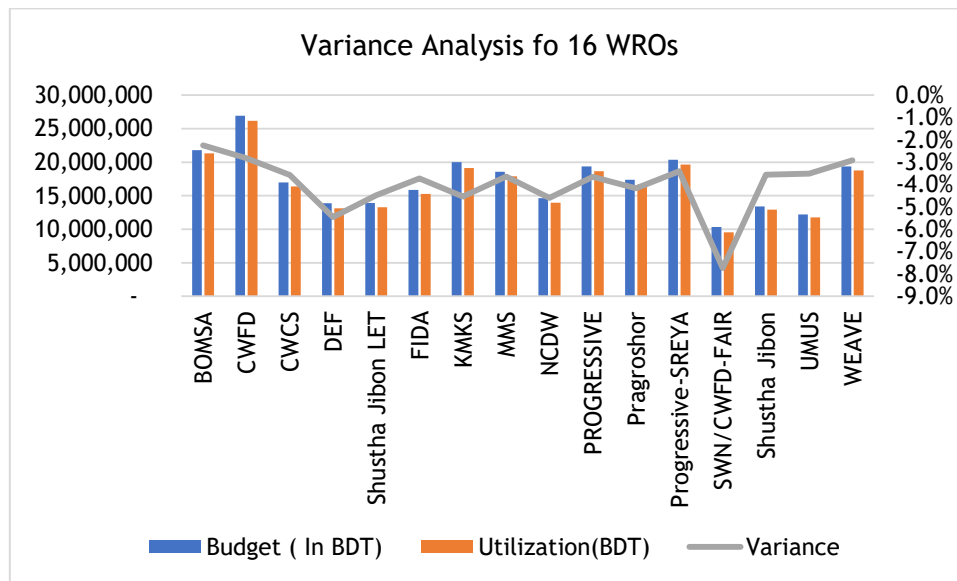
Serial	Name of WROs	Budget (In BDT)	Utilization(BDT)	Utilisation (%)
1	BOMSA	21,810,617	21,319,651	97.7%
2	CWFD	26,921,632	26,161,823	97.2%
3	CWCS	16,981,503	16,376,174	96.4%
4	DEF	13,870,644	13,113,462	94.5%
5	Shustha Jibon LET	13,902,110	13,279,198	95.5%
6	FIDA	15,874,279	15,283,580	96.3%
7	KMKS	20,022,561	19,113,395	95.5%
8	MMS	18,572,352	17,894,824	96.4%
9	NCDW	14,641,438	13,968,384	95.4%
10	PROGRESSIVE	19,373,797	18,664,935	96.3%
11	Pragroschor	17,394,461	16,669,211	95.8%
12	Progressive-SREYA	20,361,382	19,667,363	96.6%
13	SWN/CWFD-FAIR	10,325,221	9,525,887	92.3%
14	Shustha Jibon	13,396,761	12,920,411	96.4%
15	UMUS	12,211,707	11,782,341	96.5%
16	WEAVE	19,353,361	18,789,260	97.1%

- **BOMSA:** Allocated BDT 2,18,10,617, with a utilization rate of 97.7%, indicating a very efficient use of funds and strong financial management.
- **CWFD:** Received BDT 2,69,21,632, with a utilization rate of 97.2%, reflecting efficient fund utilization, close to the total allocation.

- **CWCS:** Allocated BDT 1,69,81,503, utilized 96.4% of its funds, showing strong financial discipline and effective resource management.
- **DEF:** With a budget of BDT 1,38,70,644, the organization utilized 94.5% of the funds, reflecting a good level of fund usage, albeit slightly below the top-performing WROs.
- **Shustha Jibon LET:** Allocated BDT 1,39,02,110, with a utilization rate of 95.5%, demonstrating efficient use of allocated resources.
- **FIDA:** Received BDT 1,58,74,279, with 96.3% utilization, indicating robust fund management and effective deployment of resources.
- **KMKS:** With an allocation of BDT 2,00,22,561, utilized 95.5% of the funds, showing strong financial management and project execution.
- **MMS:** Allocated BDT 1,85,72,352, with a utilization rate of 96.4%, reflecting high efficiency in fund usage.
- **NCDW:** Received BDT 1,46,41,438, with a utilization rate of 95.4%, demonstrating effective use of allocated funds and good financial discipline.
- **PROGRESSIVE:** Allocated BDT 1,93,73,797, with a 96.3% utilization rate, indicating efficient resource management and near-complete fund usage.
- **Pragroshor:** Received BDT 1,73,94,461, with 95.8% of funds utilized, reflecting a good balance between budget allocation and actual expenditure.
- **Progressive-SREYA:** With a budget of BDT 2,03,61,382, utilized 96.6% of funds, indicating a high level of efficiency in financial management.
- **SWN/CWFD-FAIR:** Allocated BDT 1,03,25,221, with 92.3% utilization, this WRO reflects slightly lower efficiency compared to others, but still demonstrates good financial management.
- **Shustha Jibon:** Received BDT 1,33,96,761, with a 96.4% utilization rate, indicating efficient use of allocated funds and strong project execution.
- **UMUS:** With an allocation of BDT 1,22,11,707, the organization utilized 96.5% of the funds, reflecting effective financial management.
- **WEAVE:** Allocated BDT 1,93,53,361, with a 97.1% utilization rate, demonstrating strong financial discipline and effective resource management.

These details highlight a high range of fund utilization efficiencies, from moderately high to exceptional, across different WROs. The variance in utilization rates can be attributed to differences in operational needs, project scopes, and management efficiencies.

3.3.7 Variance Analysis for Women's Rights Organizations (WROs)



The graph above provides a detailed view of the variance in budget utilization for 16 Women's Rights Organizations (WROs), showing the percentage difference between the budget allocated and the actual funds utilized. Here's an analysis of the variance for each WRO:

Serial	Name of WROs	Budget (In BDT)	Utilization(BDT)	Variance
1	BOMSA	21,810,617	21,319,651	-2.3%
2	CWFD	26,921,632	26,161,823	-2.8%
3	CWCS	16,981,503	16,376,174	-3.6%
4	DEF	13,870,644	13,113,462	-5.5%
5	Shustha Jibon LET	13,902,110	13,279,198	-4.5%
6	FIDA	15,874,279	15,283,580	-3.7%
7	KMKS	20,022,561	19,113,395	-4.5%
8	MMS	18,572,352	17,894,824	-3.6%
9	NCDW	14,641,438	13,968,384	-4.6%
10	PROGRESSIVE	19,373,797	18,664,935	-3.7%
11	Pragroshor	17,394,461	16,669,211	-4.2%
12	Progressive-SREYA	20,361,382	19,667,363	-3.4%
13	SWN/CWFD-FAIR	10,325,221	9,525,887	-7.7%
14	Shustha Jibon	13,396,761	12,920,411	-3.6%
15	UMUS	12,211,707	11,782,341	-3.5%
16	WEAVE	19,353,361	18,789,260	-2.9%

- **BOMSA:** Allocated BDT 2,18,10,617 and utilized BDT 2,13,19,651, resulting in a variance of - 2.3%. This indicates a strong adherence to the budget, with minimal underutilization.
- **CWFD:** Allocated BDT 2,69,21,632 and utilized BDT 2,61,61,823, resulting in a variance of - 2.8%. The organization managed its budget effectively, with a small gap between allocation and utilization.

- **CWCS:** Allocated BDT 1,69,81,503 and utilized BDT 1,63,76,174, resulting in a variance of -3.6%. This reflects moderate underutilization of the allocated funds.
- **DEF:** Allocated BDT 1,38,70,644 and utilized BDT 1,31,13,462, leading to a variance of -5.5%. This shows a more significant under-spending compared to others, indicating room for improvement in budget management.
- **Shustha Jibon LET:** Allocated BDT 1,39,02,110 and utilized BDT 1,32,79,198, resulting in a variance of -4.5%. The organization had a reasonable budget management performance, though there was some underutilization.
- **FIDA:** Allocated BDT 1,58,74,279 and utilized BDT 1,52,83,580, leading to a variance of -3.7%. This indicates effective use of the budget with a minor shortfall in expenditure.
- **KMKS:** Allocated BDT 2,00,22,561 and utilized BDT 1,91,13,395, resulting in a variance of -4.5%. The organization demonstrated a good level of budget utilization, though some funds remained unspent.
- **MMS:** Allocated BDT 1,85,72,352 and utilized BDT 1,78,94,824, leading to a variance of -3.6%. This reflects a moderate gap between planned and actual spending.
- **NCDW:** Allocated BDT 1,46,41,438 and utilized BDT 1,39,68,384, resulting in a variance of -4.6%. This shows underutilization that might need addressing for future budgeting.
- **PROGRESSIVE:** Allocated BDT 1,93,73,797 and utilized BDT 1,86,64,935, leading to a variance of -3.7%. The variance suggests reasonable budget management with minor under-spending.
- **Pragroshor:** Allocated BDT 1,73,94,461 and utilized BDT 1,66,69,211, resulting in a variance of -4.2%. The organization showed a moderate level of underutilization in its budget.
- **Progressive-SREYA:** Allocated BDT 2,03,61,382 and utilized BDT 1,96,67,363, leading to a variance of -3.4%. This indicates relatively efficient budget management, with a small variance.
- **SWN/CWFD-FAIR:** Allocated BDT 1,03,25,221 and utilized BDT 95,25,887, resulting in a variance of -7.7%. This represents the highest level of underutilization among the organizations listed, suggesting potential issues in budget execution.
- **Shustha Jibon:** Allocated BDT 1,33,96,761 and utilized BDT 1,29,20,411, resulting in a variance of -3.6%. The budget utilization was relatively effective with minor under-spending.
- **UMUS:** Allocated BDT 1,22,11,707 and utilized BDT 1,17,82,341, leading to a variance of -3.5%. This indicates good budget management with a small gap between planned and actual spending.
- **WEAVE:** Allocated BDT 1,93,53,361 and utilized BDT 1,87,89,260, resulting in a variance of -2.9%. The organization showed strong adherence to its budget, with minimal underutilization.

These variances highlight the efficiency in budget management across the WROs, with most organizations showing near optimal utilization of their allocated funds. However, there can be improved efforts to enhance the outcome by mitigating the minor variance observed in some cases and maximize overall financial efficiency.



But then, something changes. The Women's Voice and Leadership - Bangladesh (WVLB) project, arrives in her community. Slowly, the whispers of doubt are replaced by the strong, unwavering voices of women who stand up, speak out, and refuse to be silenced. Through the WVLB project, she receives the support she never thought possible—training, and the knowledge that her voice matters.

She learns that she is not alone; there are others like her, fighting the same battles, and together they are stronger. One day, she stands in front of her village, her head held high, her voice clear and steady. She speaks—not just for herself, but for every woman who has ever been told she couldn't. The impact of the WVLB project lingers—proof that when women are empowered, entire communities are transformed.



3.4. Impact

The project provided the much-needed momentum for WROs and stakeholders, sparking small, short-term changes that have created lasting impacts both at the broader level and down to the most granular details. One of its kinds, the project has begun structured and much-needed discourses on gender, changes in policy environment and societal shift in terms of acceptance of gender as an issue to focus on. **While societal norms may take time to evolve, this represented a significant step toward long-term change.** For those who have long felt marginalized, this project has provided the impetus to overcome barriers and claim their rightful place within their communities. By bridging the gap, it has empowered them to participate actively in societal change, no longer merely as bystanders but agents of transformation.

3.4.1 Capacity and leadership development of WRO

The WVLB project has significantly enhanced the capacity and leadership skills of Women Rights Organizations (WROs). By focusing on comprehensive training programs that cover organizational governance, financial management, strategic planning, and advocacy, the project has ensured that WRO staff are well-equipped to manage and execute their roles effectively.

3.4.1.1 Impact on WROs

Enhanced operational efficiency: The WVLB project has significantly enhanced the operational efficiency of Women's Rights Organizations (WROs) by providing targeted training that has strengthened various aspects of their internal management capabilities. These training programs have focused on crucial areas such as project management, financial management, proposal writing, and communication skills, which are essential for effective and sustainable organizational operations.

For instance, the Performance Management Framework (PMF) has helped WROs from the Dalit clusters to streamline their activities and achieve better outcomes.

Inclusive staffing practices: By maintaining a high ratio of female to male staff and actively recruiting from marginalized groups, WROs are setting a powerful example of gender equality and inclusivity in the workplace. This diverse representation fosters a more empathetic and culturally competent workforce, capable of understanding and addressing the unique challenges faced by the communities they support. Hiring individuals from vulnerable backgrounds directly empowers these groups, providing them with employment opportunities, skills development, and leadership roles within the organizations. This empowerment extends beyond the workplace, as staff members often serve as role models and advocates in their communities, demonstrating the potential for success despite societal barriers.

For example, one WRO has a female to male staff ratio of 39:7.

Improved leadership: Enhanced leadership training within WROs has significantly improved strategic planning, decision-making, and crisis management, enabling leaders to execute projects more precisely, swiftly, and within budget. By focusing on localized project execution, leaders have tailored interventions to meet community-specific needs, boosting engagement and program uptake. This has resulted in increased output and efficiency, allowing WROs to scale operations and reach more beneficiaries. Empowerment has also extended to middle management, fostering accountability and enhancing the overall capacity for managing complex projects. Strengthened monitoring and evaluation processes now support data-driven decision-making, leading to continuous improvements in program effectiveness and optimal resource utilization.

"The leadership training from MJF has changed how we approach our work. We are now more confident in our ability to manage projects and engage with the community effectively."- One of the WRO's Staff

3.4.1.2 Impact on beneficiaries

Empowerment through inclusive support: Beneficiaries have received more targeted and inclusive support due to the enhanced capacity of WROs, which have implemented tailored interventions that address the specific needs of diverse groups, including women, transgender individuals, and persons with disabilities. This inclusive approach has empowered beneficiaries by providing them with culturally relevant resources and support systems, such as access to healthcare, legal aid, vocational training, and advocacy platforms. As a result, beneficiaries are better equipped to assert their rights, participate in decision-making processes, and achieve greater autonomy and self-sufficiency in their personal and community lives. The inclusive strategies employed by WROs have not only fostered individual empowerment but have also contributed to creating more equitable and supportive community environments.

For example, a particular WRO hires women with disabilities ensuring that support is culturally sensitive and relevant to beneficiary needs

"Women migrants now have a higher recognition of their rights and protection mechanisms, and we feel a greater willingness and need to report cases of GBV and seek legal recourse." - Beneficiary from one of the WROs

Enhanced service delivery: With the implementation of improved internal systems and streamlined processes, WROs have significantly bolstered their capacity to deliver services more efficiently and effectively. This enhancement has enabled WROs to respond promptly to the needs of beneficiaries, offering more tailored and comprehensive support in critical areas such as health, education, and economic empowerment. By reducing operational bottlenecks and increasing the precision of service delivery, WROs have been able to expand their reach and improve the quality of interventions, resulting in better health outcomes, increased access to educational opportunities, and greater economic stability for beneficiaries. This strategic focus on optimizing service delivery has not only improved immediate outcomes but has also contributed to the long-term sustainability and impact of WRO programs, fostering more resilient and self-sufficient communities.

"These programs have changed us a lot. Now, we can make decisions, voice our opinions, and engage in income-generating activities, which help us navigate and recover from many challenges." - Beneficiaries from one of the WROs

3.4.2 Capacity building and leadership development of beneficiaries

The leadership training provided by the WVLB project has empowered beneficiaries to take on leadership roles and advocate for their rights. Training programs in leadership, advocacy, and community engagement have significantly enhanced beneficiaries' confidence and decision-making abilities.

3.4.2.1 Impact on WROs

Strengthened advocacy efforts: Leadership development among beneficiaries has profoundly bolstered the advocacy capabilities of WROs, enabling a more robust and impactful approach to promoting gender equality and social justice. Beneficiaries, now equipped with advanced leadership and advocacy skills, are increasingly effective in championing their rights, addressing systemic barriers, and influencing policy changes at local, national, and even international levels. This empowerment has not only amplified their individual voices but also created a collective momentum that strengthens the overall impact of WROs.

"The leadership training from MJF has changed how we approach our work. We are now more confident in our ability to manage projects and engage with the community effectively." - Beneficiary from one of the WROs

Improved program outcomes: As beneficiaries assume leadership roles within their communities, they play a crucial part in driving the success and sustainability of WRO programs. Their direct involvement not only brings valuable insights into the specific needs and challenges faced by their communities but also ensures that the programs are tailored and responsive to these needs. This grassroots engagement fosters a sense of ownership and accountability among beneficiaries, which in turn enhances the relevance and effectiveness of the initiatives. Leadership bridges the gap between community realities and organizational goals, thereby creating programs that are not only successful but also deeply rooted in the context of those they aim to serve.

3.4.2.2 Impact on beneficiaries

Increased confidence and leadership skills: Beneficiaries, including Dalits, individuals with disabilities, migration groups, transgender individuals, and various ethnic communities, have demonstrated remarkable growth in their leadership qualities and self-confidence. Through targeted training and mentorship, these individuals have gained essential skills such as public speaking, decision-making, and strategic thinking, enabling them to take on leadership roles both within their communities and beyond. This newfound confidence has empowered beneficiaries to advocate for their rights more effectively, participate actively in community decision-making processes, and challenge societal norms that have historically marginalized them. As a result, these empowered leaders are not only influencing positive change within their own lives but are also serving as catalysts for broader social transformation, inspiring others to take action and assert their voices in pursuit of justice and equality.

For instance, 99% of Dalit respondents and 100% of individuals with disabilities reported developed leadership qualities

"These programs have changed us a lot. Now, we can make decisions, voice our opinions, and engage in income-generating activities, which help us navigate and recover from many challenges. Before, we couldn't speak up but now we feel more empowered, and we can do anything without fear. Now, we try to speak up by ourselves and even teach other girls in our village or neighbourhood what we've learned. We are given responsibility during day celebrations, programs, and meetings in the area." - Beneficiary from one of the WROs

Enhanced participation in decision-making: Beneficiaries have become significantly more engaged in family and community decision-making processes, marking a pivotal shift towards inclusivity and equity. This increased participation has empowered individuals, especially women and marginalized groups, to voice their opinions and assert their rights in critical areas such as sexual and reproductive health, financial planning, and marriage-related decisions. As a result, decision-making processes within households and communities have become more balanced and reflective of diverse perspectives. This inclusive approach has not only improved the quality of decisions but has also strengthened the social fabric, fostering a sense of shared responsibility and mutual respect among family and community members.

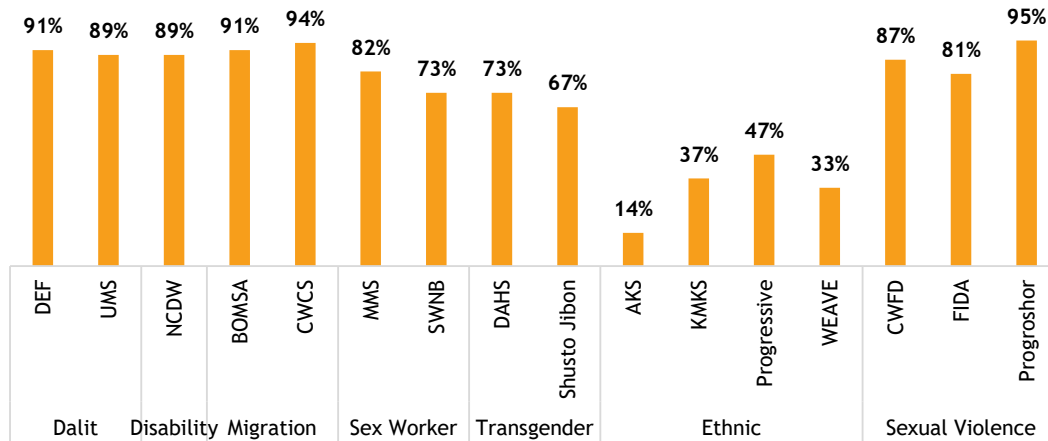
For example, participation in family decisions among the Dalit group increased from 13% to 95%

"Most of the beneficiaries of the project are adolescent. They could not talk fluently about their needs, their problems, their rights, against violences and more. Now they are fearless. They can raise their voice which is a very big change. Due to this project, adolescent girls have become aware of various government assistance and support programs." - Beneficiary from one of the WROs

Quantitative analysis revealed that the WVLB project has significantly enhanced the decision-making abilities of its beneficiaries, leading to improved status both within society and their families (Figure 42). The Dalit and Migration clusters showed the strongest results, with over 89% of beneficiaries reporting enhanced decision-making, promoting stability and better community integration. The

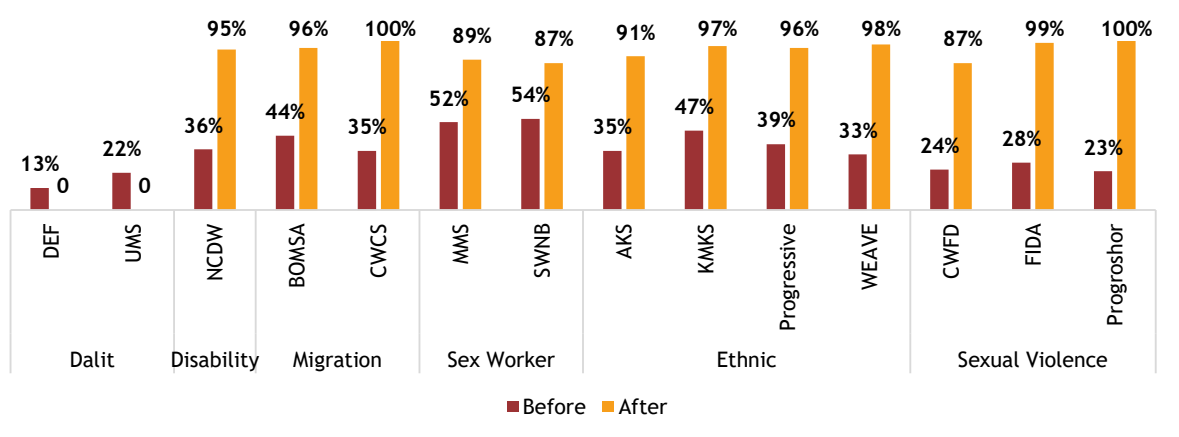
Disability and SGBV groups also saw high improvements, contributing to stronger family dynamics and socio-economic progress. While the **Sex Worker** and **Transgender groups** reported moderate improvements, the **Ethnic cluster** lagged behind, with only **14% to 47%** of beneficiaries showing progress, indicating a need for further targeted interventions.

Figure 42 Improved decision making (N=1,211)



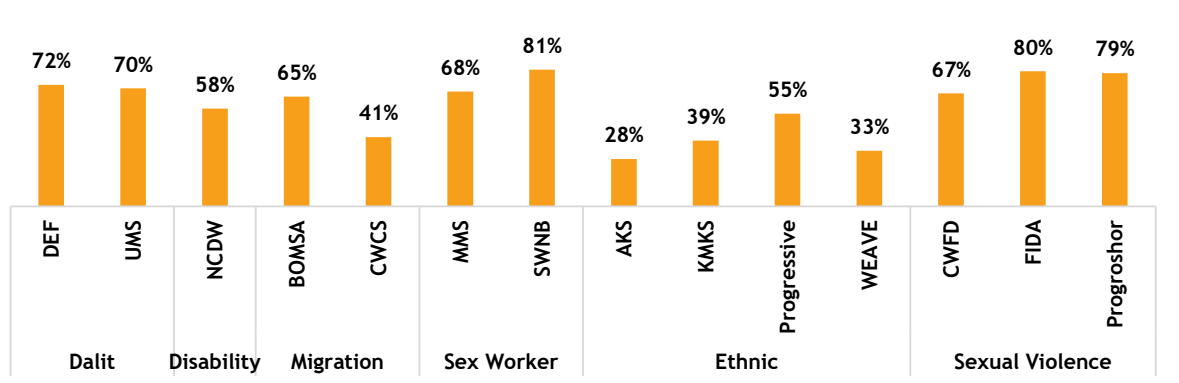
Before the project's intervention, involvement levels in family decision-making were generally low across all groups. The baseline data indicated that many marginalized groups had limited participation in family decisions, reflecting broader societal exclusion. The project interventions led to significant improvements in family decision-making participation across all WROs, with most groups achieving post-intervention rates between **85% and 100%**. WROs from the SGB and Migration clusters performed the best, reaching **100% participation**, while the **Dalit groups** had lower initial rates and lacked post-intervention data, indicating room for further improvement. Overall, the interventions have successfully empowered marginalized groups, with most WROs showing substantial progress.

Figure 43 Participation in family decisions - Before and after (N=1,211)



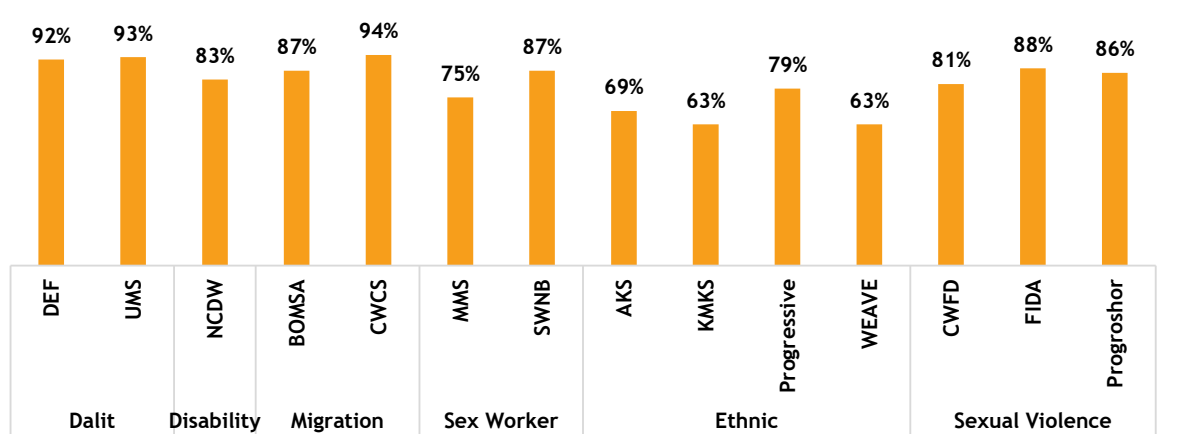
In sexual and reproductive health and rights (SRHR) decisions, there was a notable increase in involvement across various beneficiary groups. The **Disability group (NCDW)** improved to a 58% involvement rate, while **Ethnic groups** showed varying baseline participation, from **28% to 55%**. **Sex Worker** and **SGBV groups** exhibited relatively high initial engagement, ranging from **67% to 81%**. **Dalit** and **Migrant groups** also demonstrated strong baseline involvement, with rates between **41% and 72%**. Overall, the interventions have effectively promoted inclusivity and empowerment in SRHR decision-making for these communities.

Figure 44 Decisions regarding sexual and reproductive health and rights (SRHR) (N=1,211)



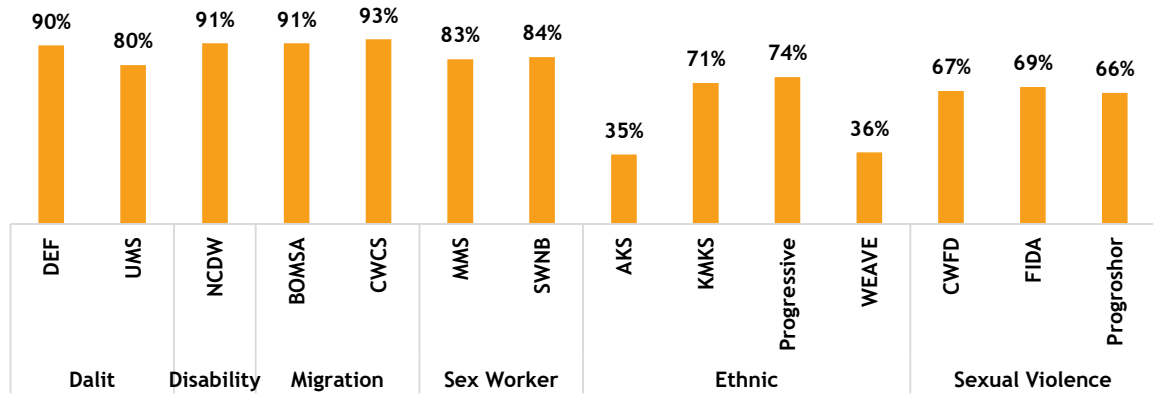
In health and wellness decisions, there was a significant increase in involvement across various beneficiary groups, reflecting the project's impact on enhancing their participation in family health-related matters. The data shows strong overall progress in health and wellness decision-making across all WROs, with most groups achieving high involvement rates. The **Dalit group** performed the best, with its associated WROs reporting the highest engagement at over 90%. While all groups saw significant improvements, the **Ethnic groups** (AKS, KMKS, WEAVE) had relatively lower involvement, averaging around 63% to 69%, suggesting room for further enhancement in these communities. Overall, the interventions have been highly effective in promoting inclusivity and empowering marginalized groups.

Figure 45 Decisions regarding health and wellness (N=1,211)



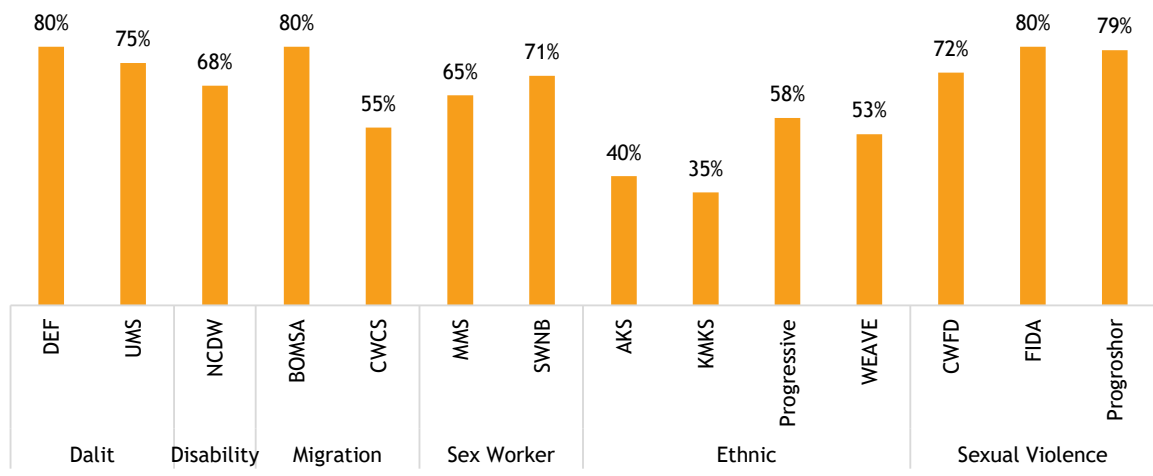
The project's interventions have resulted in varied improvements in financial decision-making participation across all groups. The **Migrant and Disability groups** showed the highest involvement, with rates exceeding 90%, reflecting strong empowerment in financial matters. The **Dalit group** also performed well, with high participation rates. However, the **Ethnic groups** had the lowest engagement, particularly **AKS** and **WEAVE**, with rates around 35%, indicating the need for further support. Overall, the interventions have significantly enhanced the inclusion of marginalized groups in financial decision-making, fostering empowerment and involvement.

Figure 46 Decisions regarding finances (N=1,211)



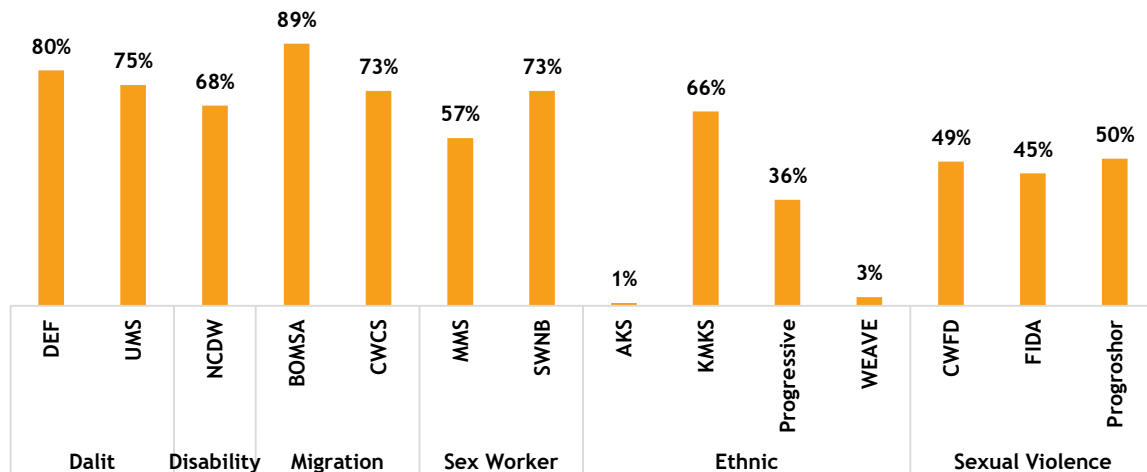
The project’s interventions have led to varying levels of increased participation in marriage-related decisions across beneficiary groups, demonstrating its impact on family decision-making. The **Dalit**, **SGBV**, and **Migrant groups** exhibited the highest involvement, with rates around **75% to 80%**, reflecting strong empowerment in these areas. **Sex Worker** and **Disability groups** also showed notable improvements, with rates between **65% and 72%**. However, the **Ethnic groups** had lower engagement, with involvement rates around **35% to 40%**, indicating a need for further targeted interventions. Overall, the project has significantly enhanced inclusivity and empowerment, particularly in marriage-related decisions, among marginalized groups.

Figure 47 Marriage related decisions (N=1,211)



The project’s interventions have resulted in varying levels of increased involvement in child-related decision-making across different beneficiary groups. The **Dalit** and **Migrant groups** showed the highest participation, with rates between **73% and 89%**, reflecting strong engagement. The **Sex Worker** and **Disability groups** also demonstrated moderate involvement, ranging from **57% to 73%**, indicating improved participation in family decisions. However, the **Ethnic groups** showed very low engagement, with rates as low as **1% and 3%**, highlighting the need for further targeted interventions. Overall, the project has successfully promoted involvement in child-related decisions for most groups, though more focused efforts are required for ethnic communities.

Figure 48 Child related decisions (N=1,211)

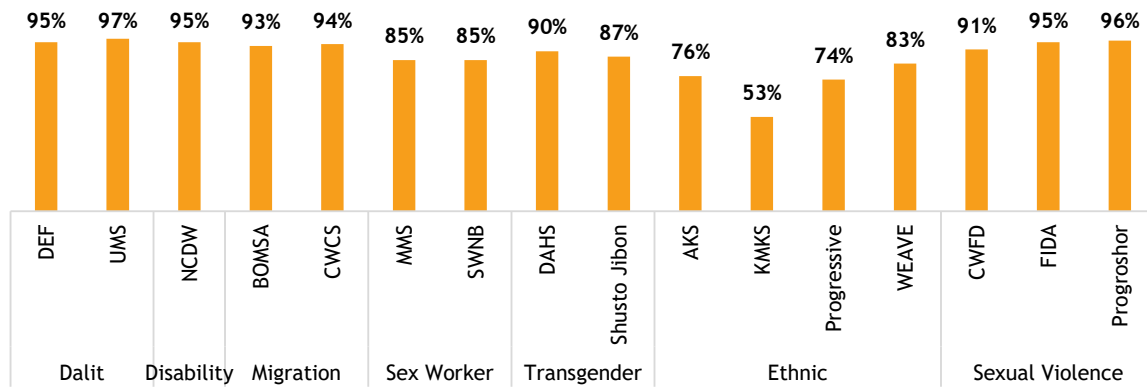


The qualitative insights demonstrate that beneficiaries consistently shared that the leadership training and empowerment initiatives provided by the project have equipped them with the skills and confidence needed to assert their voices in these critical areas.

Beneficiaries with disabilities expressed that, prior to the project, their input was often disregarded in family matters. However, post-intervention, they felt empowered to contribute meaningfully to decisions about their health and finances. Some even felt that it helped them gain household respect. Similarly, migrant women reported that the project helped them become more involved in financial and SRHR decisions. Beneficiaries from sex workers cluster noted that the leadership qualities they developed through the project allowed them to engage more assertively in family decisions, particularly those related to their children and personal well-being. Transgender participants highlighted that, as a result of the project’s support, they could participate in family discussions about marriage and SRHR, areas where their voices were previously silenced. Participants from ethnic minorities described how their engagement in decisions regarding family health and financial planning increased, thanks to the project’s focus on leadership development.

Quantitative analysis showed that the WVLB project has significantly improved the standard of living due to enhanced confidence of its beneficiaries across various marginalized groups (Figure 49). The **Dalit** and **Migration** clusters saw the highest improvements, with over **93%** of participants reporting increased self-assurance, enabling them to engage more fully in societal and economic activities. The **Disability** and **SGBV** clusters also demonstrated strong outcomes, with over **90%** of beneficiaries experiencing increased confidence, empowering them to overcome barriers and assert their rights. Although the **Sex Worker** and **Transgender** groups showed notable gains, the **Ethnic** cluster exhibited lower improvements, with confidence levels ranging from **53% to 83%**, indicating the need for further support. Overall, the project has been instrumental in empowering marginalized groups, fostering greater participation and self-reliance.

Figure 49 Improved standard of living due to enhanced confidence (N=1,211)



3.4.3 Economic empowerment and livelihood improvement

The project’s focus on vocational training and income-generating activities (IGA) has significantly improved the economic status of beneficiaries. Training programs in areas such as tailoring, carpentry, and entrepreneurship have equipped beneficiaries with practical skills, leading to increased employability and financial independence.

3.4.3.1 Impact on WROs

Improved service offerings: Enhanced financial stability among beneficiaries has enabled WROs to diversify and expand their range of services, offering more comprehensive and targeted support. This expansion includes the integration of financial literacy programs, which empower beneficiaries with essential skills to manage their finances more effectively, and business development initiatives that provide the tools and knowledge needed to launch and sustain small enterprises. Additionally, WROs have facilitated greater market access, connecting beneficiaries to broader economic opportunities and networks. By addressing multiple facets of economic empowerment, these improved service offerings have not only increased the resilience of beneficiaries but also fostered a more robust and sustainable impact on their livelihoods.

“We are actively engaged in income-generating activities, including bag-making, pig farming, ginger cultivation, and sewing. These initiatives have significantly improved our quality of life.” - Beneficiary from a WRO

Improved program outcomes: As beneficiaries take on leadership roles within their communities, they contribute to the success and sustainability of WRO programs. Their active participation ensures that programs are relevant and responsive to community needs, leading to better outcomes.

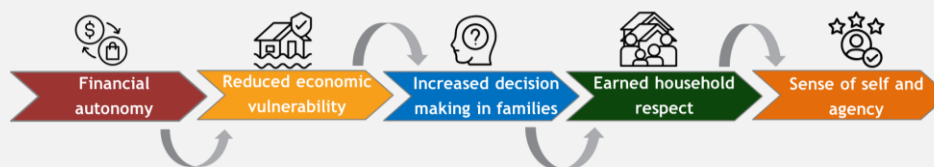
“I feel through the project I have learned to write quality proposal which was not the case earlier. Although still a work in progress, I want to believe that this skill has improved our ability to secure funding and articulate our mission effectively”.- One of the WRO staff

3.4.3.2 Impact on beneficiaries

Increased income-generating activity participation: Beneficiaries across various groups, including individuals with disabilities, transgender individuals, and marginalized communities, have shown a significant rise in engagement with income-generating activities (IGAs). This increase is attributed to the targeted vocational training, entrepreneurship workshops, and business mentorship provided by the project. As a result, beneficiaries have not only acquired practical skills but have also gained confidence in starting and sustaining their own businesses. The surge in IGA participation has led to improved financial independence, reduced economic vulnerability, and greater empowerment within their communities. This shift has enabled beneficiaries to contribute more meaningfully to their household incomes and has fostered a sense of self-reliance, further solidifying the impact of the project on

For example, participation among individuals with disabilities increased from 41% to 54%, and among transgender groups, it increased from 22% to 60%.

Enhanced financial independence: Beneficiaries have experienced a significant boost in financial independence as a result of the vocational training and entrepreneurship workshops provided by the project. These programs have equipped them with essential skills in areas such as financial management, budgeting, and business planning, enabling them to start and manage their own enterprises effectively. This newfound financial autonomy has led to an improvement in their overall quality of life, allowing them to make informed decisions about their spending, savings, and investments. Furthermore, the increased economic stability has reduced their dependence on external financial support, fostering a sense of self-reliance and empowerment that extends beyond economic aspects to positively influence their social and familial roles as well.



With increased incomes, participants gained financial autonomy that led to an improvement in their overall quality of life, allowing them to make informed decisions about their spending, savings, and investments.

“We have awareness on gender equality in employment and equal rights of freedom of doing anything. We will spend our money according to our will.” - Beneficiary from a WRO

3.4.4 Enhanced advocacy and awareness

Through advocacy training and awareness campaigns, beneficiaries have gained a deeper understanding of gender issues, human rights, and social justice. This has empowered them to challenge gender norms, advocate for equality, and engage more effectively with their communities.

3.4.4.1 Impact on WROs

Stronger advocacy networks: The enhanced advocacy skills of beneficiaries have strengthened the advocacy networks of WROs. This has improved the overall impact of WROs in influencing policy and driving social change. It has helped them drive change from granular level which has thereby given a momentum for change at the policy level.

“They have built the confidence and can raise their voice against societal stigma.” - WRO staff

Greater community engagement: With beneficiaries more actively engaged in advocacy, WROs have seen increased community involvement and support for their initiatives. This has helped create a more inclusive and supportive environment for their work.

“Since the program began, our organization’s capabilities have significantly increased. We have strengthened our relationships and networks with government entities, which has amplified our impact. Additionally, the program has been instrumental in securing additional funding.” WRO staff

3.4.4.2 Impact on beneficiaries

Increased awareness of gender equality and SGBV: Awareness levels have significantly increased among beneficiaries, with 100% of Dalit respondents and 96% of individuals with disabilities reporting increased awareness. This heightened awareness has empowered beneficiaries to challenge discriminatory practices and advocate for their rights. The project as mentioned earlier has begun the process where beneficiaries have become motivated and confident to question and address some of the discriminatory practises. Through

the support of the WROs beneficiaries are working towards creating a conducive environment for them to lead a dignified life. The project has built awareness and capacities leading to adoption of favourable practises and having a positive attitude. Shift in attitude and practises is a long-drawn process; while the project has not led to complete transition of community in terms of having a positive attitude and favourable practises it has begun the process of introspection and moving towards creating a favourable environment.

“Most of the beneficiaries of the project are adolescent. They could not talk fluently about their needs, their problems, their rights, against violence, and more. Now they are fearless. They can raise their voice which is a very big change. Due to this project, adolescent girls have become aware of various government assistance and support programs.”- Beneficiary from a WRO

Improved advocacy skills: Beneficiaries have reported significant improvements in their ability to advocate for themselves and others.

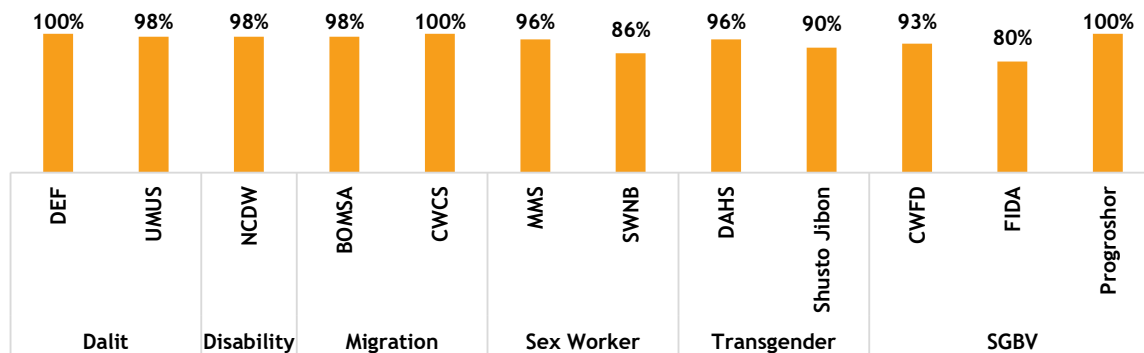
For example, 83% of the migration group reported enhanced advocacy skills.

“There was a significant change in the family. When they learn about gender equality, they give their family a call and tell them what they learned. But most of them don’t have family and many kept their family far away so that they cannot trace these women as sex-workers.” - Beneficiary from a WRO

Quantitative analysis showed that the WVLB project has significantly impacted beneficiaries' lives by helping them realize their rights across various marginalized groups (Figure 50). The high percentage of beneficiaries from various clusters—Dalit, Disability, Migration, Sex Worker, Transgender, and SGBV—indicates broad progress in empowerment, social inclusion, and support.

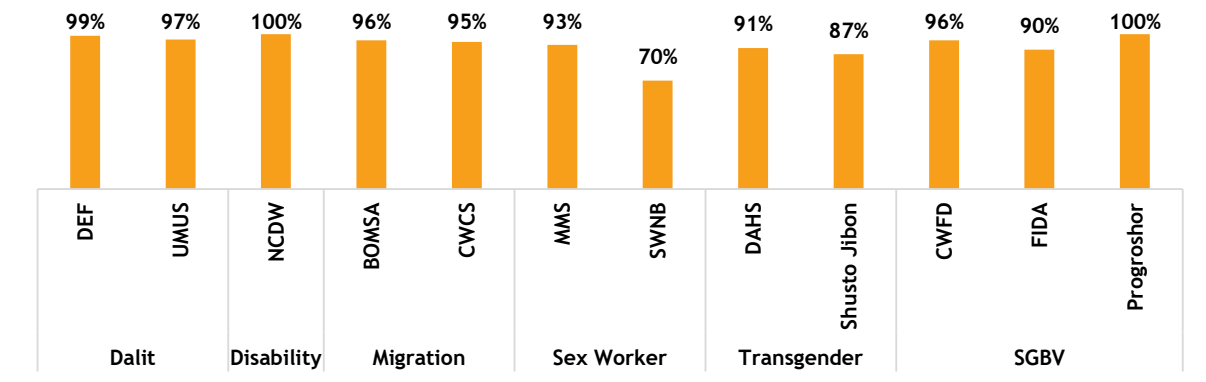
Among the WROs, the **Migration** and **SGBV** clusters show the highest success, with most beneficiaries reporting effective realization of their rights and benefits such as stability and legal protection. Conversely, the **Sex Worker** cluster, while also showing positive impacts, has the lowest percentages of beneficiaries recognizing their rights compared to other clusters, suggesting there may be room for further improvement in this area.

Figure 50 Project's help in realization about rights (N=1,211)



The WVLB project has effectively boosted beneficiaries' confidence and advocacy skills across various marginalized groups, enabling them to speak out against rights violations (Figure 51). The highest gains in advocacy capabilities were observed in the **Disability** and **SGBV** clusters, where nearly all beneficiaries reported significant improvements in their ability to address injustices and advocate for their rights. The **Migration** and **Transgender** clusters also showed strong progress, with high percentages of beneficiaries developing enhanced advocacy skills. However, the **Sex Worker** cluster exhibited more variability, with lower percentages of beneficiaries reporting improved public speaking abilities compared to other groups, indicating potential areas for additional support and development.

Figure 51 The project has developed the courage and ability to raise voice and speak publicly against rights violations (N=1,211)

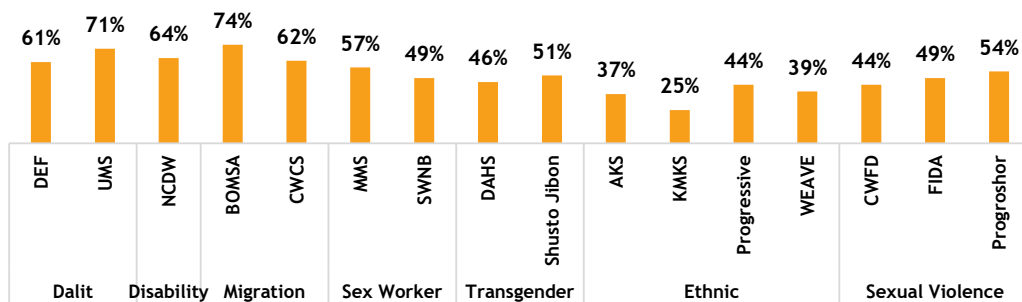


Overall, this has led to greater community involvement and active advocacy for social issues.

The Migration clusters have achieved the highest participation rates, demonstrating the strongest engagement in community decisions. Conversely, Ethnic groups reported the lowest participation rates, indicating significant room for improvement in these communities. While the Sex Worker and Transgender clusters, as well as Ethnic groups, exhibited lower levels of engagement. Specifically, the Sex Worker group had the lowest participation rates, reflecting challenges in increasing their involvement.

Overall, the data suggest that while the leadership training has led to increased participation in community decisions for many groups, there remain substantial opportunities to further enhance involvement, particularly among sex workers, transgender individuals, and certain ethnic communities. Continued focus on these areas will be crucial for promoting more inclusive and active participation in community decision-making processes.

Figure 52 Proportion of respondents reporting participation in community decisions (N=1,211)

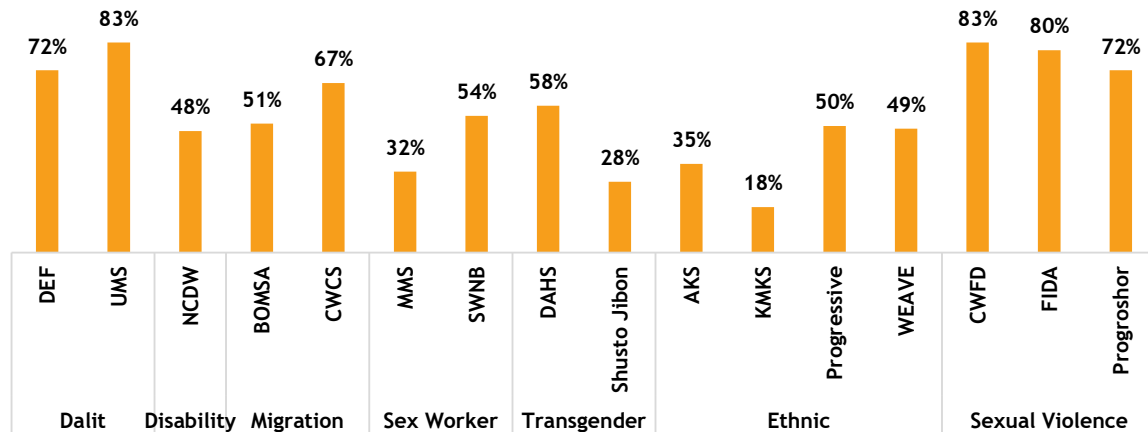


The project has had a varying impact on improving beneficiaries' advocacy skills, with some groups showing significant progress while others exhibit areas for further development. The Dalit and SGBV groups have shown the strongest improvements, with 72% to 83% of beneficiaries reporting enhanced advocacy skills, indicating significant success in these areas. In contrast, the Sex Worker and Transgender groups have experienced more modest improvements, with notable challenges in the latter, where only 28% to 58% of beneficiaries reported better advocacy skills.

The Migration groups saw varied results, with improvements ranging from 51% to 67%, reflecting differences in impact across migrant communities. Ethnic groups reported mixed progress, with improvements ranging from 18% to 50%, suggesting a need for targeted efforts in these communities.

Overall, while the project has positively impacted many groups, focused efforts are needed to further enhance advocacy skills among Transgender individuals, certain ethnic groups, and Sex Workers.

Figure 53 Proportion of respondents reporting improved ability/skills to advocate for themselves and others (N=1,211)



3.4.5 Impact of family involvement on beneficiary participation

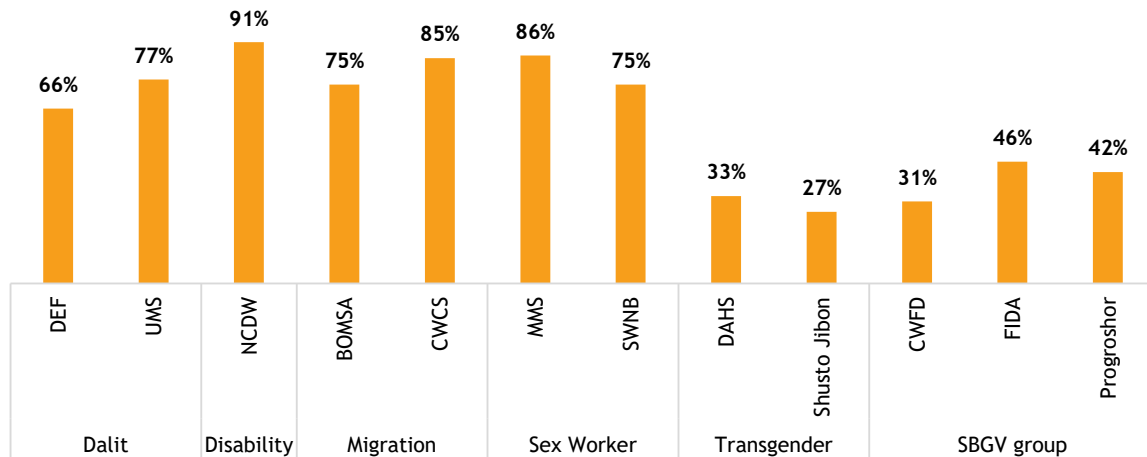
The involvement of family members in advocacy efforts, as demonstrated by their participation in workshops, has had a profound impact on the beneficiaries' engagement in group meetings and networks. The qualitative insights from beneficiaries reflect the critical role of family involvement in enhancing their engagement with advocacy networks and group activities within the WVLB project. Beneficiaries frequently highlighted that having family support made them feel more confident and valued, which significantly boosted their willingness to participate in workshops and community meetings. For groups such as the Disability group and Migrant groups, beneficiaries shared that family attendance at workshops not only increased their understanding of the issues but also fostered a supportive environment at home, making it easier for them to engage fully in advocacy activities.

“I didn’t have much family support, but the community groups and workshops provided me with the strength I needed to stay involved and advocate for our rights.” - Beneficiary from a WRO

“When my family understood the importance of gender equality, they started supporting my involvement in community meetings. This gave me the confidence to participate actively and even take on leadership roles.” - Beneficiary from a WRO

Overall, the WVLB project shows a positive correlation between family workshop participation and advocacy network involvement (Figure 54). The highest family attendance was seen in the Disability group and the Migration groups, both achieving full network participation. In contrast, the lowest family involvement was in the Transgender groups, yet they still achieved high network participation. This suggests that while strong family support enhances advocacy engagement, the project effectively reached and engaged even those with lower family support.

Figure 54 Whether respondents' family members attend workshop (N=1,211)



While family support is a critical factor, the project’s comprehensive approach has successfully engaged beneficiaries across all groups, ensuring their active participation in advocacy networks even when family involvement is lower. This highlights the impact of the WVLB project in empowering marginalized individuals and fostering a supportive community environment.

3.4.6 Improved social and family status

The project has contributed to improving the social and family status of beneficiaries by enhancing their decision-making abilities and participation in family and community decisions.

3.4.6.1 Impact on WROs

Strengthened program impact: The improved social and family status of beneficiaries has strengthened the impact of WRO programs. By fostering better family dynamics and increased respect for beneficiaries, WROs can achieve more sustainable and long-term outcomes.

Enhanced community support: The positive changes in family and community dynamics have led to greater community support for WRO initiatives. This support is crucial for the success and sustainability of WRO programs.

“There was a significant change in the family. When they learn about gender equality, they give their family a call and tell them what they learned. But most of them don’t have family and many kept their family far away so that they cannot trace these women as sex-workers.” - Beneficiary of a WRO

3.4.6.2 Impact on beneficiaries

Enhanced decision-making abilities: With greater financial autonomy and improved decision-making skills, beneficiaries have reported feeling more empowered to make informed choices about family matters, such as their children’s health and education, as well as investments and financial planning.

For instance, participation in health and wellness decisions among individuals with disabilities increased from 83% to 87%.

“These programs have changed us a lot. Now, we can make decisions, voice our opinions, and engage in income-generating activities, which help us navigate and recover from many challenges. Before, we couldn’t speak up but now we feel more empowered, and we can do anything without fear. Now, we try to speak up by ourselves and even teach other girls in our village or neighborhood what we’ve learned.

"We are given responsibility during day celebrations, programs, and meetings in the area." - Beneficiaries from a WRO

Improved family status: The project has led to better family relationships and increased respect for beneficiaries within their families.

For example, 78% of Dalits and 92% of UMS participants reported improved family status.

"My husband owned a tea stall- now I come and sit, claim ownership, contribute and take decisions in the tea stall business." - Beneficiary from a WRO

Quantitative analysis showed that the WVLB project has significantly enhanced the status of beneficiaries both in society (*Figure 55*) and within their families (

Figure 56). The highest reported improvements in family and societal status were seen in the Dalit cluster.

Conversely, the lowest improvements in family and societal status were noted in the Sex Worker cluster.

Figure 55 Improved status in society due to the project (N=1,211)

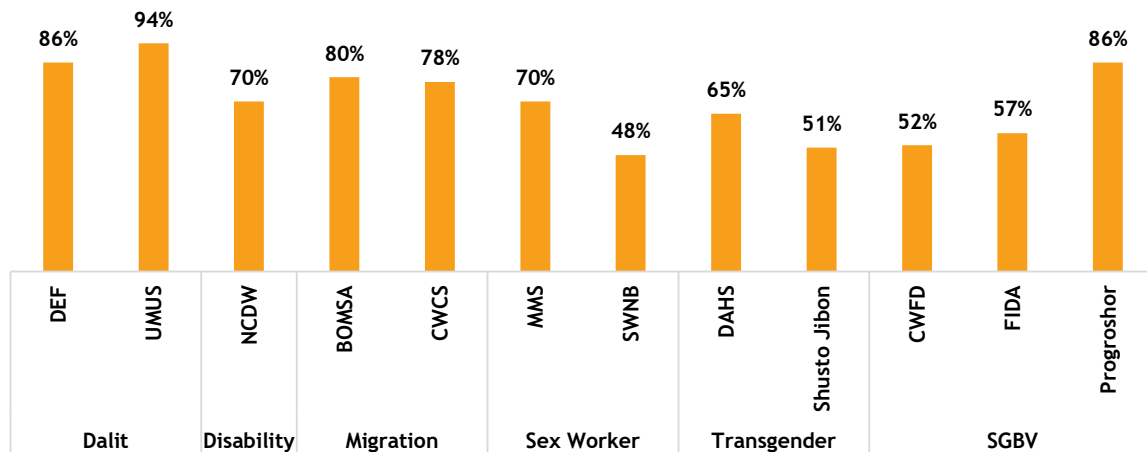
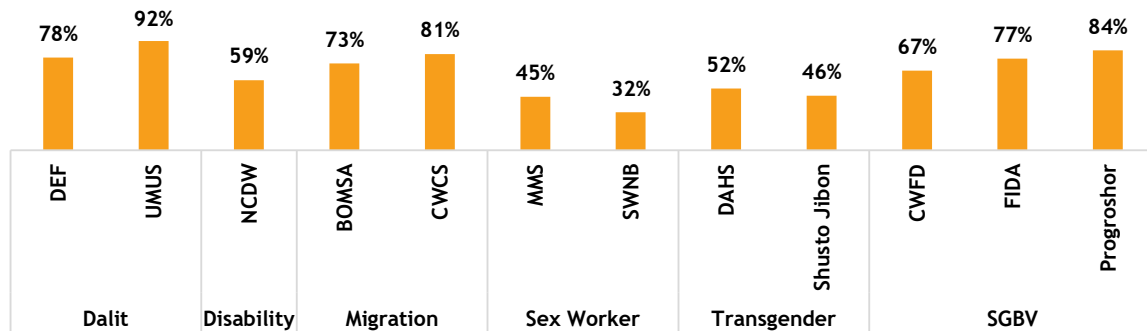


Figure 56 Improved status in family due to the project (N=1,211)



3.4.7 Reduced gender-based violence and enhanced well-being

The project has played a crucial role in reducing gender-based violence (GBV) and enhancing the overall well-being of beneficiaries. Awareness campaigns and support services have empowered beneficiaries to speak out against violence and seek support, leading to safer and more supportive environments.

3.4.7.1 Impact on WROs

Effective program implementation: The reduction in GBV and improved well-being of beneficiaries highlight the impact of WRO programs. These positive outcomes will help WROs secure continued support and funding for their initiatives.

Enhanced community trust: The success in reducing GBV and improving well-being has increased community trust in WROs. This trust is essential for the ongoing success and sustainability of their programs.

“We strive to help sex worker beneficiaries recognize that their earnings truly belong to them. Often, their income is taken by partners or others they rely on, so we emphasize the importance of financial autonomy. We encourage them to keep a portion of their earnings for themselves and to make decisions about their money without depending on others.” - Community organizer from one of the WROs

3.4.7.2 Impact on beneficiaries

Reduction in gender-based violence: Significant reductions in GBV have been reported across various groups.

“Most of the beneficiaries of the project are adolescent. They could not talk fluently about their needs, their problems, their rights, against violences and more. Now they are fearless. They can raise their voice which is a very big change. Due to this project, adolescent girls have become aware of various government assistance and support programs.”- Beneficiary of a WRO

Improved well-being: Beneficiaries have experienced improved overall well-being, with 93% of Dalits and UMS participants reporting a more cheerful and happy atmosphere at home.

Safer environment: The project has created a safer environment for beneficiaries, with significant reductions in violence and harassment. This improvement has allowed beneficiaries to feel more secure and supported in their communities, leading to increased participation in social and economic activities.

Quantitative analysis showed that the WVLB project has significantly improved the standard of living for its beneficiaries by reducing incidents of gender-based violence (Figure 57) and creating a cheerful, happy atmosphere at home (Figure 58). Overall, the WVLB project has significantly contributed to

reducing gender-based violence and improving family status among beneficiaries. The highest reductions in violence were reported by the Disability cluster. The SGBV cluster also showed notable reductions. In terms of improved family status, the Dalit cluster reported the highest improvements, experiencing better family dynamics. Whereas, the Disability cluster had the lowest improvements in family status.

Figure 57 Reduced incidents of gender-based violence leading to improved standard of living (N=1,211)

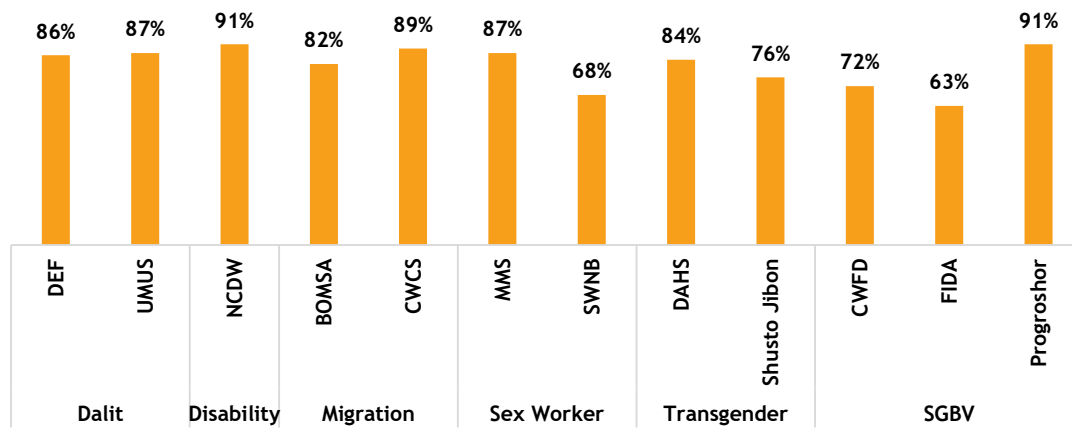
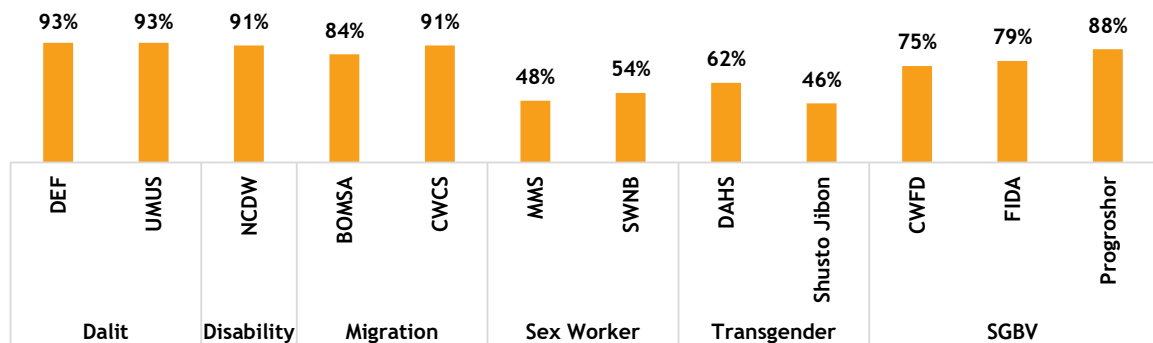


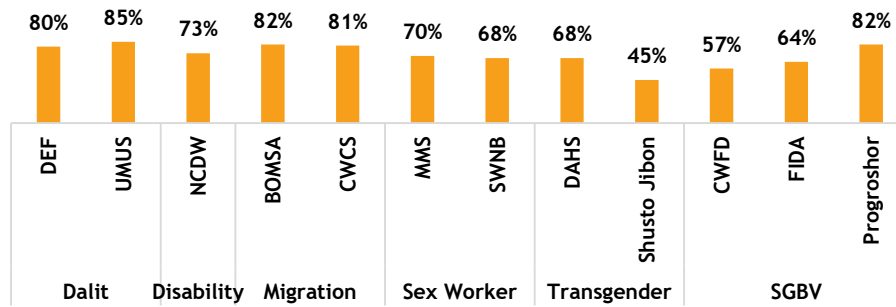
Figure 58 Creation of a cheerful/happy atmosphere at home leading to improved standard of living (N=1,211)



The WVLB project has effectively enhanced the standard of living for its beneficiaries by significantly improving safety and reducing discrimination and violence (Figure 59). The highest reported improvements were in the Dalit cluster while the SGBV cluster also saw substantial safety improvements.

The Disability cluster reported high levels of improved safety and social inclusion and the Migration cluster followed closely, with many beneficiaries noting better safety due to improved legal protection and support services.

Figure 59 Project created a safer environment leading to improved standard of living (N=1,211)



3.4.8 Strengthened network and alliances

The WVLB project has fostered the development of strong networks and alliances among WROs and beneficiaries. These networks have facilitated collaboration, resource sharing, and collective action, enhancing the ability of WROs and beneficiaries to influence policy and drive social change.

3.4.8.1 Impact on WROs

Strengthened collaboration and support: The development of networks and alliances has strengthened collaboration among WROs. This has enabled them to share best practices, coordinate efforts, and provide mutual support, enhancing their overall effectiveness and impact.

“Collaborating with other WROs through this network has been invaluable. We’ve exchanged ideas, supported each other during tough times, and developed a united front to tackle issues affecting our communities. This collective strength has made us more resilient and effective.” – WRO staff

Increased advocacy at policy level: By forming alliances, WROs have amplified their advocacy efforts, influencing policy changes at local, national, and international levels. These alliances have increased their ability to address systemic issues and advocate for broader societal changes

“Since the program began, our organization’s capabilities have significantly increased. We have strengthened our relationships and networks with government entities, which has amplified our impact. Additionally, the program has been instrumental in securing additional funding.” - WRO staff

Sustainable impact: The strong networks and alliances have contributed to the sustainability of WRO initiatives. By fostering a sense of community and collective responsibility, these networks have ensured continued support and engagement from beneficiaries, even after the project’s conclusion.

3.4.8.2 Impact on beneficiaries

Increased network participation: Beneficiaries have reported high levels of network involvement, with 100% of beneficiaries from Dalit, Disability and Migrant clusters indicating they are members of a group or network. This involvement has provided beneficiaries with valuable support and resources.

These programs have changed us a lot. Now, we can make decisions, voice our opinions, and engage in income-generating activities, which help us navigate and recover from many challenges. Before, we couldn’t speak up but now we feel more empowered, and we can do anything without fear. Now, we try to speak up by ourselves and even teach other girls in our village or neighborhood what we’ve learned. We are given responsibility during day celebrations, programs, and meetings in the area.” - Beneficiaries from a WRO

Enhanced collective action: The strong networks have enabled beneficiaries to engage in collective action, advocating for their rights and addressing common challenges. This collective strength has amplified their voices and increased their impact on social and policy changes. Beneficiaries have been able to mobilize

quickly and effectively in response to emerging issues, leveraging their collective power to achieve significant outcomes

Improved access to resources: Network alliances have facilitated better access to resources such as legal aid, healthcare, and educational opportunities. Beneficiaries have benefited from shared knowledge and resources within their networks, leading to improved overall well-being and empowerment

“There was a significant change in the family. When they learn about gender equality, they give their family a call and tell them what they learned. But most of them don’t have family and many kept their family far away so that they cannot trace these women as sex-workers.” - Beneficiary of a WRO

3.4.9 Changing community dynamics

The strategic initiatives aimed at changing community dynamics have proven to be transformative, bringing about substantial benefits and effectiveness across various marginalized groups. By focusing on empowerment through education, skill development, and community engagement, these initiatives have not only uplifted marginalized individuals but also catalysed broader societal shifts towards inclusivity and respect.

3.4.9.1 Impact on WROs

Enhanced organizational capacity: The initiatives have strengthened the capacity of Women Rights Organizations (WROs) to address the needs of marginalized groups effectively. Training in leadership, governance, and advocacy has equipped WRO staff with the skills needed to implement and manage programs successfully.

“Through leadership and governance training, we now have a clearer vision and structured approach to our work. Our team feels more equipped to handle challenges and implement projects effectively, thanks to the capacity-building efforts we’ve undergone.” WRO Staff

Strengthened networks and alliances: WROs have developed strong networks and alliances, facilitating collaboration, resource sharing, and collective advocacy. These alliances have increased their ability to influence policy and drive social change at local, national, and international levels.

“The alliances we’ve formed have been game changing. By connecting with other organizations, we’ve been able to pool resources, share best practices, and amplify our advocacy efforts. This network has empowered us to tackle issues on a much larger scale.” WRO staff

Improved program implementation and outcomes: The positive changes in community dynamics have led to more effective implementation of WRO programs. As beneficiaries become more engaged and empowered, WROs can achieve better outcomes in areas such as gender equality, violence prevention, and economic empowerment.

“Since the program began, our organization’s capabilities have significantly increased. We have strengthened our relationships and networks with government entities, which has amplified our impact. Additionally, the program has been instrumental in securing additional funding.” WRO staff

Sustainable impact and community support: The empowerment of beneficiaries and the development of strong networks have contributed to the sustainability of WRO initiatives. Continued community support and engagement have ensured that the impact of the programs extends beyond the project’s duration, fostering long-term societal change.

“The continued support from our community has been a testament to the project’s lasting impact. We’ve built a sense of collective responsibility that keeps the momentum going, even beyond the project timelines. It’s about creating a legacy of empowerment that sustains itself.” WRO staff

3.4.9.2 Impact on beneficiaries

Increased empowerment and confidence: Beneficiaries across different clusters, such as sex workers, transgender individuals, and persons with disabilities, have reported enhanced self-esteem, leadership skills, and confidence. This empowerment has enabled them to assert their rights, seek justice, and engage more actively in their communities.

“These programs have changed us a lot. Now, we can make decisions, voice our opinions, and engage in income-generating activities, which help us navigate and recover from many challenges. Before, we couldn’t speak up but now we feel more empowered, and we can do anything without fear. Now, we try to speak up by ourselves and even teach other girls in our village or neighbourhood what we’ve learned. We are given responsibility during day celebrations, programs, and meetings in the area.” - Beneficiaries from a WRO

Improved social integration: Initiatives have fostered better social integration for marginalized groups. For instance, transgender individuals have gained visibility and acceptance, while migrant women have achieved economic independence and community participation. This has led to reduced stigma and discrimination.

We have awareness on gender equality in employment and equal rights of freedom of doing anything. We will spend our money according to our will.” - Beneficiary from a WRO

Enhanced access to services and resources: Beneficiaries have benefited from improved access to legal support, healthcare, vocational training, and educational opportunities. This access has equipped them with the necessary tools and resources to improve their quality of life and achieve greater economic stability.

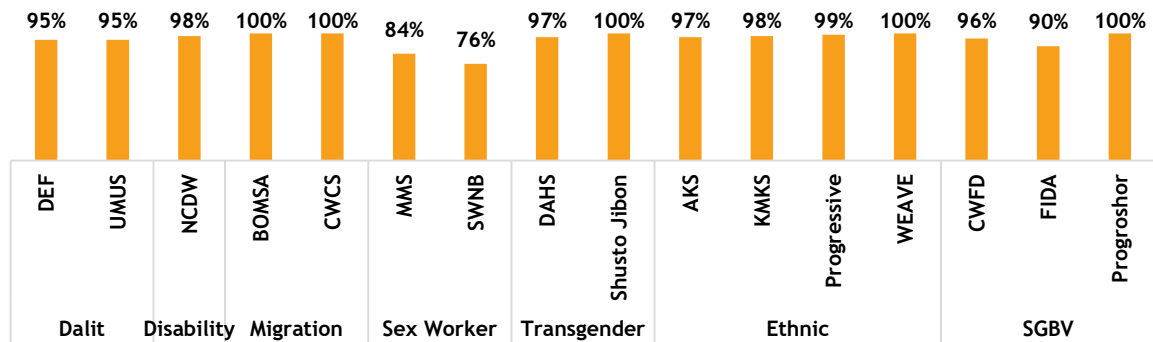
“Access to resources like legal aid, vocational training, and healthcare has been transformative. It’s not just about the immediate help but about setting up long-term improvements in our lives. We’re seeing beneficiaries become more self-reliant and economically stable.” Beneficiary from a WRO

Strengthened advocacy and collective action: Empowerment programs have enabled beneficiaries to form advocacy groups and networks. This collective action has amplified their voices, allowing them to negotiate for better working conditions, health services, and social policies. The increased solidarity among beneficiaries has been pivotal in driving community-led development and societal change.

“Forming advocacy groups has given us a louder voice. We’re not just individuals facing challenges; we’re a collective pushing for change. This solidarity has allowed us to negotiate better working conditions and advocate for policies that directly affect our lives.” Beneficiary from a WRO

Quantitative analysis showed that the WVLB project has significantly contributed to positive changes in beneficiaries' family members and communities (*Figure 60*). The highest reported improvements were observed in the Migration and Ethnic clusters, both showing 100% positive changes. The SGBV cluster also reported high levels of positive changes, with 100% of beneficiaries noting improvements.

Figure 60 Proportion of respondents indicating a positive change post the project (N=1,211)



Overall, the WVLB project impact has profoundly transformed the lives of its beneficiaries and partner organizations through comprehensive capacity-building initiatives, economic empowerment programs, advocacy training, and the fostering of strong networks. The project has significantly enhanced the capacity and leadership skills of Women Rights Organizations (WROs), enabling them to implement more effective programs and secure sustainable funding. Beneficiaries have gained confidence, improved their decision-making abilities, and realized their rights, leading to greater social integration and economic opportunities. These achievements have been complemented by a marked reduction in gender-based violence, creating a safer and more supportive environment that has bolstered the overall well-being of beneficiaries.

Furthermore, the WVLB project's emphasis on advocacy and community engagement has strengthened the advocacy networks of WROs, leading to greater community involvement and policy influence. The development of strong networks and alliances has facilitated resource sharing and collective action, amplifying the impact of WROs and beneficiaries in driving social change. Overall, the project's holistic approach has fostered solidarity, mutual support, and collective empowerment, resulting in enhanced social and familial status for beneficiaries, reduced stigma, and improved access to services. The WVLB project stands as a testament to the power of community-led development and its potential to bring about sustainable, transformative change in marginalized communities.

3.5 Impactful Case studies

The Women's Voice and Leadership Bangladesh (WVLB) project has made remarkable strides in transforming the lives of marginalized communities. By focusing on capacity building, leadership development, and economic empowerment, the project has empowered Women Rights Organizations (WROs) and their beneficiaries to advocate for their rights, improve their socio-economic status, and influence policy changes. The following narratives and analyses showcase the significant impact of the WVLB project, providing a comprehensive view of the project's effectiveness and impact through the CARL model (Context, Action, Results, Learning). These stories highlight the personal journeys of beneficiaries who have overcome societal challenges and discrimination, demonstrating the transformative power of the WVLB project in fostering inclusivity, empowerment, and sustainable development.

Case study 1: Capacity building of WROs leading to policy changes

"I am a proud member of my WRO, this organization is dedicated to supporting transgender individuals like me. Growing up, I faced constant discrimination and exclusion from society, which often left me feeling isolated and hopeless. However, everything changed when I joined this organization. It provided me not only with employment but also with comprehensive training in advocacy and leadership skills."

Here, we worked tirelessly to build strong networks with government officials and other key stakeholders. Our collective efforts focused on advocating for better services and improved rights for our community. One of our most significant achievements was the establishment of a dedicated third counter in hospitals specifically for transgender individuals. This initiative ensured that transgender people receive medical attention with respect and dignity, eliminating the stigma and prejudice that often accompanied their visits to healthcare facilities. Through our persistent advocacy, we have made substantial progress in ensuring that transgender individuals are treated with the same level of care and respect as anyone else. Today, when any transgender person goes to the hospital, they experience an environment that acknowledges their identity and addresses their unique needs. This milestone not only benefits me but also empowers my fellow community members, reinforcing our collective sense of belonging and dignity.

Joining this organization transformed my life, providing me with the tools and confidence to stand up for my rights and the rights of others. I am incredibly grateful for the support and opportunities I have received, and I am committed to continuing our work to create a more inclusive and equitable society for all transgender individuals.”

- WRO Staff

Context

A WRO from the transgender cluster focuses on supporting transgender individuals, a marginalized group facing severe social stigma and discrimination. Through the WVLB project, the organization received comprehensive training and support aimed at strengthening its capacity, benefiting both its staff and the transgender community it serves.

Action

The WRO implemented a series of capacity-building initiatives:

- **Inclusive staffing:** The organization prioritized hiring transgender staff to ensure that the team could effectively understand and address the needs of the beneficiaries.
- **Training programs:** Staff members received training on organizational governance, financial management, leadership skills, advocacy, and networking with government officials.
- **Advocacy efforts:** The organization actively engaged in advocacy to influence policy changes at local and national levels.

Results

The results of these actions were significant:

- **Improved service delivery:** The inclusive staffing model helped in delivering more effective and empathetic services to the transgender community. The staff, being members of the community themselves, provided relatable and trustworthy support.
- **Enhanced networking:** The capacity-building efforts led to stronger networking with government officials. The WRO was able to effectively advocate for policy changes that benefited the transgender community.
- **Policy changes:** One of the notable achievements was the establishment of a third counter in hospitals specifically for transgender individuals. This policy changes improved access to healthcare services for the transgender community, reducing the discrimination and delays they faced in receiving medical care.

Learning

Key learnings:

- **Inclusivity in staffing:** Employing staff from the beneficiary community leads to better understanding and service delivery.
- **Advocacy and networking:** Building strong networks with government officials is crucial for advocating policy changes.
- **Continuous training:** Ongoing capacity-building initiatives are essential for maintaining organizational effectiveness and advocating for long-term changes.

Case study 2: Leadership development of beneficiaries

“I grew up in a small village where the traditional expectations for girls were clear: marry young and stay at home to take care of the household. However, even as an adolescent girl, I always had a strong desire for something more, a life where I could achieve my own dreams and make a meaningful impact. My life took a transformative turn when I got involved with this WRO.

Through this organization, I had the opportunity to attend various awareness programs focused on sexual and gender-based violence, child marriage, sexual health, and women’s rights. These programs opened my eyes to the possibilities beyond the confines of my village’s traditional roles. The training I received was life changing. I learned about vital resources, such as hotline numbers and legal services, available to support women facing abuse and injustice. Empowered with this newfound knowledge at a young age, I began to take an active role in my community. Today, I proudly serve as a group leader of the women adolescent group in my village. In this role, I passionately advocate against child marriage, working tirelessly to educate others about its harmful consequences. I have even helped myself and a friend avoid being forced into early marriages, standing up against societal pressures and making our voices heard.

My efforts have not gone unnoticed. I am now respected in my community, seen as a young leader and a beacon of hope for many girls who share the same dreams I once had. By educating and empowering others, I am helping to create a future where girls in my village can aspire to more than just traditional roles, a future where they can pursue their own dreams and contribute to a more equitable society.”

~ Beneficiary from a WRO

Context

A WRO from the SGBV cluster operates in a community where adolescent girls face significant challenges, such as gender-based violence, limited access to sexual health information, and high rates of child marriage. The WVLB project sought to empower these girls by implementing leadership development programs, equipping them with the skills and confidence to address these issues.

Action

The WRO implemented several strategic actions:

- **Awareness programs:** Conducted sessions on sexual and gender-based violence (SGBV), sexual health, rights, available legal services, and the demerits of child marriage.
- **Leadership training:** Provided training to adolescent girls to advocates for their rights.
- **Support structures:** Established women adolescent groups to foster peer support and collective action.

Results

The impact of these actions was profound:

- **Empowered leadership:** One of the beneficiaries, a young girl from the program, became a group leader of the women adolescent group. She actively advocates against child marriage and has successfully helped herself and her friend avoid such situations.
- **Increased awareness:** The training sessions significantly increased awareness among adolescent girls about their rights and the resources available to them. This empowerment has led to more informed decision-making and self-advocacy.

- **Community engagement:** The adolescent groups have become active in the community, engaging in various advocacy activities and raising awareness about SGBV and child marriage.

Learning

Key learnings:

- **Peer leadership:** Developing peer leaders among beneficiaries fosters a sustainable model of community advocacy.
- **Comprehensive training:** Providing holistic training that covers rights, health, and legal services empowers beneficiaries to make informed decisions.
- **Community support:** Establishing support structures like adolescent groups enhances the impact of leadership development initiatives.

Case study 3: Economic empowerment of transgender individuals

“I am a transgender, and life has never been easy for people like me in our society. From an early age, I faced rejection, ridicule, and a complete lack of opportunities for employment. The constant discrimination made it difficult to envision a future where I could live with dignity and self-sufficiency. However, my life took a remarkable turn when I joined this organization.

Through this, I received a loan to start my own tea shop and comprehensive training on how to run a business. My shop's success not only provided me with a stable income but also earned me the respect of the community. Today, I am treated as an equal in my community, a recognition that I once thought impossible. My business stands as a testament to my resilience and determination, and it has transformed my life in ways I never imagined. I am now able to live with dignity, secure in the knowledge that I can provide for myself.

The organization's support has given me the opportunity to show that transgender individuals can contribute meaningfully to society. This program has not only changed my life but also helped shift societal perceptions, demonstrating that with the right support and opportunities, we can all achieve our potential.”

~ **Beneficiary from a WRO**

Context

Transgender individuals in the community served by a WRO from the transgender cluster face severe social stigma and discrimination, which significantly limits their economic opportunities. The WVLB project aimed to address these challenges by economically empowering them through income-generating activities (IGAs), helping to improve their livelihoods and financial independence.

Action

The WRO implemented several key actions:

- **IGA Loans:** Provided loans to transgender individuals to start small businesses.
- **Entrepreneurship training:** Offered training on business management and entrepreneurship to equip beneficiaries with the necessary skills to run their businesses.
- **Support and mentorship:** Continued support and mentorship to ensure the sustainability of the businesses.

Results

The impact of these actions was transformative:

- **Economic independence:** A transgender individual from the program used an IGA loan to open a tea shop. Despite initial social stigma, the business became successful, providing a stable income.
- **Social acceptance:** The visibility and success of the tea shop led to increased social acceptance. The individual was treated more equally and gained respect within the community.
- **Opportunities for employment:** The program opened opportunities for transgender individuals to obtain jobs and run businesses like any other person, promoting equality and reducing discrimination.

Learning

Key learnings:

- **Economic empowerment:** Providing financial support and entrepreneurship training can significantly improve the economic status of marginalized individuals.
- **Social change:** Economic success can lead to increased social acceptance and reduced stigma.
- **Sustainability:** Ongoing support and mentorship are crucial for the long-term success of economic empowerment initiatives.

Case study 4: From Isolation to Inclusion: Breaking Barriers for Persons with Disabilities

“Before joining a WRO, I often felt like an outsider in my own community. As a person with a disability, my life was mostly confined to the walls of my home. Simple tasks, like going to the market or visiting a friend, seemed beyond my reach, and I often watched life pass by from my window, feeling invisible and isolated.

But everything changed. I still remember my first group meeting in the WRO—I was nervous and unsure, but as soon as I walked in, I felt a shift. For the first time, I found a space where I was not only heard but also valued. These meetings connected me with others who understood my struggles and helped me realize that my disability did not define me.

Through the project, I learned how to access the services I needed and gained the confidence to advocate for myself. My family, who were also involved, began to see me not as someone who needed constant care, but as someone who could contribute meaningfully to our community.

Today, I no longer feel isolated. I am empowered, confident, and part of a community that accepts and supports me. The project has opened doors to a life I never thought possible, and I now face the future with hope and determination.”

- **Beneficiary from a WRO**

Context

Beneficiaries in the disability cluster have traditionally been marginalized and excluded from community activities and decision-making processes. The WVLB project recognized the importance of involving these individuals in initiatives that improve their daily lives, promote their rights, and foster greater community integration, ensuring their active participation and inclusion.

Action

The WRO implemented several key initiatives:

- **Regular group meetings:** The project organized regular group meetings that provided a platform for persons with disabilities to voice their concerns and share their experiences. These meetings were crucial in building a sense of community and solidarity among participants.
- **Involvement of family members:** The project also focused on involving the family members of persons with disabilities, ensuring that the support system extended beyond the individual to include the family unit, which is essential for long-term empowerment and inclusion.
- **Service identification and accessibility:** Beneficiaries were trained to identify and access relevant services that could improve their quality of life. This training included information on navigating healthcare, education, and social services.

Results

- **Increased participation:** The regular group meetings led to a significant increase in the participation of persons with disabilities in community activities. They felt more confident in engaging with others and advocating for their needs.
- **Empowered families:** By involving family members, the project ensured a more supportive environment at home, which translated into better care and understanding of the unique challenges faced by persons with disabilities.

- **Access to services:** Beneficiaries reported better access to services, which improved their overall well-being. They became more aware of the resources available to them and how to effectively utilize these resources.

Learning

Key learnings:

- **Community integration:** Regular engagement through group meetings is essential for the integration of marginalized groups into the community.
- **Family involvement:** Empowering not just the individual but also their family is crucial for sustainable change.
- **Service accessibility:** Educating beneficiaries on accessing services is a key factor in improving their quality of life.

Case study 5: Transforming systems: How the WRO reshaped support for vulnerable women

“My life as a sex worker was a constant struggle—trapped in a cycle of exploitation, fear, and helplessness. Every day was a battle to survive, with no guidance or hope. The little money I earned never seemed enough, and I often spent what remained trying to escape the harsh reality of my life. Reaching out for help felt impossible—I was invisible and powerless.

But gradually, things changed. Suddenly, I was surrounded by women who understood my pain. The group meetings in the WRO became a lifeline. We shared our struggles, learned about our rights, and, for the first time, I felt the power to change my situation. With the project’s support, I learned how to act against the violence we faced. We were taught how to seek help and even began to stand up against injustices together. When new girls were forced into the brothel, we stepped in to ensure their safety.

The knowledge I gained didn’t just change my life—it changed how I saw myself. I stopped feeling like a victim and became a leader, advocating for myself and others. For the first time, I felt empowered, confident, and hopeful about my future. The journey hasn’t been easy, but with this WRO, I know I’m on the right path.”

~ Beneficiary from a WRO

Context

The lives of women in the sex work industry have been marked by systemic neglect, social stigma, and institutional barriers that perpetuate cycles of exploitation and violence. These women were largely excluded from accessing public services, including healthcare, legal protection, and social support. Institutional apathy and societal stigma created a hostile environment where their voices were unheard, and their rights were routinely violated. They were trapped in a cycle of exploitation with no clear path to escape or access to support systems.

Action

The WRO in Sex workers cluster adopted a multi-faceted approach to address both the immediate needs of these women and the systemic barriers they faced:

- **Service integration:** The project facilitated partnerships between local law enforcement, healthcare providers, and social services to create a more responsive support network. This ensured that women had easier access to essential services, from emergency medical care to legal assistance.
- **Capacity building for service providers:** The project conducted training sessions for police officers, healthcare workers, and other service providers to improve their understanding of the unique challenges faced by sex workers. This helped reduce stigma and ensured that these women were treated with the dignity and respect they deserved.
- **Policy advocacy:** The WRO closely worked with local government officials to advocate for policy changes that would improve the legal and social standing of sex workers. This included pushing for better protection against violence and more inclusive access to public services.
- **Community mobilization:** The project organized women into collectives, empowering them to advocate for their rights and negotiate with authorities. These collectives became a powerful force for change within the community, challenging discriminatory practices and demanding better services.

Results

- **Improved service access:** The collaboration between the WRO and service providers led to a significant increase in the availability and accessibility of essential services for sex workers. Women who previously had no recourse to medical or legal help could now access these services with greater ease.
- **Reduced stigma:** Training for service providers resulted in a noticeable reduction in the stigma faced by sex workers when seeking help. This shift in attitudes was crucial in enabling women to come forward and seek the support they needed without fear of judgment or discrimination.
- **Empowered advocacy:** The establishment of women’s collectives not only gave sex workers a platform to voice their concerns but also positioned them as key stakeholders in community decision-making processes. These collectives successfully advocated for infrastructure improvements, such as electricity and water supply, that benefited the entire community.
- **Policy shifts:** The WRO’s advocacy efforts contributed to local policy changes that recognized the rights of sex workers and provided them with greater protection under the law. These changes laid the groundwork for a more inclusive and supportive legal framework that could be built upon in the future.

Learning

Learnings:

- **Holistic approaches yield better outcomes:** Addressing the needs of vulnerable populations requires more than just direct service delivery; it necessitates systemic change. The MMS project’s focus on integrating services and advocating for policy shifts created a more sustainable and supportive environment for sex workers.
- **Service provider engagement is crucial:** Training and sensitizing service providers can significantly reduce stigma and improve service delivery. By changing the attitudes of those in positions of authority, the project helped create a more inclusive and supportive community.
- **Community mobilization is key:** Empowering marginalized groups to advocate for themselves leads to more sustainable and impactful change. The collectives formed under the project not only improved the lives of sex workers but also strengthened the community.

3.5. Sustainability

3.5.1. Achieving sustainability through needs assessment

The project design and implementation strategies were pivotal in ensuring its sustainability and long-term impact. Conducting a needs assessment before the project initiation was crucial to understanding the community's specific needs and priorities. This approach enabled the creation of a project that directly addressed these needs, promoting sustainability. All WROs emphasized that a thorough needs assessment was essential for developing the project design and the PMF, making it a sustainable approach. The needs assessment ensured that the project met the actual needs and priorities of the community and allowed the WROs to allocate resources efficiently with MJF's assistance. The valuable data and insights gathered from the assessment facilitated informed decision-making, fostering a sense of ownership and commitment within both the WROs and the community members. Consequently, all 16 WROs could effectively engage with community members, enhancing their adaptability and responsiveness to changing circumstances, thus ensuring the project's resilience and sustainability over time.



"We conducted a thorough needs assessment to understand our beneficiaries' challenges and requirements, using surveys, interviews, and focus groups, with constant support from MJF."

- WRO staff

"The project design was finalized in collaboration with MJF, local consultations with government officials and a needs assessment." - WRO Staff

The project design was finalized after a needs assessment to understand beneficiaries' requirements. By considering their needs in group formation and project planning, we foster community support and engagement, enhancing the project's sustainability and long-term success." - WRO Staff



3.5.2. Ensuring sustainability through effective outreach efforts

A vital aspect of ensuring the project's sustainability was its advocacy and outreach efforts. These efforts extended the project's goals and benefits to a broader community, thereby increasing participation and support. This, in turn, ensured the project's continued relevance and impact. By engaging the community and other stakeholders, the project fostered a sense of ownership and involvement, securing critical support, resources, and funding, all of which contributed to its sustainability. Many WROs reported that their advocacy and outreach efforts significantly enhanced their visibility in the community, effectively raising awareness of their programs and services among both stakeholders and community members. As a result, their reach within the community has expanded, enabling them to serve a larger number of individuals. This broader reach has led to a more significant impact, particularly benefiting women, girls, transgender individuals, and persons with disabilities through their empowerment programs and support services. This demonstrates the success of the project's initiatives in improving community awareness and substantially increasing the scope and effectiveness of the WROs' efforts. By fostering stronger relationships with the community and stakeholders, this approach has ensured ongoing engagement and support, making it a sustainable strategy for long-term impact and continued growth.



“Our agency’s visibility in the community has significantly improved due to the project’s advocacy efforts and outreach activities. This heightened visibility has boosted awareness of our programs and services among stakeholders and community members alike, making it a sustainable approach.” ~ WRO staff

“Strengthening collaborations with local stakeholders, government bodies, community members, and other NGOs fosters ongoing support and resource-sharing which is very important for the sustainability of the project in the longer run.” ~ WRO staff



3.5.3. Building sustainable futures through WRO staff capacity development

The project has taken a sustainability-focused approach through WRO staff capacity and leadership development. As identified in the project documents and observed during field interactions, the evaluation team noted significant progress in strengthening the capacities of the WROs using culturally acceptable methods that encouraged the optimal use of available resources. This progress is evident through various training programs, such as Compliance, Financial Management & Organizational Development, which have equipped WRO staff with the skills to manage resources effectively and maintain organizational integrity. Training on Project Monitoring Tools and Monitoring Plan for WROs has enhanced their ability to plan, monitor, and evaluate projects, ensuring ongoing improvement and accountability. Additionally, training on Advocacy, Campaign, and Advocacy Plan on Gender Equality has empowered staff to advocate for gender equality effectively, creating a sustainable impact on community attitudes and policies. Training on Women Human Rights and Gender, Feminist Leadership, and Empowerment for frontline staff has fostered strong leadership and advocacy skills, enabling them to address community needs independently and champion women's rights.

These training sessions have not only built immediate capacities but also embedded a culture of continuous learning and improvement within the WROs. The evaluation team confirmed that WROs continually use the skills acquired, ensuring their professional capabilities are always advancing. This ongoing development has led to more effective management of activities, stronger advocacy for community rights, and a robust framework for addressing needs, all contributing to the project's long-term sustainability. By equipping WRO staff with practical skills and knowledge essential for their operations, the project has ensured that these organizations are capable of sustaining initiatives and adapting to changing circumstances, fostering a resilient and impactful presence in their communities.

"Our organization has developed and implemented key policies, including gender, finance, and HR policies, along with a five-year financial plan and MJF-supported administrative functions. These advancements result from MJF's training and support, which we now manage independently." - WRO staff

"The leadership and capacity changes within our organization following MJF's support are sustainable. MJF's training and mentorship have equipped our leaders with robust skills in strategic planning, decision-making, and team management, ensuring continuity and resilience."

" - WRO Staff

"This knowledge represents lifetime achievements that will guide our future decision-making." - WRO member

"Our network members are committed to assisting the community. Staying connected through social media, we promote women's and child health, develop leadership, and prevent violence and child marriages, benefiting everyone long-term." - WRO staff

"Voluntary groups effectively reached more people. Regular training enabled them to create the desired impact sustainably." - Government official

"I attended online training sessions on the feminist approach, covering financial management, leadership, compliance management, and advocacy. These trainings have built my capacity and will benefit both me and Pragoashor in the long run." - WRO staff

"With MJF's support, we developed and institutionalized comprehensive HRM, financial management, and gender inclusion policies. Staff training, regular workshops, and refresher courses ensure everyone is familiar with and updated on these policies. We also established a monitoring and evaluation framework to assess effectiveness and make necessary adjustments based on feedback and evolving needs." - WRO Staff

3.5.4. Fostering sustainability through network alliances

A key highlight of the project was the development of network alliances, crucial for building strategic relationships to enhance the project's long-term impact. It was evident that these alliances significantly contribute to the project's resilience and continued effectiveness. *For instance*, ONE WRO's establishment of the Survivors' Network (SHARA) for women and transgender persons who experienced sexual and gender-based violence exemplifies this approach. This network not only offers immediate support to survivors but also empowers them to advocate for their rights, fostering a culture of resilience and self-reliance within the community. Similarly, one WRO formed the Alliance for Women Migrant Voices (AWMV), which provides a platform for women migrants to voice their concerns and advocate for their rights. This alliance has been instrumental in creating a support system that addresses the unique challenges faced by women migrants, ensuring their issues are

heard and acted upon at various levels of governance. Another WRO's creation of the Human Rights Coordination Committee (HRCC) exemplifies another successful network alliance. By bringing together community leaders, government officials, and WRO members, the HRCC facilitates coordinated efforts to protect and promote human rights. This collaborative approach has led to more efficient resource sharing, better advocacy outcomes, and a stronger community commitment to upholding human rights standards. One WRO has also contributed to the project's sustainability through the Sex Workers Network. This network provides a critical support system for sex workers, helping them access health services, legal aid, and social support. By addressing their specific needs and fostering a sense of community, this network ensures that sex workers have the resources and support necessary for their well-being and empowerment.

These examples highlight how the development of network alliances has fostered collaboration among various stakeholders, facilitated resource sharing, and leveraged collective strengths to create a robust foundation for long-term impact and resilience. The increased involvement of community members in these networks fosters a sense of ownership, responsibility, and empowerment, ensuring the sustainability of the project's initiatives. This collaborative environment has not only sustained the impact of the WROs' work but also ensured continued progress and adaptability to changing circumstances, demonstrating a sustainable approach to achieving long-term goals.

3.5.5. Sustainability through beneficiary advocacy and leadership development

One of the primary objectives of the evaluation was to assess the sustainability of the leadership training provided to beneficiaries. During field interactions, it was observed that this training significantly enhanced the long-term capacity and resilience of community members. The training covered financial decision-making, family counselling, personal income management, life ambitions, and business management. This approach successfully fostered leadership qualities, empowering individuals to make better life decisions and become leaders of their own lives.

By equipping individuals with leadership skills, beneficiaries gained the ability to make informed decisions, achieve financial and social stability, and shape their futures. This transformative approach enabled them to understand their values, assert their voices in society, and actively pursue their betterment. Consequently, this method has proven highly sustainable, fostering self-reliance and personal growth.

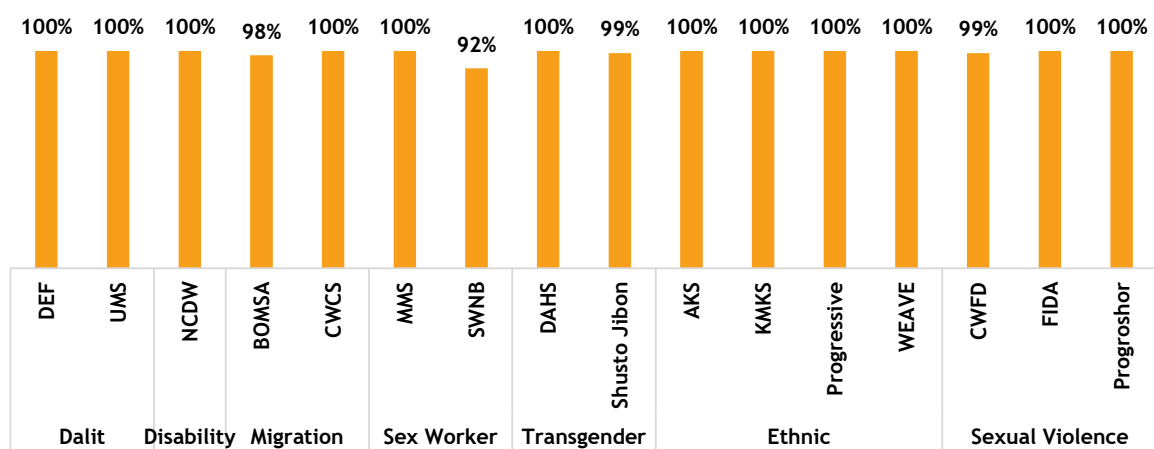
Implementing innovative approaches throughout the project has empowered individuals and communities by enhancing practical skills and fostering holistic development, ensuring long-term impact and self-reliance. *For example*, engaging local schoolgirls in football training built their confidence and leadership skills, while tailoring training equipped community members with marketable skills, leading to small businesses and self-sufficiency. These initiatives are sustainable because they create lasting skills and capacities within the community, reducing dependency on external support and enabling continuous growth.

Specific examples illustrate the sustainability of these efforts. Several WROs provided comprehensive training aimed at empowering community members. For example, one WRO delivered training on gender equality, women's empowerment, leadership, SGBV, sports, and entrepreneurship, equipping participants with essential advocacy and enterprise management skills. Another WRO offered training on transformative leadership, life skills, agro-based skills, and Income Generating Activities (IGAs), helping beneficiaries to sustain their livelihoods independently. Additionally, a WRO focused on gender equality, leadership, business management, and making face masks, promoting economic independence and community resilience. Another WRO trained community members on safe migration, gender equality, and leadership, empowering them to navigate complex migration processes. Finally, one WRO emphasized paralegal skills, human rights,

leadership, and small-scale business training, fostering autonomy and self-sufficiency among participants. These efforts demonstrate how targeted training programs foster long-term resilience and self-reliance, ensuring the project's sustainability and lasting impact.

Based on the data presented (Figure 61), beneficiaries from all clusters demonstrated an overwhelming commitment to applying the knowledge and skills they gained through the WVLB project. Across clusters such as Dalit, Disability, Migration, Sex Worker, Transgender, Ethnic, and Sexual Violence, 100% of participants from most clusters expressed their intent to continue utilizing the techniques and insights they learned in the long term. A slightly lower percentage was noted for a few clusters, with 99% and 98% of beneficiaries, while the lowest was 92%. This high level of engagement ensures that the project's impact will be sustained, fostering ongoing empowerment and independence for individuals across these diverse communities.

Figure 61 Beneficiaries expressing utilizing the knowledge gained in the long term (N=1,211)



In conclusion, the project's focus on leadership training and capacity building has established a robust foundation for long-term sustainability and resilience among beneficiaries. Through targeted training, advocacy activities, awareness on gender equality, and practical skills, the project has empowered individuals to take control of their futures and contribute meaningfully to their communities. The widespread commitment to utilizing these newly acquired skills, as evidenced by the quantitative data, underscores the project's success in fostering self-reliance and continued personal and community growth. By embedding these sustainable practices within the community, the project ensures that its positive impact will endure, enabling individuals and organizations to adapt to changing circumstances and thrive independently.

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Section 4

Conclusion

4. Conclusion

The Women’s Voice and Leadership - Bangladesh (WVLB) project, launched in 2019 under the global initiative of Global Affairs Canada, represents a groundbreaking effort in advancing gender equality and empowering marginalized women and girls in Bangladesh. Implemented by Manusher Jonno Foundation (MJF), the project has forged strategic partnerships with 16 Women’s Rights Organizations (WROs) across the country, facilitating a comprehensive approach to addressing the unique challenges faced by women, girls, and marginalized groups, including transgender individuals, Dalits, sex workers, and ethnic minorities.

Alignment with Canada’s Feminist International Assistance Policy (FIAP)

The WVLB project is deeply aligned with Canada’s Feminist International Assistance Policy (FIAP), which prioritizes gender equality and the empowerment of women and girls as the cornerstone of Canadian international assistance. This alignment is evident in the project’s efforts to work directly with Women’s Rights Organizations (WROs) to enhance their capacity to advocate for and protect the rights of women and girls in Bangladesh. Through its focus on marginalized and at-risk groups—including transgender individuals, Dalits, sex workers, and ethnic minorities—the WVLB project addresses critical human rights issues, promoting the dignity and inclusion of those who have historically been excluded from societal benefits. The project also embodies FIAP’s emphasis on inclusive governance by building networks and alliances that amplify the voices of these marginalized groups, ensuring they have a meaningful role in policy and decision-making processes.

Furthermore, the WVLB project contributes to the broader objectives of FIAP by fostering peace and security through the empowerment of women and marginalized groups, addressing structural inequalities that often lead to conflict and instability. The project’s advocacy efforts intersect with environmental sustainability and inclusive growth, particularly in rural and indigenous communities where environmental justice and economic security are critical concerns. By enabling beneficiaries to participate in economic activities and improve their livelihoods, the WVLB project not only advances gender equality but also contributes to the long-term goals of sustainable development and economic resilience in Bangladesh.

Capacity building and empowerment

One of the key pillars of the WVLB project has been the sustained capacity-building support provided to WROs. This support has encompassed a wide range of activities, including organizational development, strategic planning, financial management, advocacy training, and the development of monitoring and evaluation (M&E) systems. By strengthening the organizational capacities of WROs, the project has enabled them to operate more effectively and sustainably, thereby enhancing their ability to deliver services and advocate for the rights of women and marginalized groups. The impact of this capacity building is evident in the improved organizational structures, increased financial stability, and enhanced advocacy capabilities of the WROs involved in the project. These organizations have reported significant improvements in their ability to plan and execute long-term interventions, engage with stakeholders, and mobilize resources. The project’s emphasis on multi-year and responsive funding has been particularly critical in providing WROs with the financial security needed to undertake ambitious projects and to respond flexibly to emerging challenges.

Moreover, the WVLB project has played a pivotal role in empowering individual beneficiaries. Through targeted interventions, including leadership training, rights awareness programs, and legal support services, the project has enabled women and girls to gain the confidence, knowledge, and skills needed to advocate for their rights and to participate more fully in their communities. The project’s focus on the most marginalized—such as transgender individuals, sex workers, and ethnic minorities—has ensured that those who are often excluded from mainstream development efforts are not left behind.

Advocacy and network building

Advocacy has been a central component of the WVLB project, with significant efforts directed towards influencing policy and decision-making at all levels. The project has supported WROs in developing and implementing advocacy strategies that are informed by the lived experiences of marginalized women and girls. These strategies have been aimed at raising awareness of critical issues, influencing public opinion, and advocating for policy changes that promote gender equality and protect the rights of marginalized groups. The WVLB project has also facilitated the creation and strengthening of networks and alliances among WROs, community-based organizations (CBOs), and other stakeholders. These networks have been instrumental in amplifying the voices of marginalized women and girls, enabling them to engage more effectively with governments, decision-makers, and the broader public. The collaborative approach fostered by the project has helped to create a more unified and coordinated advocacy landscape, increasing the impact of individual organizations and campaigns.

One of the most notable achievements of the WVLB project has been its success in advocating for the rights of transgender individuals and sex workers, groups that have historically faced significant stigma and discrimination. Through sustained advocacy efforts, the project has contributed to a gradual shift in public attitudes, leading to greater acceptance and inclusion of these groups in society. The project has also played a key role in advocating for the rights of Dalit women, migrants, and ethnic minorities, helping to ensure that their voices are heard and their rights protected.

Impact on beneficiaries

The quantitative and qualitative data collected during the evaluation of the WVLB project provide compelling evidence of its positive impact on beneficiaries. The project has significantly improved the confidence, decision-making abilities, and leadership qualities of women and girls across the various target groups. These improvements have, in turn, led to enhanced participation in community and economic activities, greater social acceptance, and stronger familial support. *For instance*, the project has had a profound impact on the Dalit community, where beneficiaries reported increased confidence and improved decision-making abilities. These changes have empowered Dalit women to challenge traditional barriers and to participate more actively in their communities. Similarly, among the Disability cluster, beneficiaries reported enhanced confidence, which has enabled them to pursue educational, social, and economic opportunities with greater determination. The project's impact has been equally significant among migrant groups, with beneficiaries reporting improved confidence and decision-making abilities. This has facilitated their integration into new communities and enabled them to seize economic opportunities. Among sex workers, beneficiaries reported increased self-esteem and confidence, allowing them to negotiate safer working conditions and assert their rights within their workplaces.

The Transgender group also benefited significantly from the WVLB project, with beneficiaries reporting enhanced confidence. This has empowered them to assert their rights and participate more actively in community life, challenging the stigma and discrimination they often face.

However, the Ethnic cluster showed varying levels of confidence improvement, indicating that while the project has made significant progress, there is still a need for targeted interventions to further boost confidence among ethnic minorities. The SGBV cluster demonstrated strong outcomes, with beneficiaries reporting increased confidence. The project's interventions, including awareness training, legal support, and access to essential services, have been instrumental in empowering survivors of sexual violence to assert their rights and improve their socio-economic conditions.

Sustainability and future directions

The sustainability of the WVLB project's outcomes is a key consideration for its long-term success. The project's focus on capacity building, multi-year funding, and network building has laid a strong foundation for the continued empowerment of women and marginalized groups in Bangladesh. The strengthened organizational capacities of WROs, combined with the enhanced confidence and

leadership abilities of individual beneficiaries, provide a solid basis for sustained advocacy and social change. However, to ensure the long-term sustainability of these outcomes, it is essential to continue supporting WROs through ongoing capacity building, funding, and technical assistance. Additionally, efforts should be made to expand the reach of the project to include more marginalized communities, particularly in underserved regions. The project should also explore opportunities for scaling up successful interventions and replicating best practices in other contexts. Furthermore, there is a need to address the specific challenges faced by certain groups, such as ethnic minorities and transgender individuals, who have reported lower levels of confidence improvement. Targeted interventions that address the unique needs of these groups, combined with continued advocacy efforts, will be crucial for ensuring that all beneficiaries can fully realize their rights and potential.

In conclusion, the WVLB project has made significant strides in advancing gender equality and empowering marginalized women and girls in Bangladesh. The project's achievements in capacity building, advocacy, and beneficiary empowerment provide a strong foundation for continued progress. By building on these successes and addressing the remaining challenges, the WVLB project can continue to play a vital role in promoting gender equality and social justice in Bangladesh.



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Section 5

Recommendations



5. Recommendations

Based on the evidence and the corresponding analysis, the evaluation team has formulated the following recommendations.

1. Strengthening networking with local government bodies

- **Increase policy engagement:** Engage more proactively with local government bodies to advocate for policy reforms that support women's rights and gender equality. This involves not only developing gender-sensitive policies but also ensuring their effective implementation through regular review and monitoring by dedicated task forces.
- **Increase outreach efforts:** Expand outreach programs to ensure that more women are aware of and can access the resources and support offered by the project. Work closely with local governments to reach remote and marginalized communities, utilizing local media, social media platforms, and community radio to disseminate information widely.
- **Organize more awareness events:** Increase the number and scope of events like Mahila Nari (women's) gatherings to raise awareness about women's rights, health, and available resources. These events should include interactive sessions, workshops, and role-playing activities to make them more engaging and impactful. Ensure these events provide platforms for women to share experiences, learn from each other, and connect with support services.

2. Providing continuous advocacy training

- **Increase recurring training for beneficiaries:** Provide more frequent and ongoing training on advocacy to continually build and strengthen the skills of community members and beneficiaries. Training should cover a wider range of topics, including legal rights, medical aid, gender equality, transformative leadership skills, skills development, SRH, and should evolve to address emerging issues and sensitive topics. Incorporate real-life case studies and success stories to inspire and motivate participants.
- **Increase recurring training for WROs:** Provide more frequent and ongoing training on advocacy to continually build and strengthen the skills of WROs. Training should cover a wider range of topics, including legal rights, public speaking, negotiation skills, leadership skills, operational management, financial management, and M&E management. The training programs should evolve to address emerging issues and sensitive topics. Incorporate real-life case studies and success stories to inspire and motivate participants.

3. Expanding the scope of income-generating activities

- **Increase opportunities:** Increase the number and scope of income related activities available to women. Establish partnerships with agencies that can provide market access and further opportunities for economic empowerment, exploring diverse sectors such as agriculture, handicrafts, digital services, and green technologies.
- **Develop better resource allocation strategies:** Implement more effective resource allocation strategies to ensure that women have the tools and support they need to succeed. Conduct regular needs assessments to tailor support to the specific needs of different communities, and ensure resources are distributed equitably.
- **Provide handholding support:** Develop better channels that connect trained women with job opportunities. This could involve partnerships with local businesses, creating cooperatives, or facilitating access to markets. Provide continuous support and mentorship to beneficiaries, including setting up mentorship networks and peer support groups to foster a supportive community.

4. Awareness-generating activities

- **Increase community campaigns:** Develop and implement more comprehensive local awareness campaigns that educate the broader community about gender equality, women's rights, and the importance of supporting women's empowerment. Use multimedia approaches, including posters, leaflets, social media, and community theatre, to reach a wider audience.

5. Staffing for Women's Rights Organizations

- **Address understaffing:** Increase the staff in WROs, particularly hiring more women, and ensure good working conditions. Implement transparent recruitment processes and offer competitive salaries and benefits to attract and retain qualified staff.
- **Improve staffing conditions:** Develop better strategies to improve staffing conditions, including fair compensation, professional development opportunities, and a supportive work environment. Provide regular training and career development opportunities to staff to enhance their skills and motivation.
- **Hire M&E personnel:** Increase the number of dedicated M&E personnel who can focus on monitoring project progress, evaluating outcomes, and providing data-driven insights. These staff members can also assist in developing proposals for additional funding, ensuring the project's sustainability and growth. Utilize modern M&E tools and techniques, including digital data collection methods, to improve accuracy and efficiency.

6. Provision of mental health counselling services

- **Expand counselling sessions:** Increase the provision of mental health counselling sessions and establish more partnerships with local government bodies and mental health organizations to enhance their effectiveness. This support is crucial for the well-being of women who may face multiple stressors and traumas. Incorporate culturally sensitive approaches and ensure confidentiality to encourage more women to seek help.

7. Involvement of family members

- **Strategic involvement:** Increase the involvement of family members during the strategy formulation phase to gain their support and understanding of the importance of women's empowerment initiatives, thereby making the impact more sustainable. Conduct family-oriented workshops and counselling sessions to address any concerns and build a supportive environment at home.

8. Risk mitigation and pre-strategic planning

- **Develop risk mitigation plans:** Formulate comprehensive risk mitigation plans to address potential crises, such as future pandemics or natural disasters. These plans should include pre-emptive strategies, resource allocation, and clear protocols for rapid response to ensure continuity of services and support.
- **Pre-strategic planning:** Implement pre-strategic planning sessions to anticipate and prepare for potential challenges. This involves scenario planning, developing contingency plans, and training staff on emergency response protocols to minimize disruptions.

9. Developing a better MIS digital platform

- **Enhance MIS systems:** Develop and implement a robust Management Information System (MIS) digital platform to streamline data collection, management, and analysis. This platform should facilitate real-

time monitoring, reporting, and decision-making, enhancing the efficiency and effectiveness of project implementation.

- **Digital training:** Provide training for staff and beneficiaries on using the MIS platform effectively. Ensure the system is user-friendly and accessible, with support available for troubleshooting and continuous improvement.



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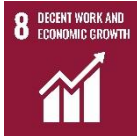
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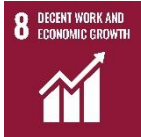







6. Annexure

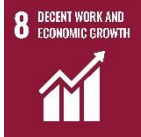


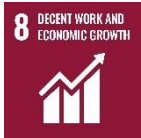
Annex I Alignment with Sustainable Development Goals



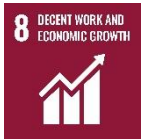

Table 10 Alignment with Sustainable Development Goals


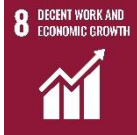

Name of cluster	WRO	Project activities conducted with WROs by MJF	SDGs aligned	Alignment of the activity with the SDG
Sexual and gender-based violence cluster	<ul style="list-style-type: none"> ➤ Paribarik Aye Unnoyan Mohila Songstha (FIDA) ➤ Concerned Women for Family Development (CWFD) ➤ Pragroshor Shamajik Unnayan and Progoti Kendro 	<ul style="list-style-type: none"> ➤ Training on gender equality, women empowerment, and sexual and gender-based violence ➤ Training provided on IGA, leadership, skills development, and entrepreneurship 	<ul style="list-style-type: none"> ➤ SDG 5: Gender equality Achieve gender equality and empower all women and girls  ➤ SDG 8: Decent work and economic growth  	<p>FIDA, CWFD, and Pragroshor’s activities are aligned with two SDGs, 5 and 8.</p> <ul style="list-style-type: none"> ➤ Training on gender equality, women empowerment, and sexual and gender-based violence aligns with SDG 5 by promoting gender equality and empowering all women and girls. It educates and equips individuals with the knowledge and skills to challenge and reduce gender-based violence, advocate for women's rights, and support women's active participation in all spheres of life, thereby contributing to gender equality and the empowerment of women. ➤ Training on income-generating activities (IGA), leadership, skills development, and entrepreneurship aligns with SDG 8 by: <ul style="list-style-type: none"> • Promoting Sustainable Economic Growth: Equipping individuals with skills in entrepreneurship and leadership fosters new business ventures and economic activities, contributing to sustained economic growth. • Creating Decent Work Opportunities: Training enhances employability and productivity, leading to the creation of decent jobs and improved economic prospects. • Boosting Economic Productivity: Skills development in financial management and IGA increases efficiency and innovation in various sectors, driving economic productivity.

Name of cluster	WRO	Project activities conducted with WROs by MJF	SDGs aligned	Alignment of the activity with the SDG
Dalit cluster	<ul style="list-style-type: none"> ➤ Dalit Empowerment Foundation (DEF), Satkhira ➤ Uddipto Mohila Unnayan Sangstha (UMUS) 	<ul style="list-style-type: none"> ➤ Increased access to services such as healthcare, legal, education ➤ Training on management, skills development, networking, and delivering quality services ➤ Training on gender equality, discrimination against women, and leadership ➤ Training on IGA, and financial management 	<ul style="list-style-type: none"> ➤ SDG 3: Good health and well-being  ➤ SDG 8: Decent work and economic growth  ➤ SDG 10: Reduced inequalities Reduce inequality within and among countries.  	<p>DEF and UMUS’s activities are aligned with three SDGs, 3, 8, and 10.</p> <ul style="list-style-type: none"> ➤ Increased access to healthcare services aligns with SDG 3 by improving overall health and well-being. It ensures that more people receive essential health care, which helps prevent and treat diseases, reduce health disparities, and promote healthier lives for all. ➤ Training on management, skills development, networking, and delivering quality services aligns with SDG 8 by enhancing productivity and fostering sustainable economic growth. It equips individuals with the skills needed for effective management, promotes professional growth, and supports the delivery of high-quality services, all of which contribute to increased employment opportunities and economic advancement. ➤ Training on income-generating activities (IGA) and financial management aligns with SDG 8 by enhancing economic productivity and fostering sustainable growth. It equips individuals with skills to create and manage income sources, supporting entrepreneurship and improving financial stability, which contributes to increased employment opportunities and economic development. ➤ Training on gender equality, discrimination against women, and leadership aligns with SDG 10 by promoting greater inclusion and reducing inequalities. It addresses gender-based discrimination, empowers women with leadership skills, and supports efforts to ensure equal opportunities and participation for all, thereby contributing to reduced disparities and more equitable societies.

Name of cluster	WRO	Project activities conducted with WROs by MJF	SDGs aligned	Alignment of the activity with the SDG
Disability cluster	<ul style="list-style-type: none"> National Council of Disabled Women (NCDW) 	<ul style="list-style-type: none"> Training on gender equality and leadership Training on financial organisational management and fundraising Capacity building training on IGA 	<ul style="list-style-type: none"> SDG 5: Gender equality Achieve gender equality and empower all women and girls  SDG 10: Reduced inequalities Reduce inequality within and among countries.  	<p>NCDW's activities are aligned with two SDGs, 5 and 10.</p> <ul style="list-style-type: none"> Training on gender equality and leadership aligns with SDG 5 by empowering women and girls with the skills and confidence needed for leadership roles, promoting equal opportunities, reducing discrimination, enhancing public participation, and fostering economic empowerment. Training on financial organizational management and fundraising, and capacity-building training on income-generating activities (IGA) align with SDG 10 as the marginalized groups are empowered with skills to manage finances, raise funds, and generate income, thereby reducing economic inequalities and providing equal opportunities for all.
Ethnic cluster	<ul style="list-style-type: none"> Ananya Kallyan Sangathon (AKS) Women's Education for Advancement and Empowerment (WEAVE), Rangamati Khagrapur Mohila Kalyan Somity (KMKS), Khagrachari Progressive 	<ul style="list-style-type: none"> Increased access to services such as healthcare, education, legal aid, livelihood Training on vocational skills, leadership, self-confidence, life skills Increased awareness on sexual and gender-based violence, gender equality Training on financial management, fundraising, IGA, entrepreneurship 	<ul style="list-style-type: none"> SDG 3: Good health and well-being  SDG 5: Gender equality Achieve gender equality and empower all women and girls  	<p>AKS, WEAVE, KMKS, and Progressive's activities are aligned with four SDGs, 3, 5, 8, and 10.</p> <ul style="list-style-type: none"> Increased access to services such as healthcare aligns with SDG 3 by improving overall health and well-being, promoting preventive care, reducing health disparities, and supporting both physical and mental health. Training on vocational skills, leadership, self-confidence, and life skills aligns with SDG 8 by significantly boosting employability and career prospects, fostering economic growth through enhanced entrepreneurship and innovation, and supporting the creation of meaningful and sustainable job opportunities. These skills help individuals gain the necessary expertise and confidence to thrive in the workforce, contributing

Name of cluster	WRO	Project activities conducted with WROs by MJF	SDGs aligned	Alignment of the activity with the SDG
			<ul style="list-style-type: none"> ➤ SDG 8: Decent work and economic growth  ➤ SDG 10: Reduced inequalities Reduce inequality within and among countries.  	<p>to overall economic development and promoting inclusive and sustainable economic growth.</p> <ul style="list-style-type: none"> ➤ Training on financial management, fundraising, income-generating activities (IGA), and entrepreneurship aligns with SDG 8 by enhancing economic productivity and growth. It equips individuals with essential skills for managing finances, raising funds, and developing businesses, which supports sustainable economic development, creates job opportunities, and fosters entrepreneurship, contributing to inclusive and sustained economic growth.
Migration cluster	<ul style="list-style-type: none"> ➤ Bangladeshi Ovivashi Mohila Sramik Association (BOMSA) ➤ Centre for Women and Children Studies (CWCS) 	<ul style="list-style-type: none"> ➤ Training on gender equality, women empowerment, and leadership ➤ Training on entrepreneurship/ business management ➤ Advocacy meetings for women and formation of groups 	<ul style="list-style-type: none"> ➤ SDG 5: Gender equality Achieve gender equality and empower all women and girls  ➤ SDG 8: Decent work and economic growth  	<p>BOMSA and CWCS's activities are aligned with two SDGs, 5 and 8.</p> <ul style="list-style-type: none"> ➤ Training on gender equality, women empowerment, and leadership aligns with SDG 5 by empowering women and girls with the skills and confidence needed for leadership roles, promoting equal opportunities, reducing discrimination, enhancing public participation, and fostering economic empowerment. ➤ Training on entrepreneurship/business management and advocacy meetings for women align with SDG 8 by promoting sustainable economic growth and decent work. These initiatives enhance business skills, create job opportunities, and support women's active participation in the economy, contributing to inclusive and productive employment.

Name of cluster	WRO	Project activities conducted with WROs by MJF	SDGs aligned	Alignment of the activity with the SDG
Sex worker cluster	<ul style="list-style-type: none"> ➤ Sex Workers' Network Bangladesh (SWNB) ➤ Mukti Mahila Samity (MMS) 	<ul style="list-style-type: none"> ➤ Training on leadership capacity and gender equality ➤ Improved skills and knowledge on organizational management, advocacy, and networking ➤ Training on IGA and skills development ➤ Increased access to healthcare services 	<ul style="list-style-type: none"> ➤ SDG 3: Good health and well-being  ➤ SDG 5: Gender equality Achieve gender equality and empower all women and girls  ➤ SDG 8: Decent work and economic growth  	<p>SWNB and MMS's activities are aligned with three SDGs, 3, 5 and 8.</p> <ul style="list-style-type: none"> ➤ Increased access to healthcare services for sex workers aligns with SDG 3 by ensuring healthy lives and promoting well-being for all. It addresses the specific health needs of sex workers, reduces health disparities, and promotes universal access to healthcare, thereby improving overall public health outcomes. ➤ Training on leadership capacity and gender equality aligns with SDG 5 by empowering individuals with the skills and confidence needed for leadership roles, promoting equal opportunities, reducing discrimination, enhancing public participation, and fostering economic empowerment. ➤ Improved skills and knowledge on organizational management, advocacy, and networking, along with training on income-generating activities (IGA) and skills development, align with SDG 8 by enhancing employability, fostering entrepreneurship, and promoting sustainable economic growth. These initiatives help create productive employment opportunities and support inclusive economic participation.
Transgender cluster	<ul style="list-style-type: none"> ➤ Diner Alo Hijra Unnayan Sangstha ➤ Shustha Jibon Mohila 	<ul style="list-style-type: none"> ➤ Training on leadership, confidence building, gender equality, human rights ➤ Increased access to services such as healthcare, legal aid, counselling ➤ Training on entrepreneurship, management ➤ Training on IGA and skills development 	<ul style="list-style-type: none"> ➤ SDG 3: Good health and well-being  ➤ SDG 5: Gender equality 	<p>Diner Alo and Shustha Jibon's activities are aligned with four SDGs, 3, 5, 8, and 10.</p> <ul style="list-style-type: none"> ➤ Increased access to services like healthcare, and counselling aligns with SDG 3 by improving overall health and well-being. These services address essential health needs, reduce barriers to care, and promote mental and physical health, contributing to the goal of ensuring healthy lives for all. ➤ Training on leadership, confidence building, gender equality, and human rights aligns with SDG 5 by

Name of cluster	WRO	Project activities conducted with WROs by MJF	SDGs aligned	Alignment of the activity with the SDG
			<p>Achieve gender equality and empower all women and girls</p>  <p>➤ SDG 8: Decent work and economic growth</p>  <p>➤ SDG 10: Reduced inequalities</p> <p>Reduce inequality within and among countries.</p> 	<p>empowering individuals with the skills and confidence needed to achieve gender equality. It promotes equal opportunities, reduces discrimination, and supports women’s full participation in leadership roles and decision-making processes.</p> <p>➤ Training on entrepreneurship and management, as well as on income-generating activities (IGA) and skills development, aligns with SDGs 8 and 10 by:</p> <ul style="list-style-type: none"> • SDG 8: Enhancing economic growth and decent work by equipping individuals with skills to start and manage businesses, leading to increased employment opportunities and productive economic activity. • SDG 10: Reducing inequalities by providing marginalized and disadvantaged groups with the tools and knowledge to improve their economic status, fostering greater economic inclusion and equal opportunities.

Annex II Alignment with the policies/initiatives at the national level

Table 11 Alignment with the policies/initiatives at the national level

Name of cluster	Name of WRO	Project activities	National level policies/initiatives aligned	Alignment of the activity with the national level policy/initiative
Sexual and gender-based violence cluster	<ul style="list-style-type: none"> ➤ Paribarik Aye Unnoyan Mohila Songstha (FIDA) ➤ Concerned Women for Family Development (CWFD) ➤ Pragroshor Shamajik Unnayan and Progoti Kendro 	<ul style="list-style-type: none"> ➤ Training on gender equality, women empowerment, and sexual and gender-based violence ➤ Training provided on IGA, leadership, skills development, and entrepreneurship 	<ul style="list-style-type: none"> ➤ National Women Development Policy 2011²³ ➤ National Plan of Action to Combat Violence Against Women and Children 2013-2025 ➤ National Social Security Strategy 2015 	<ul style="list-style-type: none"> ➤ Training on gender equality, women empowerment, and sexual and gender-based violence best aligns with National Women Development Policy 2011 as this policy aims to promote gender equality and empower women by ensuring their rights and opportunities in all sectors. Training on gender equality, women empowerment, and addressing sexual and gender-based violence directly supports these objectives by educating women about their rights and equipping them with the knowledge and tools to combat gender-based discrimination and violence. ➤ Training on gender equality, women empowerment, and sexual and gender-based violence also best aligns with National Plan of Action to Combat Violence Against Women and Children 2013-2025 as this plan focuses on preventing and addressing violence against women and children through legal, social, and educational measures. Training that addresses sexual and gender-based violence aligns with this plan by providing essential knowledge and skills to prevent and respond to such violence, thereby enhancing the protection and empowerment of women.

²³ [National Women Development Policy, 2011](#)

Name of cluster	Name of WRO	Project activities	National level policies/initiatives aligned	Alignment of the activity with the national level policy/initiative
				<ul style="list-style-type: none"> ➤ Training Provided on IGA, Leadership, Skills Development, and Entrepreneurship best aligns with National Social Security Strategy 2015 as the NSSS aims to provide social security through employment and income generation. Training on income-generating activities (IGA), leadership, skills development, and entrepreneurship empowers women to start and manage their own businesses, providing them with economic security and reducing their vulnerability to poverty.
Dalit cluster	<ul style="list-style-type: none"> ➤ Dalit Empowerment Foundation (DEF), Satkhira ➤ Uddipto Mohila Unnayan Sangstha (UMUS) 	<ul style="list-style-type: none"> ➤ Increased access to services such as healthcare, legal, education ➤ Training on management, skills development, networking, and delivering quality services ➤ Training on gender equality, discrimination against women, and leadership ➤ Training on IGA, and financial management 	<ul style="list-style-type: none"> ➤ Education for All 2015 National Action Plan²⁴ ➤ National Women Development Policy 2011 ➤ National Plan of Action to Combat Violence Against Women and Children 2013-2025 ➤ National Social Security Strategy 2015 	<ul style="list-style-type: none"> ➤ Increased access to services such as healthcare best aligns with Education for All 2015 National Action Plan as this plan aims to provide universal access to education for all children, including marginalized communities. Increasing access to education services aligns directly with this plan by ensuring that women from the ethnic minority community receive the education necessary to improve their socioeconomic status. ➤ Increased access to services such as legal, education best aligns with National Women Development Policy 2011 as this policy seeks to ensure women’s rights in all sectors, including legal services and education. By improving access to these services, this activity supports the policy’s goal of

²⁴ [Education for All 2015 National Action Plan, 2015](#)

Name of cluster	Name of WRO	Project activities	National level policies/initiatives aligned	Alignment of the activity with the national level policy/initiative
				<p>empowering women and protecting their rights.</p> <ul style="list-style-type: none"> ➤ Training on management, skills development, networking, and delivering quality services also best aligns with National Women Development Policy 2011 as the policy emphasizes economic empowerment of women through skill development and capacity building. Training in management, skills development, and networking directly supports this goal by enhancing women’s capabilities to manage organizations and deliver quality services. ➤ Training on gender equality, discrimination against women, and leadership also best aligns with National Women Development Policy 2011 as this policy aims to promote gender equality and empower women by addressing discrimination and enhancing leadership skills. Training on gender equality, discrimination, and leadership aligns directly with these objectives by educating women on their rights and equipping them to take on leadership roles. ➤ Training on gender equality, discrimination against women, and leadership also best aligns with National Plan of Action to Combat Violence Against Women and Children 2013-2025 as this plan focuses on preventing and addressing violence and discrimination against women. Training on gender equality and discrimination aligns with this plan by raising awareness and providing tools to combat violence and discrimination.

Name of cluster	Name of WRO	Project activities	National level policies/initiatives aligned	Alignment of the activity with the national level policy/initiative
				<ul style="list-style-type: none"> ➤ Training on IGA and financial management best aligns with National Social Security Strategy 2015 as the NSSS aims to provide social security through employment and income generation. Training on IGAs and financial management empowers women to generate their own income and achieve financial stability, aligning with the NSSS's goals.
Disability cluster	National Council of Disabled Women (NCDW)	<ul style="list-style-type: none"> ➤ Training on gender equality and leadership ➤ Training on financial organisational management and fundraising ➤ Capacity building training on IGA 	<ul style="list-style-type: none"> ➤ National Women Development Policy 2011 ➤ National Social Security Strategy 2015²⁵ ➤ Bangladesh Bank's Financial Inclusion Initiative 	<ul style="list-style-type: none"> ➤ Training on gender equality and leadership best aligns with National Women Development Policy 2011 as the policy aims to promote gender equality and empower women in all areas of life, particularly in leadership roles. Training on gender equality and leadership directly supports these objectives by equipping women with the knowledge and skills needed to advocate for their rights and take on leadership positions in their communities and workplaces. ➤ Training on financial organizational management and fundraising best aligns with Bangladesh Bank's Financial Inclusion Initiative as the initiative aims to bring more people, particularly women and marginalized groups, into the formal financial system. Training in financial organizational management and fundraising enhances women's financial literacy and their ability to manage finances effectively,

²⁵ [National Social Security Strategy \(NSSS\) of Bangladesh, 2015.](#)

Name of cluster	Name of WRO	Project activities	National level policies/initiatives aligned	Alignment of the activity with the national level policy/initiative
				<p>which is crucial for integrating them into the formal financial sector and ensuring they have access to necessary financial services and resources.</p> <ul style="list-style-type: none"> ➤ Capacity building training on income generating activities best aligns with National Social Security Strategy, 2015 policy as it emphasizes providing social security through employment and income generation. Capacity building training on IGAs empowers women to start and manage their own businesses, thus providing them with economic security and reducing their vulnerability to poverty. This training supports the NSSS's goals by promoting self-employment and sustainable income opportunities for women.
Ethnic cluster	<ul style="list-style-type: none"> ➤ Ananya Kallyan Sangathon (AKS) ➤ Women's Education for Advancement and Empowerment (WEAVE), Rangamati ➤ Khagrapur Mohila Kalyan Somity (KMKS), Khagrachari ➤ Progressive 	<ul style="list-style-type: none"> ➤ Increased access to services such as healthcare, education, legal aid, livelihood ➤ Training on vocational skills, leadership, self-confidence, life skills ➤ Increased awareness on sexual and gender-based violence, gender equality ➤ Training on financial management, fundraising, IGA, entrepreneurship 	<ul style="list-style-type: none"> ➤ National Women Development Policy 2011 ➤ Health, Population, and Nutrition Sector Development Program 2011-2016 ➤ National Plan of Action to Combat Violence Against Women and Children 2013-2025 ➤ Bangladesh Bank's Financial Inclusion Initiative 	<ul style="list-style-type: none"> ➤ Increased access to services such as healthcare best aligns with National Women Development Policy 2011 as this policy promotes access to essential services for women, ensuring their rights and welfare in sectors like healthcare, education, and legal aid. By increasing access to these services, the activities support the policy's goal of empowering women from various ethnic clusters. ➤ Increased access to services such as education, legal aid, livelihood best aligns with Health, Population, and Nutrition Sector Development Program 2011-2016 as this program focuses on improving health services and ensuring equitable access for all, including marginalized groups. Increasing healthcare access aligns with this

Name of cluster	Name of WRO	Project activities	National level policies/initiatives aligned	Alignment of the activity with the national level policy/initiative
				<p>program by addressing the healthcare needs of women from various ethnic clusters.</p> <ul style="list-style-type: none"> ➤ Training on vocational skills, leadership, self-confidence, life skills best align with National Women Development Policy 2011 as this policy emphasizes skill development and leadership training for women to promote their economic and social empowerment. Training on vocational skills, leadership, and self-confidence directly supports this policy's objectives. ➤ Increased awareness on sexual and gender-based violence, gender equality best aligns with National Plan of Action to Combat Violence Against Women and Children 2013-2025 as this plan focuses on preventing and addressing violence against women through awareness and educational measures. Increasing awareness of sexual and gender-based violence aligns with this plan by educating women and communities on these critical issues. ➤ Training on financial management, fundraising, IGA, entrepreneurship best aligns with Bangladesh Bank's Financial Inclusion Initiative as this initiative seeks to improve financial literacy and access to financial services for marginalized groups. Training in financial management, fundraising, and entrepreneurship aligns with this initiative by empowering women to manage finances and engage in economic activities.

Name of cluster	Name of WRO	Project activities	National level policies/initiatives aligned	Alignment of the activity with the national level policy/initiative
Migration cluster	<ul style="list-style-type: none"> ➤ Bangladeshi Ovivashi Mohila Sramik Association (BOMSA) ➤ Centre for Women and Children Studies (CWCS) 	<ul style="list-style-type: none"> ➤ Training on gender equality, women empowerment, and leadership ➤ Training on entrepreneurship/business management ➤ Advocacy meetings for women and formation of groups 	<ul style="list-style-type: none"> ➤ National Women Development Policy 2011 ➤ National Social Security Strategy 2015 ➤ National Plan of Action to Combat Violence Against Women and Children 2013-2025 	<ul style="list-style-type: none"> ➤ Training on gender equality, women empowerment, and leadership best aligns with National Women Development Policy 2011 as the policy emphasizes promoting gender equality and empowering women in all aspects of life. Training on gender equality, women empowerment, and leadership supports this policy by equipping migrant women with the knowledge and skills needed to advocate for their rights and take on leadership roles within their communities and workplaces. ➤ Training on entrepreneurship/business management best aligns with National Social Security Strategy 2015 as the NSSS aims to provide social security through employment and income generation. Training on entrepreneurship and business management aligns with this policy by empowering migrant women to start and manage their own businesses, providing them with economic security and reducing their vulnerability to poverty. ➤ Advocacy meetings for women and formation of groups best aligns with National Plan of Action to Combat Violence Against Women and Children 2013-2025 as this plan focuses on preventing and addressing violence against women through legal, social, and educational measures. Advocacy meetings and the formation of groups for migrant women align with this plan by providing platforms for these women to advocate for their rights and protection, thereby enhancing their safety and empowerment.

Name of cluster	Name of WRO	Project activities	National level policies/initiatives aligned	Alignment of the activity with the national level policy/initiative
Sex worker cluster	<ul style="list-style-type: none"> ➤ Sex Workers' Network Bangladesh (SWNB) ➤ Mukti Mahila Samity (MMS) 	<ul style="list-style-type: none"> ➤ Training on leadership capacity and gender equality ➤ Improved skills and knowledge on organizational management, advocacy, and networking ➤ Training on IGA and skills development ➤ Increased access to healthcare services 	<ul style="list-style-type: none"> ➤ National Women Development Policy 2011 ➤ National Social Security Strategy 2015 ➤ Bangladesh Bank's Financial Inclusion Initiative ➤ Adolescent Reproductive Health Strategy 2016 ➤ Health, Population, and Nutrition Sector Development Program 2011-2016 	<ul style="list-style-type: none"> ➤ Training on gender equality and leadership best aligns with National Women Development Policy 2011 as the policy aims to promote gender equality and empower women in all areas of life, particularly in leadership roles. Training on gender equality and leadership directly supports these objectives by equipping women with the knowledge and skills needed to advocate for their rights and take on leadership positions in their communities and workplaces. ➤ Improved skills and knowledge on organizational management, advocacy, and networking best aligns with National Women Development Policy, 2011 as the policy emphasizes economic empowerment of women through skill development and capacity building. Improving skills and knowledge in organizational management, advocacy, and networking enhances women's abilities to manage organizations effectively and advocate for their interests, which is crucial for their economic and social empowerment. ➤ Training on income generating activities and skills development aligns best with National Social Security Strategy 2015 as the NSSS emphasizes providing social security through employment and income generation. Training on IGAs and skills development empowers women to start and manage their own businesses, providing them with economic security and reducing their vulnerability to poverty.

Name of cluster	Name of WRO	Project activities	National level policies/initiatives aligned	Alignment of the activity with the national level policy/initiative
				<ul style="list-style-type: none"> ➤ Training on income generating activities and skills development also aligns with Bangladesh Bank’s Financial Inclusion Initiative as the initiative seeks to improve access to financial services for all, particularly marginalized groups. Training in IGAs and skills development encourages entrepreneurship and economic activity, which aligns with financial inclusion by integrating more women into the economic mainstream and facilitating access to financial products and services. ➤ Increased access to healthcare services best aligns with Adolescent Reproductive Health Strategy 2016 as this strategy aims to improve the reproductive health of adolescents by increasing access to healthcare services. Providing increased access to healthcare services aligns with this strategy by ensuring that adolescents, particularly girls, receive the necessary reproductive health services and education. ➤ Increased access to healthcare services also best aligns with Health, Population, and Nutrition Sector Development Program 2011-2016 as this program focuses on improving health services, population management, and nutrition. Increasing access to healthcare services aligns with this program’s goals by ensuring that women and children receive adequate healthcare, thus improving overall health outcomes.
Transgender cluster	<ul style="list-style-type: none"> ➤ Diner Alo Hijra Unnayan Mohila Sangstha 	<ul style="list-style-type: none"> ➤ Training on leadership, confidence building, gender equality, human rights 	<ul style="list-style-type: none"> ➤ National Women Development Policy 2011 	<ul style="list-style-type: none"> ➤ Training on leadership, confidence building, gender equality, and human rights best aligns with National Women Development

Name of cluster	Name of WRO	Project activities	National level policies/initiatives aligned	Alignment of the activity with the national level policy/initiative
	<ul style="list-style-type: none"> ➤ Shustha Jibon 	<ul style="list-style-type: none"> ➤ Increased access to services such as healthcare, legal aid, counselling ➤ Training on entrepreneurship, management ➤ Training on IGA and skills development 	<ul style="list-style-type: none"> ➤ Health, Population, and Nutrition Sector Development Program 2011-2016 ➤ National Social Security Strategy 2015 	<p>Policy 2011 as this policy promotes gender equality and the empowerment of marginalized groups, including transgender individuals. Training on leadership, confidence building, and human rights supports this policy by equipping transgender individuals with the knowledge and skills to advocate for their rights and participate actively in society.</p> <ul style="list-style-type: none"> ➤ Increased access to services such as healthcare best aligns with Health, Population, and Nutrition Sector Development Program 2011-2016 as this program focuses on improving health services and ensuring access to healthcare for all, including marginalized communities. Increasing access to healthcare, legal aid, and counselling services aligns with this program by addressing the specific needs of transgender individuals and improving their overall well-being. ➤ Increased Access to Services such as legal aid and counselling best aligns with National Women Development Policy 2011 as this policy seeks to ensure women’s rights and access to essential services, which can be extended to transgender individuals as part of a broader gender equality framework. Improved access to legal aid and counselling services supports the protection and empowerment of transgender individuals. ➤ Training on entrepreneurship and management best aligns with National Social Security Strategy 2015 as the NSSS aims to provide social security through employment and income generation. Training in

Name of cluster	Name of WRO	Project activities	National level policies/initiatives aligned	Alignment of the activity with the national level policy/initiative
				<p>entrepreneurship and management empowers transgender individuals to start and manage their own businesses, providing them with economic security and reducing their vulnerability to poverty.</p> <ul style="list-style-type: none"> ➤ Training on IGA and skills development also best aligns with National Social Security Strategy 2015 as the NSSS focuses on enhancing the efficiency and effectiveness of social protection programs. Training on income-generating activities (IGA) and skills development aligns with this policy by providing transgender individuals with the skills needed to secure employment and achieve financial stability.

Annex III Literature review log

Table 12 Literature review log

S. no.	Document name	Author	Research method	Findings
1.	MJF Baseline Report - Pragoashor	Light Castle Partners	Mixed-method study using secondary and primary research techniques. FDG and KII	The baseline study of the WVLB project, led by MJF assesses status of the 18 WROs and the targeted beneficiaries benefited by the WROs under WVLB project. The study reveals significant gender disparities and violence among its 930 beneficiaries, including women, ethnic minorities, sex workers, transgender individuals, and returnee migrant women. Key findings include pervasive gender-based violence, limited education access, and economic and social inequities. Many adhere to patriarchal norms and are unaware of their legal rights, experiencing domestic and societal violence. The study aims to create an increased awareness, advocacy to promote gender equality and improve access to services.
2.	MJF Mid-Term Report Pragoashor	Development Research Initiative	Qualitative and Quantitative tools were used. FGD, IDI, KII, case studies, and quantitative surveys. Gender Audit through a desk review, semi-structured interviews and participatory/collective workshops were conducted.	The project effectively promoted gender equality, empowered women, and protected their rights despite challenges such as the COVID-19 pandemic. WROs demonstrated strong organizational capacity, though they faced geographical and networking challenges. Interventions were relevant and aligned with both Canada's feminist policy and local needs, focusing on gender-based violence, labour rights, leadership, and marginalized groups. The project showcased improved awareness of gender equality and financial literacy among beneficiaries but identified gaps in resource utilization, training, and support mechanisms. Recommendations include enhancing training modules, implementing a tracking mechanism, providing Bengali manuals, establishing an emergency hotline, and considering continued support and a structured exit plan.
3.	'Jukto Hou, Mukto Hou: Connecting survivors, strengthening voices and creating gender-	Pragoashor Shamajik Unnayan Kendra	The proposal through activities, trainings, mapped against the outputs, aims to deliver outcomes.	The proposed program is aimed at addressing the needs of survivors of sexual and gender-based violence (SGBV). This three-year project seeks to create transformative changes through a survivor-centric approach. The objectives of the project are empowerment of


S. no.	Document name	Author	Research method	Findings
	transformative changes’ 2nd Revised Project Proposal			survivors, service linkages, feminist consciousness-raising and community engagement. The project has three outcomes outlined: enhanced self-confidence of targeted population; increased psychosocial, livelihood and legal services for survivors; increased community engagement to prevent SGBV. The proposal maps the activities against the outputs, the monitoring system of the project and the networking with other development organizations including the level of involvement and duration. The training and learning opportunities/events offered by the program aim to directly contribute in advancing the overall objectives and concerns of various GoB’s women related policy instruments and commitments.
4.	‘Enhanced Safety and Security of Women Migrant Workers (ESSWMW)’ 2nd revised proposal	BOMSA (Bangladeshi Ovivashi Mohila Sramik Association)	The proposal through activities, trainings, mapped against the outputs, aims to deliver outcomes.	The proposed project aims to address the pressing needs of female migrant workers, both potential and returnee. Significant issues include abuse, torture, violence, job loss, reduced salaries, and loss of passports, highlighting the vulnerabilities faced by these women upon their return. The project aims to empower the female migrants through capacity building, counseling, and training. By combining capacity building, community support, advocacy, and strategic partnerships, the project aims to ensure safe migration, economic empowerment, and the protection of rights for both potential and returnee female migrant workers. The overall program implementation strategy maps the relevant activities against the the outputs. The document provides detailed information regarding the geographic location with targeted directed beneficiaries. The proposed monitoring system of the project is framed to ensure smooth operations.
5.	‘Enhanced Safety and Security of Women Migrant Workers (ESSWMW)’ Draft baseline section chapter	BOMSA- Light Castle Partners	mixed methodology, primary and secondary research techniques. Primary consisting of quantitative and qualitative type. Qualitative data was mainly collected through semi-structured questionnaire surveys, FGD, KII.	The program aims to empower migrant women through self-sufficiency, migration rights awareness, gender equality, and skill development. Utilizing training workshops, meetings, counseling, and capacity building, the project seeks to enhance education, healthcare, and address gender-based violence. Key findings reveal that beneficiaries, mainly adult women aged 32, actively participate in household decisions but lack clarity on women’s rights. Many

S. no.	Document name	Author	Research method	Findings
				prefer marrying off girls over educating them, had no say in choosing partners, and believe in tolerating violence to keep families together. The program will increase awareness of women's rights and boost confidence to challenge gender stereotypes and promote equality.
6.	'Enhanced Safety and Security of Women Migrant Workers (ESSWMW)' Data Visuals	BOMSA	The data has been visualised/ portrayed through pie-charts and graphs upon the primary and secondary data collection.	The document contains the data visualisations of the data collected with reference to the project. It shows demographic and socio-economic status, educational qualifications, WASH, HH income % expenditure, school dropouts, norms and perceptions in household, on gender equality, knowledge on rights violation, women's leadership and participation, access to services, GBV understanding.


For detailed literature, please refer to this [link](#).

Annex IV Consent form

Figure 62 Consent form (i)




Manusher Jonno Foundation



TTC
connecting ideas
to impact

Thinkthrough Consulting



Canada

Informed Consent Form

Name of Project:

Name of Organization: Thinkthrough Consulting Ltd.

Purpose of the research: Thinkthrough Consultancy (TTC) is conducting this Endline study of WVLB project with the support of Manusher Jonno Foundation (MJF). Here, the aim to assess the current stance of the project in benefiting and supporting the local and regional Women Right Organizations (WROs), and their movements to seek empowerment of women and girls to advance the protection of women's and girl's rights to achieve gender equality. An integral part of the assessment is to comprehend the status of the beneficiaries of these WROs. Thus, your response will be significant to us for this study.

Method: As part of our research, we will conduct Key Informant Interviews (KII), Focus Group Discussions (FGDs), and Surveys to gather insights. During interviews and discussions, we will take written notes and, with your permission, may record audio for accuracy. Your participation will typically last between 30 minutes to 1 hour.

Confidentiality
Your identity will remain anonymous in accordance with TTC's non-disclosure policy.

Please note the following:

- Your responses will be kept confidential and will not be used to identify you or your company.
- The data collected will solely be used for internal research purposes and will be the intellectual property of TTC, shared exclusively with MJF.
- Your insights are highly valued as they will contribute to forming meaningful recommendations for the betterment of all beneficiaries associated with these WROs

Potential Risks and Benefits

Risks: There are no foreseeable risks associated with participating in this study. Your participation in this research is entirely voluntary. You have the right to choose whether to participate, and you may withdraw your consent at any time, even if you initially agreed to participate.

Benefits: While there may be no direct benefits to you, your participation will contribute to a better understanding of WVLB project, potentially benefiting the wider community.

Page 1 of 2

Figure 63 Consent form (ii)

Statement by the respondent giving the consent

I have been invited to take part in a research study. I have read and understood the information provided, or it has been explained to me. I have had the opportunity to ask questions and have received satisfactory answers. I agree to participate in this study.

S.no	Name of the respondent	Signature
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Place _____

Date _____

Statement by the researcher/person taking consent

I have accurately read out the information sheet to the potential respondent, and to the best of my ability made sure that the respondent understands the study. I confirm that the respondent was given an opportunity to ask questions about the study, and all the questions asked by the respondent have been answered correctly and to the best of my ability. I confirm that the individual has not been coerced into giving consent, and the consent has been given freely and voluntarily.

Name of Researcher/person taking the consent _____

Signature _____

Date _____

Annex V Inception report Table of Content

Figure 64 Inception report table of content

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Annex VI Evaluation tools

Quantitative tool

Table 13 Quantitative tool

S. No.	Question	Options	Instruction
Socio demographic profiles			
1.	Age	<ul style="list-style-type: none"> a) Under 15 b) 15 - 22 years c) 23 - 30 years d) 31 - 37 years e) 38 - 45 years f) More than 45 years 	Single choice
2.	What is your level of education?	<ul style="list-style-type: none"> a) Primary (up to class 5) b) Junior Secondary (up to class 8) c) Secondary (up to class 10) d) Higher Secondary (up to class 12) e) Undergraduate f) Above 	Single choice
3.	Have you attained any professional degree apart from school/college education?	<ul style="list-style-type: none"> a) Yes b) No 	Single choice
4.	If yes, what types of courses have you completed?	<ul style="list-style-type: none"> a) Computer Training (e.g., Basic IT, Advanced IT, Software Development) b) Vocational Training (e.g., Plumbing, Electrical Work, Carpentry) c) Language Courses d) Healthcare and Nursing Training e) Teaching and Education Courses f) Business and Management Courses g) Agricultural Training (e.g., Modern Farming Techniques, Fishery) h) Tailoring and Fashion Design i) Driving and Automotive Repair 	Select all that apply

S. No.	Question	Options	Instruction
		j) Beauty and Personal Care k) Entrepreneurship and Small Business Development l) <input type="checkbox"/> Other: _____	
5.	What is your marital status?	a) Unmarried b) Married c) Divorced d) Widowed e) Separated f) Prefer not to say	Single choice
6.	What is your employment status?	a) Full-time employed b) Part-time employed c) Contract or temporary d) Retired e) Unemployed, looking for work f) Unemployed, not looking for work g) Unable to work h) Full-time student i) Other (please specify) j) Prefer not to say	Select all that apply If option I, move to Q6, else move to Q7.
7.	If option I, (please specify)		Open ended
8.	What is your monthly household income?	a) 0 - 5000 BDT b) 5,001 - 10,000 BDT c) 10,001 - 15,000 BDT d) 15,001 - 20,000 BDT e) More than 20,000 BDT f) Prefer not to say/Don't know	Single choice
9.	Who do you live with?	a) Alone b) With spouse/partner c) With children d) With parents e) With extended family f) With friends/roommates g) Prefer not to say	Single choice

S. No.	Question	Options	Instruction
10.	How many people, including yourself, live in your home?	<ul style="list-style-type: none"> a) None b) One c) Two d) Three e) More than three f) Prefer not to say 	Single choice
S. No.	Question	Options	Instruction
Relevance			
11.	Did the activities of the project align to your needs?	<ul style="list-style-type: none"> a) Yes b) No 	Single choice If option a, move to
12.	In what ways did the activities of the project meet your needs?	<ul style="list-style-type: none"> a) They enhanced my knowledge. b) They improved my skills. c) They motivated me to adopt good practices. d) They boosted my confidence. e) They taught me how to manage different situations. f) They helped me better manage my relationships. g) Others: 	Select all that apply
13.	Were the events/workshops/training relevant to you?	<ul style="list-style-type: none"> a) Yes b) No 	Single choice
14.	Were the activities relevant in terms of increasing your confidence?	<ul style="list-style-type: none"> a) Yes b) No 	Single choice
15.	Were the activities relevant in terms of empowering you?	<ul style="list-style-type: none"> a) Yes b) No 	Single choice
16. W	Were the activities relevant in terms of helping you addressing violation of your rights?	<ul style="list-style-type: none"> a) Yes b) No 	Single choice
17.	Were the themes (GBV and related) relevant to you?	<ul style="list-style-type: none"> a) Yes b) No 	Single choice

S. No.	Question	Options	Instruction
Effectiveness			
Common indicator question			
18.	Has the project led to building your confidence in addressing violations of your rights?	a) Yes b) No	Single choice
19. W	Why do you feel so?	a) The project has equipped me with appropriate information b) The project has built my skills/capacity to reach out to relevant avenues c) The project has provided me with platforms/networks d) The project has linked me with like-minded people	Single choice
20.	Has the project led to empowerment at an overall level?	a) Yes b) No	Single choice
21.	Why do you feel so?	a) The project has increased my awareness on dealing with violation of my rights b) The project has increased my awareness on livelihood avenues c) The project has built my capacity in dealing with difficult situation/circumstances d) The project has oriented different stakeholders (government representatives, family members) about GBV and related issues	Single choice
22.	Are you part of any group or network?	a) Yes b) No	If option a), move to Q21, else move to Q24.
23.	If yes, which ones?	a) Men and boy's forum, b) Human rights watch groups c) support group (called Human Rights Coordination Committee- HRCC) d) Students' group e) Community group f) Survivor network g) Women's group	Multiple choice

S. No.	Question	Options	Instruction
		<ul style="list-style-type: none"> h) Adolescent girls' groups i) Community group at slum level women and girls j) Transgender community group 	
24.	Is your group or network currently working?	<ul style="list-style-type: none"> a) Yes b) No 	Single choice
25.	Did you attend any trainings/workshops?	<ul style="list-style-type: none"> a) Yes b) No 	Single choice
26.	What knowledge did you gain from the events/ workshops/ training?	<ul style="list-style-type: none"> a) Gender equality awareness b) Women empowerment initiatives c) transformative leadership & life skill building d) Awareness on sexual and gender-based violence (SGBV) e) Community engagement techniques f) Knowledge on sexual and reproductive health and rights (SRHR) 	Select all that apply
27.	Has the project helped build your leadership quality?	<ul style="list-style-type: none"> a) Yes b) No 	Single choice if yes, move to Q26, else move to Q27
28.	If yes, how have you improved?	<ul style="list-style-type: none"> a) Better communication skills b) Increased confidence c) Improved decision-making abilities d) Enhanced problem-solving skills e) More active participation in community decisions f) Enhanced ability to advocate for yourself and others g) Other: _____ 	Select all that apply
29.	Are you aware of the different forms of SGBVs?	<ul style="list-style-type: none"> a) Yes b) No 	Single choice
30.	If yes, which forms of SGBV are you familiar with?	<ul style="list-style-type: none"> a) Sexual violence (rape, sexual assault, sexual harassment) 	Select all that apply

S. No.	Question	Options	Instruction
		<ul style="list-style-type: none"> b) Physical violence (domestic violence, physical assault) c) Emotional and psychological support (verbal abuse, psychological abuse, stalking) d) Economic violence (financial violence, economic deprivation) e) Cultural and harmful traditional practices (Child marriage, honour killings) f) Forced marriage (Arranged without consent, marital rape) g) Digital violence (Cyberstalking, revenge porn) h) Structural and institutional violence (Discrimination and denial of services) 	
31. A	Are you aware of services provided to women by government and non-government agencies?	<ul style="list-style-type: none"> a) Yes b) No 	Single choice
32.	Have you availed any services?	<ul style="list-style-type: none"> a) Yes b) No 	Single choice
33.	If yes, which ones?	<ul style="list-style-type: none"> a) Legal services b) Medical services c) Counselling services d) Psychosocial support e) Services related to education of my children f) Services related to employment opportunities g) COVID-19 safety kit h) Menstrual hygiene kit i) sports material j) treatment cost k) health services l) Social Security m) Cash loan n) Khash Land 	Single Choice
FIDA			
34.	Before the project, were you involved in family decision making?	<ul style="list-style-type: none"> a) Yes b) No 	If option b) move to Q31, else move to Q.33

S. No.	Question	Options	Instruction
35.	If no, why were you not involved?	a) I didn't feel confident enough. b) I lacked the necessary knowledge. c) My family didn't include me in decisions. d) Cultural or traditional reasons. e) Other: _____.	If option e) move to Q32, else move to Q.33
36.	If other, please specify	a)	Open-ended
37.	After the project, are you being involved in family decision making?	a) Yes b) No	If option a) move to Q36, if option b) move to Q.34
38.	If no, what were the challenges?	a) I still don't feel confident enough. b) I still lack the necessary knowledge. c) My family continues to exclude me from decisions. d) Cultural or traditional reasons remain unchanged. e) Other: _____.	If option e) move to Q35, else move to Q.37
39.	If other, please specify	a)	Open-ended
40.	Which aspects at the family level are you involved in terms of decision making?	a) Marriage-related decisions b) Education-related decisions c) Financial decisions d) Sexual and Reproductive Health and Rights (SRHR) decisions e) Health and Well-being decisions f) Child-related decisions g) Employment and career decisions h) Legal and administrative decisions	Single choice
41.	Did your family members attend any trainings/workshops under the project?	a) Yes b) No	Single choice
42.	Are your family members aware of the following?	a) Concept of Gender Equality b) Concept of Women Empowerment c) Concept of Leadership d) Sexual and Gender Based Violence (SGBV) e) Others: _____.	Select all that apply If option e) move to question Q39, else move to Q40

S. No.	Question	Options	Instruction
43.	If other (please specify)	a)	Open-ended
44.	Have you seen any change in your family members towards you after they were involved in the project?	a) Yes b) No	Single choice
CWFD			
45.	Have you or any of your acquaintance ever faced any incident of violation?	a) Yes b) No	If option a), move to Q42, else move to Q45.
46.	What was it?	a) Physical violence b) Sexual violence c) Mobility restrictions d) Restrictions on livelihood opportunities e) Taking decisions on your behalf f) Others: _____.	Open-ended
47.	Were you able to raise/escalate the issue in the family?	a) Yes b) No	Single choice
48.	Were you able to raise/escalate the issue in the society?	a) Yes b) No	Single choice
49.	Were you involved with any Income Generating Activities (IGA) before joining the project?	a) Yes b) No	If option a), move to Q46. If option b), move to Q47
50.	What was your income?	a) 0 - 5000 BDT b) 5,001 - 10,000 BDT c) 10,001 - 15,000 BDT d) 15,001 - 20,000 BDT e) More than 20,000 BDT	Single choice
51.	Are you involved with any Income Generating Activities now?	a) Yes b) No	If option a), move to Q48, else move to 51
52.	What is your income now?	a) 0 - 5000 BDT b) 5,001 - 10,000 BDT	

S. No.	Question	Options	Instruction
		c) 10,001 - 15,000 BDT d) 15,001 - 20,000 BDT e) More than 20,000 BDT	
53.	How did you manage your income?	a) Spend it as you see fit. b) Hand it over to your husband. c) Deposit it in the bank d) Others: _____.	Select all that apply. If option d) move to Q50
54.	If other (please specify)	a)	Open ended
55.	Do you understand the concept of gender equality?	a) Yes b) No	Single choice
56.	If yes, how did you learn about gender equality?	a) From personal experiences and interactions b) Through the project intervention via workshops, or trainings c) Through formal education (school, university, courses) d) Through media (books, TV shows, movies, news) e) Through conversations with family and friends f) Other: _____.	If option f) move to Q53, else move to Q54
57.	If other (please specify)	a)	Open ended
58.	Are you aware of any practices that promote gender equality?	a) Yes b) No	If option a) move to Q55, else move to Q57
59.	If “Yes” which of the following are gender equal practises?	a) Equal opportunities to earn b) Equal distribution of household chores c) Equal access to medical services d) Equal access to legal services e) Equal access to food f) Equal access to take decisions g) Others: _____.	Select all that apply If option g) move to Q56, else move to Q.57
60.	If other (please specify)	h)	Open-ended

S. No.	Question	Options	Instruction
61.	Before the project, were you involved in family decision making?	a) Yes b) No	If option b) move to Q58, else move to Q.60
62.	If no, why were you not involved?	a) I didn't feel confident enough. b) I lacked the necessary knowledge. c) My family didn't include me in decisions. d) Cultural or traditional reasons. e) Other	If option e) move to Q59, else move to Q.60
63.	If other, please specify	a)	Open-ended
64.	After the project, are you being involved in family decision making?	a) Yes b) No	If option a) move to Q63, if option b) move to Q.61
65.	If no, what were the challenges?	a) I still don't feel confident enough. b) I still lack the necessary knowledge. c) My family continues to exclude me from decisions. d) Cultural or traditional reasons remain unchanged. e) Other: _____.	If option e) move to Q62, else move to Q.64
66.	If other, please specify	a)	Open-ended
67.	Which aspects at the family level are you involved in terms of decision making?	a) Marriage-related decisions b) Education-related decisions c) Financial decisions d) Sexual and Reproductive Health and Rights (SRHR) decisions e) Health and Well-being decisions f) Child-related decisions g) Employment and career decisions h) Legal and administrative decisions	Single choice
68.	Are your family members aware of the following?	a) Concept of Gender Equality b) Concept of Women Empowerment c) Concept of Leadership d) Sexual and Gender Based Violence (SGBV) e) Others: _____.	Select all that apply If option e), move to Q65, else move to Q66

S. No.	Question	Options	Instruction																
69.	If other (please specify)	a)	Open-ended																
70.	Have you seen any change in your family members towards you after they were involved in the project?	a) Yes a) No	Single choice																
71.	Are you aware of laws related to child-marriage?	a) Yes b) No	Single choice																
72.	How child marriage does effects children?	a) Limits their access to education and opportunities for personal development. b) Increases the risk of early pregnancy and childbirth complications. c) Exposes them to higher rates of domestic violence and abuse. d) Leads to psychological and emotional trauma. d) Increases the likelihood of poverty and economic insecurity.	Select all that apply																
73.	Have you ever worked towards addressing Gender Base violence (GBV) related incident?	a) Yes b) No	If option a), move to Q70																
74.	What did you do?	a) Met and counselled the perpetrator b) Provided psychosocial support to the victim c) Escalated the matter to the community groups d) Escalated the matter to the WRO e) Complained to justice authorities f) Did nothing g) Others: _____.	Open-ended																
Pragroshar																			
75.	How many times have you availed the following services?	<table border="1"> <thead> <tr> <th>Services</th> <th>Once</th> <th>Twice</th> <th>Thrice</th> </tr> </thead> <tbody> <tr> <td>a)Counselling</td> <td></td> <td></td> <td></td> </tr> <tr> <td>b)Psychosocial</td> <td></td> <td></td> <td></td> </tr> <tr> <td>c)Legal</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Services	Once	Twice	Thrice	a)Counselling				b)Psychosocial				c)Legal				Single choice
Services	Once	Twice	Thrice																
a)Counselling																			
b)Psychosocial																			
c)Legal																			

S. No.	Question	Options	Instruction
		d) Medical	
76.	Were you trained on self-defence?	a) Yes b) No	Single choice
77.	Did you use your skills (self-defence) to manage any difficult situation?	a) Yes b) No	Single choice
78.	Are you aware of the hotline number run by Government of any other agency?	a) Yes b) No	Single choice
79. D	Do you have means to access it?	a) Yes b) No	Single choice
80.	Have you received training of life-skill?	a) Yes b) No	Single choice
Impact			
81.	How has the project impacted your life?	a) The project has built confidence and ability to speak publicly to raise voice against violations of rights b) The project has helped realise rights. c) The project has led to improved decision-making. d) The project has led to improved status in society. e) The project has led to improved status in family f) The project has led to improved awareness g) It has not impacted	If option g) then move to Q78. else move to Q79
82.	If option g), then why did it not have an impact?	a)	Open ended
83.	How has the project improved your quality of life?	a) The project has decreased gender-based violence-related incidents b) The project has fostered amicable relations. c) The project has led to decreased stress	Select all that apply If option e) then move to Q80. else move to Q81

S. No.	Question	Options	Instruction
		d) The project has led to creation of happy environment at home e) The project has developed self-confidence f) The project has created a safer environment g) Other: _____	
84.	If other (please specify)	a)	
85.	Do you believe the intervention has generated significant positive effects for women, girls, and transgender survivors?	a) Yes b) No	Single choice
Sustainability			
86.	Has the project empowered you to continue advocating for good practices to prevent violations of your rights?	a) Yes b) No	Single choice
87.	Has the project empowered you to continue advocating for changes in behaviour regarding your rights?	a) Yes b) No	Single choice
88.	Do you feel confident that you will continue to use the techniques and strategies you learned in the project over the long term?	a) Yes b) No	Single choice

For more quantitative tools, please refer to the [link](#).

Qualitative tool

Table 14 Qualitative tool

S. No.	Questions	Alignment with OECD DAC criterion
1.	<p>What kind of activities have you been part of under the project?</p> <p>a) How do these activities relate to your day-to-day needs?</p> <p>b) How are the activities organised? Did the project also involve your family member? If yes, how?</p>	Relevance
2.	<p>What do you do in case you come across any incident of violence against women or incident of violation of rights (check for the actions, check if there is an improvement in motivation/confidence to take an action since the onset of the project)?</p> <p>a) Can you walk us through incident/incidents?</p> <p>b) Where you as an individual or group members successfully identified and addressed violence?</p> <p>c) Have you or others in your group successfully accessed services for addressing sexual and gender-based violence? Can you please elaborate?</p>	Effectiveness
3.	How aware are you of gender equality practices and the laws regarding child marriage?	Effectiveness
4.	<p>Are you able to identify the relevant service providers? Can you share your experience?</p> <p>a) Have you used any services (medical, legal, psychosocial, etc.) recommended by the project?</p> <p>b) What barriers have you encountered when seeking services, such as counselling or healthcare, for yourself or others in your community, and how were these barriers addressed?</p>	Effectiveness
5.	How is involved of family members in the project helped (check if the awareness level of family members has increased, check if there is any change in perception, attitude and practises of the family members, check if their involvement has benefitted the respondent)?	Effectiveness and Impact
6.	<p>How has your knowledge and understanding of leadership qualities and roles improved because of the program?</p> <p>a) Why do you think it is important for making sure women's voices are heard in the community?</p> <p>b) Do you feel that the leadership skills training was accessible and inclusive to all members of your community?</p> <p>c) What impact has gaining leadership skills had on your life and your community?</p> <p>d) How have you used your knowledge of your rights in real-life situations?</p> <p>e) Do you feel confident in sustaining and further developing your leadership skills beyond the duration of the project?</p>	Effectiveness and Impact
7.	What types of training have you received and how useful have you found these training sessions in improving your skills and knowledge?	Effectiveness and Impact
8.	How has the project influenced your ability to participate in family decisions, such as education, marriage, or financial matters?	Impact

S. No.	Questions	Alignment with OECD DAC criterion
	a) Can you share an example of a decision you were able to influence or make because of what you learned in the project?	
9.	Do you feel more empowered, confident and motivated as part of this project? What are the reasons for you to feel so?	Impact
10.	What changes has the project brought at the individual level? How do these changes help you navigate challenges at the family level and society level?	Impact
11.	How do you perceive the relationship between your group and various service providing agencies, both public and private? Have these relationships facilitated improved access to services for members of your community?	Impact
12.	Are you involved in any income-generating activities? If yes, a) How did it impact your life? b) What can be improved?	Impact
13.	What changes has the project brought into your lives?	Impact
14.	What changes has the project brought into your lives (check if there are changes in their and their family members' awareness, attitude and practise and how is this change helping them make their lives better, check if there are changes in family dynamics, check if there is enhanced self-confidence and motivation)?	Impact
15.	What are some of the recommendations that you would like to provide? Check for recommendations on - <ul style="list-style-type: none"> • Making activities more inclusive • Including/deleting any activity 	Sustainability

For more qualitative tools, please refer to this [link](#).

Checklist to WROs

Figure 65 Checklist to WROs

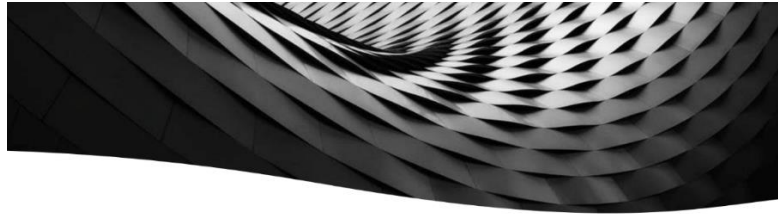
Name of the WRO: **Dalit Empowerment Foundation**

Program title: **Participation of Women for Ensure Right's (POWER)**

S. No.	Indicators	Target Value	Endline value (To be provided by WRO)	Data source for values provided (To be provided by WRO) ¹
1.	% of Dalit women and girls from groups involved with social actions (disaggregated by types).	40%		
2.	% of Community people aware on negative impact of violence against women and girls.	60%		
3.	% of community people changed their mind on gender role.	60%		
4.	% of community people aware on negative impact of child marriage.	80%		
5.	% of beneficiaries sought for services and received services	60%		
6.	% of beneficiaries received services from public and private service providers (disaggregated by types, direct and referral Linkages)	50%		
7.	% of Capacity increased of the organization	80%		
8.	% of women and adolescent girls able to identify at least three gender equal practices / gender discrimination and women rights issues	70%		
9.	% of women and girls confident to negotiate and speak publicly to claim their rights	55%		

Annex VII Preliminary findings PPT

Table 15 Preliminary findings PPT



Final Evaluation of “Women’s Voice and Leadership - Bangladesh Project”

Manusher Jonno Foundation (MJF)

Preliminary findings

18th July 2024



Key preliminary findings



Contents

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Purpose of WVLB project

The purpose of the project is to:

-  Institutional capacity enhancement of local and small WROs, COs in terms of feminist governance practices, programming, financial management, and sustainability
-  Embark on women’s voice raising, and leadership that amplify their voice by agency creation, and nourishment of collectives’ voices.
-  Changing social norms and customs to reduce underpinning practices of discrimination and inequality aiming to promote a more organized and inclusive society.
-  Integrate feminist principle and approach in project implementation.
-  Policy influencing to advocates on behalf of women, girls, Hijra, and transgender to governments and decision-makers at all levels and develops linkages and networks.
-  Promote women’s social, political, and economic empowerment undertaking various initiatives or actions.

Page 5



Relevance (1/3)

This section seeks to assess the Relevance of the activities of the WROs in terms of project design, planning and staffing as well as from the perspective of project beneficiaries with regards to how the project was aligned with their most pressing developmental needs. It further assesses the alignment of the project with international development frameworks such as the Sustainable Development Goals, Feminist International Assistance Policy as well as Bangladesh's national priorities.

Theme 1: Addressal of critical needs

- Beneficiaries across all clusters emphasized on how project activities were aligned with their immediate needs.
- Through skills training, financial support, and awareness sessions, the projects provided benefits that improved their lives.
- The project activities were well-organized, offered structured and regular meetings, workshops, and training sessions, ensuring consistent engagement and practical application of the knowledge and skills acquired.

Justification: Participants from FIDA WRO highlighted that couple counselling and financial support for business ventures enhanced community interactions and economic stability. Similarly, beneficiaries from the Disability cluster reported that skills training and income-generating activities promoted self-sufficiency and increased visibility in society.

Theme 2: Inclusive design and implementation

- Projects emphasized on incorporating elements of gender equality, inclusion, and participation throughout the design, staffing, and implementation phases.
- A thorough needs assessment was a common practice to ensure alignment with beneficiary needs, which also included consultations from various stakeholders to refine and validate the project activities.
- The project's design fostered social acceptance and inclusion by adding activities such as awareness-raising sessions, advocacy training, and community engagement enabled beneficiaries to gain confidence and reduce societal discrimination.

Justification: FIDA refined project proposals to include new activities targeting women, transgender individuals, and Dalit communities, thereby promoting inclusivity. In the case of Diner Alo, a diverse team, including transgender members, was employed to comprehensively address gender issues.

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Impact (1/3)

This section seeks to assess the **Impact** in two ways - impact on WROs and the impact of the activities undertaken by the WROs for the beneficiaries.

Theme 1: Capacity and leadership development

The project's focus on capacity and leadership development has significantly enhanced the service delivery of project activities across all Women's Rights Organizations (WROs), positioning them as leaders in fostering community empowerment and achieving impactful outcomes. Through comprehensive on-the-job mentoring and training initiatives, WROs have not only strengthened their internal capacities but have also emerged as pivotal agents of change within their respective communities.

Impact on WROs: On-the-job mentoring and training have strengthened the operational capabilities of WROs, enabling them to streamline project management processes and enhance service delivery effectiveness. By equipping staff with leadership skills, technical expertise, and strategic planning capabilities, WROs have become more adept at navigating challenges and seizing opportunities. This development has not only increased the visibility and credibility of WROs within communities but has also strengthened partnerships with government agencies and other stakeholders. These strengthened alliances have facilitated better access to resources and support, thereby expanding the reach and impact of their initiatives.

Enhanced service delivery: Capacity and leadership development have led to improved service delivery outcomes. The training programs have ensured that WROs can implement their projects more efficiently, resulting in more effective interventions and better results for beneficiaries.

Benefit to beneficiaries: Leadership training and skill development initiatives have empowered beneficiaries to advocate for their rights more effectively, participate actively in decision-making processes at both community and family levels, and spearhead initiatives that promote gender equality and social inclusion. Skill-based training programs in fields such as tailoring, agriculture, handicrafts, jewellery making, and small business management have enhanced employability, thereby positively affecting economic independence. This has led to improved social status and financial stability for beneficiaries, fostering greater community acceptance and support.

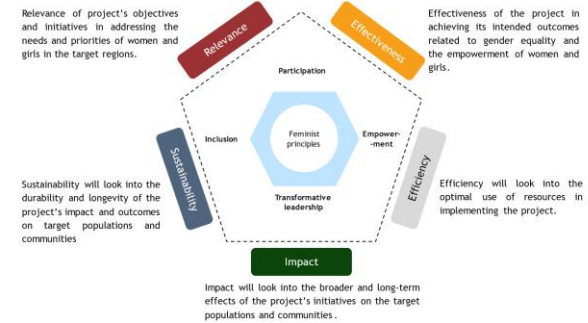
"While we have been working in this space for some time, the training and mentoring by MJF helped us streamline our systems and processes and overhaul our project planning and implementation. The use of an MIS for monitoring was a particular useful tool." - WRO

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Approach (1/2)

Evaluation approach - OECD DAC, with five key parameters: **Relevance, Effectiveness, Efficiency, Impact, and Sustainability.**



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- OECD DAC parameters were integrated with the Gender Equality dimension of the Feminist International Assistance Policy (FIAP).
- This framework catered to the core "feminist principles - inclusion, transformative leadership, empowerment, and participation" for the evaluation.



Sustainability (3/3)

Beneficiary resilience

Many beneficiaries pointed out the need for a resilient capacity building and training initiative which is critical to empowering the participants and ensuring long-term sustainability. For instance, the SWNB WRO highlighted the need for various types of training, including job opportunities and social status enhancement programs. Similarly, the WEAVE WRO underscored the importance of extending the duration of training sessions and including diverse training opportunities to ensure that participants are well-equipped with the skills needed for sustainable livelihoods.

"Strengthening our network with service providers and enhancing our capacity through sustained capacity building programs and training initiatives should be done. This will significantly help enhance the quality of our lives."

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Thank you

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